

Ref	Type	Project Metrics During Option/System Selections	Notes	Year	I/views	Nbr Rqts	Req Pages	Long List	RDD Pkgs	Project £000s
01	IT	Fluids Manufacturing Package (MRP)	(a)	1992	45	243	147	8	4	£664.7
02	IT	Counsellor Management		1993	20	131	83	6	2	£7.0
03	IT	Newspaper Distribution		1993	2	80	41	20	2	£1.6
04	IT	In-House Braille		1994	2	0	0	5	0	£5.0
05	IT	Document Transmission		1994	2	14	15	8	0	£0.7
06	IT	Customer Relationship Management (CRM)		1995	3	84	41	43	3	£7.1
07	IT	Youth Training Administration (West Lancs)	(b)	1995	10	108	78	11	6	£60.0
08	IT	Youth Training Administration (East Lancs)	(c,d)	1995	2	167	100	1	1	£41.8
09	IT	New Standard Desktops		1995	2	20	2	2	1	£2.0
10	IT	Pen Computing Laptop Selection		1995	2	20	2	2	1	£3.6
11	IT	PC card HDD & modem selection		1995	1	3	1	1	1	£1.1
12	IT	Client management system	(e)	1996	2	163	95	1	1	£50.0
13	IT	Business advisory service support	(f)	1996	2	162	91	2	2	£180.0
14	IT	Financials & order processing	(g)	1997	1	127	51	250	6	£200.0
15	IT	Financials & MRP	(h)	1997	51	320	135	200	7	£600.0
16	IT	Laptop specification/selection		1997	2	42	3	2	1	£2.8
17	IT	Telephony & WAN	(i)	1998	2	80	20	3	3	£60.6
18	IT	Mechanical/electrical CAD, visualisation & stress analysis		1998	80	182	77	10	2	£5,000.0
19	IT	Remote desktop selection		1998	1	10	2	1	1	£1.3
20	IT	NT desktops & server		1998	2	33	6	1	1	£12.4
21	IT	Pan-European ERP & materials management		1999	30	198	90	1	1	£179.8
22	IT	ID card, access control, time, attendance & work-booking	(j)	1999	43	260	95	61	5	£1,162.0
23	IT	National ebusiness feasibility		2000	98	317	157	0	0	£57.8
24	IT	Web storefront - spares from 17 legacy ERP systems	(k)	2000	4	228	108	8	0	£68.6
25	IT	Mobile telephones/network selection		2000	2	50	6	1	1	£0.5
26	IT	ERP & digital rights management	(l)	2001	3	235	89	19	3	£22.0
27	IT	Learning management system (LMS)	(m)	2001	53	217	106	1	1	£30.9
28	IT	Networked colour laser mopier		2001	2	9	1	3	1	£7.4
29	IT	Global engineering resource/skills management	(n)	2002	10	61	4	4	4	£29.4
30	IT	Web-based CSCW	(o)	2002	2	360	27	3	2	£13.2
31	IT	Accounting	(o)	2002	1	200	28	1	1	£0.8
32	IT	Desktop & virtual office communications	(o)	2002	1	200	28	2	2	£6.0
33	IT	XP desktop selection		2002	2	20	3	1	1	£1.4
35	IT	XP Tablet PC feasibility/specification		2003	2	50	4	11	1	£2.0
37	IT	ERP for design/import		2004	6	333	153	36	1	£183.3
38	IT	Telephony, email & ISP evaluation		2004	2	166	10	2	1	£8.7
43	IT	Audio/video/data conferencing		2005	1	100	3	7	1	£10.9
44	IT	Global ERP for engineering/construction consultancy	(r)	2005	28	416	203	103	3	£1,069.0
45	IT	Web retailing & SaaS	(s)	2005	2	202	13	8	3	£13.2
46	IT	Service charge management - full replacement hardware		2006	4	115	3	5	1	£56.3
47	IT	Support contract - supplier assessment/selection		2006	4	29	8	10	3	£30.0
48	IT	Consultancy services - replace bespoke business system		2007	6	280	75	2	2	£121.4
54	IT	Central HR system selection (active)		2009	38	236	163	TBD	TBD	£160.0
55	IT	Rota system selection (active)		2010	24	151	70	TBD	TBD	£35.0
Count/Total:				44	602	6,422	2,437	866	83	£10,172

Notes On Table

Headings: I/Views - number of interviews to capture requirements; Nbr Rqts - number of requirements in Requirements Definition Document; Req Pages - number of pages in RDD; Long List - number of candidates at longlist stage for quick evaluation; RDD Pkgs - number of candidates for detailed evaluation; Project £000s - project budget.

- (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's 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.
- (p) Capital & organisational design project (not IT). What is best strategy within region, and what is best new factory location? Process used at both levels.
- (q) Crossroads decision between different careers and lifestyles.
- (r) Project instigated by subsidiary. Successfully rescoped to enterprise-wide and global coverage, substantially improving system savings/benefits.
- (s) Rapid evaluation of replacement supplier when incumbent outsourced provider (chosen by client using informal means) failed.