Case studies on motivating agencies to change business practices to avoid system customization.
What is a customization?

- Individualization
- Tailoring
- Core code changes or custom modules
Why would an organization need a customization?

- Special rules or policies
- Not using “best” (optimal) practices
- Not using industry-designed software
Why are customizations a problem?

Approximately 75% of ERP projects go over budget.

Approximately 65% of budget overruns are due to unanticipated system customization.
Why are customizations a problem?

Organizations believe it’s too late to redesign processes during implementation.
How can organizations identify & eliminate customization?

- Careful requirements gathering
How can organizations identify & eliminate customization?

☑️ Include end-users early
How can organizations identify & eliminate customization?

Understand where best-of-breed (BoB) fits into these discussions
How can organizations identify & eliminate customization?

Organizational change management
Case Study

• Established a strong governance
• Documented business process and streamlined using a lean approach
• Identified policy changes necessary to implement proposed future state processes
• Determined if any changes could begin prior to software implementation
• Used critical processes in vendor demos
• Began OCM with business process review sessions
I’ve already started...is it too late?

Add process review/update to the project plan

Ask for software-specific recommendations

NO!
Case Study

- Established strong governance
- Included business process review (current state and future state) into the project schedule
- Scheduled time to review and update policies related to process streamlining and OCM planning
It’s over. Am I done?

Review *existing processes*

Ask for *software-specific recommendations*
Case Study

- Created strong governance to lead to less modification
- Increased use of delivered software capabilities
- Reviewed justifications for best-of-breed
Speakers

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Thank you