# Project management

Our approach is based on **PMI** (Project Management Institute) best practices as defined in the **PMBoK** (Project Management Body of Knowledge). This approach allows us to ensure sound project management and to put in place the success factors.

The overall process is divided into 4 groups:

- **Initiation**
  - **Project start-up** and **planning** is done during the sales cycle. We will deliver a presentation of the project scope, a high-level schedule and a communication plan.
- **Planning**
- **Execution and control**
  - **Execution** and **control** includes any activity that allows for ongoing monitoring of the project from the overall design phase through to post-implementation support. Documents will be produced periodically: an updated schedule, a change request log, an open item log, a risk log, and a dashboard showing the status of the project.
- **Closing**
  - **Closing** begins during the post-implementation support phase and continues until the end of the project. In this phase, tasks are required to transition to operations and to set up processes to ensure the evolution of the implemented solutions.

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# Change management plan

| | Initiation | Planning | Execution and control | Closing |
|---|---|---|---|---|
| Scope management | Project definition | Handover Sales/ Services | Scope management / change requests | Handover Services / Support |
| Risk management | Risk analysis | Risk log | Risks follow-up | |
| Quality management | | Deliverables log | Phases sign-off | Project sign-off |
| Cost management | High level budget | Detailed budget | Budget follow-up | Project final status |
| Human resources management | | Resources allocation | Resources follow-up | |
| Procurement management | | Procurement plan | Partners follow-up | |
| Time management | | Project schedule | Schedule follow-up | |
| Communication management | | Communication plan | Project dashboard | |
| Change management | | Stakeholders analysis | Training | |
| Integration management | | | Issues / follow-up items log | |

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# Scope management

- The **project start-up** defines the functional, organizational, technological, geographical and financial scope of the project. To properly manage the project, it is imperative to identify and analyze the changes in order to assess their impacts and include them in the project with appropriate planning.

- Based on PMI standards, our methodology ensures that functional or other changes are managed in a timely manner to control the project schedule and costs. To do so, we have developed a process to ensure a rigorous framework for the success of the project.

- One of the key elements is the **change request log**. This log allows for regular monitoring of the project's progress and control over the course of activities required to complete the project within the constraints (costs, deadline, functions) identified at the beginning of the project.

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# Risk management

**Risk management** is an iterative process that identifies, analyzes, quantifies and responds to project risks. During project execution, monitoring and control activities are used to manage the uncertainty arising from the risks.

Identifying the risks at the outset can already influence implementation strategies to mitigate the effects of the risks materializing. Mitigation activities can also reduce the impacts or even eliminate the risk. The risk management process is divided into the following project management steps:

- **Start-up and planning**

  - From the beginning of the project, we identify and analyze the risks in order to make decisions regarding the acceptance or mitigation of the risk. All risks are captured in a risk log for eventual periodic follow-up.

- **Execution and control**

  - During the execution of the project, there is a continuous monitoring on the risks identified at the beginning and we carry out a surveillance on any new risk that may materialize.

- **Closing**

  - At project closure, we ensure that any transition, deployment or operational risks are managed.

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# Change management

Change management is an approach that allows for the efficient transition of employees and managers to new ways of doing things, following the implementation of SAP solutions. This approach is defined by four areas:

- **Executive and stakeholder commitment**
  - Leaders create an environment that enables buy-in and adoption of process changes. This includes open communication, setting the right expectations, and providing the necessary incentives to ensure the success of the project.

- **Organizational alignment and engagement**
  - The project team must assess the relevance of current and proposed business practices in order to promote an exchange of information with stakeholders. The impact and transition to the new business practices must also be measured.

- **Communication**
  - Communication with stakeholders is a key factor in the success of the project. This includes both communications about the project and the adoption of the new processes. The communication plan outlines the information to be disseminated, the means and the frequency.

- **Training**
  - The success of any implementation lies in the preparedness of the users to understand the new processes and how to use the application accordingly.

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