

Ref	Project Metrics During Option/System Selections	Notes	Year	I/Views	Nbr Rqts	RDD Pages	Long List	RDD Pkgs	Project £000s
01	Fluids Manufacturing Package (MRP)	(a)	1992	45	243	147	8	4	£664.7
02	Counsellor Management		1993	20	131	83	6	2	£7.0
03	Newspaper Distribution		1993	2	80	41	20	2	£1.6
04	In-House Braille		1994	2	0	0	5	0	£5.0
05	Document Transmission		1994	2	14	15	8	0	£0.7
06	Customer Relationship Management (CRM)		1995	3	84	41	43	3	£7.1
07	Youth Training Administration (West Lancs)	(b)	1995	10	108	78	11	6	£60.0
08	Youth Training Administration (East Lancs)	(c,d)	1995	2	167	100	1	1	£41.8
09	New Standard Desktops		1995	2	20	2	2	1	£2.0
10	Pen Computing Laptop Selection		1995	2	20	2	2	1	£3.6
11	PC card HDD & modem selection		1995	1	3	1	1	1	£1.1
12	Client management system	(e)	1996	2	163	95	1	1	£50.0
13	Business advisory service support	(f)	1996	2	162	91	2	2	£180.0
14	Financials & order processing	(g)	1997	1	127	51	250	6	£200.0
15	Financials & MRP	(h)	1997	51	320	135	200	7	£600.0
16	Laptop specification/selection		1997	2	42	3	2	1	£2.8
17	Telephony & WAN	(i)	1998	2	80	20	3	3	£60.6
18	Mechanical/electrical CAD, visualisation & stress analysis		1998	80	182	77	10	2	£5,000.0
19	Remote desktop selection		1998	1	10	2	1	1	£1.3
20	NT desktops & server		1998	2	33	6	1	1	£12.4
21	Pan-European ERP & materials management		1999	30	198	90	1	1	£179.8
22	ID card, access control, time, attendance & work-booking	(j)	1999	43	260	95	61	5	£1,162.0
23	National ebusiness feasibility		2000	98	317	157	0	0	£57.8
24	Web storefront - spares from 17 legacy ERP systems	(k)	2000	4	228	108	8	0	£68.6
25	Mobile telephones/network selection		2000	2	50	6	1	1	£0.5
26	ERP & digital rights management	(l)	2001	3	235	89	19	3	£22.0
27	Learning management system (LMS)	(m)	2001	53	217	106	1	1	£30.9
28	Networked colour laser mopier		2001	2	9	1	3	1	£7.4
29	Global engineering resource/skills management	(n)	2002	10	61	4	4	4	£29.4
30	Web-based CSCW	(o)	2002	2	360	27	3	2	£13.2
31	Accounting	(o)	2002	1	200	28	1	1	£0.8
32	Desktop & virtual office communications	(o)	2002	1	200	28	2	2	£6.0
33	XP desktop selection		2002	2	20	3	1	1	£1.4
35	XP Tablet PC feasibility/specification		2003	2	50	4	11	1	£2.0
37	ERP for design/import		2004	6	333	153	36	1	£183.3
38	Telephony, email & ISP evaluation		2004	2	166	10	2	1	£8.7
40	Audio/video/data conferencing		2005	1	100	3	7	1	£10.9
41	Global ERP for engineering/construction consultancy	(r)	2005	28	416	203	103	3	£1,069.0
42	Web retailing & ASP	(s)	2005	2	202	13	8	3	£13.2
43	Property management - full replacement hardware		2006	4	115	3	5	1	£56.3
44	Support contract - supplier assessment/selection		2006	4	29	8	10	3	£30.0
45	Consultancy services - replace business system (active)		2006	6	280	75	2	2	£106.4
Count/Total:			42	540	6,035	2,204	866	83	£9,961.5

Notes On Table

- (a) Niche IT supplier, facing loss of sale to a mass-market rival, needed to ensure they won the clearly-rational evaluation & gave a 50% discount on the package from £400K to £200K.
- (b) Seven months of evaluation & acquisition was then followed by seven months of implementation support - including specification of 'scripting' for work automation features. Project cost quoted included heavy element for this scripting and for supplier's implementation support including data loading.
- (c) Same public administration programme, different client (delivery organisation). Consultation by-passed 'prime' interview stages. An equivalent document from another territory was released as a consultation document.
- (d) Low number of candidates because the client, after evaluating requirements, opted to specify extensions to an existing package already in use.
- (e) Unusually, requirement definition was by end-users interviewing each other. This was an experiment, and largely unsuccessful.
- (f) Low number of interviews & package candidates because of extremely tight, and immovable, project deadline. Client commissioned low amount of 'prime' research, and instead relied heavily on a 'standard' list of requirements from similar evaluations. Requirements Definition Document was then widely circulated for comments.
- (g) Requirements definition process, Requirements Definition Document, most of market-place trawl & sifting of RFI responses by client. Software cost was 'bundled' in overall fixed price to implement. A 60-point negotiation agenda yielded at least £40K cash discounts and about £50K of 'free modifications'.
- (h) Runner-up supplier was so determined to make the sale they offered to give the package free, charging only for modifications & implementation services. Their offer was declined because of provably inferior fit to requirements.
- (i) IT Evaluation main role was to create requirements. Client used recommended supplier but split contract and added 'second source' - supplier of own choice (unsuccessfully).
- (j) Project scope was expanded, partway through project, to include a new business. The existing RDD was sent ahead, and taken as read at interviews in the new business. This drastically reduced 'prime' interview time to assimilate the new requirements.
- (k) Client was acquired during project. Existing system from acquiring company was expanded to cover this role.
- (l) Evaluation & feasibility study revealed fatal flaw in technology. VC application and business plan aborted to avoid multi-million loss.
- (m) IT Evaluation changed project scope so client could extend use of existing system (free because already licensed for unlimited number of users).
- (n) Assignment was to audit evaluation to date of user team from client. IT Evaluation endorsed method and supported extended use of in-house system.
- (o) Project split into CSCW, accounts and desktop/communications. Statistics for CSCW only.
- (r) Project instigated by subsidiary. Successfully rescope to enterprise-wide and global coverage, substantially improving system savings/benefits.
- (s) Rapid evaluation of replacement supplier when incumbent ASP (chosen by client using informal means) failed.