



### GOLD LION ASSOCIATES, INC.

PROJECT MANAGEMENT & BUSINESS ANALYSIS  
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### INDUSTRY

Food marketing and supplier of dairy products.

### ROLE

Senior Project Manager (PMP) and Consultant

### CHALLENGES

Needed one single methodology for managing both SAP and non-SAP development projects.

### SOLUTION

An IT Project Book that provides a set of templates to incorporate the best practices of SAP's ASAP methodology and the PMBOK.

### BENEFITS

This allows the Company to focus on one methodology, while utilizing SAP's Solution Manager tool to maintain project management artifacts.

## A major food market and supplier of dairy products wanted a project management methodology to manage their non-SAP software development projects from within the SAP environment.

**Challenges** – The Company engaged two Senior Project Management Professionals (PMP) from Gold Lion Associates, Inc. and Malarkey Consulting, Inc. to implement a single project management methodology that would encompass the principles of SAP's AcceleratedSAP (ASAP) methodology and the Project Management Institute's® Project Management Body of Knowledge® (PMBOK) for managing both SAP and non-SAP projects from within SAP's Solution Manager.

The SAP Solution Manager is a robust tool for managing the entire SAP Project Landscape, from the Business Blueprint thru configuration to production, with functionalities that define the project roadmap, landscape, control configuration, and testing scenarios. It can also act as a document management, issue tracking, and change control system.

Although the Company had standardized its project management on SAP's AcceleratedSAP (ASAP) methodology, business units throughout the Company used a variety of methodologies to support their project management efforts. To insure consistency throughout the company, they settled on the PMBOK for managing their software projects.

An analysis of the companies existing project management methodology was undertaken to determine the gaps between SAP's ASAP roadmap and the 5 process areas of the PMBOK.

**Solution** – The result was a methodology that provided a set of templates that incorporated the best practices of SAP's ASAP methodology and the PMBOK in the form of an IT Project Book. The IT Project Book consists of templates with "how to" boilerplate text for the following subject areas: Project Charter, Scope Statement, Scope Management Plan, Scope Definition, Work Breakdown Structure, Project Schedule, Project Resource, Plan, Project Budget, Quality Management Plan, Project Staffing Plan, Communication Management Plan, Change Management Plan, and Risk Management Plan.

The methodology assists the project manager to develop the proper documents, provides suggestions and ideas on what to incorporate into those documents, and when they should be used. The methodology has been written in a manner that permits it to be utilized on projects that are software, hardware and service focused.

Document artifacts, developed during the project management process, are stored and controlled in a common repository, the SAP Solution Manager. This allows the Company to follow a common approach to project management for all their technology initiatives, while further utilizing their investment in SAP.

## PROJECT SYNOPSIS

This project required a two-fold analysis: (1) what is a project and how does the classic definition fit into the ASAP methodology and (2) an analysis of the features and functions of SAP's Solutions Manager tool.

A Project Management Cookbook was delivered to the Company that consisted of templates and instructions on how to manage a technology project based on project management principles outlined in the PMBOK.

## IN ASSOCIATION WITH:

Malarkey Consulting, Inc., a project management boutique with expertise in project management training, mentoring project managers, development and integration of project management systems and culture, group facilitation, and workflow improvement.

[www.malarkey.us](http://www.malarkey.us)

GOLD LION ASSOCIATES, INC.		Information Technology Department Project Management Methodology	
2.2.3.1 Scope Statement			
<b>What:</b> Project scope means the boundaries of the project – what is included and what is not included. The scope statement explains the purpose, deliverables, success factors, and other key information for the project.			
<b>Why:</b> The scope statement provides project decisions, and for conflict among the stakeholders. If we do not have any clue as to how much it will cost and how the customer will decide if they change the customer wants unless we have a scope statement.			
<b>Who:</b> The team puts the scope statement together and the customer. The project manager is the one who is in charge of the other side, we might go down to the customer.			
<b>When:</b> The scope statement is developed before too much is invested in a project. It is updated as the project evolves.			
<b>How:</b>			
1. <b>Homework:</b> Before the meeting, the project manager should assign the team members to come to the meeting with a list of project goals and a list of project risks.			
2. <b>At the meeting:</b> The project manager should appoint a scribe and incorporate the team's input into the scope statement process and ensure that all team members have a copy of the scope statement.			
The PM or other responsible party should walk the team through the scope statement process and ensure that all team members have a copy of the scope statement before the meeting ends (if necessary).			
GOLD LION ASSOCIATES, INC.		Information Technology Department 2.3.3 SCOPE STATEMENT	
<i>Preface: You will most likely update the Scope Statement at least once during Project Initiation, as the project team and the Business Owner see the project more clearly. Your first time through this template, fill in as much information as you can, knowing that it might not be complete, and that it might be changed later.</i>			
<b>Project Name:</b> Project Name from Project Request			
<b>Business Owner:</b> Name			
<b>Business Owner Contact Info:</b> phone & email			
<b>Project Purpose/Business Owner's Needs &amp; Objectives</b>			
<i>What are the customer's objectives and business needs, and how will this project help to achieve them? What are they currently doing? What is working, and what is not? Why do they want/need to do this project?</i>			
<b>Example:</b> The problem of not being able to process purchase orders efficiently affects store associates, vendors, and accounting. The impact of this is inaccurate payments, late payments, vendors who are reluctant to do business with us again, and frustrated accounts payable personnel. A successful solution would allow prompt vendor payment, accurate payment and reduced stress.			
<b>Another example:</b> The problem of not being able to plan and track critical equipment maintenance Warehouse has affects customers, store associates, and the facilities department. The impact is loss of product, dissatisfied customers, and stressed store associates. A successful solution would allow the facilities department to be proactive in maintaining mission-critical equipment thus minimizing store downtime.			
<b>Project Purpose:</b>			
The problem of insert statement of problem affects name affected people, departments, vendors, customer groups. The impact of this is name the impact (e.g., poor decisions, cost overruns, erroneous information or processes, slow response time to customers or store associates, etc.). A successful solution would be describe the solution.			
<b>Project Goal Statement</b>			
<i>The project goal is the "why?" of the project. Goal statements usually begin with action verbs such as "provide", "prepare", "develop", "build", "install". It helps to state the time component and/or the resource component, if either is critical to project success. The goal statement helps the company save time and resources. For example, if we can find no systems that meet our criteria, we can either meet the goal or abandon the project before wasting further resources on it.</i>			
<i>Example: To provide a new purchasing system for Wawa that will reduce purchase order turnaround time to three days and cut the purchase of excess inventory by 10%.</i>			
Insert project goal statement			
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**Business Benefits** – The Company's IT Project Book is used by project managers and project team members who are responsible for the planning and implementing technology projects. It helps the project manager develop the proper documents, provides suggestions and ideas on what to incorporate into those documents, and when they should be used.