

Product Life Cycle Management (LCM)

- LCM is a framework to analyse and manage the sustainability performance of goods and services.
- LCM is a business management approach that can be used by all types of business (and other organisations) in order to improve their sustainability performance.
- A method that can be used equally by both large and small firms, its purpose is to ensure more sustainable value chain management.
- LCM can be used to target, organise, analyse and manage product-related information and activities towards continuous improvement along the product life cycle.
- LCM is about making life cycle thinking and product sustainability operational for businesses that are aiming for continuous improvement. These are businesses that are striving towards reducing their footprints and minimising their environmental and socio-economic burdens while maximising economic and social values.

3.5.1 ERP CONSULTANTS & VENDORS:

Key Market Players

- *SAP, Oracle Corporation, -Sage Software Solutions Pvt. Ltd., INFOR, IFS, WORKDAY Microsoft Corporation, EPICOR, ABAS, DELTEK*

Company	ERP	HCM	ATS
Walmart	SAP S/4 HANA	Workday HCM	Workday Recruiting
Apple	SAP S/4 HANA	SAP HCM (HR)	In-House ATS
Amazon.com	In-House ERP	Workday HCM	In-House ATS
UnitedHealth Group	Oracle E-Business Suite	Oracle HCM Cloud	Oracle Taleo

Company	ERP	HCM	ATS
Ford Motor	SAP S/4 HANA	Oracle HCM Cloud	IBM Kenexa BrassRing
General Motors	SAP S/4 HANA	Workday HCM	Oracle Taleo
AT&T	SAP ERP ECC 6.0	Workday HCM	Oracle Taleo

Features—Productivity--Security & Regulatory Compliance--Collaboration Scalability--Forecast & Tracking--Cost Savings

Focus 9 - The Ultimate Cutting-Edge ERP Software-Clients

INTEGRATIONS



ERP project management is key to a successful enterprise software implementation. Inadequate project management has played a major role in failed implementations. A qualified, dedicated project manager is rule number one for a successful ERP implementation.

The PMBOK, “Project Management Body of Knowledge” is a solid resource in ERP project management methodology and describes this process group in the following: “The Monitoring and Controlling Process Group consists of those processes required to track, review, and orchestrate the progress and

performance of a project; identify any areas in which changes to the plan are required; and initiate the corresponding changes.”

□ *Determine the level of project scope, software capabilities and staffing issues are just a few of the tasks the ERP manager must handle.*

□ **Successful Project Manager Characteristics**

1. is flexible
2. is disciplined
3. is a quick learner
4. is a good decision maker
5. has ERP experience
6. has business experience
7. has political clout

8. has a good formal education
9. is well liked
10. motivates staff

1. ERP Project Management Methodology: The Monitoring & Controlling Process Group

Keeping an eye on project performance and reacting quickly and appropriately to issues is key to successfully pushing your project forward. Tasks in this process group includes the following:

Monitor and Control Project Work

- This includes tracking, reviewing, and reporting progress to meet the performance objectives defined in your ERP project management methodology.
- Regularly assessing progress related to scope, benchmark goals, timeline, and budget, which will help ensure there are no unpleasant surprises as the project unfolds.

Perform Integrated Change Control

- Even well-planned projects are going to require change from time to time. Therefore the following processes are essential: reviewing all change requests, approving changes, managing changes to the deliverables, and organizing process assets, project documents and the project management plan.
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- **Verify Scope**
 - Verifying the scope includes monitoring the status of the project and managing changes to the scope baseline.
 - This phase also requires a re-visiting to other process groups to be sure all objectives have been met. If this is not the case, reflecting any changes is part of the follow-through needed as the project continues toward completion.
 - **Control Scope**
 - If there have been adjustments to budget, timeline, or the desired end-product, it is important to re-visit the documentation related to scope and mitigate any unresolved challenges.

- Controlling the scope also entails maintaining effective communication with stakeholders and related stakeholders, which will keep everyone updated and engaged in the project's success.

2. Control Schedule

1. Schedule control involves controlling project progress adjustments and addressing any unforeseen circumstances in relation to the project schedule baseline.
2. Monitoring the project properly to decrease the chances of schedule issues becoming major setbacks.

i. Control Costs

- Since there is the potential for many factors to affect cost throughout the project timeline, this group must keep track of any changes in budget so communication around cost control is clear and accurate.

1. Perform Quality Control

1. This group must quantify and report any and all quality control issues. This action is necessary and ongoing to support the accuracy and responsiveness of the project.
2. Make process adjustments based on findings during monitoring.

- **Report Performance**

- It is imperative this group collect and report performance data in order to complete proper forecasting with regard to timeline and phasing.
- To support positive relations, it is necessary this project group keep stakeholders aware of team progress toward benchmark goals.

- **Monitor and Control Risks**
 - Tracking risk, responding to documented risk, and evaluating response to risk is all part of ensuring the project progresses effectively through each phase of the timeline.
- **Administer Procurements**
 - Because team needs will change throughout the project, additional items may be required while other items and services may not be needed at all.
 - In order to deliver the project within or as close to budget as possible, it is necessary to keep track of all paperwork that documents any changes in contracts.

The Right Staff

- *Since it's difficult to transition ERP team members on and off projects, it's a good idea to identify staff members that are critical but are high turnover risks early in the project. A project manager can develop recognition programs that help retention. Another trend is to implement flextime to allow employees greater flexibility in setting work hours within limits to improve productivity.*

Interfacing With Other Systems

The project manager can prioritize interfaces so that mission critical systems engaged in daily processing can exchange data when the ERP software is implemented. Interfaces to systems that do periodic processing- monthly or year-end-can be completed after the initial implementation. Interfacing with legacy data may involve connections to all mainframes, Unix, Windows NT, and other systems. The interfaces must have the ability to handle complex data sources and legacy data types. Other client/server systems must also exchange data with the ERP system. The ERP software may interface with external business partners via electronic data interchange (EDI) or electronic funds transfer (EFT) protocols.

Typical ERP Interfaces

Interface	Typical Data Types Exchanged
Legacy	Mostly historical financial data not converted
Client/server	Sales automation and reporting data
Other ERP/MRP/MRP II	Transaction data from specialized systems (e.g. manufacturing)
Data Warehouse	Large volumes of historical reporting and decision support data
External - Business Partners	Transaction data including purchasing/sales, EDI, EFT
External - Web	Customer information, web-enabled databases

Managing Chaos

Managing an ERP project is unlike any other effort because of the huge number of variables, people and risks involved. The complete replacement of an organization's information systems has a tremendous impact on the people especially emotions, expectations in the organization, the company, its suppliers and even its customers. An ERP project manager must guide the project with a firm, practiced hand that both encourages project team members to find new ways to innovate, and at the same time, ensures that everyone and everything is moving in the right direction.

The following make up Ultra's project management services:

- Project planning
- Organizing roles and responsibilities
- Scheduling
- Reporting requirements

- [ERP data conversion](#) plans
- Communication and reporting
- Weekly meeting management
- Issues log
- Project budget
- Project reports
- Steering committee meetings
- Project monitoring
- Issue resolution
- Budget
- Vendor performance
- Core team performance*