



# CHOOSING THE RIGHT EPM SOFTWARE SYSTEM

Be a solution buyer

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LOGICIEL  
**HMS**  
SOFTWARE

# Chris Vandersluis – President, HMS



- ❑ Mr. Vandersluis is the president and founder of HMS Software based in Montreal, Canada.
- ❑ HMS is the publisher of the popular TimeControl timesheet system.
- ❑ He has an economics degree from Montreal's McGill University and over 27 years of experience in the automation of project and timesheet software systems. He is a long standing member of the PMI. Mr. Vandersluis spent 5 years on Microsoft's Enterprise Project Management Partner Advisory Council.
- ❑ Mr. Vandersluis has been published in numerous publications including Fortune Magazine, Heavy Construction News and the American Management Association's Project Management handbook. He has been a regular columnist for Microsoft's TechNet, Computing Canada, PMI's PMNetwork and Project Times magazines and is the author of the EPMGuidance.com blog.

# Problem/Solution

**“We just bought this EPM system, can you come make it work?”**

- All too often, consultants are called and asked to implement a project software “solution”
- A prospective client lists features, functionality, reports and even the tool to be used
- This, however, is a description of the solution, not the problem to be solved
- A remarkably small percentage of clients ever articulate what business problem implementing epm will solve

# Problem/Solution

❑ If you can't articulate your problem, the "solution" will likely never satisfy you

❑ The result of not being able to identify the business problem in epm?

**An unacceptably high percentage of dissatisfied clients**

- Cause: Insufficient management of expectations
- Implementation of a system with little notion of what is must accomplish
- Insufficient management support of culture change

# Determining system requirements

- If you are going to start generating system requirements, you have to start off with asking, “What is the problem?”
  - What are the business decisions you need to make from this system?
  - Who needs to make those business decisions?
  - When do those business decisions need to be made?
  - What other systems will this system provide data for that will result in further business decisions?

# What is epm?

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- ❑ Put 10 experts in a room and ask for a definition of Enterprise project management.

What do you get?

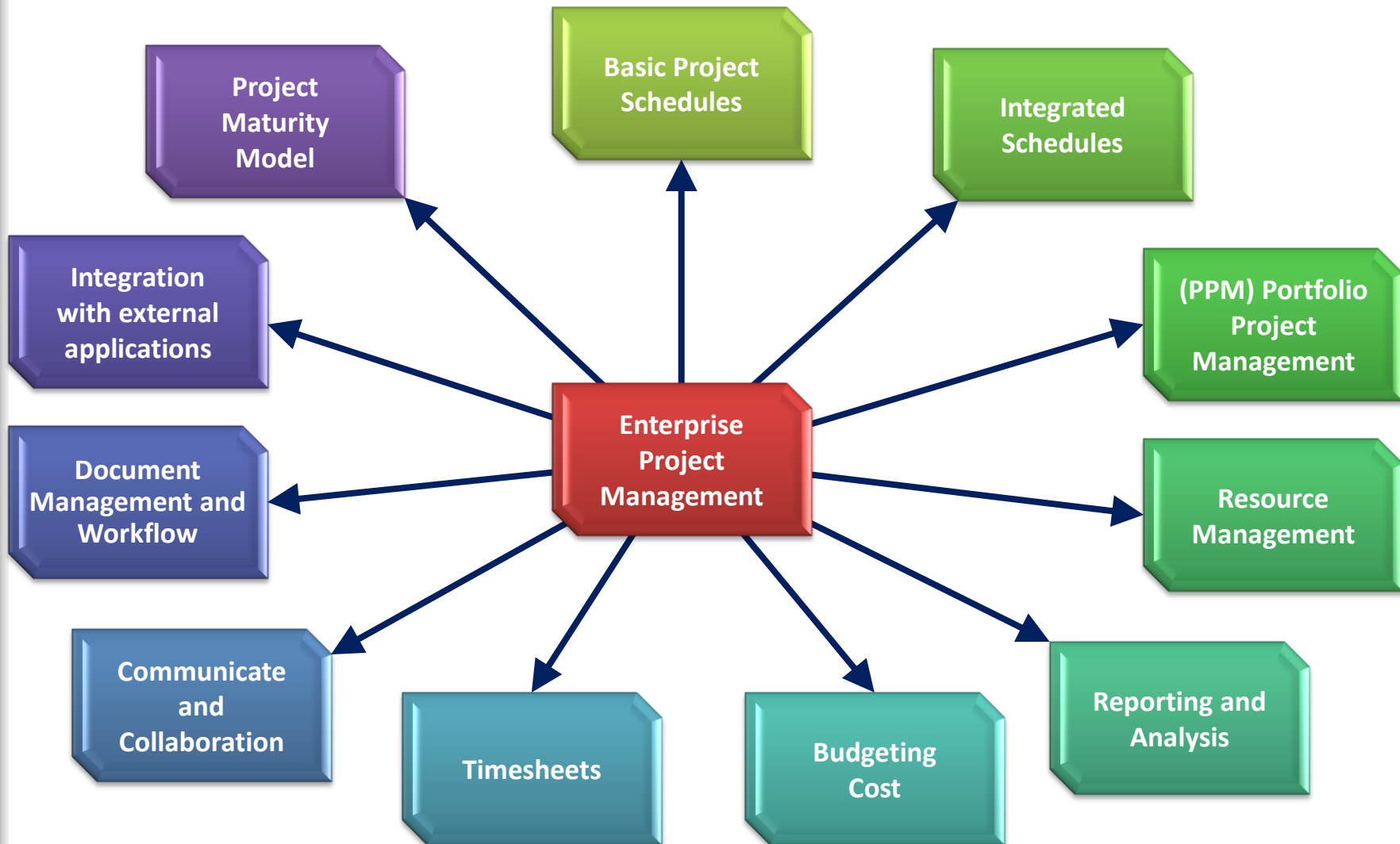
- ❑ 11 definitions

# Identify Business Objectives

First step is to find out what the business objectives of the executives and stakeholders are

- Executive and Stakeholder workshops
- Identify management role impact
- Prioritize business objectives and create a Master Deployment Plan
- Establish milestones and metrics

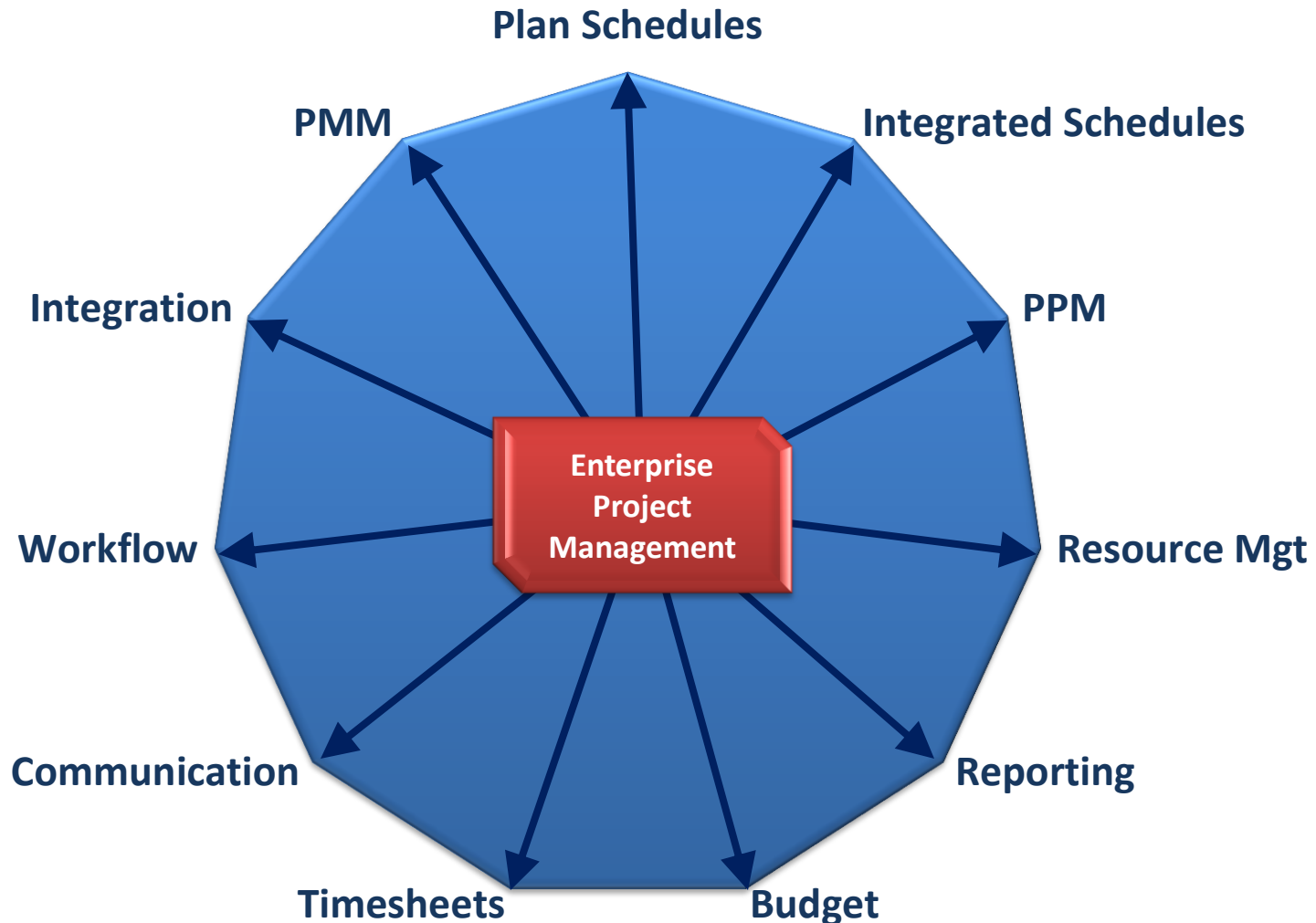
# EPM Categories



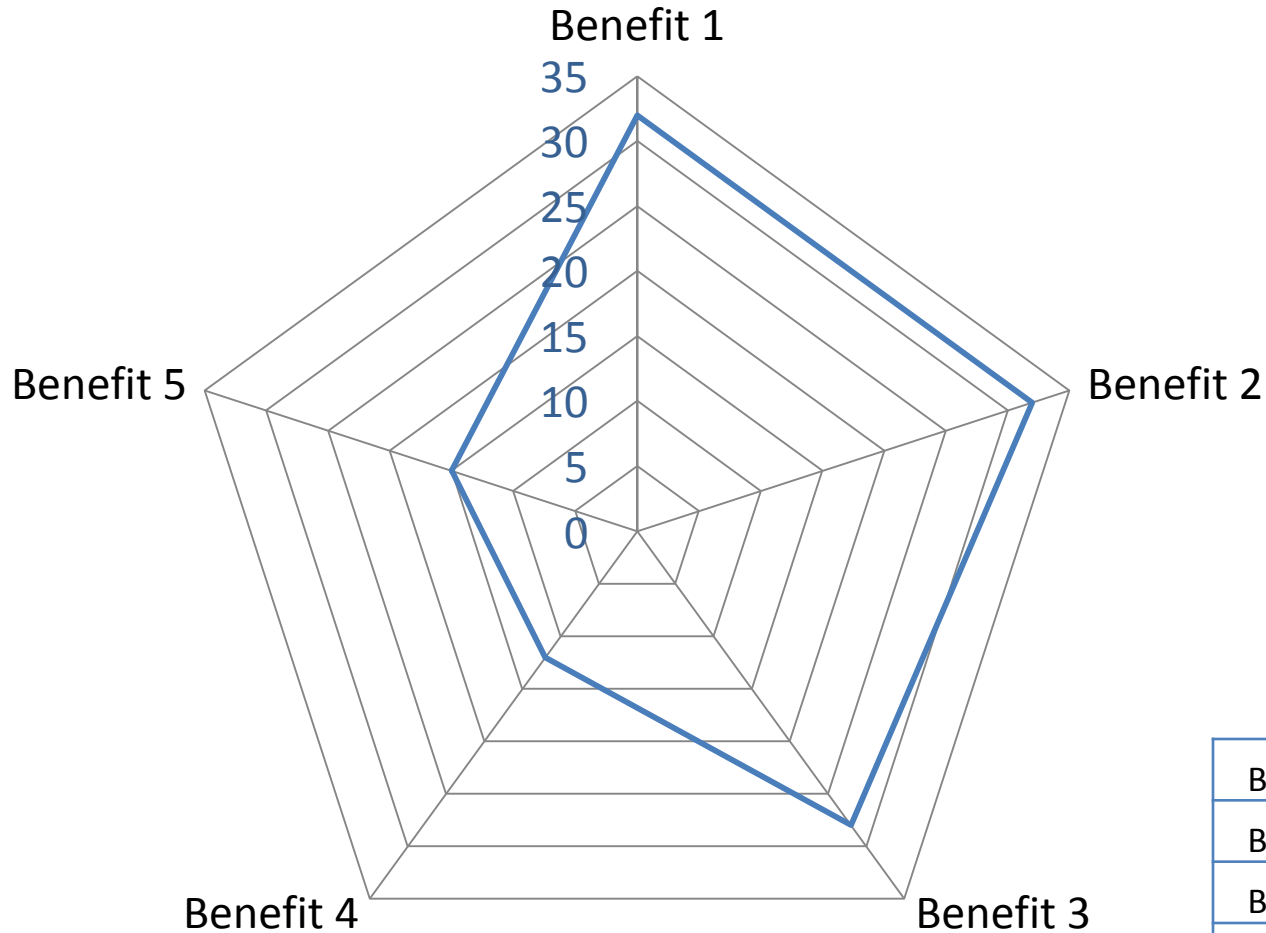
# Divide and conquer

- ❑ Nothing is written in stone that says you must deploy every aspect of epm on the first day
- ❑ Divide your epm deployment into management chunks and schedule them into phases
- ❑ Your challenge will be balancing the desires for the most sought after benefits with the high effort and costs to get them (e.g. Resource Capacity Planning)

# The EPM Value Envelope

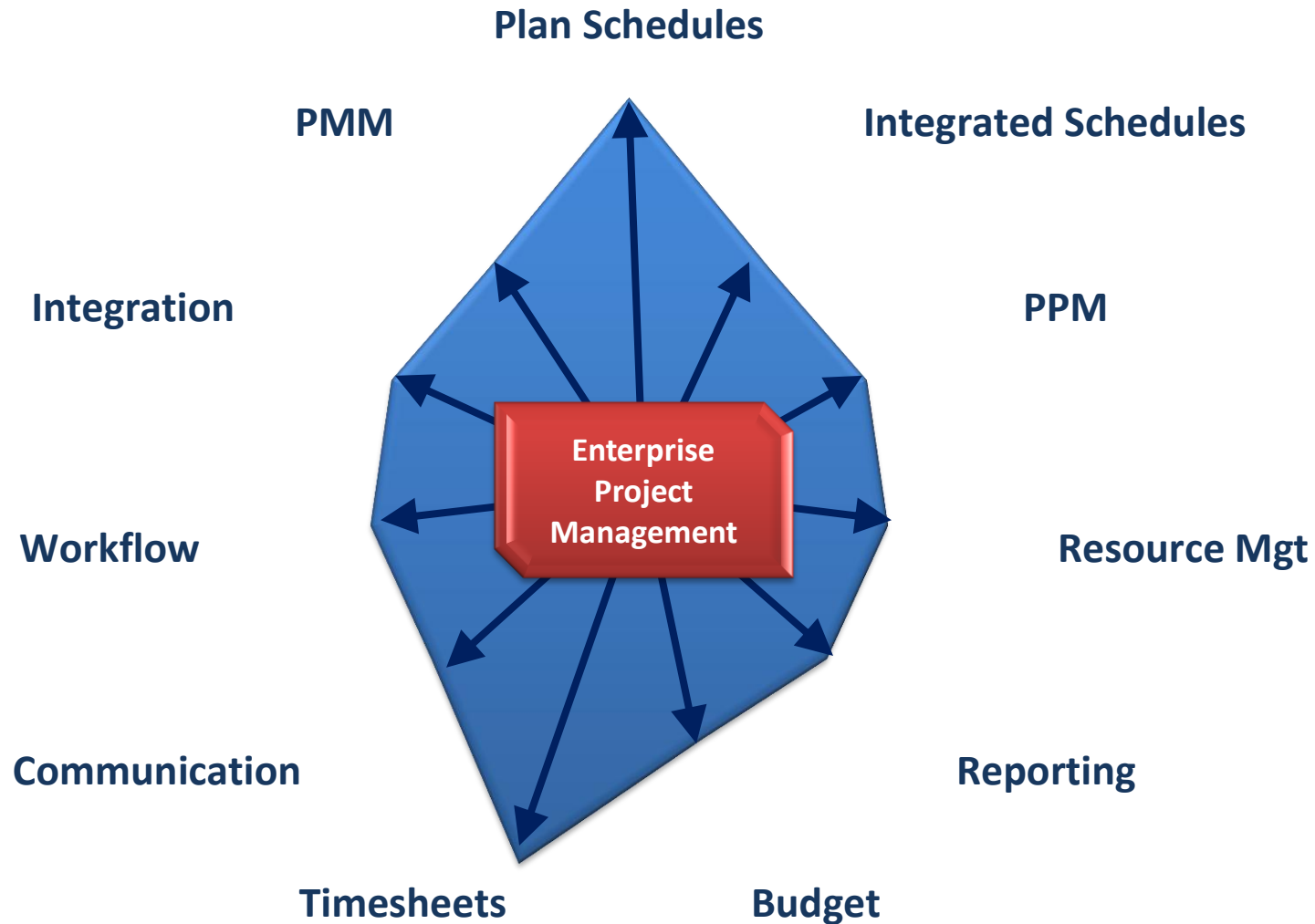


# Example of a Radar Report

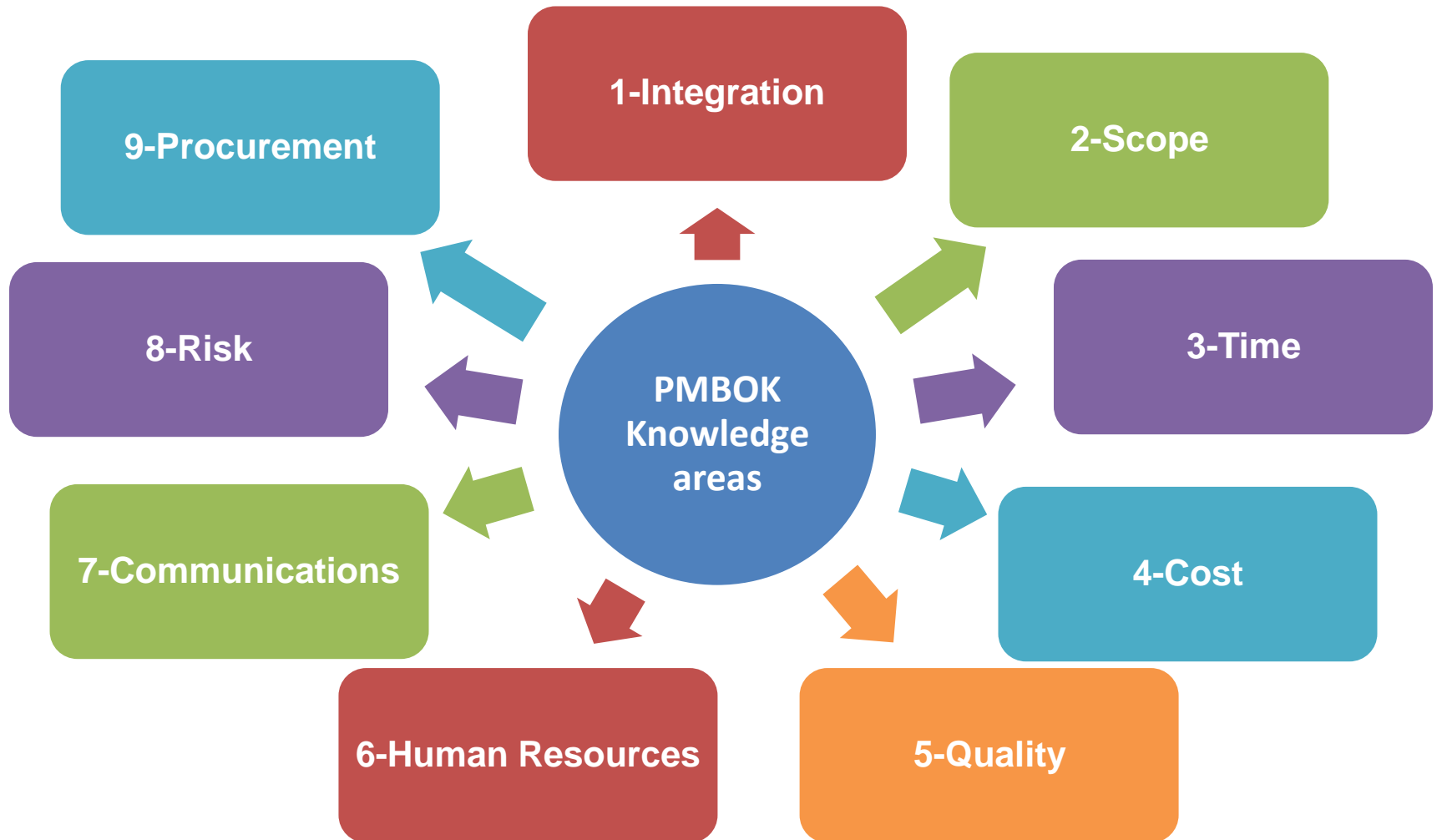


Benefit 1	32
Benefit 2	32
Benefit 3	28
Benefit 4	12
Benefit 5	15

# EPM Evolving Value envelope



# PMBOK knowledge areas

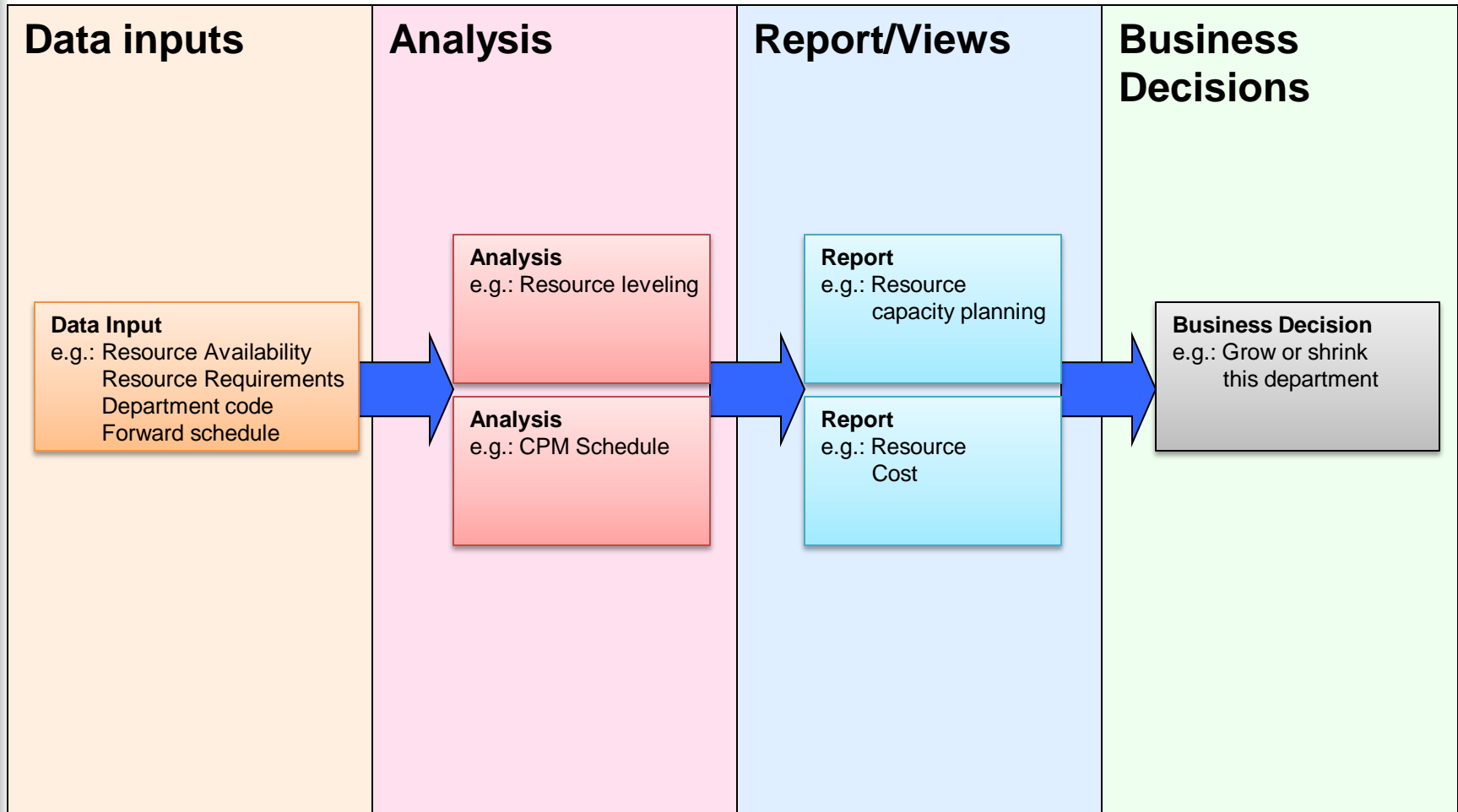


# Question for stakeholders

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“What decision can you now either not make or you can only make with great difficulty, the making of which you believe will be enabled with this system?”

# Determining system requirements



# System requirements

- Once you know what you want to focus on, you can now apply Systems Analysis 101
- Using this method often identifies the efforts required to deliver a particular output
- Also, (and this happens often) numerous output items (reports, exports etc.) are often identified as having no purpose in this phase
- You may need to go back and revisit your phased priorities after some of the efforts/costs of delivering a particular phase are more clearly identified

# Some *more* Pitfall requests

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- Real Time Project Management
- Dashboard madness
- Big Bang Deployments

# Real Time Project Management

Baseline →

← Actual

# Real Time Project Management

Baseline →

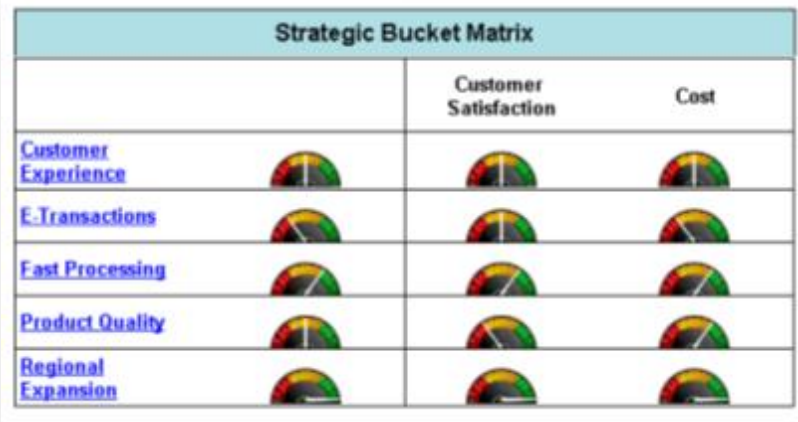
← Actual

# Dashboards



Top 5 Projects By Risk			
Name	Stage	Status	EV
Paris	Planning		NA
King	Design		
Spike	Design		
Siren	Planning		NA
Seven	Planning		

Top 5 Projects By Expense			
Name	Stage	Status	EV
Siren	Planning		NA
Spike	Design		
Paris	Planning		
King	Design		NA
Seven	Planning		

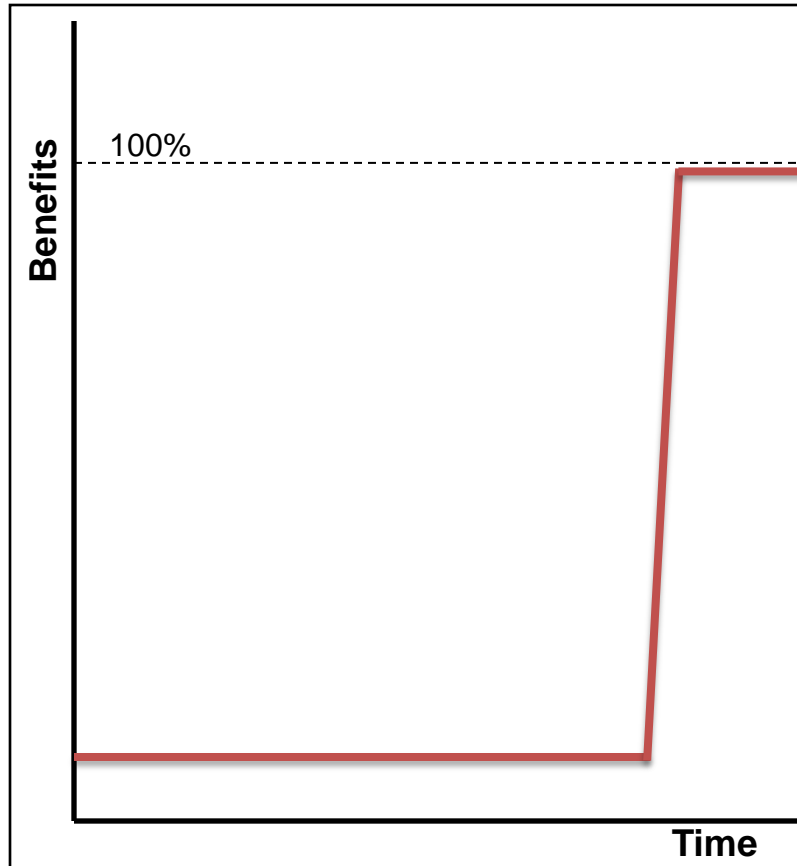


# Dashboards

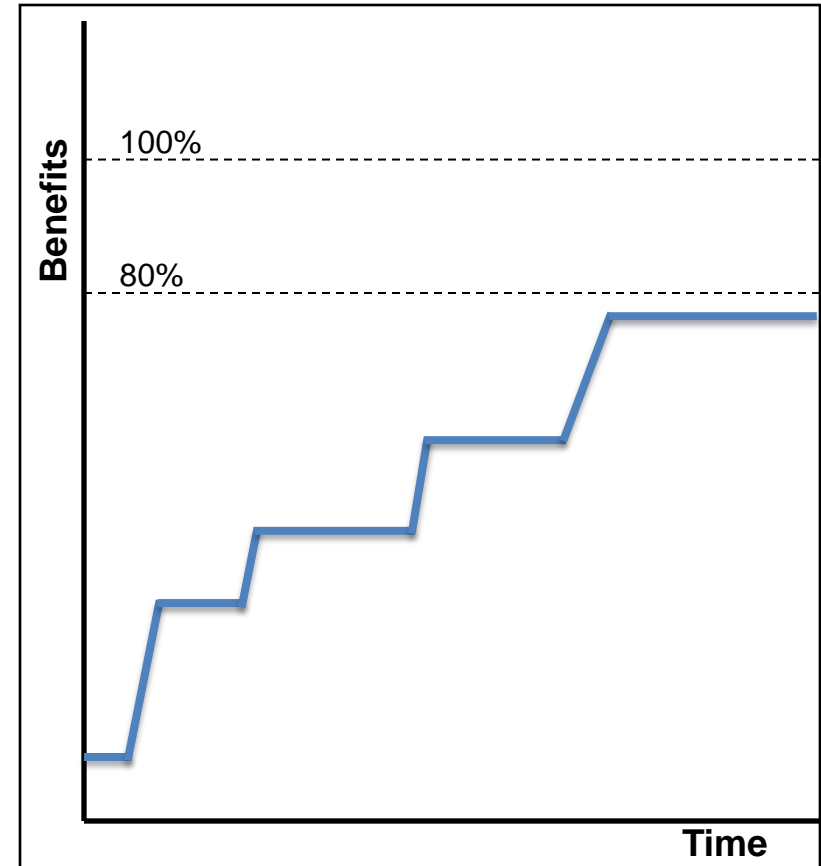
- Is the data complete?
- Is it timely?
- Is there an action for every indicator?
- Are the Key Performance Indicators... key?
- Is it subjective or objective and can you tell the difference?

# Big bang or phased deployment?

## Big Bang



## Phased



# Big Bang or phased

## □ Big Bang

- Better chance of reaching 100% of originally perceived benefits
- Better chance of reaching 0% of benefits because:
  - ❖ Project is cancelled
  - ❖ Team changes
  - ❖ Priorities change
  - ❖ Organization changes

## □ Phased

- Better chance of not getting to 100%
- Chances of getting some benefits are close to 100%
- Secret is targeting the biggest initial benefit for the lowest risk

# Phased deployments are lower risk

- ❑ It's natural to want to push every vector at once
- ❑ “For the first phase, what is the minimal deployment, the deploying of which will return a positive return on investment every cycle going forward?”

# Return on Investment

- ❑ For each element of epm you should consider the ROI to reduce resistance:
  - What benefit will implementing this facet of epm do we expect to receive?
  - What will be the cost in effort and resources to accomplish this facet?
  - What will be required to deliver this facet including: data elements, procedural change etc.
  - What alternatives are there to creating the same output (including manually)

# Key questions

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- Who will it serve?
- Centralize or Decentralize?
- All-in-one or Best-of-breed?
- Total** cost of ownership
- How will we deploy?

# Determining system requirements

- ❑ Start all analysis from the output of the system and define that output as a business objective
- ❑ Work your way from right-to-left, from output, through analysis to input

# Evaluating efforts/costs

- Some questions that are always good to ask during the requirements phase:
  - What do we need this output for? What decision will we be able to make with it?
  - Do we do this already? How? What effort does it cost?
  - Is this information readily available?
  - Who is the client of this output?
  - What alternate methods are available of either:
    - a) generating the output or;
    - b) finding the input?

# Is it worth it?

“If it is.”

- That's the Zen answer which may seem trite but the bottom line is you have to look for yourself.
- Some organization will be better off just using a Desktop PM tool and having a more loosely organized project process.
- Others will be able to use an EPM environment to great benefit. But the cost in effort and time isn't free.

# Wrapping up

- Decide what epm means to you
- Decide on what aspects of epm should be implemented and in what order
- Do a Return on Investment analysis of each aspect to be implemented
- Do business requirements from right-to-left; from business decision to input
- Always look for alternatives

# HMS Clients by Industry

## Engineering/Construction

Aecon Construction  
AeroInfo  
Koch Business Solutions  
Kongsberg Devotek  
Thompson Beta

## Gas / Utilities

Gulf South Pipeline  
Acergy  
Petrocon  
VenCorp

## Manufacturing

Alcan  
Parker Hannifin  
Dofasco  
Georgia Pacific  
John Deere  
Magneti Marelli  
Mercury Marine  
Tennant  
Wagner Spray Tech  
Vision Systems

## Defense / Aerospace

Bombardier Inc.  
CAE Electronics  
General Motors Diesel  
Lockheed Martin  
Rolls Royce  
SAAB

## Government

Dutch Railways  
Government of Saskatchewan  
Railway Procurement Agency (UK)

## Technology

Arivia  
CSI Piemonte  
DRS Power Control Tech  
EDS  
Face Technology  
Fuel Plus Software  
GE Access  
Lockheed Martin  
Positron  
Psion Techlogix  
DRUCK Ltd

## Telecommunications

Cable & Wireless Bartel  
Ericsson  
EXFO  
Motorola  
Philips Semiconductors  
SARA Amsterdam  
Stratos Global

## Financial

Standard Life  
Development Bank of One

## Health/Pharmaceutical

Boehringer Ingelheim  
Azko Nobel (Organon)  
RTS Thurnall  
UK National Health Service (NHS)  
Canadian Institute for Health Info  
Iogen  
Registrat

# For more information

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❑ TimeControl timesheet website

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❑ Free hosted TimeControl timesheet trial site

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