

ICE

by Emeldi







4 PRINCIPLES

We examine some key principles that guarantee you the best chance of Project Success

5 PEDIGREE & MODEL

Our Consultants use **ice** daily on some of the toughest challenges. Find out why they keep succeeding.

6 LIFE-CYCLE

The configurable life-cycle model offered by **ice** is comprehensive, rigorous; yet as flexible as you need it to be.

10 ROLES

People...the key success factor on any Project. Learn who the key players are on an **ice** project and what they do.

Why **ice** ?

It is our experience that the difference between project success and failure can be encapsulated in terms of how the following 3 core variables are managed =>

*We get to grips with complexity up-front by understanding, quantifying, and managing the relationships between the variables = **ice**.*

An Introduction to Emeldi's Approach to Successful Project Delivery

Project Success Factors

Sadly, and all too often, missioncritical projects fail. Specifically, they fail to:

- Meet business expectations
- Deliver on time
- Deliver within budget

Why Projects Fail

Reading multiple high-profile Case Study examples, you'll see many explanations given and many reasons cited as to why large and complex projects have run aground:

- Shifting Requirements
- Leadership and / or Communication Failures
- Lack of Commitment / Senior Management Buy-in

Why Projects Succeed

Since our foundation in 1998, Emeldi has been highly active in developing a comprehensive project approach aimed at delivering added value while also addressing the common causes of project failure.

The Emeldi Approach

Our **ice** methodology is the distillation of the most practical ideas from current industry thinking, fused with Emeldi consultants' experiences over a wide range of complex, high budget projects spanning more than a decade in the Communications Industry. This is traditionally among the earliest adopters of leading-edge and complex technology solutions.



Ideas, Inspiration, Innovation

Any project must be aligned to clearly defined business goals and focus real benefits to the user community.



Consultancy, Communication, Coordination

Stakeholders must understand the business objectives, the 'big idea', and be empowered to innovate in order to converge on the optimum solution.



Engineering, Enablers

Engineering refers to the development and deployment of the solution on the chosen technology platform.

ICE DELIVERS

Our deep sector expertise has resulted in an extremely agile yet rigorous project framework, which can be successfully applied across a variety of project contexts.

Ice Benefits:

- Business-focus is maintained throughout the Project
- Delivery is on schedule providing what the business needs when it needs it
- The most elegant solution is delivered by people who work as an unified team
- Development effort is prioritized according to business need and the ability of the business to accommodate change.
- Ice delivers fast and efficiently ; but quality is never put at risk



The Principles

I – Idea, Inspiration, Innovation

Everything that occurs during a project should be focused on the overall project objective:

- Deliver what the business needs
- Deliver when the business needs it

Remember that a project is nothing more and nothing less than a way of realizing an 'idea'.

C - Co-ordination

An on-time delivery is a critical success factor. Slippage can not be tolerated, especially where new product launches or regulatory issues are at stake.

- Use an appropriate Planning and Project Management approach
- Control events around you
- Make planning visible to everyone
- Define and measure achievement as 'delivered' business benefit
- Foster a proactive team culture

C - Commitment

Commitment from Sponsors, Stakeholders, and Team-members is perhaps the main key to success on your project. To this end, Ice maintains commitment throughout the project by:

- Involving the right people, at the right time, throughout the project
- Insisting that the members of the project team are empowered to take decisions on behalf of those they represent
- Maintaining constant involvement with the business
- Developing a people-oriented team culture

C - Communicate

Poor communication is probably the biggest single cause of project failure. Ice specifically promotes communication, by using tried and trusted concepts:

- Facilitated workshops
- Communication techniques such as modeling and prototyping to convey requirements, and their outline solutions before moving to design
- Manage expectations
- Involve business in shaping the solution; not just the requirements
- Produce accurate, timely project documentation

ICE SIMPLIFIES

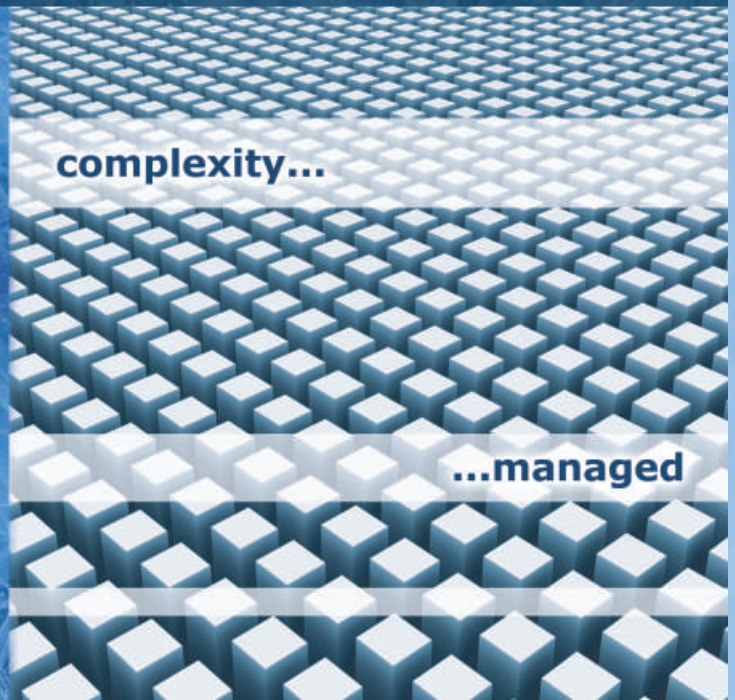
By investing time in communication, suddenly everything gets a lot easier further down-stream.

Ice ensures that everybody knows what their role is, what is the scope of the project, and what is happening next and who's doing it.

Once the human-level complexity is managed, the technology-level complexity gets solved with ease.

SIMPLE

Now, why has that always been so difficult to achieve?



The Principles

E - Engineering, Enablers

It is essential to build from a solid foundation. This means having a blueprint for success. Emeldi's deep experience and sector expertise, allow the development of a solution incrementally from known baselines as follows:

- Use, as a starting point, Industry Best Practice, blueprint process solutions, and established design patterns from the Emeldi Knowledge Base
- Perform solution design based on 'deltas' up front to create strong foundations
- Strive for early delivery of business benefit where possible
- Accept that low-level functional requirements often discovered later rather than sooner in the project Life-cycle
- Use solid engineering, and systemic approach to design in the required flexibility to accommodate changing / evolving requirements
- Ensure the capability is there, skills, and techniques must be matched to the challenge

The Pedigree of the ice Approach

Typical examples of the work we have undertaken for clients around the globe on a discretionary basis:

- Telecommunications Start-ups, including Fixed, Mobile and Convergent
- Corporate Turnarounds
- Selection and Replacement of Core IT, OSS and BSS systems, processes and organisational models
- Business and Systems Integration
- Management migrations and data conversions
- Strategy, and execution for deregulation and market liberalisation
- Tactical developments, design and deployment of new products and services

A Configurable Life-cycle Model

The **ice** Life-cycle is adaptable for a variety of project types. Most projects start with a Feasibility Study phase, and this phase is used to identify the best way to develop the required solution and the most appropriate configuration of the **ice** Life-cycle.



ICE Life-cycle Phases

Project Brief Phase

Introduction

Projects need to be initiated correctly in order to ensure success. The Project Brief is a proposal for a project and places it in the context of other programmes or projects that are either planned or already in progress within the organization.

Objectives

- To describe the business problem to be addressed.
- To identify a Business Sponsor and Business Visionary.
- To confirm that the project is in line with business strategy.
- To scope, plan and resource the Feasibility Study phase.

Deliverables

- Project Brief Document

Observations

The activity of the Project Brief phase should be short, sharp and ideally restricted to the creation of a short document that will provide input to a Feasibility Study.

Feasibility Study Phase

Introduction

The Feasibility Study phase provides the insight as to whether a proposed project is viable from both a business and a technical perspective by means of a high level investigation of the potential options, costs and timeframes.

Objectives

- To establish whether there is a feasible solution to the business problem.
- To identify the costs, benefits, and planning
- To outline various solution options, and project approach.
- To plan and resource the Project Structuring phase.

Preconditions

- The Project Brief document has been approved.
- The required resources are available to carry out the feasibility investigation.
- The business has sufficient resources available to help shape the project.

Deliverables

- Feasibility Study Outline Business Case Outline Solution & Planning

Observations

The Feasibility Study phase produces as its output the information that will enable an early 'go / no-go' decision from the Project Sponsor.



Project Structuring Phase

Introduction

The Project Structuring phase is aimed at a solid structural framework for the project. Design activity is limited so that it does not restrict the way the solution evolves, but still illustrates how it will meet the needs of the business.

Objectives

- To baseline the high level requirements for the project and describe their priority
- To describe the business processes to be supported by the proposed solution (where appropriate).
- To identify information used, created and updated by the proposed solution.
- To describe the strategies for all aspects of solution deployment.
- To detail the Business Case for the project.
- To start outlining a high-level solution architecture and identifying the components of the solution.
- To define implementation and quality standards.
- To baseline a schedule for development and deployment

Preconditions

- The Feasibility Study document has been Approved.

Deliverables

- Prioritized Requirements List
- Business Scope
- Business Testing Strategy
- Business Case
- Solution Architecture Definition
- Technical Implementation Standards (optional)
- Technical Testing Strategy
- Solution Prototype (optional)
- Management Foundations, including:
 - Management Plan
 - Delivery Plan
 - Operational Readiness Checklist
 - Risk Log

Observations

Frequent input will be required from the business during the Project Structuring phase. All necessary business representatives must be identified early and their level of involvement agreed and committed to.



Design Phase

Introduction

The purpose of the Design phase is to identify and clarify detailed business requirements and translate them into a workable solution. Often a preliminary solution is created during Design, which is not expected to be production-grade but to demonstrate the solution's viability. Outputs of Design are refined during the Development phase.

Objectives

- To provide detailed requirements for the evolving solution.
- To create the first steps toward a functional solution that is viable for the business.
- To give the wider organization an early view of the solution.

Preconditions

- The Project Structuring outputs have been signed-off.
- The relevant environments are in place to support the evolution of the solution.
- All required project personnel and Stakeholders are 'on-board' as required.

Deliverables

- Business Analysis Outputs
- Testing Plan
- Evolving Solution
- Phase Activity Plan
- Deployment Plan
- Change & Risk Log
- Status Reporting

Development Phase

Introduction

The Development phase is used to evolve the outputs created during Design into a full production-grade product that will deliver on the business requirements.

Objectives

- To refine the Design phase outputs, and any incremental solution created at that stage into a performant solution.
- To expand and refine any artefacts required to successfully operate and maintain the 'live' solution.

Preconditions

- The outputs from the Design phase have been approved. Any preliminary solution created is in line with the vision for the final business solution.
- The physical and, where appropriate, technical environments are in place and adequately set up to support the development.

Deliverables

Refinement of:

- Business Analysis Model
- Business Testing Suite
- Design Model
- Evolving Solution
- Technical Testing Suite
- Deployment Plan
- Deployable Solution



Deployment Phase

Introduction

The primary purpose of the Deployment phase is on getting the solution into a 'live' environment. The number of passes through the Deployment phase will depend on whether it is sensible and feasible for the business to accept an incremental delivery of the overall solution.

Objectives

- To confirm the performance and viability of the project and re-plan as required.
- To deploy the solution into the live environment.
- Where applicable, to train the end users of the solution.
- To train operations and support staff who will support and operate the solution.
- To assess whether the deployed solution is likely to enable the delivery of intended benefits.
- After the final deployment:
 - To formally bring the project to a close.
 - To review overall project performance from a technical and/or process perspective.
 - To review overall project performance from a business perspective.

Post-Project Review

Introduction

The Post-Project Review phase takes place after the last planned deployment of the solution. Its purpose is to reflect on the performance of the project in terms of business value added. This assessment should start as soon as the value can be measured.

Objectives

- To assess whether the originally envisioned benefits have in fact been achieved through use of the Deployed Solution.

Preconditions

- The solution has been successfully deployed.

Deliverables

- Deployed Solution
- Trained Users
- Refinement of:
 - Business User Documents
 - Documentation
 - Support Documentation
- Project Review Report, Including:
 - Increment Review
 - Operational Readiness Plan
 - End of Project Review

Deliverables

- Project Review Report
- Lessons Learned Report

Observations

In many cases, the project will have been closed prior to the start of the Post-Project phase. In some projects where the overall solution is delivered incrementally, it is often appropriate to start the benefits realization process before the final deployment. Under such circumstances it may be appropriate to feed any proposals for change or enhancement back into the ongoing project.

Roles

A Brief Summary of typical Roles & Responsibilities on an **ice** Project.



Business Sponsor

The Sponsor is the senior, usually C-Level, Business representative who champions the project, the project team, and the overall project approach. The Sponsor will be responsible for removing and organizational 'roadblocks', dealing with other members of Senior Management where appropriate. Where issue arise requiring escalation at a high level in the organization, these are channeled through the Sponsor.

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Business Owner

This is a business role requiring active day-to-day involvement. The Business Owner is responsible at the 'executive' level for ensuring that the required benefits from the project are correctly translated through requirements design, and build into the delivered solution.

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Project Manager

The Project Manager is responsible for across-the-board delivery of the solution. The Project Manager has day-to-day responsibility for managing the project team, and for ensuring that all necessary resources are delivered to the team to enable the delivery. The Project Manager is the day-to-day owner of the overall plan, and reporting structure.

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Project Architect

The Project Architect is a senior technical role, responsible for providing 'design authority' input to the project, arbitration on matters concerning the enterprise technical architecture,, and ensuring that members of the Development team are converging on a suitable solution.

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Development Team Leader

Reporting to the Project Manager, this role ensures that the Development Team functions as a single unit and delivers according to the design and planning that the project requires as a whole.

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Business Representative

This is a business role although it is located inside the Development Team. The Business Representative is normally a subject matter expert from the business function that the project is serving, and provides valuable guidance on business process, and working procedures, as an input into the design.

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Business Analyst

The Business Analyst bridges the between the business and technical worlds. The Business Analyst is responsible for accurate and timely analysis of requirements, and is expected to follow the development process to ensure that the originally envisioned solution will be fit for purpose.

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System Developer

The System Developer accepts business requirements and translates them into a technical design that will lead to a correct solution.

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Tester

The Tester works hand-in-hand with the Development Team and assists in test planning, definition, and in performance of testing activity.

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Ad Hoc Roles

From time to time, the project may require the advice or services of external specialists from other business disciplines. These roles will depend in large part on the nature of each project,; however they will report to the Project Manager or to the Development Team Leader.



In Summary

There is clearly a very strong correlation between all 3 elements **ice** on almost every project that we have participated in. Success in one element is no guarantee that a project will end successfully; whereas failure in one area is almost certain to result in project failure.

Our success, and that of our customers lies in understanding that correlation in terms of a set of quantifiable relationships.

What can be measured, also can be managed...as the saying goes. By taking a rigorous, yet still flexible approach to client projects, Emeldi is able to deliver success, time after time.

ice provides us with a straightforward, easy-to-communicate template for success, and we look forward to sharing it with you. It cools the "hot-spots", increases communication, and positively addresses project risk.

Try some **ice** in your next project!

The Emeldi Team.

ABOUT

Emeldi Group

The Emeldi Group is a specialist provider of value-added Business and IT Consulting services as well Integrated Software Products to the Communications & Media Sectors, with offices in London, UK, and Prague, Czech Republic. The group comprises 3 distinct companies, each one offering a high level of synergy with the others, and all dedicated to enhancing and developing the Emeldi Brand and the experience of our customers.

Business Areas

We are especially active in the Communications & Media sectors, while we also have clients from other industries. All our clients tend to be users of leading-edge, total-integration solutions, and consulting services, of which Emeldi is a specialist provider.

Further Information

For further information, browse, or contact us through our website:
www.emeldi.com



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