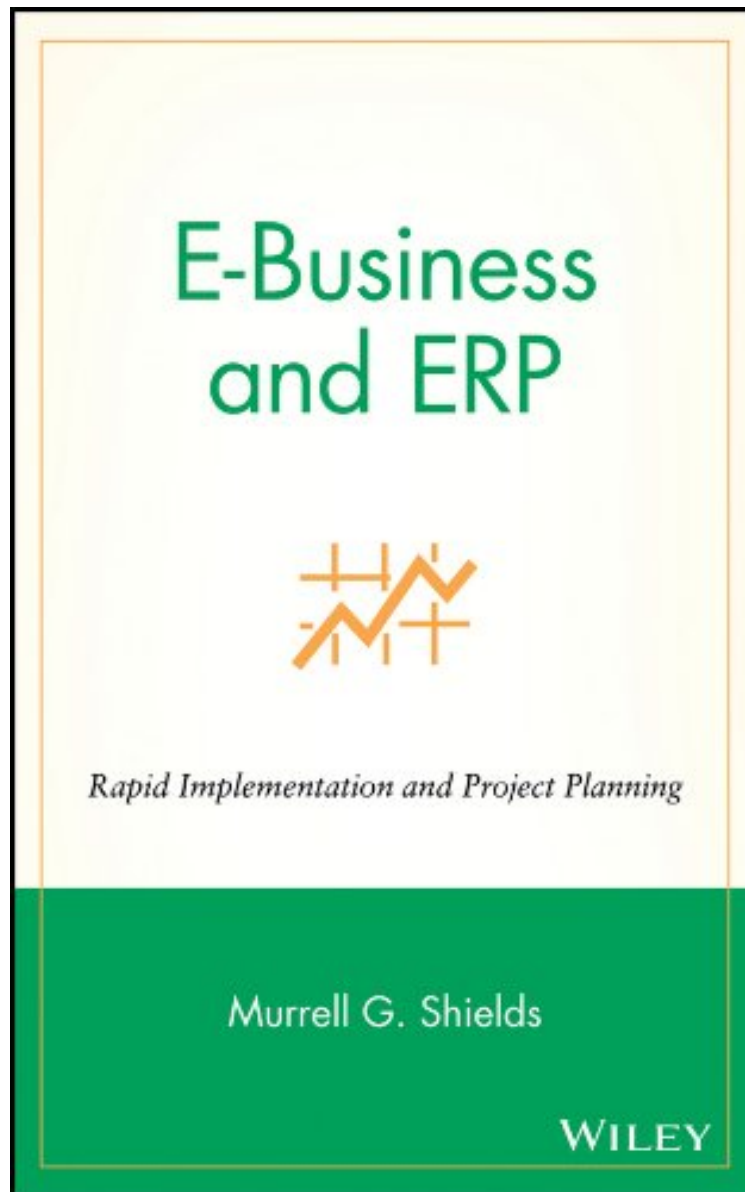


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E-Business and ERP: Rapid Implementation and Project Planning

Murrell G. Shields

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Murrell G. Shields : E-Business and ERP: Rapid Implementation and Project Planning before purchasing it in order to gauge whether or not it would be worth my time, and all praised E-Business and ERP: Rapid Implementation and Project Planning:

41 of 42 people found the following review helpful. Strong project approach, some gaps - overall: valuableBy Mike TarraniThis book provides a sound approach to planning and managing an ERP rapid implementation project, but falls short of the mark on the "E-Business" part alluded to in the title.First, the strengths: the rapid implementation roadmap

that is the topic of chapter 2 is thorough and well thought out. The phases are commit [to the project], start, manage, analyze, configure, test, change, support, convert, prepare, go live and improve. The roadmap gives both structure to a project plan and breaks it down into manageable pieces. Chapter 3 covers vendor selection, and provides excellent material for developing RFIs and RFPs and evaluating responses from vendors. Among the best practices given here are identifying key requirements, focusing on what is essential and using a proof-of-concept approach. Managing the rapid implementation, chapter 4's topic, is comprehensive and is consistent with sound project management practices. Key areas that are particularly strong address taking a deliverables-based approach, managing scope and project issue management. These are the ingredients of a successful implementation and the author covers them in depth. Chapter 5 covers the people part of the equation by providing guidance on how to organize the implementation team, roles and responsibilities, and managing change. My favorite two chapters are 6 and 8. Chapter 6 addresses nine essential factors for success, the best (in my opinion) is the rule that no reengineering is allowed during the implementation. This is sage advice because if you attempt to take advantage of opportunities to reengineer you are going to quickly drift outside of project scope, not to mention slowing to a crawl what is supposed to be a rapid implementation. Chapter 8, my other favorite chapter, gives a list of "project accelerators", which are methods or processes that will ensure that the rapid implementation is rapid.

Weaknesses: (1) The author does not address E-business despite the title of this book. I am going to assume that the publisher insisted on including that in the title. (2) There are some glaring gaps in the author's "eXtended Enterprise System" (EXS) framework. He cites six layers using the technical infrastructure as the foundation and moving up through a transactional backbone, advanced applications, cross-application repository and a management dashboard as the capstone. What is missing from the picture is middleware, including transaction monitors, message queuing and the other "glue" that holds together an enterprise architecture. While this book is more suited for project managers, the omission is serious because the middleware layer increases the scope and complexity of an ERP project as well as the cost. (3) Technology support issues (chapter 7) was not strong in identifying release criteria to production, not the artifacts that production needs in order to support an ERP system. Release to production is a critical point in the life cycle that affects IT service delivery, as well as operational considerations (performance and capacity baselines, workload scheduling, etc.).

Recommendation: The rapid implementation approach given in this book is complete and attainable. The author gives practical advice that can be applied to not only ERP implementations, but other system implementations as well. As such, this is a good book for project managers and upper IT management. If you note the gaps I cited above and take them into account, this book will lead you through a successful implementation. I am subtracting a star for the misleading title and the weaknesses, but still highly recommend this book.

3 of 3 people found the following review helpful. Structured, Realistic and Well Thought Out
By Linda Zarate
This book covers what it takes to successfully manage a rapid implementation project for any enterprise-wide application. It does so in a structured and realistic manner that addresses risks, critical success factors and common deliverables. Project management is much more than common sense - it requires a process and skillful use of PM techniques, such as those contained in PMI's Project Management Body of Knowledge (PMBOK). This is reinforced by the appalling number of IT projects that either fail or are cancelled. While this book doesn't go deeply into specific PM techniques, nor does it especially align to the PMBOK, it does provide a realistic framework. It also gives a complete list of risks and barriers to success that you'll encounter in ERP and other complex systems projects. I especially like the way the author decomposes the systems into layers and the project approach into phases. These allow you to step back and see the big picture, and to do a better job of estimating scope, complexity and required resources before embarking on the project. The project management approach itself is solid, and is linked to critical success factors that will make or break any project. He also provides excellent advice on team management, and especially team communications and cross functions.

Managing complex projects are not easy, and this book contains no short cuts. It does show you how to plan and control a rapid implementation project for any enterprise system, and if the advice and general approach provided in this book is heeded and followed your chances for success will be dramatically improved. Just don't let anyone who thinks it's a matter of plain common sense anywhere near the project because you'll find the project to be just another statistic in the boneyard of failed IT projects.

4 of 4 people found the following review helpful. Packed with Knowledge!
By Rolf Dobelli
Implementing new software into your company's core businesses processes is a painful procedure. Technically challenged readers might well find some pain in the pages of this book, but the agony is no fault of the author. The topic at hand, integrating new software applications packages with current systems, is one of the most complex and difficult challenges in all of business. We from getAbstract recommend that you take your medicine like a man (or a woman) and read this comprehensive guide to meshing new software with your old business. You are sure to benefit from its practical strategies and management techniques, as will your company.

Proven strategies for companies seeking to accelerate an ERP implementation Almost all large and midsize corporations worldwide will be involved in implementing enterprise resource planning and/or e-business applications over the next two to three years. This is the only book that discusses how to implement a rapid ERP system and shows how e-business is impacted by the implementation of an ERP system. This book also provides valuable tried and true

methods of keeping the project under or within budget. A quality ERP transaction foundation is a prerequisite for taking advantage of many of the new e-business opportunities that executives have placed high on their list of priorities. This valuable guide examines the strengths and weaknesses of ERP and shows when rapid implementation is not appropriate. The book also provides outsourcing alternatives and the use of application service alternatives, and shows how e-business is impacted by the implementation of an ERP system. Murrell G. Shields (McLean, VA) is the Director of Management Solutions and Services and National Leader of Technology and Infrastructure Services at Deloitte Touche.

"this is a useful book for any organisation thinking of implementing a new ERP system" (Sunday Business, 26 August, 2001) "...useful guide...extensive exploration...give you lots of useful advice and assistance..." (Supply Management, 18 October, 2001) "...does provide a comprehensive overview of how an ERP implementation should be planned and managed..." (Information Age, December 2001) While Enterprise Resource Planning has been a factor in manufacturing since the early 1990s, most other industries are just now stepping up to the ERP implementation challenge. An effective ERP backbone is often a prerequisite to achieving the benefits from the new e-business applications. Both types of applications need to be implemented in shorter time frames than were typical in the past. E-Business and ERP outlines a new approach-and provides an innovative toolset-to understand and achieve a rapid implementation of ERP and e-business applications. From presenting a compelling case for making rapid implementation the preferred method, to providing guidance on the factors that must be present before an organization is ready to initiate a successful rapid implementation project, this timely book builds a formidable case for the viability and necessity of a fully operational rapid implementation scenario, including:

- * Three different approaches for selecting effective, appropriate application packages
- * Tools-called accelerators-that are necessary to support a rapid implementation approach
- * Issues essential to supporting the IT aspects of these projects

In addition, E-Business and ERP covers the trends and changes in business and particularly, the packaged software industry that will have a decided impact on implementations for years to come, along with factors that are necessary before an organization can launch a successful rapid-implementation project. E-Business and ERP explains how to select application systems and design the business processes needed in today's fast-moving e-business environment, and implement them in a third or less of the time that such projects have taken in the past. It is the first book to comprehensively explain the requirements of effective package-enabled process redesign, combine those requirements with the Internet-age necessities of rapid implementation, and provide proven strategies to accelerate package implementation-as well as methods for keeping the project focused on benefits and under control.

From the Back Cover Strategies for Cost-Effective E-Business ERP Implementation-in the Shortened Time Horizons of the Internet Age The need for seamless Enterprise Resource Planning (ERP) and e-business implementation is nothing new. What is new is the shorter time frames that now dominate the organizational landscape. Projects that used to take years to complete must now be up and running in a matter of months or even weeks. Moreover, they must be done successfully-the first time. E-Business and ERP is the first book to detail the many aspects of organizing an ERP or e-business project for rapid implementation. This comprehensive guidebook-produced by an experienced manager of rapid application implementation projects-explains how to:

- * Rapidly implement systems that meet current requirements and are easily adaptable to encompass the next generation of technology
- * Better understand and manage the risks associated with such projects
- * Understand outsourcing alternatives and the use of application service alternatives

The potential returns from implementing new e-business ERP applications have skyrocketed. Let E-Business and ERP supply you with all the information you need to develop a core competency in rapid implementation of packaged business applications-and take the fullest profitable advantage of today's evolving e-business opportunities.