



OPST - The Operative-Project-Steering-Tool
for
SAP R/3- Development- and Implementation Projects

www.excim-consulting.de

OPST for SAP R/3

The

Operative-Project-Steering-Tool

Developed for SAP Projects and easily adaptable to other
Project applications

from Gernot Labs

Difficulties with R/3 Projects

CIO: „Project managers often report to steering committees what they want. They keep the project status much too long on “Green”, before serious problems appear. Consultant services consume millions of Euro without an adequate control.“

Project Manager: „The workload for maintaining project management tools and especially the reporting is too much. I don't have enough time to do the fundamental basics of my work. There is not enough time for planning. Every day I receive additional or changing requests.“

Project Employee: „We do not know the project plan or current changes. We do not work with any PM tools. The project is not transparent and resources are limited.“

Reality in R/3 Project Management

Many customers are claiming that, even though PM standard software products are widely in use, only few employees actually work with them. Research shows, that most users stop using PM tools after mile stone- and time planning. Management and department interfaces, overlapping of resource management, risks, and other important issues are often forgotten. Resource problems, including poor performance and lack of acceptance of change requests from customers, have caused serious problems in many R/3 projects.

Project managers become responsible for the resulting increasing costs and delays. On the other side, nobody has time to visit seminars for project management or wants to pay for expensive software licences. Project managers and project workers claim the additional reporting results in an extremely high workload.

Project Management for **SAP R/3**
...and every other Project issue



Executives can easily be presented with a project status „Green“, because of lack of project overview. Critical targeted questions by management are often not possible. Open points and lack of decisions hinder project success.

Specialties in R/3 Project Management

Every year SAP R/3 projects cost millions due to their complexity. A so called “Standard-Software” must be tailored to suit a company thus needing expensive Consulting Services.

As an interim Project Manager of many SAP Projects I developed a methodology as a result of good and bad experiences in many years of SAP project work. I transferred these experiences in **OPST**. Of course it is not possible to standardize all R/3 projects or company specific processes for all companies. But clear structures and standard questionnaires help Project Executives answer: Did I co-ordinate this? Do I need more resources at this task? What are the consequences in my time schedule? Which parallel project has an impact on my project? What will happen if...?

Is it possible to utilize OPST in other projects without SAP or IT focus?

OPST for example, is being used at a leading chemical company in managing a R&D project portfolio. You could also use **OPST** to manage the building of your own private house.

What makes OPST unique, how can it be applied?

OPST has acceptance in the user community, because it is easy. It is in use in several companies and in a German Government Ministry.

My goal was, to develop a PM-Solution that met the following requirements:

- Easy to use and self teaching possible
- Use tools that everybody already knows:
Excel and Word!
- Training effort: 0 - 1,5 h maximum

- No expensive Software licences
- All people involved should be enabled to create their own information access and read them online (not only project experts, also steering committee members and all project members)
- Reduction of reporting effort
- Instead of a blank project management charts, SAP structures should be found that represent the individual characteristics of the Company.

The main success factor is the concentration of contents in the planning and realization phase. Contents are written understandably and in detail; there is no double work because documents are automatically up-dated. Reports can be generated with a couple of simple clicks. As a result, project documentation is an automatic by-product.

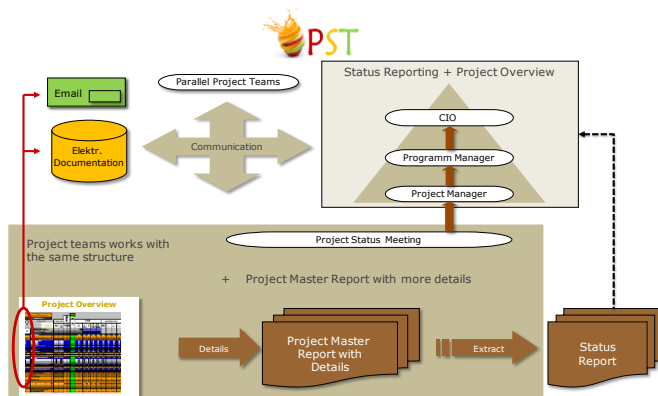
In a Project Master Report „Speaking Numbers“ will achieve clear structures. Risks and critical questions come up due to the comparison of data. People involved become informed, decision makers become aware of their responsibility.

The formula of Success:

- Current workload for Project Management
+ Additional work for **OPST** in order to reach a higher quality of information (planning and reporting)
- Reduction of Reporting workload
 - 80% of Meeting documentation
 - Workload for the Management of resources, risks, interfaces
 - Lost time for avoidable conflicts

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- = No additional workload compared to the former situation (basis: all customers)
+ Increasing efficiency in daily project work and significant improvements in Quality and Project Management
+ Significant cost savings for external/internal resources

= Your Benefit



The **OPST** Methodology includes a Change Request procedure that runs in the SAP praxis with templates, simple procedures in order to reduce E-mail-Traffic in SAP projects and offers examples for project documentation. Furthermore you will receive tips for a quick creation of the Project Master Report with your specific project structure.

How do we implement OPST in your Company or Project?

After interviews and workshops we create your individual project methodology (base structure of particular project groups) for your company.

This has to be integrated in **OPST** and in the Project Master Report (PMR = later Status Report). If requested by the customer, I could set up and lead Project Offices or offer a Central Project Management

What would need to be invested?

I offer know how of a methodology as well as the implementation – I do not want to sell any Software. Customers do not need any programming services. Customer's employees only need Excel- and Word knowledge.

The investments at all customers so far were much under the price of "Standard Product Solutions". The acceptance of employees in the teams was enormous at every customer. A result of common planning workshops with **OPST**. You would invest in a consulting service, based on the complexity of your business + a one-time payment for the usage of this methodology (a fraction of comparable licence costs).

The Return-on-Investment was convincing after each Customer Project.

Are there any Excel-Limits?

Several SAP Projects with several hundred employees and many sub-projects were covered successfully.

An aggregation (Multi-Project-Man.) requires just a small part of all data available. Excel data can be transferred in a data base.