MYOB Advanced Implementation Methodology

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Table of Contents

Table of Contents 2

Introduction 5

Advantages of Using a Standard Methodology 5

Project Management 6

The MYOB Advanced Business Implementation Methodology 8

Selecting an Implementation Approach 9

Presales Phase 13

Solution Engagement Phase 15

Project Kick-Off Meeting 15

Complete Project Planning Questionnaire 16

As Is Business Process Mapping 24

Objectives of Brown Paper Mapping 24

MYOB Advanced Business Features Mapping & Gap Analysis 25

Document Required Changes 27

Develop the Project Plan 28

Finalise the Documentation 30

Client Review of Statement of Work Document 31

Client Sign Off of Statement of Work Document 32

Project Planning & Organisation Phase 33

Project Planning 33

Project Meetings 39

Steering Committee Meetings 39

Solution Build Phase 41

Site Set Up 41

Functional Review for Client Champions 41

Client System Review & Learning 42

Follow Up of Client System Review / Testing 43

'To Be' Business Process Mapping 43

Set Up MYOB Advanced Business for Client Requirements 44

Data Conversion 44

Systems Customisation Phase 52

Forms Design 52

Custom Report Writing 53

Custom Development ... 55
Custom Enhancement Development ... 55
Custom Data Import / Exports ... 55
Custom Module Development ... 55
Solution Delivery Phase ... 59
Prepare Pilot Test Scripts ... 59
Develop Test Tracking Documentation ... 60
Set Up the Pilot Database ... 61
End User Training ... 61
Conduct the Pilot Testing ... 62
Address / Resolve Discrepancies ... 62
Signoff on Pilot Testing ... 62
Preparation & Go Live Phase ... 64
Prepare User Documentation ... 64
Set Up Go Live Database ... 65
Go Live ... 66
Solution Handover Phase ... 67
Ongoing Support ... 67
Month End Support ... 67
Implementation Review ... 68
Engagement Completion ... 69
Final Project Sign Off ... 70
Appendix 1 - Developing the Project Mission Statement, Goals & Objectives ... 71
Appendix 2 - Team Roles and Responsibilities ... 75
Advantages of Forming a Steering Committee ... 79
Appendix 3 - As Is Process Mapping Steps to Completion: ... 81
Appendix 4 – The Implementation Workshop ... 83
Project Groundwork ... 84
Confirm Project Mission Statement, Goals & Objectives ... 84
Derive the Project Name ... 84
Confirm the project team ... 84
Project Planning ... 87
Project Control ... 87
Determine Change Control and Issue Resolution Procedures ... 87
Determine Project Documentation and Communication Standards ... 89

Confirm Level of Project Meetings Required 92
Project Administration 93
Project Commencement 94
Confirm Key System Configuration Settings 94

Introduction

The MYOB Advanced Business Implementation Methodology document is a valuable guide to implementing MYOB Advanced Business for your clients. Given that each client's needs are different, this guide only provides an outline of the broad steps in an implementation. Each business partner is different so it is expected that you will continue to refine this methodology to your own methods with each implementation you complete.

Good project planning is essential for success. Every software implementation company needs a good methodology for planning projects if it is to be successful. The MYOB Advanced Business Implementation Methodology provides a structured approach to the implementation process that is based on defining the implementation as a task-driven project.

This guide provides a method of managing implementation, which if absorbed, practiced and perfected, will result in higher productivity, better quality, improved profitability, and hence greater all round success, in the MYOB Advanced Business software implementations that you undertake. Bear in mind, however, that the methodology is not a fixed recipe on software implementations. Given that every client's requirements are different, the success of your MYOB Advanced Business software implementations will, to a large extent, depend upon your knowledge of the client's circumstances in deciding what parts of the methodology to follow, and what extra tasks should be added.

Advantages of Using a Standard Methodology

By following the MYOB Advanced Business Implementation Methodology and continually refining your implementation approach, you will be able to achieve greater consistency in your projects, as well as minimising errors and risks, because your implementation team members will do the same things in the same way, consistently.

This guide also contains references to various forms, templates, and checklists that can be used over and over. These are provided as a starting point for your implementation teams to create customised sets of work papers for each project. Once the implementation is complete, you should file a copy of each work paper for future reference, as well as ensuring that the client has copies of the work papers onsite. These work papers are useful in improving your template documentation, as well as providing a valuable support tool as you support your client after the implementation is concluded.

By using a standardised approach on all your implementations, you will be able to continually improve your proposals, processes, and performance. You will become more efficient in the implementation process, which can ultimately lead to better cost control, and greater profitability on all of your MYOB Advanced Business software implementations.

Project Management

Project Management is the process by which a manager executes and delivers positive change in an organisation. It is the skillful use of techniques and methods to ORGANISE, PLAN, DIRECT and CONTROL a project, to achieve an agreed outcome within time and on budget. It involves "hard" skills, such as the ability to create Gantt charts and monitor the progress of the project during the implementation, and also "soft" skills, such as the ability to manage inter-group politics and conflict. Each MYOB Advanced Business software implementation should be viewed as a project managed by a MYOB Advanced Business project manager and/or client project manager. Whilst the project manager(s) is responsible for co-ordinating all aspects of the project and hence the overall success of the project, it is important to note that they are not expected to perform every single task. Tasks should be delegated across the resources available in the project implementation team.

The Secret to Project Success

The number one secret to project success is to achieve client ownership. Without client ownership will be challenging to achieve project success.

The primary test to achieving client ownership is through a series of client sign off and starting immediately into the implementation.

During the whole project sign off at various stages is mandatory, without sign off at any particular milestone the project should not move forward. When the client will not sign this indicates that the project maybe off track and you will need to engage with the client to understand the objection to sign off and work through those objections to ensure sign off before moving to the next stage of the project.

The second secret to project success is managing client expectation. During a successful sale the client has obviously recognised the benefits that MYOB Advanced will deliver and it is important that this mantra is adhered to.

To achieve client expectation you may need to revert back to the sales contract to remind the client of the solution that they agreed to be delivered.

Scope of this Document

The MYOB Advanced Business Implementation Methodology document is a guide to implementing MYOB Advanced Business. Given that each client's needs will be different the scope of this guide provides an outline of the broad steps in an implementation.

Therefore this document is not designed to be used as a billing guide or a commitment to the number of hours required to implement MYOB Advanced Business.

Disclaimer

The MYOB Advanced Implementation Methodology document is furnished for the purpose of assisting MYOB Business Partners implementing MYOB Advanced into their client base to ensure that all implementations are successful.

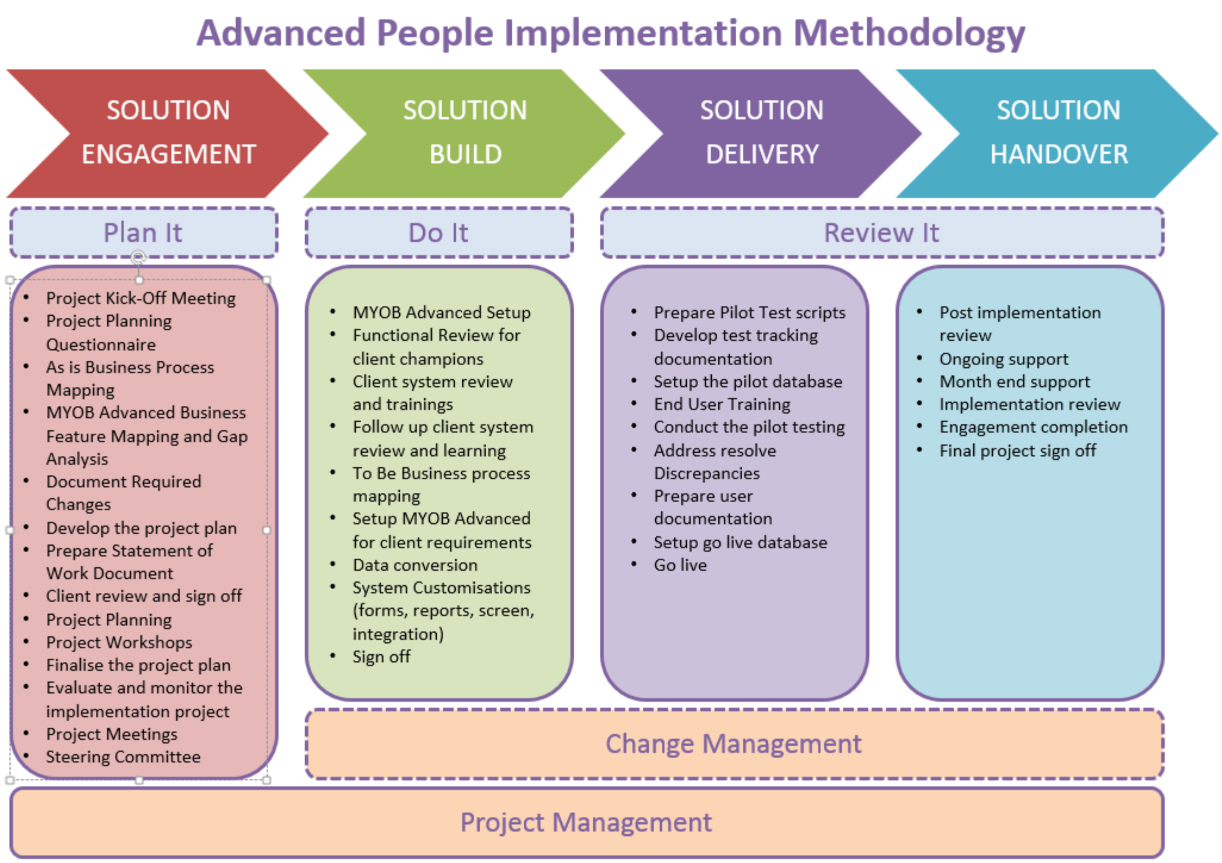
Whilst the MYOB Advanced Implementation Methodology has been heavily reviewed internally and best endeavors have been made to make sure that all the information contained is accurate and complete, it does not accept liability for any errors or omissions.

MYOB will not be liable for any claims or losses of any nature arising directly or indirectly from use of the MYOB Advanced Implementation Methodology document.

The MYOB Advanced Business Implementation Methodology

The MYOB Advanced Business Implementation Methodology and associated activities are based on a business modelling approach to implementing software.

There are four major phases in the MYOB Advanced Business Implementation Methodology, which advance clients and consultants efficiently through the implementation, from sale to operation and project closure.



Selecting an Implementation Approach

The MYOB Advanced Business methodology is based around recognising the unique requirements of each client project and tailoring the implementation approach based on your experience with what works based for those circumstances. MYOB Advanced Business methodology includes three project plan templates that can be used as a starting point for you to create a client specific project plan.

- **The Master Plan.** This plan follows the Implementation Methodology step-by-step. The Master Plan approach is recommended for large site implementations requiring a high degree of project management and implementation services.
- **The Moderate Plan** This plan is recommended for medium sized sites with skilled internal resources able to perform a lot more of the project tasks. Accordingly the project management and implementation services are tailored to fit the skill set of the client staff assigned to the project.
- **The Rapid Plan** This is the simplest approach to software implementation involving a highly compressed timeline and decision process. All aspects of implementation following the software install are combined in an on-the-job training approach in the live production environment. This approach may be appropriate for small businesses implementing the standard edition of MYOB Advanced with very few users.

Determining the right approach for each client depends to a large extent on client complexity, possibly the edition that you are implementing and the level of risk that you have agreed with the client. The following factors should be considered in deciding on a suitable implementation approach for your client project:

- The edition of the software purchased and features that will be used
- Your experience with the software
- Your client's desired timeframe and budget
- The skill level of the client's project resources and their willingness to take on project tasks.
- The size of the client's business
- The number and location of end-users
- Your client's corporate culture
- The industry your client is in
- Your experience with your client's business or industry
- The software that the client current uses, example are they migrating from an Accounting software package for SME or an alternative ERP Solution

Implementation Approaches – Solution Engagement

Activity	Rapid Plan	Moderate Plan	Master Plan
Project kick off meeting	Must have	Must have	Must have
Project planning questionnaire	Nice to have	Should have	Must have
As is business process mapping	Nice to have	Must have	Must have
Feature Mapping and GAP analysis	Nice to have	Should have	Must have
Document Required changes	Nice to have	Must have	Must have
Develop project plan	Nice to have	Should have	Must have
Prepare SOW	Nice to have	Must have	Must have
Client Review and sign off	Nice to have	Must have	Must have
Project Planning	Nice to have	Should have	Must have
Project workshops	Nice to have	Should have	Must have
Finalise the project plan	Nice to have	Must have	Must have
Evaluate the project implementation	Nice to have	Should have	Must have
Project Meetings	Nice to have	Must have	Must have
Steering Committee	Nice to have	Must have	Must have

Implementation Approaches – Solution Build

Activity	Rapid Plan	Moderate Plan	Master Plan
MYOB Advanced setup	Must have	Must have	Must have
Functional review for client champions	Nice to have	Should have	Must have
Client system review and trials	Nice to have	Should have	Must have
Client system review and learnings	Nice to have	Must have	Must have
To Be Business process mappings	Nice to have	Should have	Must have
Setup MYOB for clients requirements	Nice to have	Must have	Must have
Data Conversion	Nice to have	Must have	Must have
System Customisations	Nice to have	Must have	Must have
Sign Off	Must Have	Must have	Must have

Implementation Approaches – Solution Delivery

Activity	Rapid Plan	Moderate Plan	Master Plan
Pilot test scripts	Must have	Should have	Must have
Test tracking documentation	Nice to have	Must have	Must have
Setup Pilot database	Nice to have	Must have	Must have
End user training	Nice to have	Must have	Must have
Pilot testing	Nice to have	Should have	Must have
Address and resolve discrepancies	Should have	Must have	Must have
Prepare user documentation	Nice to have	Nice to have	Should Have
Setup go live database	Nice to have	Must have	Must have
Sign off	Must have	Must have	Must have

Implementation Approaches – Solution Handover

Activity	Rapid Plan	Moderate Plan	Master Plan
Post implementation review	Should have	Should have	Should have
Ongoing support	Nice to have	Should have	Must have
Month end support	Nice to have	Must have	Must have
Implementation review	Nice to have	Should have	Should have
Engagement completion	Nice to have	Must have	Must have
Sign off	Must have	Must have	Must have

Presales Phase

The Pre-sales phase is the first phase of the MYOB Advanced Business Implementation Methodology. It involves all of the activities that identify prospective clients and introduce MYOB Advanced Business to them including:

- RFI review & response
- Software demonstrations
- Prepare software proposal
- Contract negotiations

It is not the intention of this document to discuss all of the activities undertaken during the presales process, however, it is important for the presales consultant to keep in mind the following considerations throughout this process.

Assessing Client Requirements

The initial client requirements analysis is part of the pre-sales process, and not necessarily part of the implementation itself. The pre-sales requirements analysis should be approached from the angle of asking the client what they want out of the system (i.e. what they REALLY want) and restating those requirements in terms of the benefits of the new system in addressing each of those needs. Clients will often ask for features that don't make sense from an accounting or business process point of view. The most important question that the consultant can ask a client during the pre-sales requirements analysis stage is, "WHY do you need that function?"

Client's business software investing decisions are typically motivated by the results or benefits to them, of implementing the solution. The job of the sales consultant is to show how the business software solution will provide those benefits. The client will sometimes have preconceived ideas about how the routines, procedures and business processes, necessary to obtain those results, should work. Often times there are other, more efficient ways to achieve the desired outcome. The consultant should always remember to ask, "WHY do you need that?", if a client says they need certain features. This will give the consultant the information to suggest how MYOB Advanced Business can address the requirement in a different, and usually more efficient, manner.

Future Requirements

The sales consultant's proposed software solution should also consider potential client requirements several years into the future. The consultant should find out about the client's expansion plans, acquisition plans, new product plans, etc. and ensure that these can be handled by the proposed solution. It should be the sales consultant's intention to develop a long term business partnership with the client, so they should aim to avoid having the client invest resources into a solution that will not cope with the client's future growth plans.

Risk Assessment

Another important success factor in software implementations is the realistic assessment of engagement risk, during the pre-sales analysis phase. Realistic risk assessment helps you set appropriate expectations with clients for projects you are successful in winning, as well helping you determine which engagements your organisation should avoid. Project Risk assessment and risk management is covered in more detail in the scoping phase of this guide.

Managing Client Expectations

Once the client has decided to proceed further with the proposed MYOB Advanced Business solution, the most challenging aspect of the implementation becomes managing their expectations. The solution engagement phase of this guide covers in detail the tasks necessary to ensure that the client's requirements and expectations are clearly defined, documented and understood. The documentation from the scoping phase provides all of the information necessary for both parties to reach an understanding and confidence in each other to proceed forward with the MYOB Advanced Business software solution.

Solution Engagement Phase

The software proposal document is developed from the request for proposal and discussions of the prospect's business requirements. While enough to give a broad overview, our recommended approach is to conduct a detailed scoping exercise.

This will facilitate the development of a detailed understanding of the functional requirements, business processes, gap analysis, and modification requirements of the prospect's business refer to the MYOB Enterprise Solutions Sales Methodology for templates on questions to ask. From there, a more accurate time and cost schedule can be developed.

The primary activities involved in the Solutions Engagement phase are:

- Project Kick-Off Meeting
- As Is Business Process Mapping
- MYOB Advanced Features Mapping & Gap Analysis
- Document Required Changes
- Develop Project Plan
- Finalise Documentation
- Review Documentation with Client

Project Kick-Off Meeting

This meeting marks the official handover of the project from the sales team to the implementation team refer to the MYOB Enterprise Solutions Sales Methodology for a template that can be used for this handover. The business development manager (BDM) introduces the lead consultant to the client management team. The BDM may be asked to provide a look and feel demonstration to the client management team and staff. This is also a good opportunity for the lead consultant to run through the MYOB Advanced Implementation Methodology for the client staff, to give them an idea of our implementation approach. The lead consultant also uses this opportunity to run through the project planning questionnaire which covers areas such as:

- The organisational background & objectives of the client business
- Project scope & project phasing
- Project team structure, roles & responsibilities
- Project milestones & project risks

This questionnaire is left with the client management team to work through prior to the As Is process mapping sessions. The client project manager is asked to consolidate the responses from the individual client managers involved, ready for it to be reviewed by the MYOB Advanced Business lead consultant when on site for the As Is sessions. Ideally these responses will be typed into a single document for ease of transfer to the project scoping document. This document is discussed in more detail under the following heading, 'Complete Project Planning Questionnaire'.

The client staff involved with the As Is sessions are identified, and the As Is start date is scheduled. The visit finishes off with a site tour of the client office & warehouse.

Complete Project Planning Questionnaire

One of the initial tasks for the lead consultant upon returning to the client site for the As Is sessions, is to review the consolidated responses to the project planning questionnaire with the client project manager. These responses will be discussed, clarified and finalised for inclusion in the scoping document.

The project planning questionnaire covers the following topics for inclusion in the scoping document:

- Organisational Background & Objectives
- Project Scope
- Implementation Strategy
- Team Structure, Roles & Responsibilities
- Project Milestones
- Project Risks & Risk Treatments

Organisational Background & Objectives

This section has two main aims. Firstly to obtain some background information on the client company covering items such as company size & locations, industry segment, products & services, the current business system and so on. Secondly, to assist the client company to define its mission, goals & objective, measures and critical success factors for the implementation project.

The Importance of the Mission Statement

"If you don't know where you are going, how will you know when you get there?" This question sums up the reason why some projects go astray. Without a clear understanding of its mission, a project team is like a sailboat without a rudder. It will go wherever the winds blow, but not necessarily where it is intended to go. As is true for an organisation as a whole, a mission statement for a project gives it a sense of purpose and direction. It is a broad statement, from which all subsequent planning can proceed. It can be developed using a formal procedure or it can be more informally stated. After it is created the mission statement should be used to set goals and objectives, to make decisions & take actions on issues relevant to executing the project implementation.

Refer Appendix 1 – Developing the Project Mission Statement, Goals & Objectives for more information on this topic.

Once a mission statement has been developed, project goals & objectives can be written.

Client Project Goals & Objectives

Reaffirm the project goals as defined from the sales handover document so the client understands the objectives that the project will achieve, such as;

- Direct technology benefits
- Wider organisational benefits
- Current challenges that must be eliminated

During the sales phase the consulting hours required to successfully complete the project would have been estimated based on the discussions during the sales phase.

Again this is a key aspect to managing the clients expectations, the success of the project will depend on delivering what was promised in the sale. Additional work can be discussed at a later point.

Critical Success Factors

These are the critical factors upon which the success of the project will be judged but should not include any new must haves outside those agreed upon in the sales process. Examples of critical success factors:

- Successful pilot test
- Meeting the go live date
- Project control
- Communications – nothing held back, issues resolved.
- Smooth transition
- Goals are met
- Required management reporting is achieved
- Paperwork is in place

Project Scope

Project scope definition is concerned with the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully. It is primarily concerned with defining and controlling what is, or is not included in the project.

Key factors in determining the scope of the project:

- Implementation strategy
- Number of sites to be implemented
- Training considerations
- Volume and accessibility of data

The project planning questionnaire covers the following areas:

- **Locations**. Number of sites to be implemented. Geography/proximity of sites. Size of each site.
- **Site Deployment**. Which edition will be deployed?
- **Features**. Which MYOB Advanced Business features are to be turned on?
- **Project Management**. Level of client project management expertise.
- **Implementation**. What implementation services are required?
- **Data Conversion**. Where from, how much, when?
- **Forms**. What forms? Who will prepare?
- **Customisations**. Are any customisations known at this point?
- **Training**. Who, how many, types of training, levels of training, who will deliver?

Defining the Scope of Data Conversion

Data conversion can include the following types of data records:

- Master Records;
- Beginning Balances;
- Transaction History.

The condition of existing data should be analysed. The size of the conversion effort will in part depend upon the amount of clean up and conversion of actual data fields that may be required.

The amount of historical data to be converted must also be identified. The decision about how much historical data to load into the new system will have a broad impact on the organisation as a whole. Factors in this decision include the frequency which end users will need access to historical data, the possibility of using the old system for enquiry purposes, and the importance of the client's reporting needs for historical data.

It is important to align the data conversion effort with the order that the MYOB Advanced Business features are being implemented. Preparation for data conversion should mirror the feature implementation order.

Training Requirements

This task represents the training of the organisations project team members in the case where the client resources will perform the related tasks. Discuss with the client the type of training needed for the project team, other accounting staff, data entry staff, information systems staff, and all other staff who need to use, administer, or interact with MYOB Advanced Business.

Implementation Strategy

What is the project approach?

Big Bang

- All modules at once
- Often shorter duration
- More benefits realized sooner
- Fewer Interfaces

Phased

- One or group of modules at a time
- Lower risk
- Least amount of resources at any one point in time
- Rapid implementation of each module
- Benefits early

Considerations when determining the implementation strategy

- Number of sites
- Geography/Proximity of sites
- Size of each site
- Management priorities
- Resource availability
- Module dependencies
- Module integration

Project Team Structure, Roles & Responsibilities

Organize Project Team

This involves reviewing the project requirements and, based on a definition of what needs to be done, determining the resources that will be required to accomplish each task. Following that, specific resources assignments can be made.

In general, a cross-functional project team is created, consisting of client staff from the departments affected by the software implementation, MYOB Advanced Business consultants, and sometimes practitioners from other organisations as needed. The number of practitioners is dependent upon the time commitment of client staff, the project timeline, and the size of the project. Based on the basic scope of services required for the engagement, determine how much time and how many people are required.

Consideration should be given to forming a Steering Committee if one does not already exist as a result of the software selection process. The client should be informed of the advantages of having an executive management team involved in the project to give final approval on organisational changes, to make strategic recommendations to the project team, and to monitor the overall progress of the project. If a committee is not formed, an individual executive sponsor should be designated to serve a similar role.

Key Players

Although titles change from project to project, there are consistent responsibilities that are required to be filled. Depending on the availability of client staff, one person may take on multiple roles. Similarly, if the amount of work required is too much for one person more than one person may be needed to fulfil each role.

- Executive Sponsor
- Steering Committee
- Client System Owner
- MYOB Advanced Business - Lead Consultant / Project Manager
- Module Champions
- Training Coordinator

The client system owner that is appointed should be introduced into the importance of sign off and should be asked to sign off on topics such as the kick off meeting agenda, project questionnaire and also sign off on who the project sponsor. It is good practice to have the client get into the habit of sign off as this is a vital activity required throughout the implementation process.

Refer Appendix 2 – Team Roles and Responsibilities for more information on this topic.

Project Milestones

In order to define an effective strategy for implementation, it is important to have a clear understanding of the client's needs, culture, and expectations. The key milestones are established in this section. The details should be confirmed and clarified to avoid misunderstandings later.

Client company milestones include items such as:

- Preferred go live date.
- Company balance date.
- Seasonal / busy periods.
- Planned significant stock taking dates, etc.

Project Risk Assessment & Risk Management

Project risk management includes the processes concerned with identifying, analysing and responding to project risk.

Project Risk Assessment

Risk assessment consists of identifying which risks are likely to affect the project and documenting the characteristics of each, assessing their potential impact and developing strategies to minimise or eliminate each risk. This is not a one-time event; it should be performed on a regular basis throughout the life of the project.

Risk assessment should address both internal and external risks. Internal risks are things that the project team can control or influence, such as staff assignments and cost estimates. External risks are things beyond the control or influence of the project team, such as market shifts or government action. The amount of time spent assessing project risks will depend on the size and complexity of the implementation. For a simple straightforward implementation, the project risks and their potential impact may be obvious and minor. For more complex, longer-term implementations, a thorough assessment of the project risks can significantly reduce their potential impact on the project outcome. Assessing project risk factors involves:

- Identifying factors that may impact the project scope, time, or budget
- Determining the potential impact of each factor
- Developing a strategy for minimizing or eliminating each factor

Common Risks

1. Lack of commitment within the organisation manifested by:
    - Resources suddenly not available to participate.
    - Failure to meet obligations and complete tasks.
    - Side tracked by other priorities.
    - Slow or NO decision making.
        - Action required for Lack of Commitment:
            - Commitment from the TOP DOWN
            - Regular Review - Steering Committee & Change Control Procedures.
            - Participation.
            - Change Management
2. Resistance to Change, organisation not adaptive. Manifested by:
    - Lack of decision making.
    - Lack of enthusiasm.
    - Failure to participate.
    - Sudden staff turnover.
        - Action required for Resistance to Change:
            - Clear Objectives
            - Commitment from the Top
            - Communication from the Top
            - Participation
            - Use of Change Management Techniques

Other Common Risks:

- Lack of accounting knowledge
- Lack of manpower in the accounting department
- Lack of computer skills
- Improper or untimely follow through on assigned tasks
- Poor accounting procedures in present system
- Poorly managed scope creep
- Interrupted training time

Risk Analysis is an ongoing, reiterative process. The initial risk analysis will be updated from time to time as issues are eliminated or as new issues arise. The risk analysis consists of a statement of the risk, the potential impact and the required action to minimize the risk. The following format is followed for the risk analysis matrix.

Risk ID	Risk Condition and Consequence Risk Treatment	Rating for Likelihood	Rating for Impact
1	Availability of Client Resources. Project participants may not devote the amount of time required because of current workload, vocational interests, or disposition. Managers will restrict participant's time, due to other priorities. Annual leave. IMPACT - Project objectives will not be met and the time frame will slip. ACTION - Close monitoring of reject workloads by Project Manager and Steering Committee. Top level commitment from Senior Managers to provide the necessary resources and support to employees involved in the project.	Medium	Medium
2	Data Conversion. Data contained in current system may lack integrity, relevance and accuracy. IMPACT - Data converted to the new system will lack integrity, relevance and accuracy. ACTION - Analyse relevance and accuracy of existing data and consider benefits/feasibility of re-keying aspects of data.	High	High

As Is Business Process Mapping

The primary goal of the 'As Is' session is to map & model the client's significant business processes by functional area utilising the brown paper process mapping technique.

Objectives of Brown Paper Mapping

- Identify operations within a process.
- Indicate sequence of steps.
- Identify outside areas involved in the process.
- Identify documents accompanying a process.
- Highlight improvement opportunities.

Developing the Brown Paper

- Identify boundaries of the process.
- Process flow each activity.
- Review flow charting process with participants.
- Obtain copies of all working documents.
- Identify position and paste up.
- Indicate time scales for major activities.
- Agree flow and use for problem solving.

Process hints:

- Focus on what really happens – not what is supposed to happen.
- Involve person who actually performs the task.
- Encourage use of examples.

Benefits of the 'Brown Paper'

- Gets the doers involved.
- Shows areas of strength and opportunities.
- Thought provoker for system improvements.
- Structure for new ideas/ implementation problems.
- Build up dissatisfaction with the present.
- Detailed evaluation of how the process actually works now.
- Establishing of baselines. Very visible indicator of progress.
- Building a shared understanding. Allows the MYOB Advanced Business consultants to gain a strong understanding of the client's business.
- Can be used for- As Is, Could be, To Be. Very useful during customisation development to assist the developer in understanding the business process behind the modification requirement.

Outputs from the session

- Bottlenecks and inefficiencies.
- Variability in methods.
- Areas and people involved in processes.
- Specific activities performed.
- Dependencies.
- Inputs and outputs of the process.

Required Skills & Behaviour

- Follow the process.
- Highlight areas for improvement - Don't fix.
- Ability to organise ideas into sequence flow.
- Probe for hidden meaning/ real process.
- Use what/where/who/when/how and why routines to identify problems.

Refer Appendix 3 - As Is Process Mapping Steps to Completion for more information on this topic.

MYOB Advanced Business Features Mapping & Gap Analysis

Based upon knowledge of the client's business requirements gained during the As Is processing mapping sessions and an understanding of MYOB Advanced Business capability, the project team determines if any Client business processes will be re-designed, or if any modifications to the MYOB Advanced Business system will be needed, to meet the stated business requirements. The features mapping process requires both an in-depth knowledge of the client's business requirements and a detailed evaluation of MYOB Advanced Business features and capabilities.

Features mapping generally includes the following activities:

- Review As Is documentation
- Set up the test environment
- Document unsupported business requirements & procedures
- Modify business requirements & procedures, as necessary
- Determine what software customisations are necessary
- Validate each modification on the list

There are several approaches to accomplishing the basic features mapping objectives and developing the deliverables. The approach will depend to a great extent on the needs of each specific client.

A generalised approach to features mapping & gap analysis is as follows:

High Level Functional Review

A high level functional review of MYOB Advanced to the client project team can be beneficial especially if there has been any delay from the initial sale to the start of the implementation, the purpose of this high level functional review is to be a refresher exercise to the client project team of MYOB Advanced Business.

Review As Is Documentation

During the As Is sessions the consultants will have noted the required features not fully supported by MYOB Advanced Business, as well as prepare a detailed brown paper process map for the business function concerned. This documentation should be reviewed in preparation for the following workshop exercise.

Setup Test Environment

If an actual simulation approach will be used, it will be necessary to setup the MYOB Advanced Business test environment. The software should be configured to resemble the client's business as much as possible, given the consultant's understanding of the client's business at this time.

Document Unsupported Business Requirements & Procedures

Each business requirement or procedure that is not fully supported by MYOB Advanced Business should be documented.

Modify Business Requirements & Procedures, as Necessary

The client should be encouraged to avoid customisations if at all possible. In general, customisations cause the following problems for the client:

- Customisations make it more difficult to upgrade the system for new releases
- The cost of developing customisations may not be feasible given the client's available budget
- The new system may inherit inefficiencies from the current processes
- Customisations tend to multiply more easily after the first one is accepted

To minimize these problems, consultants should be trained in how to effectively deal with these issues. Consultants should maintain an attitude that all possible alternatives to eliminate the need for the customisation will be explored first. One possible strategy is to offer to redesign new workflows or discuss best practice or alternatively accept the idea of a customisation but defer a discussion of details until later. Once the users have a better understanding of the capabilities of the new system, they may decide on their own to change the business process such that the customisation becomes unnecessary.

Modifying business processes to fit the new software can also be a way for the project team to meet established implementation deadlines. Consultants should try to create an atmosphere where changing business requirements and procedures is an attractive alternative to customisation. By emphasizing the benefits of modifying the information flow, changing roles and responsibilities, and adopting more efficient procedures, the consultant can focus on the positive aspects of change.

Another consideration to keep in mind is that customisation development efforts become mini-projects in and of themselves and must be planned and managed accordingly. Tasks for designing, programming, testing, and installing the customisation must be factored into the project plan

Determine what System Customisations are Necessary

Sometimes it will be impossible to avoid customising the new system to satisfy the client's business requirements. These customisations are added to the list for further validation, clarification and documentation.

Validate Each Required Customisation

Validate each modification by conducting workshop exercises in the MYOB Advanced Business test system. If necessary clarify any further issues relating to the requirement. The consultant should workshop each item until they have a clear understanding of all the rules surrounding the requirement and how the requirement will be met by the modification. This information will be used to prepare the summary modification specification.

Document Required Changes

Compile the Final List of Customisations Required

This list is included in the scoping document along with the estimated modification hours and investment value. Summary specifications are prepared for each item on this list.

Prepare Summary Specification for each customisation

This document is the detailed modification specification, without the detail. It is prepared for each modification identified, discussing what is required and why, what rules apply in each case, what the exceptions are, and what assumed features are NOT covered by the modification. The detail section only has the summary level description of what programming work is required. This section is completed with full detail later on during the customisation phase.

Review Complex Summary Specifications with the Client

The relevant client team member should review the summary specs for the more complex customisations. Before passing the specs to the product managers to estimate the development hours we should firstly ensure that the business process steps, rules & exceptions written in the spec are correct, and that the assumptions are valid. A client review at this point is useful to ensure that the summary spec is correct from the client's point of view.

Update Total Mod Hours - rewrite

The MYOB Advanced lead consultant uses the summary specification to assess the extent of program development work required. The assessment of development hours is used as the basis for calculating the overall investment required for custom development as calculated in your Mod Hours Estimates spreadsheet. This modification investment value is included on the solution investment page of the scoping document.

Prepare List of Business Process Changes Required

As well as software customisations, the MYOB Advanced Business consultant will have identified opportunities to enhance the client's current business practises. These will comprise business process re-engineering recommendations evident from the As Is review and brain storming ideas generated from evaluating the current business practises. Business process changes will also arise from existing inherent 'best practise' functionality built into the MYOB Advanced Business. The recommended business process changes will add operational efficiency to the client's business & boost the overall offering of the MYOB Advanced Business proposal. The list of business process changes is included in the final scoping document.

Develop the Project Plan

From the information gained during the scoping phase the client selected project plan can be tailored to suit each implementation.

Select a Project Plan Template

After discussing strategies for the implementation with the client, the lead consultant has the information necessary to select an existing project template to begin developing a detailed project work plan tailored for this client.

Revise the Plan Based on Project Scope

The project plan should be revised for the following:

1. Remove all unnecessary tasks.
2. Assign actual internal and client resources to tasks.
3. Update the task dependencies based on the resources assigned in 2 and the task flow that is achievable with the resources assigned. Also consider tasks that can be "paralleled" (completed concurrently).
4. Check that the start finish dates of client tasks do not conflict with known client business milestones, functions, holidays etc.
5. Review the task dates & durations assigned to resources and book these staff on the monthly staff resources calendar. Make revisions to the project plan and/or resources calendar, as necessary.
6. Review the implementation budget & ensure that it is consistent with the scoping document investment page & sales contract.
7. Ensure that the expected go live date is still achievable following the changes above.
8. Set the baseline.

Note: The hours identified for system modifications may or may not be included on the project plan at this time, depending on how the scoping document investment page is formatted.

The ability to complete tasks as outlined in the project plan will determine the success of the implementation. For each task identified, the project plan should include who is responsible, the amount of time required to complete, and the date by which the task is to be completed.

Once the project plan update is completed, you will know the length of the project, the expected go live date, the resources required and the project implementation budget required for the solution investment page.

Additional items to consider are:

1. The hourly rates should be input into the project plan tool to calculate the plan budget.
2. The project budget should be distributed to senior management for their approval.
3. The project plan should be distributed to the senior management and key team members for their approval.
4. Dates and times should be assigned in the project plan. Establishment of ownership for each phase should be reflected in the project plan.

Determine Milestones for Regular Billing

For implementations to be invoiced based on milestone achievement, invoicing milestones are required for the contractual agreement in order to determine the dates that invoices will be raised. Whilst the milestones selected for invoicing will most likely vary from project to project these are generally set, based on the achievement of each of the following milestones:

1. Order confirmation (already achieved by this stage).
2. Sign off on scoping document and contract.
3. Functional review training completed.
4. To Be process mapping competed.
5. Pilot testing completed.
6. Go live support completed.
7. Final project closure.

If milestone billing is the invoicing method selected for your implementation then the milestone selection should be based around achieving fair monthly invoicing of expected workload completion.

Finalise the Documentation

The final scoping document encapsulates all of the findings from the tasks completed during the scoping phase. The conclusions on each functional area are discussed and supported with lists of business process changes or systems customisations where there are gaps in the functional requirements.

The document defines the project scope and also discusses project resources, project risks, project planning assumptions and hardware requirements. A first draft project plan is included along with a list of system customisations with an estimated of development hours.

The project investment page summarises the overall investment value including project management and implementation, software enhancement and custom development, and software licensing.

Prepare Statement of Work Document

The Statement of Work (SOW) document contains all of the relevant information from the project planning questionnaire, plus the documentation of required changes resulting from the features mapping & gap analysis work. It also includes a project plan tailored to suit the client's requirements as defined in the planning questionnaire. The following sections are covered in the scoping document:

1. Introduction
2. Organisational background & objectives
3. Process overview
4. Implementation scope
5. Implementation strategy
6. Project team structure, roles, & responsibilities
7. Project milestones
8. Project risks & risk treatment
9. Project planning assumptions

10. Implementation methodology & approach
11. Implementation Budget
12. Project Plan
13. Conclusions on functional requirements
14. Business process changes
15. System customisations
16. Solution investment
17. Acceptance page

Project Planning Assumptions

All project assumptions have a direct impact on summary and detailed level project planning from the standpoints of work load, required project timelines, budgets and project constraints. All identified assumptions that have a significant impact on the project are included here.

It is important for the client to communicate key business issues that will require special attention. This is where the client begins to take the position as the industry expert with issues that are particular to their business. You may need to unearth this information through investigation and interviews, as clients are sometimes unprepared to offer it up front.

Time and cost constraints should be adequately documented here also.

Update Statement of Work Document

The business development manager should update the statement of work document for any changes arising from the scoping tasks completed. In particular where milestone billing is employed, the statement of work document should contain the milestone billing dates from the project plan tailored for the particular client concerned. The statement of work document is also updated for the investment amount, any new terms & conditions, and so on.

Client Review of Statement of Work Document

Naturally the client management team will want to review the scoping document and sales contractual agreement. These documents may pass to & from the client for several days, if not weeks, before the client is ready to sign off on the project go ahead. The initial project plan allows one week for the sign off to be achieved, however, this lag should be reviewed for each project.

Client Sign Off of Statement of Work Document

Following the scoping exercise the Client and Partner will have enough information on product functionality and company capabilities, and an understanding and confidence in each other to either proceed forward, or agree that the MYOB Advanced Business solution is not suitable. When the client is ready to provide the final sign-off on the project, they may call for a meeting between their & the partners project management teams, in order to discuss and clarify any final details before signing off.

At the completion of this phase the project is officially under way.

Project Planning & Organisation Phase

The Project Planning & Organisation phase involves confirming the project team, planning how the project activities will be carried out, and managing progress toward the end goal. While the purpose of the scoping phase is to define *what* needs to be done, the purpose of the project planning & organisation phase is to determine *how* it will be done. It represents several on-going activities that persist throughout the course of the entire project.

The project organisation function confirms what tasks or activities must be performed and what skills and resources are required to complete the tasks and meet the project objectives. The key component is planning, and the end result is the finalised baseline project plan, including target dates and resource assignments. Effective project organisation is critical to achieving success. A thorough and well-thought-out project plan provides the basis for subsequent project tracking and managing activities.

The project management function is an on-going activity that is focused on managing changes in the project schedule, building effective teams, managing client expectations, dealing with conflict, and tracking and reporting progress toward key milestones. Effective and consistent project management is critical to achieving success on all projects, large or small.

In this phase, a project team is created consisting of cross-functional client staff from the departments affected by the software implementation which should be the same people from the sales engagement, and MYOB Advanced Business implementation consultants. The number of MYOB Advanced Business consultants will depend on the project plan option selected by the client in the Presales & Scoping phases of the project and also the commitment and skill set of the client staff (i.e. the more time & skills the client staff have to dedicate to the software implementation, the less the need for MYOB Advanced Business resources).

Other aspects of the project team that should be determined and communicated to the team are the responsibilities of these individuals, a reporting structure for the team, and status reporting requirements.

A Steering Committee can be formed, if the client desires, which helps to make decisions and monitors the overall progress of the project. The Steering Committee is typically comprised of senior client staff including the MYOB Advanced Business lead consultant.

Project Planning

Project planning occurs upon acceptance of the scoping document and sales contract by the client. The project plan prepared during scoping phase is updated in preparation for the appropriate project workshops.

The project plan provides you and your client with a “playbook” of how the implementation will be completed. The details for the plan are reviewed and confirmed during the implementation workshop. At this workshop, the goals and objectives, expectations, and schedule as defined during the scoping phase, are discussed. The purpose of this workshop is to confirm the detailed project tasks in the plan, confirm the assumptions and commitments from the scoping document and the timing & duration of the tasks.

Update the Project Plan

Prior to attending the project workshops revise the project plan for:

1. Tasks completed outside the dates expected in the plan;
2. Individual modification hours as determined;
3. Re-schedule the forthcoming tasks based on known commitments to date;
4. Recalculate the target go live and completion dates for the project.

Project Workshops

The content covered in the Implementation Workshop is necessary for all implementations. For small to medium sized sites this workshop also signals the effective ‘kick off’ of the project. For larger sites the Kick Off meeting is likely to be held separately from the Implementation Workshop, as the official launch of the project to the rest of the client staff.

The Change Management workshop is recommended for larger sites where the implementation of the new system will affect a lot of client staff &/or where the change to the client business & it’s staff is profound.

The Implementation Workshop

Effectively implementing a software product like MYOB Advanced Business requires efficient project management of every aspect of the implementation. This workshop provides the environment for the MYOB Advanced Business Lead Consultant and the Client Implementation Project Team to refine and finalise the implementation project plan.

The activities in the implementation workshop should be used to set appropriate expectations for the remaining project phases. Any project involving changes in technology, business processes, jobs, and responsibilities is likely to encounter some problems. It's important to communicate that this is a normal part of the process.

The following topics are covered in the implementation workshop:

1. Develop Project Groundwork
   - Confirm the, project mission statement, goals & objectives.

- Derive the project name.
- Confirm the project team.

2. Project Planning
    - Confirm the project phasing & scope
    - Review project assumptions
    - Confirm all customisations are still valid
    - Review project risks & risk treatments
    - Discuss installation plan.
    - Confirm key milestone dates.

3. Project Control
    - Determine change control & issue resolution procedures.
    - Determine project documentation & communication standards.
    - Confirm level of project meetings required
    - Project administration

4. Project Commencement
    - Confirm the key system configuration settings
    - Project kick-off meeting

Workshop Deliverables

The Implementation Workshop is the vehicle by which the Client, with assistance from the MYOB Advanced Business Lead Consultant, validates the implementation project plan and documents it in the Project Book supplied by the Lead Consultant.

The Implementation Workshop gives the Client an understanding of the full scope of the implementation of MYOB Advanced Business within their business, and equips the Client to manage the implementation efficiently and effectively as governed in the project book.

Refer Appendix 4 – The Implementation Workshop for detailed information on the workshop.

The Kick Off Meeting

The purpose of the Kick-off meeting is to:

- Provide a clear transition in the eyes of the client staff from the scoping phase to the implementation phase.
- Provide a convenient forum for the introduction of project team members

For smaller client sites the kick off meeting is held at the end of the implementation workshop. A typical kick off agenda held at this time would include the following:

1. Introduce Client Project Team - Client Project Manager
2. Introduce MYOB Advanced Business Project Team / Lead Consultant
3. Methodology Overview (optional) – MYOB Advanced Business Lead Consultant
4. Next Steps – MYOB Advanced Business Lead Consultant

Larger client sites:

For larger client sites a separate Kick Off workshop is held to announce the official launch of the project to the rest of the client staff.

A typical Kick Off meeting of this type will include the following items:

1. Opening - Client CEO / GM
2. Client Objectives - Client Executive Sponsor
3. Client Project Plan - Client Project Manager
4. Client Project Team - Client Project Manager
5. MYOB Partner Company Overview – Partner GM
6. MYOB Advanced Business software Overview - BDM
7. MYOB Advanced Business Project Team - Lead Consultant
8. MYOB Advanced Business Methodology Overview – Lead Consultant
9. Next Steps – MYOB Advanced Business Lead Consultant
10. Questions – Project Leaders

The Change Management Workshop

Overview

In today's world, change is constant and management's role is all about managing people to adapt to change.

Change Management calls for a balance between *what* is being changed and *how* the change is to be implemented. The discipline enables *change agents* to focus on the *process* of change while participants focus on the *content* of change. The result is *more effective* change.

Change Management training provides structured disciplines to analyse and solve problems and to make better decisions for change. These disciplines are more effective and efficient and can help managers to build more focused and cohesive teams.

The Change Process

Provides a fundamental understanding of the change process. Focuses on managing change in an organisation, and specifically managing the reactions to change. The workshop transfers change management skills and discusses theories about how changes can affect an organisation.

Team Building and Team Dynamics

Consists of Team Building exercises which illustrate team dynamics and provide insight into the power of effective team work. Provides strategies for good team work and develops the team's skill in group problem solving.

Problem Solving

Techniques are introduced that help the project team avoid and resolve problems throughout the life of the implementation project.

Facilitation

Provides a fundamental understanding of facilitation…a key skill for *change agents.* Involves practical exercises to develop facilitation skills. Includes techniques for dealing with difficult people and for *meeting effectiveness*.

Finalise the Project Plan

Following the implementation workshop the project plan is finalised taking into consideration the review, discussion & confirmation of the following areas:

- Project scope
- Project phasing
- Project assumptions
- All customisations are still valid
- Review of project risks & risk treatments
- Key milestone dates.

Review the proposed project plan with the client

After the detailed project plan has been modified to incorporate the specific implementation strategies and key milestone dates, the plan should be reviewed in detail with the client to be sure everyone agrees to the schedule and resource commitments outlined in the plan.

Receive feedback and revise the plan

Feedback from the client regarding the schedule and resource commitments should be strongly encouraged as a way to confirm their buy-in. The plan is revised to reflect any suggested changes.

Finalise and distribute the project plan

The last step is to finalise and distribute the detailed project plan to the project team and steering committee. This version of the plan becomes the baseline for monitoring progress toward key milestones. It also provides the foundation for future status reporting, which should follow the outline and organisation as the detailed plan as much as possible.

Depending upon the size and complexity of the engagement and potential risk factors, you may wish to obtain a formal signoff on the baseline project plan document.

Evaluate and Monitor the Implementation Project

The project plan provides for varying levels of project management services depending on the implementation approach selected by the client and the duration of the project. The main tasks in this activity are:

1. Task completion update by user.
2. Revision of project status reports based on task completion.

The project should be evaluated throughout its life cycle. Keep a master file of the problems you encounter and your solutions (whether they worked or not). If you encounter a problem once, you will likely encounter it again, and next time you will know what worked - or what didn't.

Five Keys to Success

1. Don't be an "accidental manager." Project management is a discipline. Understand the process to achieve the goal.
2. Get it right the first time. Doing things right requires time and effort, especially when it comes to identifying needs, but it is invariably more expensive to do it over later.
3. Anticipate inevitable problems. Conflict and problems are built into the concept of projects; plan ahead of time to improve your ability to cope.
4. Dig deep to find the real situation. Never accept a project at face value; you must go beneath surface illusions to discover the real project objective.
5. Be flexible. Projects are full of surprises; an overly-rigid system is bound to fail.

Monitor the Project

Managing and monitoring the implementation project involves basic project management skills. It is a critical component to every engagement, but can easily be overlooked when faced with pressing deadlines and multiple time commitments.

Some of the activities related to on-going project management include:

1. Monitoring the project plan: Comparing actual hours worked and actual completion dates to project estimates helps keep the project on track.
2. Reporting progress: Regular status reports keep everyone informed, encourage periodic assessments of progress, and alert project managers to potential problems.
3. Tracking outstanding issues: A formal process for reporting and tracking issues helps keep surprises to a minimum.
4. Managing change requests: A formal process for reviewing and prioritising change requests ensures that the most important ones are addressed first.
5. Holding checkpoint meetings at key milestones: These meetings should include the steering committee.
6. Assessing and managing risk: Regular assessment of risk factors can help project managers set appropriate expectations with the client.
7. Managing expectations: The client's expectations can best be managed through open and direct communication.

Project Meetings

Each fortnight the Project team will meet to review the progress of the project. The objective of this meeting is to:

- Get an update from the project team members as to progress made in the last two weeks
- Discuss any issues arising from work completed
- Discuss any concerns over outcomes or timelines
- Review resource requirements
- Review and plan work required in next fortnight and resources
- Update budget vs actuals.

The outcome of this meeting will be forwarded to all Steering Committee Members.

Steering Committee Meetings

The Steering Committee makes strategic recommendations to the implementation team, approves organisational changes, and monitors progress toward key milestones. If a Steering Committee has not already been established, advantages of forming such a committee should be discussed with the client.

The frequency of the Steering Committee meetings will vary depending on the size of the site and the implementation time frame. A typical Steering Committee agenda, will include the following items for discussion and be up to 2 hours in duration:

- Project timeline and progress;
- Project budget vs actuals;
- Problems, risks, slippages;
- Resource requirements;
- Modifications and/or change variation approvals;
- Communication.

Solution Build Phase

This is the major phase of the project that covers activities from site setup of MYOB Advanced Business software through to data conversion. The main objective of this phase is to define the business processes, as they will be upon completion of the MYOB Advanced Business implementation.

The primary activities in this phase are:

- Site set up of MYOB Advanced Business;
- Functional review training for Champion users;
- Client system review & testing by module;
- Follow up training with Champion users;
- 'To Be' business process mapping;
- Data conversion.

Site Set Up

MYOB Advanced Business Set Up

The plan for the configuration of MYOB Advanced should include the following:

Functional Review for Client Champions

This is a hands-on overview demonstration of the MYOB Advanced Business modules covering basic navigation through to detailed processing and business procedures as they are managed in MYOB Advanced Business. In this session the MYOB Advanced Business consultants train the module Champions in each functional area of the system. The primary purpose of the functional review training is to educate the module Champions on the use and functionality of the MYOB Advanced Business software in preparation for the To Be business process modelling session.

Functional review training by module should achieve two main objectives for the module Champions:

- Understand the characteristics and capabilities of the system
- Understand the impact the system will have on business processes.

Once an understanding of the software capabilities and impact is reached, module Champions can determine how the system will be used in their environment, which in turn determines how the system should be configured.

During this session the MYOB Advanced Business consultants will work with the module Champions to develop a set of tests by functional area for each module Champion to work through during their client testing / review / learning activity.

Test Plans

At the conclusion of the functional review training activity the module Champions should have sufficient understanding of the MYOB Advanced Business software to be able to continue the learning process on their own. They will be able to work through the functional test plans in each area, in preparation for the To Be business process modelling session.

Client System Review & Learning

Following the functional review training the module Champions are assigned functionality test plans to work through in order to build up their knowledge and understanding of the software, and therefore, how it could be used to run their business.

Review Transaction Procedures

Over time, as their knowledge grows, the module Champions will be able to add further depth to the functional test plans to ensure that they cover off in their respective areas, the following:

- Daily transactions & procedures
- Weekly transactions & procedures
- Month-end procedures
- Year-end procedures

Determine Set up Options & Parameter Settings

Alongside the transactional testing activity the module Champions will also become familiar with the various set up options and parameter settings available in the system. They should ensure that their test scenarios include testing the option & parameter settings relevant to their business. At the conclusion of this activity they will be able to decide which options and parameter settings should be selected to operate their business. The reasons for these decisions should be captured in the set up options & parameter settings document.

In order to determine the appropriate settings for the client business the module Champions should:

- Review the complete list of set up options, parameter settings, custom options etc.
- Develop test scenarios for the relevant options.
- Assign values to the relevant options based on the test plan.
- Test, review & revise the settings.
- Finalise the option & parameter settings.
- Document the decisions for the options selected.

Follow Up of Client System Review / Testing

The MYOB Advanced Business consultants visit the Client site to provide further training & assistance to the module Champions. This session is an opportunity for the module Champions to ask any further questions and seek clarification on any transactional processes and set up options / parameter settings available in the system. This session also provides the MYOB Advanced Business consultants an opportunity to review the progress achieved by the module Champions as well as to further prepare them for the 'To Be' process mapping workshop.

'To Be' Business Process Mapping

MYOB Advanced Business consultants work with the client champions to map out their processes as they **'will be'** when they start using the MYOB Advanced Business system.

The purpose of the To-Be business process mapping workshop is to provide the client with the tools, opportunity, and guidance to ascertain, map, and model their business processes as they will be when the MYOB Advanced Business software is implemented in the client business. This involves participation and input from all functional areas of the client business under the direction of the implementation project team.

Document Procedures for the New System

The To-Be business process mapping is accomplished through highly focused workshops conducted with the purpose of modelling client business processes, as they will be when the MYOB Advanced Business software is implemented in the client business. This involves reviewing the client As-Is business processes modelled previously, understanding current processes within MYOB Advanced Business, and modelling and confirming client To-Be business processes based on client business needs and MYOB Advanced Business software operations. This is your opportunity to ensure that they clearly understand the optimal functionality in MYOB Advanced Business to run their business.

This step in the MYOB Advanced Business Implementation Methodology provides many benefits to the client as well as to the MYOB Advanced Business lead consultant. Taking a focused approach to implementing MYOB Advanced Business in their business benefits the client by allowing them to predict and pre-empt associated implications and better control the significant change that occurs as a result of such an implementation.

The To Be process maps become the basis for the module Champions to prepare their user procedure manuals.

Review Set Up Options & Parameter Settings

The final task in this activity is to review & confirm the decisions behind the final option & parameter settings selected for the site. These final settings will be set up in the live database in preparation for the pilot testing and go live phases. The tasks in this activity are:

- Print & review setup reports
- Perform edits as necessary
- Document the reasons for deciding to use the options selected.

It is important to have each of the module champions sign off that they are satisfied once the review has been completed.

Set Up MYOB Advanced Business for Client Requirements

After completion of the To Be process mapping activities and confirmation of the set up options and parameter settings, the client project team utilise this time to set up the live database with the selected settings in preparation for the pilot testing and go live phases.

Data Conversion

Data Conversion involves the mapping and conversion of data from one data source (i.e., the Client's existing database) into another data source (i.e., an MYOB Advanced Business database). The complexity, structure, and volume of the original source data will significantly impact the size of the conversion effort. The data conversion process can range from being a very minor effort to an enormous one.

Data Conversion Methods

There are a couple of methods for importing data into MYOB Advanced Business. The choice of data conversion methods will vary for each client. The old software and database structure will determine what methods are appropriate for extracting the data to be converted. The client's own IT resources should be engaged as much as possible in the task of extracting data from existing systems.

In some instances, master or transactional data can be imported directly into MYOB Advanced Business from a MS Excel file using file uploads where the field mapping is performed on import. Where this option is not available data can be imported into MYOB Advanced using the Import Scenario feature.

The decision of which method to use will depend upon the specific data conversion requirements for each client.

The steps involved in data conversion are:

1. Research & investigation
2. Confirm the scope of data conversion;
3. Identify the data sources and determine what, if any, data clean-up effort may be required;
4. Document the data conversion sequencing;
5. Set up the data conversion database
6. For each module being converted:
7. Data Mapping
    - Map data fields from existing data sources to MYOB Advanced Business data fields, and determine the conversion rules;
    - Document the data mapping and conversion rules;

- Design & Preparation
    - Prepare the data conversion files, i.e. clean up the original source data, eliminate redundant and out-dated source records, if necessary, and add any new data fields required in MYOB Advanced Business;
    - Build the data sources and import scenarios;
- Testing
    - Test the data conversion process with portions of live data;
    - Compare the converted data to appropriate reports for accuracy;
    - Revise & test the data conversion files or programs until the result agrees satisfactorily with the comparison reports;
    - Perform after-the-fact clean up on the converted data, if necessary.

Confirm the Scope of Data Conversion

The data conversion scope is defined in the scoping phase, and confirmed in the project planning phase. Ensure that the current expectation for data conversion agrees with the project documentation.

Identify Existing Data Sources

Identification of existing data sources is an important part of defining the scope of data conversion. Data source identification includes:

1. Identify what data resides in current system databases;
2. Identify additional data sources and how they will be accessed;
3. Create a data source usage matrix. This matrix identifies what data sources contain data for each MYOB Advanced Business module;
4. Determine the data conversion method for each data source.

Document the Data Conversion Sequencing

Because certain files are dependent on data held in other files, the data has to be entered manually or converted to the new system in the correct order. The following document lists the standard order for data entry and conversion.

Data Conversion Sequencing

Set Up Data Conversion Database

As we do not wish to ruin our live database the data conversion process should be tested on either a restored version of the latest live database or a recommendation by MYOB would be to facilitate this in a sandbox environment, note there will be extra cost involved with this option. By this time the live database option & parameter settings should closely approximate the settings expected to be used for the pilot testing phase, and also for go live. Create a snap shot of the live database & rename it DataConv before restoring it for data conversion testing.

Map Data to MYOB Advanced Business

The task of mapping data from existing system databases and files to the MYOB Advanced Business database involves identifying fields in the source data files and locating the target field and format in MYOB Advanced Business. This process will identify fields in the old system that map across to the new system and those that do not, and any fields required in the new system that are not available in the old system. These discrepancies will be investigated further to determine if the data from the old system should be brought across, or not, and also what rules should be applied to create the missing data required by MYOB Advanced Business. Data conversion mapping includes the following steps:

1. Identify & document current system coding structures and naming conventions for data required;
2. Document conversion rules for each area;
3. Ensure that every data element from the old system is properly transferred as required for the operation of the new system;
4. Verify that all required MYOB Advanced Business fields are correctly mapped. Establish rules for creating data required by MYOB Advanced Business that is not available in the old system.

The data mapping task should begin with an understanding of the MYOB Advanced Business data model. The client's IT resources should be encouraged to gain this knowledge. They should also be relied upon for knowledge of the old system data structures.

The primary goal of data conversion is to get the existing data transferred and converted using the most reliable methods available. Since these programs may only be used once or twice, elegance, structured programming techniques, and performance should take a back seat to getting the conversion routine written and thoroughly tested.

In some cases it may be necessary to determine the point at which the data conversion is complete enough. It may become counter-productive to continue to eliminate every single exception situation. The end users can realistically clean up some types of exception errors manually. Any exceptions that are left for the end users to handle themselves should be thoroughly communicated, agreed upon, and documented.

Document Data Mapping and Conversion Rules. Prepare the Data Conversion Files.

General Ledger

The following data elements may require conversion for General Ledger:

- GL Accounts;
- Beginning Balances;
- Budgets;
- History – Period balances, OR period transaction detail.

MYOB Advanced contains an implementation guide that can be found in menu path [Help \ Implementation] and can be used as your starting point for implementing the General ledger and will explain:

- Prerequisites and Dependencies
- Preparation
- Configuration:
- Initialisation
- Other Considerations:

Spreadsheets are a useful data mapping and import tool. MYOB Advanced has template spreadsheets that can be used to populate ready for importing.

Account Receivables Management

The following data elements may require conversion for Receivables Management:

- Debtor Accounts;
- Beginning Balances;
- Debtor History.

MYOB Advanced contains an implementation guide that can be found in menu path [Help \ Implementation] and can be used as your starting point for implementing the General ledger and will explain:

- Prerequisites and Dependencies
- Preparation
- Configuration:
- Initialisation
- Other Considerations:

The following table lists the data and prebuilt data providers and import scenarios that can be used or modified to import debtor information.

Data	Data Provider	Import Scenario
Debtor Class Master Data	Customer Classes	Import Customer Classes
Debtor Credit Terms	Credit Terms	Import Credit Terms
Debtor Master Data	Customers	Import Customers
Debtor Invoices	Invoices and Memos	Import Invoices and Memos

Accounts Payables Management

The following data elements may require conversion for Payables Management:

- Creditor Accounts
- Beginning Balances
- Creditor History

MYOB Advanced contains an implementation guide that can be found in menu path [Help \ Implementation] and can be used as your starting point for implementing the General ledger and will explain:

- Prerequisites and Dependencies
- Preparation
- Configuration:
- Initialisation
- Other Considerations:

The following table lists the data and prebuilt data providers and import scenarios that can be used or modified to import creditor information.

Data	Data Provider	Import Scenario
Creditor Class Master Data	Supplier Classes	Import Supplier Classes
Creditor Credit Terms	Credit Terms	Import Credit Terms
Creditor Master Data	Suppliers	Import Suppliers
Creditor Invoices	Bills and Adjustments	Import Bills and Adjustments

Inventory

The following data elements may require conversion for Stock Control:

- Items
- Item Classes
- Warehouses and locations
- Pricing
- Beginning Quantities
- History

MYOB Advanced contains an implementation guide that can be found in menu path [Help \ Implementation] and can be used as your starting point for implementing the General ledger and will explain:

- Prerequisites and Dependencies
- Preparation
- Configuration:
- Initialisation
- Other Considerations:

The following table lists the data and prebuilt data providers and import scenarios that can be used or modified to import creditor information.

Data	Data Provider	Import Scenario
Inventory Master Data	Stock Items	Import Stock Items

Bank Reconciliation

The following data elements may require conversion for Bank Reconciliation:

- Unpresented Cheques & Outstanding deposits
- Bank Account Information

Note: The unpresented cheque transactions & outstanding deposits will have been posted to the GL bank in the client's old system. If the GL bank account has the opening balance figure only, rather than the detailed transactions, we must post the individual unpresented cheques & outstanding deposit to the GL bank account. These should be left as unreconciled so that they will be available to be reconciled as & when they appear on the bank statements. The other side of the unpresented cheques & outstanding deposits journal will also be posted against the GL bank account. This should be marked as reconciled. The test of the bank reconciliation take on is to check that the net amount remaining after offsetting the unpresented cheque & outstanding deposit totals from the initial GL balance, should agree with the bank statement closing balance at the cutover date.

Fixed Asset Management

Fixed Asset Management data conversion may include the following data elements:

- General Asset Information

MYOB Advanced contains an implementation guide that can be found in menu path [Help \ Implementation] and can be used as your starting point for implementing the General ledger and will explain:

- Prerequisites and Dependencies
- Preparation
- Configuration:
- Initialisation
- Other Considerations:

The following table lists the data and prebuilt data providers and import scenarios that can be used or modified to import creditor information.

Data	Data Provider	Import Scenario
Fixed Asset Class Master Data	Fixed Asset Classes	Import Fixed Asset Classes

Develop Data Conversion Programs

- Write programs to extract data from the existing system, if necessary;
- Determine how data will be validated;
- Identify resources to validate the data;
- Test data conversion programs.

Test the Data Conversion. Compare the Results. Revise & Re-test.

- First Test Conversion:
  - Finalise data conversion plans
  - Confirm data validation method
  - Extract source data
  - Run conversion programs
  - Validate converted data and balancing
  - Client Sign off

- Second Test Conversion:
  - Update conversion programs based on validation
  - Clear system of data from prior conversion
  - Extract source data
  - Run conversion programs
  - Validate converted data and balancing
  - Determine if additional tests are needed
  - Review and approve conversion results
  - Client Sign off

- Final Conversion:
  The final data conversion typically takes place prior to the go live day, however, the data conversion process is also tested at the commencement of the pilot testing phase.
  - Extract source data
  - Run conversion programs
  - Validate converted data using predetermined methods
  - Reconcile and balance converted data using predetermined methods
  - Client Sign Off

Systems Customisation Phase

The System Customisation phase encompasses all forms design, report writing or report tailoring, system modifications, enhancements, integration with external systems, and custom module development.

Forms Design

The forms design activity starts after the functional review training is completed. The level of forms design services provided for in the project plan depends on which plan the client selects. The base level tasks included in this activity are:

- Research & investigation;
- Training on the reporting tools;
- Design the form;
- Test the form;
- Obtain client sign off on each form.

Research & Investigation

A copy of all business forms required for the day to day operation of the Client business should be included on the list of forms to be designed. A copy of each form should be obtained for design and comparative testing. The following spreadsheet lists the standard forms that most businesses will have. This spreadsheet can be used to manage the progress achieved with the design, testing and completion of each form.

Report Writer Training

The Report Writer is the application used to build MYOB Advanced business forms and reports.

Design the Form

Design each form in the Report Write following the lay out from the example copies obtained. Ensure that any Client changes to the layout of existing forms are clearly understood and signed off.

Testing

If the form is to be printed on pre-printed stationery use a photocopy of the pre-printed form for the initial test printing. The form should also be tested on the actual printer that it will be printed from after the go live. When the form is completed satisfactorily, print it on an original copy of the pre-printed form, from it's actual printer, and confirm that all data aligns correctly on the original stationery.

If the form is to be emailed it is important to test the report from the system email account that will be used after go live.

Client Sign Off

Review each completed form with the relevant Client staff member, and obtain their sign off for each form completed to their satisfaction.

All business forms must be completed, tested, reviewed and signed off in time for the pilot testing workshop.

Custom Report Writing

Custom report writing follows on from the business forms design activities. Once again the level of custom report writing services provided for in the project plan depends on which plan the client selects. The base level tasks included in this activity are:

- Research & investigation;
- Identify reporting tools for non-standard reports;
- Training on report writing tools;
- Design, prepare and test each report;
- Review each report & obtain client sign off.

Research & Investigation

Using a reporting spreadsheet to compile a list of all reports required after the go live date. Compare the list to standard reports available in the system to identify the non-standard reports to be custom writing. Working with the relevant client project team members, prioritise the reports to be written based on when they will be required from the go live date forward. Where possible obtain sample copies or each non-standard report.

Identify the Reporting Tools for Non-standard Reports

The reporting tool options available for MYOB Advanced Business software are:

- MYOB Advanced Business Report Designer
- MYOB Advanced Business Financial Report Writer
- MYOB Advanced Business Generic Inquiries

Against each report in the list determine which tool should be used to create the report and who in the client project team is best suited to create each of the reports.

Train Champion Users on Reporting Tools

Training workshops are conducted on the identified reporting tools with the appropriate client Champions. Training on the report designer is included in the business forms design activity above.

Design, Prepare and Test each Report

Design each report in order of priority using the appropriate reporting tool. Follow the lay out from the example copies obtained ensuring that any client changes to the layout of existing reports are clearly understood and signed off. In certain cases it may be appropriate to prepare a detailed report specification, reviewed and signed off by the client, prior to commencing the actual design of the report. This would depend on factors such as the complexity of the report and its relative importance to the client.

Test each completed report comparing it to the example copies or the detailed specification document. Consider whether its visual appearance is satisfactory. There may be a test plan in the detailed specification to follow to confirm the data integrity of the report. Ask yourself whether the resulting data on the report 'makes sense'. Compare the report data back against the raw data used in the report. Is the correct data displayed on the report? Are the calculations correct? Does the report and the data displayed look reasonable?

Also test the various report output options available (screen, printer, file etc.) to ensure that the report displays correctly for each output option.

Client Review & Sign Off

If the report is completed satisfactorily allow the client time to review it for visual impact, data integrity, correctness and reasonableness. Where possible, encourage the client to compare the report output to the same or similar reports from their old system. Obtain client sign off for each report completed satisfactorily.

All custom reports required for go live should ideally be completed, tested, reviewed and signed off in time for the pilot testing workshop.

Custom Development

The following types of custom development are included in this phase:

Custom Enhancement Development

This covers enhancements to existing MYOB Advanced Business screens that alter their functionality, screen layouts, processing etc. These may be minor in impact, or they may involve design, coding, and implementation of major changes to existing software code.

Custom Data Import / Exports

Data can be either imported or exported from MYOB Advanced Business, these can also be scheduled to run at specific times. Data can be brought in or out of MYOB Advanced Business by using import or export scenarios or via the API.

Custom Module Development

This is for the development of completely new modules that will integrate with existing MYOB Advanced Business features.

Custom development begins at the conclusion of the scoping phase with the commencement of the detailed specification document preparation process. The initial project plan makes no allowance for custom development. The plan is updated with mod tasks, durations and assigned resources as each detailed spec is completed. The base level tasks included in this activity are:

- Research modifications from the scoping document;
- Prepare detailed modification specifications;
- Develop the programs;
- Test the program against the test plan;
- Client training & review;
- Documentation;
- Client sign off.

Research & Investigation

Review the list of agreed custom development captured in the phase two scoping document. Each modification should be prioritised, based on factors such as the extent of work required, the impact on other modifications or areas of the system, and so on. Ensure that each modification is still applicable and necessary for the site.

Prepare Detailed Specifications

Using the summary modification specification written during the scoping phase, prepare the detailed TBC Modification Specification document.

The test plan should be written after the final sign off of the specification to ensure that it covers all of the aspects of the modification. It should be reviewed again for completeness when the first cut of the program is ready for testing.

The estimated programming hours should be revised based on the detailed information written in the specification and cost estimates should be revised accordingly. The lead consultant should update the project plan and assess the impact to the project schedule as soon as possible.

Client Review & Sign Off

Once approved by the MYOB Advanced Business lead consultant the detailed specification is sent to the relevant client contact for review and approval.

The MYOB Advanced Business lead consultant should keep a close eye on the document approval process at each stage to ensure that this does not delay the commencement of the programming effort. The timing and delivery of each modification in time for the pilot testing phase is crucial to the overall success of the project.

The version number should be updated for each change to the specification. The final signed version is the copy forwarded to development for programming.

Submit Requirements for Customisations to Development

Once resources have been assigned to develop customisations, the requirements specification document should be turned over to the developer(s). A user contact should also be assigned if possible to answer any questions that arise during the design and development process.

Tracking and reporting progress on all customisations should become a regular part of the project manager's responsibility throughout the rest of the implementation.

Program Development & Re-work

Program development typically does not include any reports to be written for the modification unless they must be prepared from temporary data created by the program. An MYOB Advanced Business consultant or a member of the client staff normally writes the custom reports. The developer can include a line of code to call the report to be printed at the appropriate time, if required.

Testing Against the Test Plan

The developer should conduct sufficient testing to ensure that their program at least runs from the beginning through to the end of the process. The MYOB Advanced Business consultant who wrote the detailed specification and has a strong understanding of the client's business processes & requirements should ideally perform the detailed testing included in the test plan. The test plan from the detailed specification is transferred to the test plan spreadsheet, which is used to capture the results & outcome of each test. The MYOB Advanced Business consultant should work their way through the modification as far as possible before submitting the list of errors for fixing to the developer. Each updated version of the program should be tested from beginning to end to ensure that no new errors were introduced by the corrections. Once the consultant is satisfied that the program operates satisfactorily within itself (unit testing) further tests should be performed to assess its impact on other parts of the system (integration testing). The MYOB Advanced Business lead consultant should conduct a final review of the completed modification for quality and delivery to specification before releasing it for client review & testing.

Client Training, Testing & Review

Upon satisfactory completion of the quality review by the MYOB Advanced Business lead consultant, the modification is released to the client staff member for testing & feedback. The MYOB Advanced Business consultant may need to provide training assistance to the client Champion in the use & functionality of the modification. The client review is aimed at ensuring that the product functions correctly, meets the requirements included in the detailed specification and is efficient and practical for end user operation. There may be further re-programming & internal testing if any errors are discovered from the client testing.

Documentation

The detailed specification document is used as the basis for the modification document. This document serves to explain how the finished product works. The actual screens should be used in the document and the processes described should be those included in the finished product. The client Champion may use this document to prepare the user procedural manuals during the preparation and go live phase of the project.

Client Sign Off

Ultimately the finished product should meet the client's expectations satisfactorily as defined in the detailed specification before being signed off as completed.

All custom development must be completed, tested, reviewed and signed off in time for the pilot testing workshop.

Solution Delivery Phase

The Pilot Testing Phase is a controlled test of MYOB Advanced Business in the client business. The pilot allows the client project team and the MYOB Advanced Business project team to set up a live environment in which to test and confirm key system design specifications and decisions. The live environment used in the pilot phase may be a test company, sandbox environment or the use of a settings only snapshot to revert back to before the pilot commences are all options to consider. This is the client Project Team's opportunity to see how MYOB Advanced Business works in their business with the modifications and specifications determined thus far in the implementation project plan.

The ultimate goal of the Pilot Test is to emulate the successful implementation and operation of MYOB Advanced Business in the client organisation. If system errors, or adjustment needs are discovered during the Pilot, then the Project Teams work to make corrections and schedule to conduct additional Pilots until the system is tested and successfully validated by the client. Upon reaching a successful conclusion to this phase the decision to ‘go live’ is made.

The primary activities in this phase are:

- Prepare pilot test scripts.
- Set up the pilot database
- End User Training
- Conduct the pilot testing.
- Address & resolve any discrepancies.
- Make Go or No Go decision

Prepare Pilot Test Scripts

The client module Champions prepare the pilot test scripts from the test plans provided during the functional review training. The module Champions will have added additional tests during the project as their knowledge of the system, and the software itself, has developed. The module Champions must ensure that any & all tasks & business scenarios encountered in their live operations are included on the test script. These scenarios will be tested thoroughly during the pilot to ensure that both the system and the users are capable of managing each and every one.

Developing test scenarios involves the following main components:

Identify Transactions and Processes.

The range of test scenarios should cover a variety of possible transactions used by each business process. Additional concentration should be given to known exceptions or special processing for which customisations were developed. Interfaces to other systems should also be included in the scenarios.

Identify Appropriate Test Data.

The test data should include normal input-type data and typical master file records. It should also include both valid and invalid transactions.

Define and Document Expected Results.

The most important aspect of testing is verifying and comparing results. Expected results should be documented, particularly situations where variations from the current system are expected.

Develop Test Tracking Documentation

The following types of test tracking documentation may be used:

Test Responsibility Matrix.

A testing responsibility matrix defines which business functions and processes will be tested, who will conduct the tests, in what order, and when.

This matrix serves to co-ordinate the testing between business areas, i.e. purchase orders entered before receipting stock; stock receipt before stock invoice entry; creditor invoice entry (stock & expense) before creditor payments; pricing before sales order entry, supply & invoicing; debtor invoicing before debtor receipts etc.

Define a Test Tracking Procedure.

In addition, a test tracking procedure should be defined and communicated to the project team and other resources involved in the testing. A formal procedure for documenting, reviewing, and resolving discrepancies should be defined. Typically each discrepancy recorded on the module test plans is transferred to the TBC Pilot Discrepancies Master List spreadsheet. These are reviewed by the lead consultant and resolved by the project team members (lead consultant, developers, testers, implementation consultants). Each resolved issue is tested & signed off by the client Champions.

Set Up the Pilot Database

The pilot database is a restored copy of the live database, which should include all the settings, set up & security determined to be relevant to the client business during the implementation up to this point. It is important to ensure that the pilot database set up is given the same careful consideration that is expected prior to go live. This will ensure that a smooth transition is achieved from the pilot test environment and setup, to the pilot testing process.

Copy 'Live' Database to 'Pilot' Database.

It is important to ensure that the live database holds the correct settings, set up and security access decided upon during the implementation. The test company should be created to mirror the planned live environment.

Install Customisations.

In setting up the testing environment, make sure that customisations and integrations are properly installed and unit tested. Ensure that all business forms and reports are included in the appropriate directory.

Load Sample Data.

Sample live data (from data conversion testing) should be loaded into the pilot database. This task also serves as a test of the data conversion process and programs prior to go live. Any manual data entry, attributes, extra fields or clean up should be scheduled prior to the start of the pilot testing.

Quality Review.

The client is required to perform a qualify review of the system settings & a sample of imported master file data. Agree GL & sub-ledger opening balances to supporting reports and a sample of detailed sub-ledger transactions to supporting reports. Once this quality review has been completed and the client is satisfied with the review it is important for the client to sign off that this has passed the quality review.

End User Training

The purpose of end-user training is to educate the general staff on the use of the new system. This task represents the training of end-users in the operation of MYOB Advanced Business in accordance with the new processes and procedures previously defined and with any modifications made to the base system for unique client requirements.

A train the trainer approach is the typical approach followed throughout the MYOB Advanced Business implementation. The module Champions become the trainers as they progress through the implementation. On smaller project sites the requirement for end user training may be minimal because the majority of end users may in fact be the Champion users themselves. On large sites the module Champions may have to travel to multiple locations to conduct end user training, or the branch end users may have to travel to a central location to be trained. The end user training plan should be tailored to suit the size of each client site, and be incorporated into the project plan to ensure that this task is scheduled for completion prior to the go live date.

The user procedure documents prepared in the previous task are used extensively throughout the end user training sessions. Any further refinements arising during the end user training sessions should also be incorporated into the procedural document. The pilot test scripts can used to provide example scenarios for the users to work through during the training sessions.

Conduct the Pilot Testing

Conducting the pilot test activity involves the following tasks:

- Oversee the testing process ensuring adherence to the test responsibility matrix.
- Ensure compliance with documented testing scripts and stated objectives.
- Document and report discrepancies to the project team following the defined procedure.
- Summarize test findings for the project team and executive management.
- Ensure that the live database is updated for any decisions made during the pilot testing to enhance the software configuration in the pilot database.

Address / Resolve Discrepancies

Discrepancies should be documented and assigned to an appropriate resource for investigation. When resolved by the lead consultant they are required to be tested. Appropriate test scenarios should be repeated to verify the change and to ensure that no other areas of the software have been adversely affected.

Signoff on Pilot Testing

The final resolution and results of the re-testing process should be documented and forwarded to the steering committee.

Go, No Go recommendation.

If all discrepancies were NOT resolved satisfactorily AND the unresolved discrepancies present too great a threat to a successful project go-live on the planned date, then a ‘No Go and defer’ recommendation is made to the Steering Committee. If the No Go recommendation is endorsed by the Steering Committee the go live date is deferred. It may be necessary to re-conduct the full pilot test workshop and process, in order to reach a successful conclusion, and therefore, a go live recommendation.

If all discrepancies were successfully resolved, a Go recommendation is made to the Steering Committee. Provided the steering committee is completely satisfied with the pilot testing process and outcome, a Go decision is made.

At this point, a formal sign-off should be obtained from the client to signify the successful completion of testing and acceptance by the client of the final results. The signoff might simply be a signature line and date at the end of the pilot test summary document or a documented minute from the Steering Committee meeting minutes. It could also be a separate form indicating the client and project name, process or activity being signed off, and a signature line and date for both the client project manager and the MYOB Advanced Business lead consultant.

Preparation & Go Live Phase

During this phase the client Champions will prepare the procedure manuals and train the end users on the use of the system in their area of the business. The live database is prepared with relevant master files & transactions converted at the cutover date. Existing systems are systematically phased out and replaced with MYOB Advanced Business on the 'go live' date

The primary activities in this phase are:

- Prepare user documentation.
- End user training
- System performance audit.
- Set up go live database.
- Go live

Prepare User Documentation

This task includes:

- Document user system maintenance procedures
- Develop user procedure documentation
- Develop user training materials

Document User System Maintenance Procedures

During basic implementation, procedures should be identified and documented for effective maintenance of the system, such as a backup and restore procedure.

Develop End User Procedure Documents

Following completion of the pilot testing workshop the module Champions finalise their end user procedural documents. Preparation of the end user procedure documents can commence after the 'To Be' workshop is completed, however, they cannot be finalised until all system setup and or customisations have been completed and tested during the pilot testing workshop.

The end user procedural documents are used to train the end users. They should be written with clear & concise, step-by-step instructions that any client staff member could follow with ease, and hence learn and perform the role covered by the document. The objective of these is to enable any newly hired staff member to learn their new role having received little or no prior training on the system.

Develop User Training Materials

The client trainer should develop training exercises for the end user trainees to work through during the training sessions. The pilot test scenarios provide a good starting point for the training exercises. The trainer can convert these business scenarios into training exercises for the trainees to work through.

Set Up Go Live Database

The following tasks are performed in this activity:

Perform Quality Review of Set up & Configuration Options.

The live database should already contain all of the decisions made throughout the implementation. The software configuration in the live database should be that as updated, following the pilot testing phase. It should already contain all supporting set up tables required in the various configuration areas of the system, including user security and menus etc. This task is a final review to ensure that the set up & configuration options in the live database are correct.

Convert Master Files to Live Database and Verify.

In the week prior to go live, using the approach developed from the data conversion activities and tested during the pilot testing phase, convert all master file data to the live database. Any new master files set up after this conversion will have to be manually added to both systems until the new system is fully adopted on the go live date. The data in the master file conversion files should be correct, having been tested in the pilot testing phase, however, a sample of master files should still be checked for comfort's sake.

Convert Current Transaction Data.

This data can include general ledger account period balances or detailed transactions, client and supplier open item transactions, current stock levels by location and outstanding bank reconciliation transactions etc. This task should follow the plan developed during the data conversion activities & tested during the pilot testing phase. There should be no surprises when the data is converted and checked against relevant reports.

Go Live

Congratulations! Going live is the paramount implementation activity and a significant milestone.

Provision is made in the project plan for the MYOB Advanced Business lead consultant to be on-site for a day or two from the go live date. However, the go live day tends to be an anti-climax as the end users are usually reasonably tentative with the system to begin with. As their confidence and workload grows, the end users will begin to use the system more and more. The MYOB Advanced Business lead consultant should use this time to:

- Assist the users as they begin to use the new system exclusively
- Assign a key member of the client project team to act as the primary system support contact person for end user issues.
- Explain to the key support person on how to interact with their support desk
- Explain the transition from the project team to the on-going support team over the go live month through to final project closure.

Solution Handover Phase

This phase includes a post go live review of system procedures, performance, and documentation to ensure that the new system is performing as expected and meets the objectives defined during the Scoping phase of the project. Suggestions for modifications and process improvements should be documented and prioritised for future consideration.

System quality, security, and user support should be monitored for a period of time to ensure that expectations in these areas are being met.

Hardware, networking, and related software should be monitored and tuned as needed to meet performance requirements.

Also during this time MYOB Advanced Business consultants provide post go live & month end support before the handover to their support team. This phase, and hence the entire project, should conclude two weeks after the first month end

The primary activities in this phase are:

- Ongoing Support
- Month End Support
- Implementation review
- Engagement Completion

Ongoing Support

The standard project plan should provide for a day a week of MYOB Advanced Business support time during the first go live month.

Month End Support

The first month end is the last significant operational procedure performed, following the project go live date. The MYOB Advanced Business consultant works alongside the client Champion to ensure that the correct month end procedures are followed as detailed in the Month End Procedures Checklist.

During the first month end you may assist with the reconciliation between subsidiary modules and the general ledger as well as bank reconciliation. Any discrepancies between the modules should be researched and corrected with the client to assure that they have the knowledge and understanding required to correct their own errors in the future.

Implementation Review

A post implementation review is the process of conducting a physical post go live review of the systems and processes, which collectively comprise the solution. It includes amongst other things: Audit or verification of data integrity throughout data conversion to live cut-over processes, user preparedness and training effectiveness, appropriate documentation and archival of implementation work papers, inspection of audit trails, particularly the manual applications and paper flows surrounding the automated solution, etc.

Review System Procedures.

The use of the new system in the live environment will generally uncover some needs for procedural refinements. This may involve things like the tailoring of routines within MYOB Advanced Business documentation, additions or refinements, or clarification of task assignments.

Review System Documentation.

Any refinements necessary to the documentation of procedures and/or use of integrated, interfaced or customised solutions to ensure efficient and accurate use by the client. This review should include the following tasks:

- Ensure level of documentation available is appropriate.
- Consult users & document suggestions with reference to procedure manuals, processes, reports, screens etc.
- Modify & finalise documentation

Review User Security.

User security levels may be either too heavy or too light. Review the levels of security assigned for appropriateness and discuss this with the module Champions & client project manager. Confirm all users have the appropriate level of security access.

Monitor User Support.

Ensure that the end users are passing support issues onto the nominated primary system support contact. Provide guidance to the primary support contact on the approach to resolve issues before passing them onto the support team. Discuss the system change request process with the primary support contact for further customisations identified post go live.

Engagement Completion

Post Implementation Audit.

The post-implementation audit is simply a formal report outlining the results of the implementation testing. Not all clients will require this type of documentation. During the planning stages you will determine if this will be necessary or not.

Non-project Inclusive Reporting.

The post implementation audit and review may have uncovered some previously unknown or undesired reporting needs. This may involve modification to existing reports or the creation of new reports that were not part of the original project plan.

A second major area covered during this process is coding and testing of reports, which were not included in the initial implementation effort due to prioritisation and project timeline.

Measure User and Client Satisfaction.

Measuring user and overall client satisfaction covers two major process functions. The first is debriefing of the client's sponsoring executives (generally the steering committee) regarding project success, milestones, post-engagement work remaining to be addressed by the their own accounting and operations staff, etc.

The second process involves conducting a post-engagement evaluation to ascertain that critical business issues and critical success factors have been met. This step provides a measure of client satisfaction and reference-ability. It also includes the completion of a post-engagement quality assurance questionnaire and translation of the feedback from this process into our own internal consulting and process improvement measures.

Ongoing Support and Maintenance.

This is the process of recommending on-going maintenance and support that will be vital to the continued success of the implementation of MYOB Advanced Business. This is also an opportunity to establish plans for continued service that could be offered to the client. Beyond the normal technical support and software maintenance plans, other products and related services should be discussed, offered and recommended, if appropriate.

Some of the additional products and services that may be offered at this point are:
- Additional features
- Technical telephone support plans

- Additional training (functional, administration, tailoring)
- Periodic systems review
- Business Process assessments

Final Project Sign Off

Following a successful first month end and the satisfactory resolution of any issues identified during the post implementation review phase, the final project sign off should be obtained from the client management team. If all goes well this should be obtained within two weeks following the first month end.

A congratulatory lunch or dinner is organized for the MYOB Advanced Business project team (and sometimes the client project team as well) to celebrate the completion of each successful project.

Appendix 1 - Developing the Project Mission Statement, Goals & Objectives

The Mission Identification Process

A mission statement should answer three questions:

1. What do we do?
2. For whom do we do it?
3. How do we go about it?

The first question requires that we focus on objectives, deliverables, or end-results. The second asks us to identify our stakeholders. The third makes us think about how we are going to achieve the desired results – what kind of processes or methods we will employ.

As an aid to answering these questions, it is useful for the team to work through the following process:

1. Identify the environment in which the company operates;
2. List all the company's stakeholders;
3. Check the three most important stakeholders on the list – at least one of them should be the team's major client;
4. Make a list of those things your three most important stakeholders want from the project;
5. When the project is finished, how will the stakeholders know the team was successful?
6. List those criteria for success that will be used to judge the project team's performance;
7. What critical events might occur in the future that could affect the team's success either positively or negatively?
8. Now write the mission statement.
    a. Each individual prepares a personal statement of the company's primary mission;
    b. Elements of the primary mission that represents differences in priorities for individual members are identified so that they can be managed;
    c. The group then combines the individual views into a team statement of the primary mission;
    d. The group reviews and critiques the team primary mission statement.

Once a mission statement has been developed, project goals & objectives can be written.

Define Project Goals and Objectives

A **goal** is a business improvement you want to achieve, for example:

- 98% client service;
- A 20% reduction in average inventory levels;
- A 30% increase in output;

- Integrated business system;
- Greater business visibility.

An **objective** is the specific change in business practise that will enable you to achieve the goal:

- 98% client service.
  - Provide on time delivery (OTD) statistics to client service reps;
  - Reduce rework to 1%;
  - Conduct monthly reviews of stock re-order levels for appropriateness;
- A 20% reduction in average inventory levels.
  - Online inventory balances;
  - Conduct monthly reviews of stock re-order levels for appropriateness;
  - Introduction & constant refinement of demand forecasting methods to facilitate more accurate purchasing patterns.

The following acronym is useful in remembering the essential qualities that characterise a statement of objectives. Each objective must be S.M.A.R.T:

Specific

Measurable

Attainable

Realistic

Time-limited.

Objectives should be written down because:

1. The discipline of writing your objectives down will force you to clarify them in your own mind;
2. If they are in writing, everyone in the team has access to them and can refer to them periodically;
3. Being able to refer to them in written form should help team members to resolve differences of opinion about what is supposed to be done.

Project Goals

- High level business goals of the Company
- Impact functional areas of an organisation

Examples of Project Goals

- Run Core Businesses with more efficiency and less paperwork
- Reduce number of product returns due to quality problems

Project Goals and Functional Areas

Goal	Functional Areas Impacted
Run core business with more efficiency / less paperwork.	1. AR 2. AP 3. Sales 4. Purchasing 5. Inventory & warehousing
Reduce number of product returns due to quality problems.	1. Inventory & warehousing

Project Objectives

- Changes to business practices by functional area
- Must be measured (Bench-marking) at some point in time

Goals and Functional Area Objectives

Goal	Area	Objectives	Measure
Run core business with more efficiency / less paperwork.	AR AP Sales Purchasing Inventory	Streamline the credit hold / release process. Reduce the cycle times for supplier payments. Automate handling of EDI orders. Automate invoice matching & variance management. Have one on-line integrated finished goods system.	Goods not to be released to clients of credit hold Achieve 2 supplier pay runs per month Remove data entry Remove data entry Remove using multiple systems
Reduce number of product returns due to quality problems.	Inventory	Track lot numbers with each shipment.	

Goals, Objectives & Measures

Goal: Run core business with more efficiency / less paperwork.		
Objectives	**Measures**	**Metric**
AR: Streamline the credit hold / release process.	Interview members of dept. Document how long they spend putting clients on hold then releasing. Repeat interview 6 months after implementation.	Reduce this process by 20%
Sales: Automate handling of EDI orders.	Compare new procedures with handling EDI orders with old procedures.	Eliminate data entry
Inventory: Have one on-line integrated finished goods system.	Interview members of dept. Document how long they spend on updating inventory records & looking for product on the floor. Repeat interview 6 months after implementation.	Reduce time spent on floor searching for products by 25%
Goal: Reduce number of product returns due to quality problems		
Inventory: Track lot numbers with each shipment.	Determine number of returns due to quality problems in a 3 month period. Repeat & compare 6 months after the implementation.	Improve on baseline by 10%

Examples of Measures

- Increase in sales $ per employee
- Increase in unit sales
- Increase in number of clients
- Reduction in cost of client transactions
- Comparison of staff / client survey now and 6 months post implementation for ease of business with the client company.
- Increase profitability of business
- Reduction in client service costs as a % of sales
- Reduction in accounting costs
- Improved management information reporting
- Shift in staff activity from administrative to revenue earning work

Appendix 2 - Team Roles and Responsibilities

Identifying, documenting, and communicating team roles and responsibilities serves the purpose of both informing each project team member of the expectations being placed on them and of defining a structure for the project team. Clearly defined expectations for individual team members gives everyone an appropriate framework within which to succeed. A project structure defines how the team will be organized administratively and identifies appropriate communication channels.

Below are the roles and responsibilities of the entire project team.

Project Sponsor - responsible for:

- Initiating the project and ensuring the continual life of the project.
- Selling the project's central purpose to the entire organisation at kick-off stage and during the life of the project.
- Ensuring that the recipient organisation receives adequate communication on the scope of the project and on the project's progress.

Steering Committee

The Steering Committee is formed to provide senior management support for the project team and to resolve policy, procedure, resource and political issues. The committee provides guidance to the project team and supports and enforces organisational changes that result from the implementation project. This committee will:

- Ensure that the project's direction and goals are consistent with management's objectives
- Define and commit to project organisation
- Formulate and approve project objectives
- Introduce project to the organisation via the project sponsor
- Authorise resources throughout the duration of the project
- Perform the ultimate control on progress, quality, cost and realisation of the project
- Approve and authorise all new business system design
- Resolve all organisational conflicts such as the responsibility for the data accuracy, task assignment system responsibility
- Authorise all company policy statements in relation to the project
- Provide overall leadership and direction for the project managers and project teams
- Provide the authorisation for the decision to go live following the pilot testing phase.

Client Project Resources

The following are the management, business and technical roles generally provided by the client:

Project Manager – Responsible for:

- Owns the project. Oversees the timely completion of the implementation process.
- Works closely with the MYOB Advanced Business lead consultant throughout the project.
- Making appropriate client staff available for implementation tasks, and working with the project members to determine requirements and timings. Ensures that client staff participate as required.
- Assist with the development of the full detailed project plan
- Provides dedicated project facilities in which to conduct project activities and tasks (i.e. project room, white board, flip charts, terminals, printers, copier, fax etc.)
- Participates in making implementation decisions throughout the project.
- Provides the Steering Committee with periodic project status reports and presentations
- Organises and facilitates periodic project meetings
- Provides assistance when defining new system requirements
- Assists with scheduling the data conversion for the Pilot Test and Go Live
- Ensures Client sign off at all required sign off points in the full project plan is obtained.
- Helps define ongoing support requirements
- Is responsible for the timely delivery of minutes of the Steering Committee to all appropriate recipients

Module Champions

These individuals are the ones who will define how the new system will operate in detail. They will become the champions of the new way of doing things and will help to train others. They must be knowledgeable of the current systems and procedures and well respected by their peers. A team leader among the key end users may also be designated. This person should be required to attend all training and develop an understanding of the entire system. Their purpose is to provide consistency across the various functional areas.

Their responsibilities include:

- Participate in making implementation decisions throughout the duration of the project.
- Provide assistance when defining the specific system requirements for their respective business areas.
- Provide assistance by gathering information needed to develop prototypes
- Attend project meetings as defined in the project plan
- Ensure proper user representation during the project
- Gather input from and gives proper consideration to the requirements of the corresponding areas in other locations
- Assist with the Pilot Testing and system acceptance
- Perform end user training as necessary

- Assume the lead implementation role during the implementation of their respective areas of expertise
- Identify system setup requirements
- Define test plans
- Assists in identifying any data conversion/manipulation required
- Schedule the support team members as necessary

Project Administrator

- Assists the Project Manager in organising resources for scheduled meetings.
- Provides effective document control for all documentation produced during the project.
- Assists in the organisation and running of training programmes.
- Assists in communication of project information (schedules, meetings, milestones) throughout the duration of the project.

Other Client Roles

Communications Support Team

To ensure the project progress and objectives are communicated to the wider organisation, the Communications Support Team will:

- Work with the Steering Committee to confirm and communicate the business objectives and rules
- Communicate to the branches/areas of responsibility progress and impacts
- Facilitate change within the branches/areas of responsibility
- Ensure the business has a sense of ownership and involvement in the project
- Ensure the branches and other key people have input into the objectives of the project

Training Coordinator

Responsible for resource scheduling and the provision of all facilities for all types of training held on client site. This would mean all technical, managerial and end user training. We will take a Train the Trainer approach, therefore this person will have significant involvement in the outcomes from the 'implementation workshop' and 'to be' modelling phases.

Technical Support

If technical staff are available in the client's organisation, they can be very useful by assisting with hardware and network installation and setup, software installation, custom development, data conversion, and system testing and cut-over. Depending on their availability and skill level, the client's technical staff may be able to take full responsibility for several project activities such as:

- Supporting the entire hardware and software environment.

- Providing input regarding the current hardware environment and determines future requirements
- Assisting with the installation and testing of the hardware, network and software
- Providing data mapping and conversions for pilot testing and go live
- Participating in required technical system administration training and acts as representative in workshops.
- May also be involved with report writing and environment tailoring (menu set up, security etc.)
- Producing written procedures for all maintenance functions on all systems. (Backups, shutdowns, adding PC's to network, setting up users, setting up printers etc.).

Application Support

This role provides support to the users both early in the project and on an ongoing basis. This person identifies problems and determines the most appropriate course of action. Over time this person is the main contact with MYOB Advanced Business projects staff and the Support Desk.

MYOB Advanced Business Partner Resources

There are also roles that are fulfilled by MYOB Advanced Business Partner resources. Many of these roles mirror those of the client. Whether both a client and a MYOB Advanced Business Partner resource are needed is dependent on the client's resources available for the project. One consultant may fill multiple roles, as we typically will not have very large project teams. The roles that are generally filled by MYOB Advanced Business Partner 6 staff are:

MYOB Advanced Business Partner Lead Implementation Consultant / Project Manager – Responsible for:

- Assistance with the development of the full project plan
- Ensuring the proper application to the MYOB Advanced Business methodology
- Manages MYOB Advanced Business Partner resources including co-ordinating activities, identifying requirements and securing the appropriate MYOB Advanced Business Partner personnel as required throughout the project
- Assisting in the development of the business processes working with Client staff
- Ensuring adherence to the project budget for MYOB Advanced Business Partner deliverables
- Reporting status of modifications to the Client Project Manager.
- Acts as resource to address business issues not specifically addressed by either the MYOB Advanced Business system or the scope of the project.
- Acts as a resource for knowledge of the features, functions and operations of the MYOB Advanced Business software
- Provides assistance in applying MYOB Advanced Business as a solution for specific business issues

MYOB Advanced Business Partner Project Reviewer

The MYOB Advanced Business Partner Project Reviewer provides the quality check for the project. The Reviewer will review project status with the Client Project Manager at regular intervals and assists in planning and resource allocation to achieve the project goals.

MYOB Advanced Business Partner Implementation Consultant – Has the following responsibilities:

- Provides guidance to the project manager regarding their areas of expertise
- Acts as the primary product specific contact for the project team
- Assists in developing project plans and schedules
- Acts as a resource for knowledge of the features, functions and operations of the MYOB Advanced Business software
- Provides assistance in applying MYOB Advanced Business as a solution for specific business issues
- Acts as resource to address business issues not specifically addressed by either the MYOB Advanced Business system or the scope of the project.

MYOB Advanced Business Partner - Other Roles

The other MYOB Advanced Business Partner personnel who may be involved in the project and may be present on the client site from time to time are:

- **Software Developer**. These people are responsible for the development of MYOB Advanced Business software modifications only. May work alongside the client's software developers to modify the MYOB Advanced Business software to integrate with the client's software.
- **Change Management Consultant**. This person determines the migration steps required to transition a client's "As- Is" policies and procedures to the "To Be" policies and procedures.

Advantages of Forming a Steering Committee

The Steering Committee makes strategic recommendations to the implementation team, approves organisational changes, and monitors progress toward key milestones. If a Steering Committee has not already been established, advantages of forming such a committee should be discussed with the client.

The Steering Committee is comprised of representatives from the client's top management who have an interest in the success of the implementation project. Their role may vary somewhat depending upon the size of the organisation and the size and complexity of the implementation project. In general, the purpose of the committee is to:

- Ensure that company goals and objectives are being met by the project
- Provide guidance and support for organisational changes
- Establish and enforce the company's commitment to change
- Ensure that resources are available to participate in the project
- Resolve resource conflicts and establish priorities

The primary advantage of establishing a Steering Committee is the leadership role that they provide to the project team. The committee also serves to:

- Reinforce the organisation's commitment to the success of the project
- Relieve the project managers from dealing with conflicts in priorities
- Ensure that the project will continue to be funded

If a Steering Committee is not established, a single executive sponsor should be identified to fill a similar role.

Identify Steering Committee Members

The Steering Committee is typically comprised of senior management staff from the client's organisation. Every functional area being affected by the implementation project should be represented on the committee, if possible. The committee should include all top management staff who have an interest, stake, or influence in the success of the project.

Appendix 3 - As Is Process Mapping Steps to Completion:

1. Prepare & plan (lead consultant).

- Agree on the scope of the As Is business modelling session
- Obtain facilities to ensure there is enough space to perform the brown paper process.
- Collect materials: brown paper roll, scissors, glue, marker pens (2 colours), A4 paper, post-it note pads).
- Introduce the task to the client team.
- Carry out training on the task as required.
- Schedule the As Is business process mapping sessions.

2. Discuss process flow by functional area

- Ask users to describe what they do. Write the process steps down as you go.
- Distinguish between what is currently done and what used to be done, or what should be done.
- Obtain copies of samples: screens, forms, reports etc.
- For any processes that require either business process redesign or software modifications, lay out the process flow on the brown paper map (don't glue it down yet).

4. Identify problem areas

- Conduct a walk through from end to end of the flow with users, managers and people who provide input or receive output from the process.
- Encourage users to highlight problems with post-its.
- Identify delays caused by decisions & authorisations required.
- Use what/where/who/when/how and why routines to identify problems.
    - What?
        - What is being done and why is it necessary?
        - Can this process or any part of it be simplified or eliminated?
        - Does each step serve a useful purpose?
        - Does it add value to the end results?
    - Where?
        - Where is the step being performed?
        - Should it be performed here?
        - Can it be performed more easily in some other place?
        - Are all required inputs close to users?
        - Is physical movement held to a minimum?
        - Can the layout be improved?
    - Who?
        - Who should perform the job? Should he/she perform it?
        - Is someone else better qualified to perform the work?
        - Who can perform it more easily and practically?
    - When?
        - When should the step be performed?
        - Should this step be performed earlier or later, or combined with some other step?
        - Is it in the proper sequence of the operation?
        - By performing the step at this particular time, is it slowing down other operations?
    - How?

        - How is it being done?
        - Why should it be done that way?
        - Are there too many inspections, storages or transport actions?
        - Is it too complicated in its present form?
        - Should different forms or supplies be used?
        - Is the proper equipment available?
    - Why?
        - Why do we need to do this?
- List all problems, comments, and opportunities for improvement.

4. Agree on As Is process flow

- Ask, "Could this draft be used to describe the process to a new employee?"
- Obtain agreement and sign off on the accuracy of the flow.
- Where possible ask the client champions to paste up the process flow once finalised.

5. Document As Is findings

- Create a prioritised list of potential software modifications and business process changes required.

Appendix 4 – The Implementation Workshop

Effectively implementing a software product like MYOB Advanced Business requires efficient project management of every aspect of the implementation. This workshop provides the environment for the MYOB Advanced Business Lead Consultant and the Client Implementation Project Team to refine and finalise the implementation project plan.

The activities in the implementation workshop should be used to set appropriate expectations for the remaining project phases. Any project involving changes in technology, business processes, jobs, and responsibilities is likely to encounter some problems. It's important to communicate that this is a normal part of the process.

The following topics are covered in the implementation workshop:

1. Develop Project Groundwork
    - Confirm the, project mission statement, goals & objectives.
    - Derive the project name.
    - Confirm the project team.

2. Project Planning
    - Confirm the project phasing & scope
    - Review project assumptions
    - Confirm all customisations are still valid
    - Review project risks & risk treatments
    - Discuss hardware and installation plan.
    - Confirm key milestone dates.

3. Project Control
    - Determine change control & issue resolution procedures.
    - Determine project documentation & communication standards.
    - Confirm level of project meetings required
    - Project administration

4. Project Commencement
    - Confirm the key system configuration settings
    - Project kick-off meeting

Project Groundwork

Ultimately, developing project groundwork establishes and confirms the project mission statement, project goals, objectives and measurements. It also confirms the project's committed resources and defines their roles and responsibilities. This section helps identify the ideal project team and assists with the development and building of the project team.

Confirm Project Mission Statement, Goals & Objectives

These will have been identified in the scoping document. They should be reviewed with the client to ensure all items are still valid and that no new items have arisen since then.

Derive the Project Name

Every project should be appropriately named. Naming a project helps to establish its own identity and breathes life into the project. The project name should be consistent with the project mission statement.

Confirm the project team

Review the list of resources identified. Consider the amount of time per week that each is required and available for the implementation. A basic understanding of each team member's skills should be determined. Each team member should be assigned to specific activities. The project manager should be selected, if not already determined, and accountability should be assigned for each phase of the implementation. This information should be documented and distributed to all team members.

Identify Commitment of Client Staff for Project Team

This task involves determining the client's ability to commit resources to the project. Client resources include: the Steering Committee, a project manager, module champions, and technical staff.

The following chart shows the approximate amount of time people will be required to commit from their existing schedule:

Position	Average % Time
Steering Committee	1
Project Manager	50
Project Module Champion	25
Project Other	5

The client's senior management should communicate their full support and commitment to the project. If possible, a written communication should be distributed to the client's project team members to provide specific evidence that the implementation will be a priority for all contributing participants.

Gain Knowledge of Client Team Members

A thorough understanding of the staff that will be involved in the implementation is important to its success. The skill level and commitment of the key players should be evaluated.

Skills Needed

A thorough evaluation of accounting skills and computer skills can be very helpful not only for staffing the project team, but for determining training needs later on. This information can be used to tailor training programs to address specific weaknesses in these areas.

Willingness

Other things to consider in the staff review include the employee's ability to learn the new system, their commitment to change, and willingness to participate in the process. This information can be obtained through one-on-one interviews with each person, talking to supervisors, and talking to peers.

Schedule Practitioners for Engagement

The next step is to review schedules and commit implementation resources for the engagement. The number of resources that are required will depend on the size and timeframe of the project and the number of resources available from other sources. The more time the client has to dedicate to the software implementation, the less need for consulting resources.

After determining the commitment of client staff to the project, the number of additional practitioners can be determined. Based on availability, specific resources are assigned and committed to the project.

A project manager should be assigned. A project management team comprised of a lead consultant from partner and a project manager from the client's staff. Together, these managers are responsible for conducting project tasks, administering the plan, key milestones, and budget, and monitoring progress. They are also responsible for managing all communications about the project to team members and the Steering Committee. The client's project manager takes primary responsibility for managing and coordinating the client's project team members. The MYOB Advanced Business lead consultant takes responsibility for managing and coordinating all other resources assigned to the project.

Determine Reporting Structure of Project Team

Determine how much time and how many people are required for the project. Determine the basic scope of services, which will be requested. The project manager should be selected at this point. Ownership positions should be taken for each phase of the implementation. This information should be summarized and presented in memorandum form to all team members.

Develop Project Team Organisation Chart

Once the project team and the reporting structure has been confirmed, the organisation chart for the project team should be created. This chart should detail the names of the project team members and the roles they will play.

A template organisation chart is contained in the project book template.

Team Building

A strong team will make the implementation process smoother and less stressful for all parties involved. Here are a few tips that may help you in building a strong team with your client. Much of the responsibility for building a strong team also depends on the client and the person that they have put in charge of the implementation. You may want to discuss some of these points with them before beginning the implementation.

1. Define the purpose and goals of the team. Get people involved!
2. Establish team composition and roles. Set expectations - people generally perform up to their expectations.
3. Clarify team rules and responsibilities. Teams work because there is camaraderie, they are involved in decision-making and problem solving.
4. Integrate individual personalities. By creating a team environment you gain accountability and input.
5. Manage team performance. The team leader is responsible for managing the overall performance of the team.
6. Evaluate team productivity. The team leader is responsible for evaluating the productivity of the team and ensuring that assigned tasks are completed on time.

Project Planning

Project planning includes two main objectives. The first objective is to confirm the implementation project scope and approach, along with analysing associated risks. The second objective is to refine and confirm the project plan. To assist the project planning process, the Implementation Workshop provides the opportunity to review decisions made in the scoping phase, as well as to discuss & consider any new issues that arose after the scoping phase was completed.

This section essentially involves reviewing and confirming the information and decisions captured in the scoping document.

- Confirm the project phasing & scope
- Review project assumptions
- Confirm all customisations are still valid
- Review project risks & risk treatments
- Discuss hardware and installation plan – By now the client will have a clearer view on hardware delivery, installation & availability dates for the new software. These dates should be revised in the project plan.
- Confirm key milestone dates.

Project Control

Developing project control mechanisms ensures efficient project management in that it prepares the project team to control project interruptions and unforeseen critical events that may hinder project completion. This workshop helps to develop team meeting skills in preparation for the project meetings held throughout the implementation. Developing project control produces all of the documents required to monitor the progress of the implementation, as well as those needed for the Project Team Meetings and the Steering Committee meetings.

Determine Change Control and Issue Resolution Procedures

Scope change and issue resolution procedures are essential for keeping the project on track and within the budget defined in the baseline project plan.

Scope creep is one of the biggest risk factors in any software implementation. It is defined as the gradual, informal addition of requirements into the project after the client and the project team have agreed upon the specifications. Scope creep, when unmanaged, can devastate an implementation project, resulting in frustration and unsatisfied clients. It is imperative that requirements changes are addressed and managed through a formal, documented change control process.

Identifying and resolving issues that arise throughout the implementation project is another important key to successful engagements and satisfied clients. Issues may arise from a disparity between client expectations and actual software capabilities. They may be related to a natural resistance to change in the client organisation. Like scope creep, unidentified and unresolved issues can kill the project and may generate conflict. Establishing formal procedures for tracking and resolving issues can reduce the negative impact on the overall project schedule.

Change Control Procedures

The purpose of change control procedures is to manage scope creep and ensure that only the cost-justified or mandatory changes are implemented. Because business is dynamic, changes to project scope are likely to be required during the implementation process. Documented and agreed upon procedures defined at the outset of the project will allow the client and project manager to make appropriate and effective decisions related to cost and benefit tradeoffs based on an analysis of requested changes.

Issue Resolution Procedures

In addition to the change control process, a process must be designed for dealing with issues that arise during the implementation. This usually involves identifying the issue along with a proposed resolution (if one is known). If a resolution has not been determined, a procedure should be in place for tracking, prioritising, and assigning issues to be investigated.

Software Version Control

Version control is also very important during the implementation, especially when custom development or integration to external systems is involved. A lot of time and energy can be wasted dealing with the wrong version of the software. The location of the most current version of the software should be documented and communicated to programmers and users. After modifications have been made and tested a formal process may be required to get that change back into the live system.

Document and Communicate Change Control Procedures

Change control procedures should include an explanation of the tracking and approval process as well as copies of the forms to be used.

The sales contract contains copies of the change variation documentation used.

This Excel spreadsheet can be used to track change variations at a summary level. You may wish to include this summary list in your project status reports.

Document and Communicate Issue Resolution Procedures

Issue resolution procedures should include documentation of the tracking and resolution process along with copies of the forms to be used.

It is wise to document all issues in an issues spreadsheet, this Excel spreadsheet can be used to track issues at a summary level. You may wish to include this summary list in your project status reports.

Determine Project Documentation and Communication Standards

Effective and appropriate communication of project information and implementation strategy is critical to the success of any software implementation effort. It's important to establish up-front how project plans, strategy, and status reports will be communicated to the project team and the implementation Steering Committee.

Project communications should be shared with all those affected by the information. The format of communications should be readily understood by the intended audience and at the appropriate level of detail.

Project deliverables and their key components, as well as the administrative effort needed to support the deliverables and the project as a whole are also determined.

Status Reporting

At a minimum there should be fortnightly (but preferably weekly) status updates and monthly Steering Committee meetings. The frequency and format of status meetings is largely pre-determined in the project plan option selected by the client. The level of detail to be addressed during the status update meetings should be discussed with the client. Each client will place a different importance to updates and meetings. It is important to keep in mind that while status meetings are extremely important, they should not occupy a large amount of time during the project. In addition, status reports should not take days to prepare because that takes time away from making progress.

Periodic written status reports are utilised to communicate the status of a project to the project team. It may not be necessary to include the entire project team in these meetings or report distributions. In some project cases, you include members involved in the particular stage being completed. Additionally, on some projects, status meetings involving the client may only take place between the Project Managers and the client Project Sponsor. It is important to use your discretion in arranging meetings.

Periodic status meetings promote the timely and smooth completion of the project. They provide the team managers with the opportunity to confirm that the project is on schedule and to evaluate future problems that could affect its completion. For the project team as a whole, status meetings reconfirm the information in the work plan regarding resource availability, task responsibility and task completion dates. More importantly they resolve any conflicts that may have arisen since the last work plan update. The timeframe for these meetings should allow time for reviewing accomplishments to date, opening or revisiting tasks from the prior meeting and setting goals for completion by the next status meeting.

In addition to project status meetings including both the business partner members and client members, internal status meetings of the partner staff can also be beneficial. These meetings help lead consultant to assess how the project is progressing and identify potential setbacks. In addition, it allows discussion of any problems prior to the status meeting with the client. This will enable the project leader to adequately address problems during the status meeting, or individually with the client project sponsor.

Regardless of how updating is handled, the team should prepare periodic status reports to document the progress of the project. If meetings are held, these reports should summarize each meeting and be distributed to all meeting participants. If there are no meetings, these documents should be detailed, since they are the main communication about the project status. As with status meetings, status reports can be created for external (client) distribution or internal (Partner only) distribution. Depending on the type of report being written, the format or content may vary.

Overall, communication among project team members is essential to the success of the project. Therefore, no matter what type of status reporting techniques are used, the main objective is to ensure all team members are well informed about the project.

Determine Documentation Form and Content

Reporting should be automated to provide progress information to the implementation team on a weekly basis. The method of distribution of the reports should be discussed so that there are no misunderstandings.

Determine Format for Status Reports

A key component of a well-run MYOB Advanced Business implementation project is regular status reports. Status reports can be a powerful tool, protecting the implementation team politically while providing valuable information to the project team and executive management. Expectations should be established at the outset to ensure that the implementation team consistently prepares and distributes status reports.

Status Reports

The specific timing, method, and format of status reports can be left up to each client and the project manager to determine. The critical component is that status reporting occur at regular intervals and in a format that is easily understood by the intended audience. Status reporting helps to clearly document important decisions and issues in order to avoid surprises later on.

You may wish to attach a copy of your Issues List and your Change Variations List if you are maintaining those documents separately. A copy of the updated project plan, showing tasks completed can also be distributed with regular status reports.

Review MYOB Advanced Business Product Documentation with Client

Be sure the client is aware of the form and content of product documentation they receive with their software purchase. Discuss how documentation should be distributed and made available to their staff.

Review Formats for Project Documents with Client

The format and general content of project documentation and deliverables should be discussed and agreed upon up-front. Use of standard and consistent formats for project documentation saves time and helps ensure the quality of all deliverables. Project communications and documentation should be tailored to meet the needs of the intended audience.

Identify Team Communication Methods

Appropriate methods of communication for the project team should be identified up-front. It should be determined whether e-mail can be used as the distribution mechanism for project documentation. E-mail addresses should be exchanged and distribution lists created. Phone and pager numbers should be exchanged.

Establishing communication methods may involve setting up project team members on the client's network to allow access to the client's e-mail and software applications so that messages and files can be exchanged. In addition, on-site consultants may need to be set up on the client's voice mail system to allow the exchange of telephone messages.

Communicate via Project Managers

Project communications should always flow up through the project managers from the client and the MYOB Advanced Business lead consultant. This communication hierarchy is critical to ensuring that everyone is kept informed of key decisions. This standard method of communicating issues should be agreed upon during the implementation workshop and strictly followed.

Additional communication examples include Project Newsletters and the Project Feedback Memo.

Project Newsletters

A project newsletter is one way to communicate important project announcements, findings, upcoming deliverables, and critical dates. The project newsletter can be distributed via e-mail using a broadcast list to all major project participants and interested parties. It should be distributed once per week; less during slow periods, more during crunch time. The project newsletter document can be a repository for the project manager to document things that need to be communicated to the team. At the end of the week, it can be quickly cleaned up and distributed.

Project Feedback

A project feedback communication can be used to broadcast findings during the implementation to project leaders. Project team leaders may then bring their team members in as they see fit. The source documents are focus group notes, design session decisions, etc. It should be distributed using an e-mail list of project team leaders on a reasonably regular basis (perhaps even daily depending on the situation) while system requirements are being discovered.

Confirm Level of Project Meetings Required

The project plan templates provide for varying levels of project & steering committee meetings. These will have been revised in the project plan during the scoping phase. It is important to confirm the number & frequency of the steering committee meetings in particular, to ensure that the plan for these is till valid.

Guidelines for Productive Meetings - General Rules:

- Use agendas - send to participants in advance
- Have a facilitator - keeps the meeting *focused* and *moving*
- Take minutes - appoint a scribe (rotate this duty)
- Draft next agenda
- Evaluate the meeting
- Adhere to the “100-mile rule” - full attention / no disturbances

Setting up the record keeping system for meetings

Reasons:

- Lose or gain project members
- Clear records educate and win support within the organisation
- Up-to-date records help you to prepare for presentations
- Retracing any project steps

Meeting Records Include:

Agendas

- Meeting date or number to record all records
- Action List
- Keeps track of the “to do’s” noted during the meeting, noting *who* agreed and *when*
- Futures List
- Keeps track of items for action or discussion and will be undertaken later

Project Team Meeting Minutes

- Conventional

Meeting Records

- More of checklist

Agenda should include:

- The agenda topics - define each item and why it is being discussed
- The presenters - person who originated the item or the person most responsible or knowledgeable
- A time guideline - estimate the time in minutes needed to discuss each item
- The item *type:* decision, discussion, action or announcement

Standard Agenda Topics for Project Team Meetings

- Milestones: Achievements and Concerns
- Risks
- Outstanding Issues
- Project Status
- Constructive Feedback required to Other Areas (e.g.. R&D, Client Services)
- Actions outstanding

Project Administration

This section covers the tasks involved with administering the project, keeping it up to date & updating the status reports maintained to communicate project progress.

Task Completion Update

Each cycle (initially fortnightly then weekly) the appropriate project manager will produce a 'To Do' list for each team member. This lists all the tasks assigned to the individual team member for the duration of the project. The list is split into weeks. Watch out for asks of longer than 5 days duration, as these will be included on more than one week. The team member is only required to indicate progress on such tasks in the last week that it appears.

Each team member should review the To Do list on receipt and determine if the tasks can be achieved as listed. If not, then the project manager should be advised as soon as possible along with options to resolve any conflicts if possible. On completion of work each Friday the team member hand writes a percentage complete for each task on their to do list up to the current week. If the task completion has been or, is expected to be, delayed the reasons for this are listed on the To Do list along with a new expected completion date.

Upon receipt of the completed To Do lists the project manager will update the project plan to show the progress achieved in each cycle. Once the project plan is updated with the task percentage completion figures and amendments for delayed tasks etc. the project status reports can be updated.

Update Project Status Reports

The project status reports include the following:

- Project Status Document
- Project % Completion Excel Spreadsheet

The relevant information for the project status report is extracted from the updated project plan and the percentage completion chart is also updated.

Project Commencement

The section marks the conclusion of the implementation workshop and for most small to medium sized sites it also represents the effective kick off of the project. The first task is required to enable the initial system set up for the client to be configured with the key settings relevant to the client's business. The Kick Off meeting is held at this time for most small to medium sized sites as well.

Confirm Key System Configuration Settings

The following key settings should be discussed and confirmed so that the initial system installed can be configured to suit the client's business requirements:

- GL accounts structure.
- Sub accounts structure.
- GL accounts required for the classes and reason codes (client, supplier, inventory)
- Financial year and period structure.
- Branch versus Company.
- Base Currency and foreign currencies required
- Stock cost method.
- Allowance for negative stock
- User roles and security