

## Project delivery – ADAIR from MCL

### **1. Introduction**

At MCL we differentiate between managing and delivering a project. Both are necessary but the delivery concept over-rides, as well as identifies, problems which prevent a project from being delivered on time and on budget. It's a state of mind as much as anything.

Our project **delivery** methodology for technology-related implementations complements project **management** methodologies such as PRINCE2. Working with clients, we can match systems and implementation to the client method of working using the following framework:

- **Analyse** : the end-to-end process and the current Method of Work/Best Practice
- **Define** : the client needs and identify how the system will support the revised and improved Best Practice
- **Agree** : the phased programme for implementation – including options for turnkey or traditional way of working
- **Implement** : the programme/system with/for the client and deliver the agreed benefits
- **Review** : and reinforce practice after an agreed period

### **2. ADAIR steps**

#### ***Analyse & Define***

The core of this is the analysis of the client's end-to-end process – even if the client has only expressed interest in one of several possible software modules. We log all process steps to understand what happens both before and after where the relevant module fits because improvements can sometimes also be delivered through improvements to the methods of working.

This process requirement is then matched to the available system. Following the sign-off at process stage, we would typically run a Conference Room Pilot, where we show how the system will look and how they will use it to deliver their Best Practice. This, preceding a full pilot, enables progress to be made while installation and test facilities are being put in place, as well as giving a good controlled environment through which to tease out real needs and functionality requirements.

If a hosted solution is an option this is the point where the base system is set up for the client.

#### ***Agree & Implement***

Within the analysis phase we also look to identify the "real" internal working environment, level of user, relationship with suppliers and supply chain issues. From this we refine our original phased programme – up to and throughout the Mainstream Pilot, to roll-out across the business. This core information means we can agree with the client any staggered implementation or, for example, the need or opportunity to take different areas into the programme at a different pace.

#### ***Review***

Building in days and a timeframe for going back and reviewing with the client how they are using the system, adherence to Best Practice or need to change both practice and systems, will pay real dividends. It does create opportunities to make additional sales and it does defuse "the system isn't working like we thought it would" issues. It is the implementation team who are running the review/audit and they can identify issues before they become problems or can log benefits and opportunities being taken.

### ***3. Guiding principles***

Within ADAIR, there are also guiding principles:

#### ***Objectives and scope***

We work with clients to define their overall business objectives and use that to agree the scope at a high level and then at increasing levels of detail. These are used as the touchstone for any requested changes to the project – if it's within scope, those changes are carefully managed within a control procedure. If not, then recommendations are made as to how the changes could be delivered outside the project.

#### ***Project plan***

The plan is created and maintained by the project manager, with changes being published according to an agreed distribution list, format and timescale.

The plan can include or exclude any of the following:

- Resources – people and others
- Costs – people and other
- Dependencies and baselines
- Triggers – reporting, cost alerts

#### ***Reporting***

MCL can report with the frequency, format and content determined by the client. Although we have our own standards for these, it's typical to be asked to abide by our clients' requirements in these respects.

#### ***Ownership and accountability***

We expect to take ownership and have at least first-level accountability for project delivery. For project components such as issue and risk management, we would expect to work with any other third party suppliers or vendors to define and agree the method of working and then run that aspect of the project on behalf of – but not in isolation of – those third parties

