

Defining an implementation project for a cloud based enterprise POS system

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Tietojenkäsittelyn Koulutusohjelma

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<p>Raportin nimi Pilvipalveluna tuotetun kassajärjestelmän käyttöönottoprojektin määrittäminen ketjuasiakkaalle.</p>	<p>Sivu- ja liitesivumäärä 35 + 19</p>
<p>Ohjaaja Irene Vilpponen</p>	
<p>Tämän työn tarkoitus on tuottaa projektisuunnitelma ravintolaketjun kassajärjestelmän käyttöönottoprojektia varten. Kassajärjestelmä on nimeltään Symphony ja se on pilvipalveluna tuotettu.</p> <p>Työssä esitellään pilvipalveluiden teoriaa, keskittyen sen yleisimpään muotoon ”Software as a Service:n” (SaaS). SaaS mallista esitellään SWOT analyysi niin toimittajan kuin asiakkaan näkökulmasta. Lisäksi työssä esitellään hyvän käyttöönottoprojektin teoriaa. Osuudessa käydään läpi asiat kuten vaiheistus, raportointi, rajaaminen, riskien hallinta jne. Symphonystä esitellään sen tärkeimmät ominaisuudet sekä arkkitehtuuria.</p> <p>Työn toisessa osassa laaditaan projekti suunnitelma käyttöönottoprojektia varten. Projekti alkaa käynnistys ja suunnittelu vaiheilla, joissa projektin rajaukset, aikataulutus ja resursointi suoritetaan. Suoritus vaiheessa rakennetaan testijärjestelmä ja asiakas suorittaa hyväksymistestauksen. Vaiheeseen kuuluu myös koulutuksia. Pilotointi ja levitys vaiheissa käydään läpi Symphonyn asennus ja sen vaiheistus. Projektin päättämisvaiheessa tehdään viimeiset tarkistukset ennen kuin sovellus siirtyy ylläpidon ja asiakastuen piiriin. Lisäksi projektiin sisältyy liitteet joista löytyy projektin tehtävälisteraus sekä gantt kaavio.</p> <p>Käyttöönottoprojekti ei ole koskaan yksinkertainen, on sitten kyseessä pilvipalvelu tai ei. Pilvipalvelu tuo mukanaan monia mahdollisuuksia esimerkiksi keskitetyn ylläpidon ja vähentyneiden laitetarpeiden muodossa. Projektin onnistumiselle on kuitenkin keskeistä hyvin tehty suunnitteluvaihe, sekä toimittajan ja asiakkaan välinen hyvä kommunikaatio ja sitoutuminen yhteisiin tavoitteisiin.</p>	
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<p>The purpose of this study was to create a template project plan to help defining an implementation project for a cloud- based enterprise POS (point of sale) system called Symphony.</p> <p>The study presents the theory of cloud computing and especially its most common part SaaS (Software as a Service). A SWOT analysis of SaaS solutions is presented from the point of view of the service provider as well as the customer. In addition, the study includes theory behind a successful implementation project, covering topics such as project phasing, reporting, scoping, risks etc. Finally the Symphony solution is presented including its key features and architecture.</p> <p>The second part of the study is a template project plan. The project plan starts with the project initiation and planning where the project scope and business case along with budget and schedules are compiled. The execution phase describes the tasks during the system build and testing including training sessions. The piloting and rollout phase give an overview of the efficiency of the installation. Finally the project closing phase covers the topics that need to be addressed before the project can be closed and the solution handed over to support. The appendices include a project task breakdown and a gantt chart illustrating the scheduling and dependencies of the tasks.</p> <p>Implementing a large enterprise solution, cloud based or not, is always a complicated task. When the solution is cloud- based, it does give great advantages in the centralized management it offers. Also the lack of on-premise servers makes the installation much faster and efficient. The project definition is a crucial part of succeeding in the implementation and thus should be carefully planned. Good communication between the customer and the service provider is also a key to making a solid plan and committing to mutual goals.</p>	
<p>Key words: Cloud computing, SaaS, POS, Implementation, Project</p>	

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1 Introduction

I am working for Micros Fidelio Finland Oy. The company (Micros Inc.) is the world leading software provider for the hospitality industry. In my current position I am working as Service Delivery Manager for two named accounts and also as an application specialist with the restaurant software. Micros is starting the sales of new POS (Point of Sale) product called “Symphony” in the Finnish subsidiary. The current “flagship” product (RES 3700) has entered a maintenance mode, which means no new features will be developed but the product will be supported for several years to come. As the current solution RES 3700 is a traditional “on-premise” installation but Symphony is a true Software as a Service (SaaS) solution, the processes for implementing such solutions vary. Now is the time to start preparing the organization and the key processes, to be ready for future implementations of Symphony.

When starting to sell and implement a new product, there are several things to take into account. For example one must decide on the sales strategy, pricing, marketing, staff needs to be trained, ordering and other support processes need to be defined. The list is virtually endless. This study will look at the challenges for the organization in terms of technical and operational implementation of the solution. This means defining the project to get the solution set up according to customer needs, including things such as setting up test lab, defining interfaces, piloting, user training and finally implementing and rolling out the solution to end users.

The goal of this study is to create a “template” project plan, to help in planning for a Symphony implementation to a large enterprise customer. The template can serve as guide in future projects and also help in distinguishing differences between implementing an on-premise solution as opposed to a cloud based solution. The template could potentially help micros to achieve a more standardized way of delivering such projects in the future. Often the implementation projects are more complex and include several other modules besides Symphony, but in this study I am concentrating solely on the implementation of Symphony.

The first part will guide the reader through basic principles of cloud computing and especially SaaS (Software as a Service). The part will contain a SWOT analysis on SaaS, from the perspective of the service provider as well as the customer. Then the study will look at the theory behind a successful implementation project, including project scoping, phases and scheduling of the project, risk and change management and communication plans.

Next part contains an introduction of Micros Inc. and Micros Fidelio Finland, the organization, products and services. I will also give the reader an overview on the Symphony solution and an introduction to SOA (Service Oriented Architecture) which Symphony utilizes.

Finally the study will include a “template” project, in which all necessary steps for executing a successful implementation project of Symphony will be listed along with timelines and tasks. The project will include two appendixes: a gantt chart and a breakdown of tasks required in the different phases of the project.

Terminology

SaaS	Software as a Service
POS	Point of Sale
SLA	Service level agreement
SOA	Service oriented architecture
XML	Extensible Markup Language
XAML	Extensible Application Markup Language

2 Cloud computing

There has been a big buzz in the media about cloud computing for several years now. But what in fact is considered cloud computing? Cloud computing offers IT recourses to customers via internet without customer having to know where the recourses are and not having to worry for the maintenance or reliability of the system. These recourses can be i.e. storage space, computing recourses, applications or services. There are a lot of different definitions of cloud computing around, but there is not one generally accepted, e.g. consultant company Accenture defines it as *providing IT-recourses, such as software, hardware or services, dynamically to customers via internet* (Salo 2010).

Berkeley university divides Cloud computing to two parts in their publication “Above the Clouds: A Berkeley View of Cloud Computing”. They state that cloud computing refers to “both the applications delivered as services over the Internet and the hardware and systems software in the datacenters that provide those services” (Ambrust&Co, 2009). In addition to the general definitions, the National Institute of Standards and Technology lists five main characteristics of Cloud computing:

- Uses self service model.
- Can be accessed via several different clients.
- Utilizes joint use of recourses.
- Has fast flexibility.
- Provides accurate measurement of usage.

(Salo 2010.)

In general, cloud computing is not only a technological change but also a change in the business thinking. In the best scenario the cloud computing can offer the customer cost savings, change of the cost structure, improved flexibility and the possibility to plan the business processes to improve efficiency and productivity. This is because it can free a company of all IT-investments and transform the costs structure to be more based on the actual usage of the various systems. (Salo 2010.)

The competition among the cloud service providers is getting more and more intense. Almost all of the big players such as Google, Amazon, Microsoft, Apple etc. have their own products in this area and also smaller companies are moving to the market. The industry is growing fast and the future will tell how far it can grow. (Salo 2010.)

Cloud computing is commonly divided into three different types:

- Software as a Service (SaaS).
- Platform as a Service (PaaS).
- Infrastructure as a Service (IaaS).

(Salo 2010.)

SaaS is the most common of these three. International Data Corporation (IDC) predicts that in 2013 the cloud computing market will be worth 44,2 billion \$ and it'll be divided between the models as follows: (Salo 2010.)

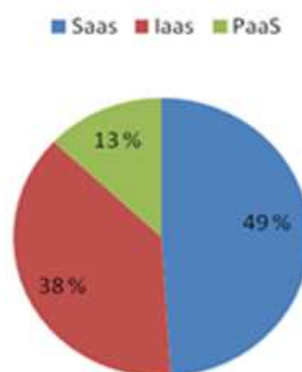


Figure 1. Cloud computing market shares (Salo 2010)

2.1 Software as a Service (SaaS)

SaaS means that the service provider is in charge of owning, installing, maintaining and updating the software and offers it to the customers based on the customer's needs. In other words the customer only pays e.g. a starting fee or for the usage of the service as opposed to the traditional license fee. The fee might be based on the usage time, number of users or number of clients. This model enables the customer to free its recours-

es to more productive tasks not having to worry for the maintenance and updates of the software. The model also reduces the amount of capita the company has tied up in the hardware. (Salo 2010.)

For the service provider, SaaS also offers several benefits. For instance the support for the software is more simple when the all the customers are running the same version of the software and the provider can concentrate more on further developing the software. Also, when the software is used by a lot of customers, the service provider has the benefits of multitenancy. Multitenancy means several users using the same resources simultaneously and in this scenario, it is easier for the service provider to ensure efficient use of resources. (Salo 2010.)

As with all new software, especially when used by companies, they are required to be reliable, have good performance and an intuitive user interface. Service cannot have downtime and it should be able to adapt to the various needs of the business and scale to meet the suddenly changing needs.

2.2 SaaS for the Customer

Software as a service offers a lot of benefits for the customer but there are also limitations. In this chapter, I'm looking at what are the biggest Strengths, Weaknesses, Opportunities and Threats of SaaS in the perspective of the customer.

<p><u>Strengths</u></p> <ul style="list-style-type: none"> Less need for <u>inhouse</u> IT High availability anywhere Low activation cost Fast implementation Low risk of purchasing Easy upgrades Possible better technical security 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> Less control Non-tailored application High dependency on the service provider Standardized contracts No offline usage
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> More options More focus on the core business Cost savings Low risk testing Self-service model High cost-value ratio 	<p><u>Threats</u></p> <ul style="list-style-type: none"> Integrations to existing systems Trust in provider and security Legal restrictions Changes in the service or availability Lack of local support

Figure 2. SaaS SWOT analysis for the customer (Järvi, Karttunen, Mäkilä & Ipatti 2011)

For the customer, there are several **strengths** in using a SaaS solution. Usually it reduces the need for inhouse IT, as the service provider will take care of hosting the solution, as well as upgrades, security etc. SaaS is also a high availability solution and it is usually accessed via internet and as such, it can be accessed virtually anywhere. The risk in purchasing is always fairly small as traditionally SaaS is charged based on usage. When the customer wants to try out a solution, the costs in the beginning are usually small, and the lack of on-premise servers, makes the implementation quicker. Additionally, as the service provider needs to provide the security of the solution, it can be much better than when it is done by the customer. (Järvi & Co. 2011, 12.)

There are also **weaknesses** for the customer. These can be often seen as lessened control over the solution, as well as the difficulties in tailoring the application. The reason for these is that with SaaS the provider wants to offer the same solution to all customers and thus maintain the benefits it offers. These benefits will be covered in detail in

the following chapter. One weakness in SaaS for the customer is the high dependency on the service provider. If the provider suddenly decides to go out of business and do something else, there is little the customer can do. If the service is sold with minimal human interaction, there are usually no possibilities for customer specific contracts. Also in some cases the solution can be dependent on the internet connection and might not offer any offline functionalities. (Järvi & Co. 2011, 12.)

The SaaS model offer several **opportunities** for the customers. The SaaS model usually reduces the costs for the service because the provider can share the resources between several customers. This in turn lowers the price of the services and fills the market with wider range of options. The SaaS model also gives the customer a better opportunity to focus on their core business. This is because the service provider takes care of the IT needed to operate the solution, thus freeing the customers' resources for core business activities. Testing of different solutions is very easy for the customer. Usually SaaS applications can be tried out for free. Even if there is no free try out period, the low starting cost makes testing risk free. As time is virtually the only thing the customer can lose. (Järvi & Co. 2011, 13.)

There are **threats** in using SaaS solutions also. Integrations to customers existing systems can be difficult of even impossible. SaaS providers rarely provide integration services, and the knowhow needs to be in-house or bought from a third party. The reliability of the provider is crucial when selecting a service provider. All data, services and security will be trusted in the hands of the provider. Legal restrictions might also create threats. Sometimes e.g. because of physical data storage location, the service cannot be used due legal restrictions. Changes in the service or availability must also been taken into account. Provider might develop the service to be less suited for an individual customer, or in worst case scenario end the service all together. In these cases, the customer is forced to look for alternative options. The lack of local support might also be an issue if the self-service model gets too profitable for the provider. (Järvi & Co. 2011, 13.)

2.3 SaaS for the provider

SaaS model is not purely win-win proposition. There are weaknesses, strengths, opportunities and threats for the provider compared to an on-premise application. Some of the strengths the customer experiences are weaknesses in the perspective of the provider. (Järvi & Co. 2011.)

<p><u>Strengths</u></p> <ul style="list-style-type: none">A wider range of potential customersLow costs for individual customerDirect contact to customersSimple version managementSimple development processQuick selling	<p><u>Weaknesses</u></p> <ul style="list-style-type: none">Flow of incomeGlobal competitionHigh costs with bringing of customers, compared with sales priceWeaker locking of the customer
<p><u>Opportunities</u></p> <ul style="list-style-type: none">Scalable business modelPossibilities for internal viral-effectQuick entry to global marketsPossibility to start with minimal risksCost savings in developmentFaster feedback-cycleActive use of user communities	<p><u>Threats</u></p> <ul style="list-style-type: none">Customers' fears regarding data securityQuick copying of the serviceCustomer value diminishesMoving into unknown territoriesDifferences in the development

Figure 3. SaaS SWOT for the service provider (Järvi & Co. 2011)

The **Strengths** of SaaS for the provider are evident. When advantages, such as reduced costs, ease of use and lesser need for IT knowledge, are introduced to customers, the range of potential customers widens. When all the customers are in fact using the same instance of the application, the costs for an individual customer are reduced greatly. New customers can implement the solution automatically. The SaaS based solution also enables direct contact to customers. There are typically no “middle mans” between the provider and the customer. This enables fast cycles of feedback and development and gives a possibility to build CRM tools directly in the software. For the provider, SaaS also offers benefits in version management as well as development.

When dealing with an on-premise software, the multiple versions and customer specific customizations cause a significant increase in support and maintenance. In SaaS this is not the case as there is only one instance of the application running, and usually very little if any customizations. Again, as there is only one instance of the application, this makes the development process very streamlined: e.g. there is no need to worry about incompatibility and quick fixes can be rapidly implemented. Finally SaaS offers the possibility for quicker sales. Or even if the sales and marketing processes were slow, the actual purchasing and implementation can be automatized and quick. (Järvi & Co. 2011, 14.)

The service provider needs to think carefully when the SaaS model should be applied, as there are **weaknesses** as well. The scalable pricing can cause problems for the provider. The profits do not start from day one, but are realized usually much later. And this is true only if the customer can be maintained. The easy selling of SaaS mean that the providers are facing global competition. When the applications are sold mostly on the web, there really no advantage of being geographically close to the customer. The competition is severe and it keeps the standard of quality high and prices low. The completion, especially with freemium, keeps prices low. This means that if the provider has costs with employees doing sales, the provider often can make ends meet only months after the sale took place. When the pricing is based on the usage, the CAC is high and customer relationships tend to be short, the provider faces serious problems. The easier it is for the customer to change the provider, the more likely it is for the provider to lose the customers. (Järvi & Co. 2011, 14.)

The SaaS model offers also many **opportunities**. The business model is very scalable and thus can be expanded very rapidly. Sales is the biggest bottleneck, but the multi-user application which is easy to use and adapt, can be easily spread out virally. SaaS offers a quick entry to global markets. Once an application is available in the web, it is basically global, just as long as marketing is sufficient. Growth can be in best cases really explosive. Excluding salaries, starting up a SaaS-business has very little costs. Only after the customers start coming in and the marketing is initiated, the costs start rising. Therefore SaaS is a good option for many startup companies. There are significant cost

savings in development and maintenance. When development is focused on one multi-tenant application instance, as opposed to several individual ones, the application development and maintenance is very cost efficient. Possibility for fast updates combined with the direct customer contacts, enables quick feedback on new features and thus creates an opportunity for agile development. There is an opportunity in the active user communities too. Presence in the web creates a natural way of integrating the user community directly with the service. (Järvi & Co. 2011, 15.)

The **threats** are in many instances also present. One of the most significant ones, is the customers fear regarding data security. Will the customers have enough faith with the provider to let them handle the business critical data? The threat of SaaS-business also is heavily competitive and global. Often the newly created service can be copied quickly and set up with less costs than original. The customer value might also diminish. This is problematic especially when a provider is trying to transform a current product into a SaaS-model. SaaS-model calls for a new way of thinking. Providers used to working with on-premise products might have difficulties creating new processes to suit the world of SaaS. Reaching large numbers of customers with low prices is very different from landing big deals with large customers. The different development processes can present challenges too. Even though the technical differences between on-premise and SaaS are not huge, they still exist. For instance, optimizing the cloud-infrastructure can be a new area even for an experienced team of on-premise software developers. (Järvi & Co. 2011, 15.)

2.4 Three types of SaaS

Järvi & Co. in their book “SaaS käsikirja 2011”, divide the SaaS market into three different types. The types are so called arch types, and in reality most SaaS providers are mixing the different models, and applying the best suited parts of each into their own business. The three types are called “Self service-SaaS”, “Sales-SaaS” and “Enterprise-SaaS”.

The first model “Self service-SaaS”, is typically a high volume and low price business. Usually this model arises, when the service creates fairly low value to the customer and the market is easy to access by different operators. This causes low prices and heavy competition. For the self service model to work, the application needs to be very easy to buy, start using and risk free. Also the value for the customer needs to be evident. The product is always fully standardized and the sales- and support processes are usually fully automated. Dropbox is a good example of such a service. (Järvi & Co. 2011, 21.)

Self service cannot be used for several reasons, and usually the reasons all occur simultaneously. The reasons include that the product is more complicated and might call for some user training, customer value might vary between different customers and might not be easily understood. For the customer this means that the purchase and the implementation need to be planned and executed properly. Higher price of the product increases the risks related to the purchase and it cannot be done via a self service web site. Customer usually wants to have a personal relationship with the provider. In Sales-SaaS, there is usually also need for contractual agreements, Service Level Agreement (SLA), invoicing procedures, support needs etc. This makes the purchasing more complex and adds need for active sales. On the other hand, the higher price also justifies the extra costs generated by the sales. Product is usually non-trivial, and its use requires trust in the provider and continuation of the product. Support and implementation services are often provided. (Järvi & Co. 2011, 21.)

Enterprise SaaS is no longer the essence of SaaS. It usually leads to a situation, where the usual benefits of SaaS are no longer achieved, such as slow increase of costs during growth of customer base and fast selling and implementation. However, the flexibility and efficiency of providing the service and the ease maintenance and development remain. Product is usually business critical to the customer and it is used in an environment dedicated only to one particular customer. Several integrations to third party systems are common. Sales process is closer to the traditional application sales and it's commonly targeted to specific customers and supported by marketing. SaaS provider almost always provides services such as support, training, consultation, integrations etc. either by themselves or via a third party partner. (Järvi & Co. 2011, 21.)

3 Implementation project

Implementation of new system is always based on the decisions a company has made to change a part of its operations and the system related to it. Implementation includes all phases that need to be done before an application is moved to production. Sometimes implementation also includes support for some period after going live with the system. (Stadia 2004, 10.)

One of the biggest advantages of SaaS is the quick implementation. At best, the implementation can be done within hours if the application is directly suited to a specific need of a person or a business unit. At the other end of the spectrum, an implementation of an enterprise application for an international organization might take over a year. Whether the implementation is fast or slow, there is always a need for an implementation project. The project itself will include similar parts as an on-premise application implementation, such as data migration, configuration, integrations, training and consultation. (Järvi & Co. 2011, 102.)

Implementation project needs to be always defined carefully and it needs to include a start and an end. The implementation itself can be done simultaneously throughout the organization or it can be used simultaneously with the old system. Usually the project is divided in phases where one unit pilots the system, before the rollout of the system. (Stadia 2004, 9.)

3.1 Defining a project

Any implementation will start with defining a project. Three aspects are crucial to all projects: schedule, resources and output. Project must be defined including all of these aspects: when will the project start and end, what resources are available and what will be the desired output? When planning for the resources, one needs to think about other resources besides money and human resources as well, such as tools, premises and equipment. (Salonen 2000, 15.)

Steering group and project manager

Every project needs a steering group. Steering groups' duty is to make the vital decisions regarding the project, define the goals and appoint a project manager. Steering group does not participate in the actual project work, but will help with planning and technical issues if needed. Usually the steering group includes 3-6 persons, who are representing the interests of different stakeholders in the project. (Stadia 2004, 21.)

Selecting and appointing a project manager is an important part of the project. The project manager needs to be able to understand the different parts of the project, also technically and be able to communicate with all stakeholders. Project manager is always a part of the steering group. It is the duty of the project managers, to create the agenda for the meetings and bring in the items that the group needs to decide upon. (Stadia 2004, 21.)

Milestones

Milestones are a crucial part of managing a projects lifecycle. In order for the project to be successful, the milestones and the goals attached to them must be carefully defined by the steering group and the project manager. Milestones ensure that a new phase in the project will not be started until the previous one is completed. Milestones are designed to help the project proceed in a flexible way and to achieve the goals of project faster, more efficiently and with fewer costs. (Forsberg, Mooz, Cotterman 2003, 148.)

The number of milestones does not need to be predefined too strictly, because if the project stays creative, it will bring benefits to the outcome. Also against common believes, strict control in a project does not make the project less creative, although it will create an increased need of recourses. Too few milestones will make the project hard to manage, where as too many milestones will make it too expensive. A good rule is that once 20 percent of projects recourses are used, the outcome should be reviewed. if at this point, the goal seems unattainable, the project should be cancelled and the recourses used in other projects. (Forsberg & Co. 2003, 148.)

Risk management

Risk management and preparing for risks is an essential part of all projects. It is by no means a negative thing, but rather a way to prepare better for the obstacles ahead. Defining the risks isn't actually very difficult as usually the projects are alike and history has a habit of repeating itself. Looking back on past projects and previously made mistakes, is a good way to think about the challenges and risks of a project. One way of categorizing possible risks is to divide them into

- technical risks
- scheduling risks
- commercial risks
- organization, human resources, information delivery
- outsourcing, vendors
- customer related risks
- environmental risks
- contractual risks
- product responsibility risks
- risks related to destination country when implementing in a foreign country.

(Pelin 1996, 258.)

Risk management is not done because of lack of trust in project team. Some risks are bound to materialize during the project and as such, proactive risk management is way for project management to keep the core business uninterrupted during the project. Risk managements essential goal is to provide support for the project team during the project. When risk management is implemented successfully, it ensures that the project can continue even if risks are materialized. (Stadia 2004, 32.)

When a company is purchasing a new IT-solution, often it is a big investment. It is essential to think about the changes the new solution will bring to the whole company. For example, sometimes the solution might bring significant benefits to one part of the company, while at same time creating huge amounts of work and needs for extra re-

courses at another part. Also, the financial benefits of the system can be difficult to define exactly. This is because when weighing the benefits, one has to account for many “irrationally” changing details. E.g. it is very difficult to estimate the number of hours personnel will have to use to get familiar with the new system in a way that using it becomes a routine. (Stadia 2004, 32.)

3.2 Executing an implementation project

When working in project, good planning is one of the most important things. In the beginning of the project, the project manager writes a project plan, which needs to be accepted by the steering group. The idea of the plan is to describe the execution of the project. In an implementation project it is essential to understand what modules and features the system must have, for it to fulfill the needs of the customer. (Stadia 2004, 33.)

Because implementation of a new system is often a long process, the plan needs to be realistic, but not too specific. In a long project the whole lifecycle of the project is unknown in the beginning and there are usually changes along the way. As such, it is very important that the project plan gets updated during the project when needed. (Stadia 2004, 33.)

Project plan

Project plan is the most important document of the project and it should always contain as a bare minimum the goal of the project, organization, phasing, resources and schedule. Section defining the resources of the project should contain the budget of the project as well as the human and equipment resources that are available. Schedule outlines the frame of the project and the time available for individual phases. Schedule should also account for the time needed for project follow-up i.e. milestones. This is where the steering group of the project verifies whether the sub goals have been met or not and if there is a need to make adjustments in the project plan. (Stadia 2004, 33.)

In addition to the above, the project plan should also contain sections defining the change management process and risks. Project plan can be drafted in many different formats and there are various different tools available designed to make the task easier. (Stadia 2004, 33.)

The body of the project plan can be e.g. as follows:

1. Defining the project.
 - background
 - goals
 - scope
2. phasing
3. schedule
 - milestones
4. resources
 - human resources
 - budget
5. organization
6. change management
7. risk management

(Stadia 2004, 34.)

Project Scope

Scope is an essential part of the project plan. It defines what the project is supposed to achieve and what not. It usually includes also the sub goals and possible future goals.

When the project is first started, often the organization does not have a clear understanding on what the solution should cover, to fully meet the requirements and serve the organizations needs. During the scoping phase, the goal is to understand these needs and to define what functionalities the solution should have. It is essential to really create a mutual understanding on this as it has a huge effect on the resources and

time needed. Poor project scoping is one of the most common reasons of failure. (Ris-
sanen 2002, 123.)

Project phasing

In order to achieve the goals of the project, it is important to focus on the important parts of the project. Focusing will be easier, when the phases of the project are well defined. In the picture below, is an example of the phasing. (Stadia 2004, 35.)

Project Phasing

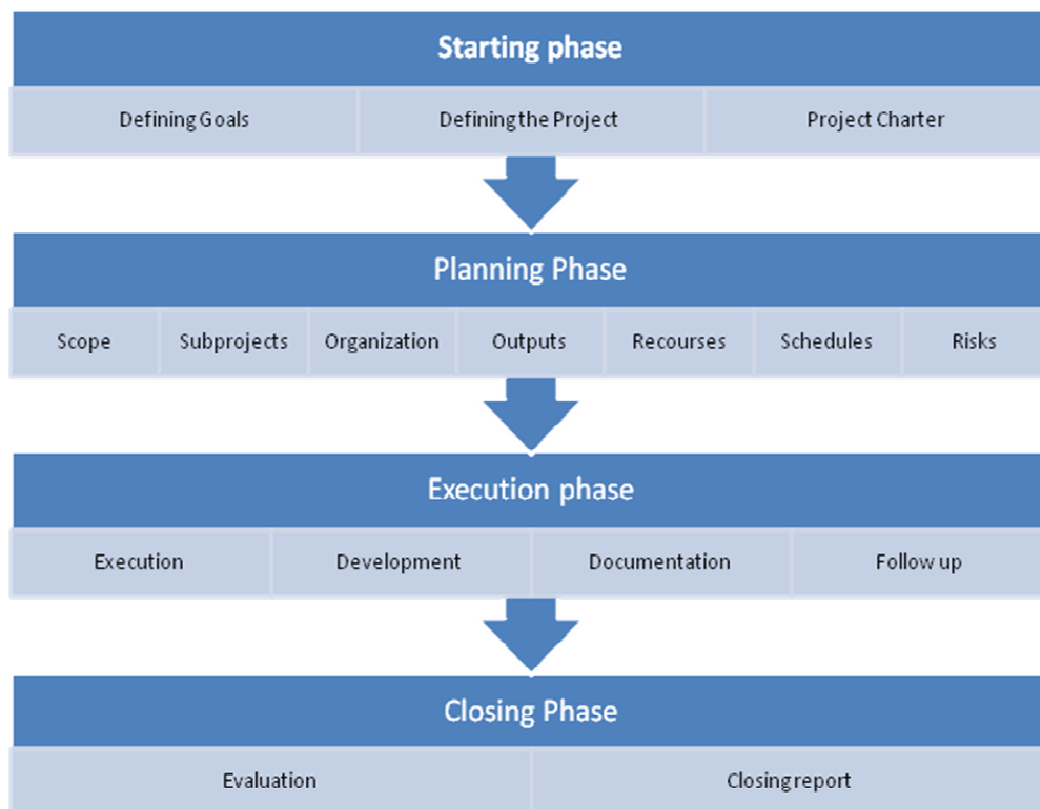


Figure 4. Project phasing (Stadia 2004)

Implementation project consists of several different phases, and each phase should have intermediate goals. When planning for the phases, the main goal of the project needs to be set first. Then the project will be dealt into smaller parts (phases). In order

to break down the project to really small parts, the details must be well known. The intermediate goals (milestones) will help the quality assurance and make it easier to keep the project within the set schedules and recourses. (Stadia 2004, 35.)

There are several different models of phasing. Typically, an implementation project can be dealt into seven different parts.

Feasibility study is a phase where a business case is created. The goal is to determine whether the solution will fit the purpose and whether the purchase is financially sensible. This part will also create a frame for the schedule, recourses and the cost for the project.

Feature requirements phase is where the functional, technical and other requirements are defined and verified.

Planning phase is where the plan for the building and implementing the system is made.

Execution phase includes the actual work, including development, building the database, setting up demo and pilot systems etc.

Testing phase is during which the testing plan is made, system is fully tested and reported.

Go-live phase is where the system is installed to live environment and end users are trained.

Support phase is where the live system is supported and possible defects and bugs are fixed.

(Haikala, Marijärvi 1998.)

Output

The implementation and the output of the project need to be planned carefully before the project is started. This needs to be done together with the service provider and the customer in a way where the responsibilities and expectations for each party are clearly stated and understood. All the different phases with milestones need to be defined, preferably in a contract, in order to avoid misunderstandings. The outputs of the project need to be described also in the project plan, including the milestones. (Stadia 2004, 40.)

Schedule

Planning for an efficient schedule does not ensure that the project will be completed in due time. It does however create a good chance for it to do so. One of the key elements in good schedule planning is that it is easy to use and maintain. The schedule needs to be also realistic and reliable. When the schedule is created, the whole project team should be involved. This will ensure the groups commitment to the project and the schedule. (Pelin 1996, 133-135.)

It is recommended to use some standard tool in scheduling of the project. This enables everyone to follow up on the progress, as well as helps new members to join the group in the middle of the project. Additionally it will help in recognizing possible delays and other exceptions in the plan. The tool should also be easily used in creating material for the documentation of the project. (Niemi 1993, 80.)

When the project is started, milestones should be defined for the project. Milestones represent the completion of subprojects or bigger tasks in the project. Even though the project needs constant follow up, upon reaching the milestones the project steering group will gather for a meeting to verify that the project is proceeding as planned. In these meetings changes to the scheduling, recourses or the goals of the project can be made if necessary. The planning for the following phase should be completed at latest

at this time. The milestones should not be scheduled more than two months apart. (Niemi 1993, 58-59.)

A Gantt chart is often created to represent the scheduling of the project in a visual way. Gantt chart is very easy to read and understand and it provides a high level view of the schedule of the project. Gantt chart does not however display the dependencies between different phases of the project, and as such it is not the best tool for detailed planning of the project. It does have the benefit of giving a good overview of the tasks and overall schedule of the project. (Niemi 1993, 56.)

Resources

When planning for an implementation project, it is important to take into account all needed and available resources. Even though a supplier is used, the customer needs to invest in resources as well. Thus the total costs of the project cannot be counted just by adding up the price of the application and hardware. (Stadia 2004, 45.)

Some of the resources can be replaced with other resources. E.g. if a small amount of time is available for a project, it can be speeded up by investing more money and personnel. These types of resources are money, time, personnel, premises, hardware and systems. (Pelin 1993, 177-180.)

Projects also contain resources that cannot be replaced with others. These resources are the immaterial resources, such as communication skills and know-how. Many companies have developed models where such skills are taught within the organization. This knowledge management has been popular especially in the United States. (Stadia 2004, 45.)

One of the most important resources in a project is the communication between the key persons in the project, such as the project manager, project group, customer and the service provider. Project manager is responsible for ensuring that both internal and external communication is working as it should. The typical ways of communication

are email, meetings and different tools for document sharing and discussion. (Rissanen 2002, 135.)

The planning for needed resources should be done when starting the project, including the tasks, estimation of work needed, and estimate of resources needed, scheduling and succession of tasks and possible dependencies. Project manager is responsible for creating the plan and it needs to be approved by the steering group. (Pelin 1996 177-190.)

Project reporting

In the course of the project, several different reports are created. When writing such reports, it is important to keep in mind the recipients of the report, so that the information in the report will be delivered in a correct way and in respect of the reader. It is also important to remember that the significant parts of the information are always included. Typically, a report during a project includes the following details:

- Overview of the project status.
- Updated schedule and completed milestones.
- Overview of the schedule and the quality of the project.
- Realized and possible risks and suggested actions.

Reporting is always from down to up. Usually the challenge for the steering group is not that the information is not available, but that the essential and critical information is difficult to identify from the large amounts of material. (Stadia 2004, 47.)

Change management

Once a project is started, some reasons might occur for which the original plan needs to be changed. These reasons might result from things such as changes in the market, new innovations, competitors, customers changed demands, changes in the environment (e.g. legislation) or from other projects. (Pelin. 1996, 313-315.)

Common risks in any projects include e.g. the tasks are found more difficult than expected or the schedule is too tight. Sometimes the Resources and workload are not balanced or the project might be managed poorly. Project tools might not be functioning as expected or the customer expectations are not managed correct. All of the above might lead to possible changes in the project plan and need to be handled according to a preset change management process. (Karlsson & Marttala 2001, 126-127.)

To ensure that the outcome of the project is competitive, changes to the project plan must be able to be made during the project. However, all changes need to be done in a controlled way. When making a major change, the change management process needs to be followed, as the proposed change by one party might be conflicting with the benefits of the other parties. Change management includes the following phases:

- Making a change request.
- Estimating the effects of the change.
- Consulting specialists.
- Reviewing the request (accept/decline/needs more research).
- Implementing the change.
- Documentation.
- Informing.

(Pelin 1996, 313-315.)

It is recommended that a standard document is used for creating change requests. This will ensure that all needed details are included in the requests. Requests will be handled differently depending on the size and effects of the request. If a request is small and has minimal effect on the costs and schedules of the project, the request can be accepted or declined by the project manager. If a change is bigger, it needs to be approved by the steering group. Once a change is completed, the project documentation needs to be adjusted accordingly, as well as the change log updated. Informing all parties of the change, must not be neglected either. (Pelin 1996, 313-315.)

4 Micros Systems, Inc.

Micros Systems, Inc. is an American company listed in NASDAQ (MCRS). The company headquarters are in Columbia, Maryland. Micros Inc. is the world's leading developer of enterprise applications for the hospitality and retail industries. Customers consist of table and quick service restaurants, hotels, cruise ships, amusement parks, specialty retail stores etc. Micros provides solutions including software, hardware, enterprise systems integration, consulting and support. (Micros Systems, Inc. Company profile.)

Micros consists of over 6400 employees in 45 subsidiaries and 90 distributors in 50 countries. It is the global market leader with more than 370 000 restaurant and 30 000 hotel installations worldwide. Micros provides restaurant information systems including hardware and software for point-of-sale (POS) and operational applications, as well as a variety of back office applications that include inventory, labor and financial management, Customer Relationship Management (CRM) and other centrally hosted enterprise applications. (Micros Systems, Inc. Company profile.)

Micros operates in over 180 countries, and the market is divided into four different segments: Food Service, Hotel, Retail and eCommerce.



Figure 5. Micros verticals

Globally Micros is divided into four regions:

- EAME (Europe, Africa and Middle East)
- Americas (North America)
- LatAM (Latin America)
- AP (Asia Pacific)

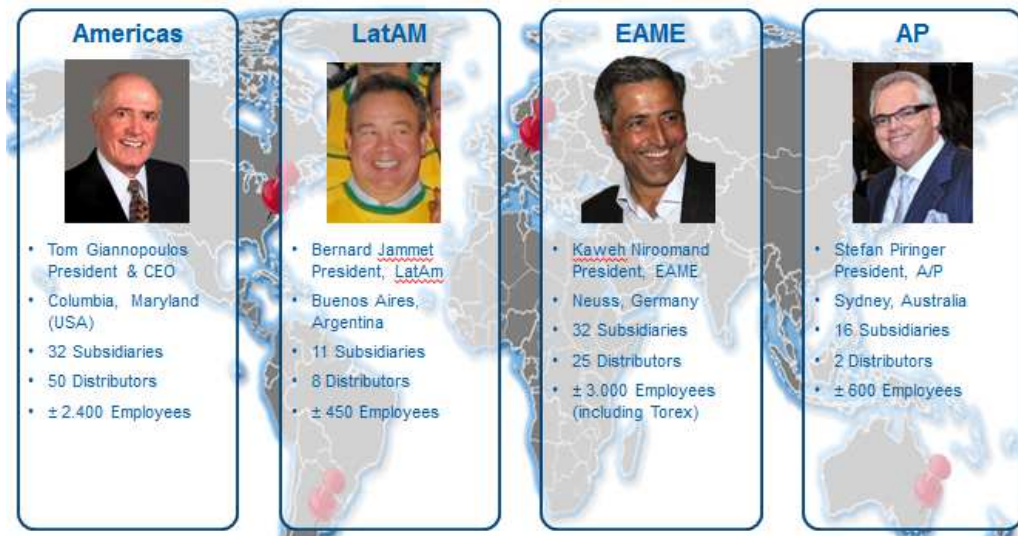


Figure 6. Micros global regions

4.1 Research and Development

Majority of the development for the company's core products, such as restaurant software and hardware as well as internet based restaurant solutions, takes place in the company headquarters in Columbia, Maryland. But in order to be agile in meeting the customers' local requirements, there is also regional development within the subsidiaries. (Micros Systems, Inc. Company profile.)

Below is a picture showing the locations of the main micros offices, data centers and development centers.



Figure 7. Micros head offices, data centers and development

4.2 Micros Nordic BU

Micros Nordic region consists of Finland, Sweden, Norway and Denmark. Traditionally all subsidiaries have worked more or less individually but as the business has grown, and many of the customers are working cross borders, the need for rearranging the operations became evident. During the last years, Micros has built up Nordic Business Units for Hotel and Restaurant operations. The teams consist of Service Delivery Managers, Product specialists, Support specialist, development and Sales. The teams are responsible for delivering services to the strategic accounts operating in the Nordic region. The teams can also support the local organizations by providing project services, training and development recourses across the region. The model has proved to be very successful and it will be a key part of the operations in the years to come.

4.3 Micros Fidelio Finland Oy

Micros Fidelio Finland Oy is a part of the Nordic Region, which in turn is part of the EAME region. MF Finland has currently 54 employees located in two different offices. The head office in Turku houses the management and the administrative staff, support (Nordic and local), development and hotel system operations. Helsinki office houses the restaurant and retail operations.

5 Symphony

The next generation in Micros POS system is called Symphony. It is a true enterprise POS system which can be sold using a SaaS model. It has been developed completely by micros to meet the demands of the restaurant market. It utilizes the standard technologies of the IT industry, which include web services, XML and XAML. Symphony can be deployed in three different modules

- SaaS.
- Self Hosted.
- On property.

Symphony is a true “POS in the Cloud”, which means that there is no server required at the location, and the workstations are connected to a central database via internet. Despite the absence of the store server, Symphony offers multiple levels of resiliency. Symphony is built by using Service Oriented Architecture which means that the Services used by the system can reside at the store level, providing the system with full offline resiliency. Symphony is also built as a highly scalable system that can run POS clients from 1 to over 10 000 in a single installation. Servers and Services can be load-balanced.

The centralized configuration of Symphony will ensure that the distribution of changes can take place at the right time, for the right market and the right channel. All upgrades can be also done centrally with minimal effect on the restaurant operations. This enables streamlined upgrades and simplifies new store installs.

5.1 Background

Since the release of RES 3700 in 1997, it has been the “flagship” of micros restaurant POS products. It is a POS system, developed especially for the needs of the restaurant industry and it’s been a global success with tens of thousands of implementations across the globe. It is traditional on-premise software and its latest version, 5.1, was

released in 2013. It is a feature rich application that is used throughout the different verticals in the restaurant market.

Now RES 3700 has moved into a maintenance mode, where new features will not be developed, but maintenance releases with bug fixes will continue to be released. However as 3700 is currently widely used and is still being sold, Micros will continue supporting it for several years to come.

Through the years, when Micros has been providing POS solutions to the restaurant market, several challenges the customers face, have been recognized. They vary from operational challenges to support and maintenance. The customers face challenges such as

- property based servers are difficult to support & maintain
- upgrades are a difficult and time consuming
- disaster recovery is difficult
- integration can be cumbersome
- security is expensive and a moving target
- the threat of viruses is always increasing
- training is a constant problem.

The restaurant industry is also facing constant changes and challenges. The competition is fierce and the market is constantly changing. Many restaurant chains are very large operators and they require their POS system to provide them with a complete enterprise solution. Many are also extending their business opportunities across new channels which are enabled by the digital lifestyle, such as web and mobile.

5.2 Service Oriented Architecture

Service oriented architecture (SOA) is in the core of Symphony. It means that the system uses services which can be deployed in several ways depending on the setup of the property or the system itself. The picture below shows the services the system uses:

Application Server

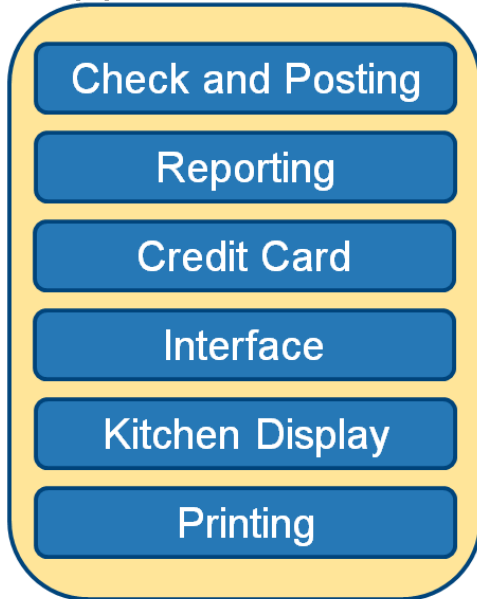


Figure 8. Symphony Services (Symphony v2.x System Architecture)

These can be spread out from the application server to the property workstations:

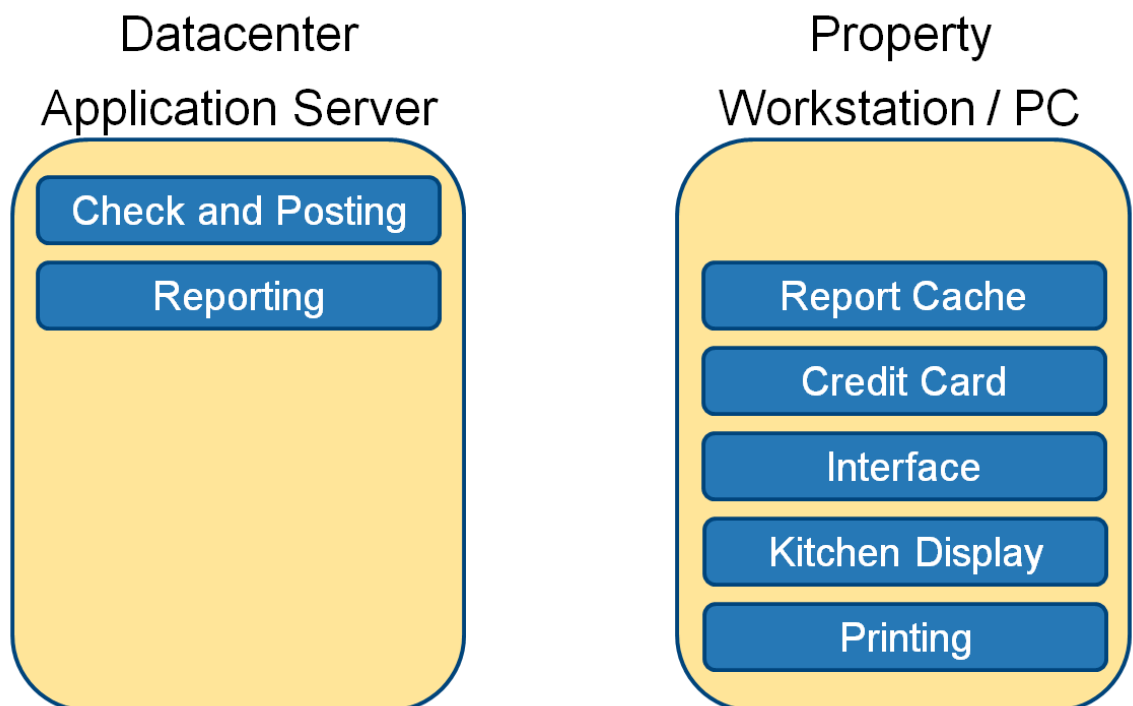


Figure 9. Service Distribution (Symphony v2.x System Architecture)

The services can be spread out even further within the property workstations:



Figure 10. Service Distribution 2 (Simphony v2.x System Architecture)

The distribution of services ensures that even if the connection from the property to the central server is temporarily down, the property can still function with the complete feature set, providing that the local area network is still functioning. During the network outage, the data will be stored on each workstation and can be accessed from all devices in the same local area network. Once the connection to the central server is restored, all data will be sent to the enterprise. (Simphony v2.x System Architecture.)

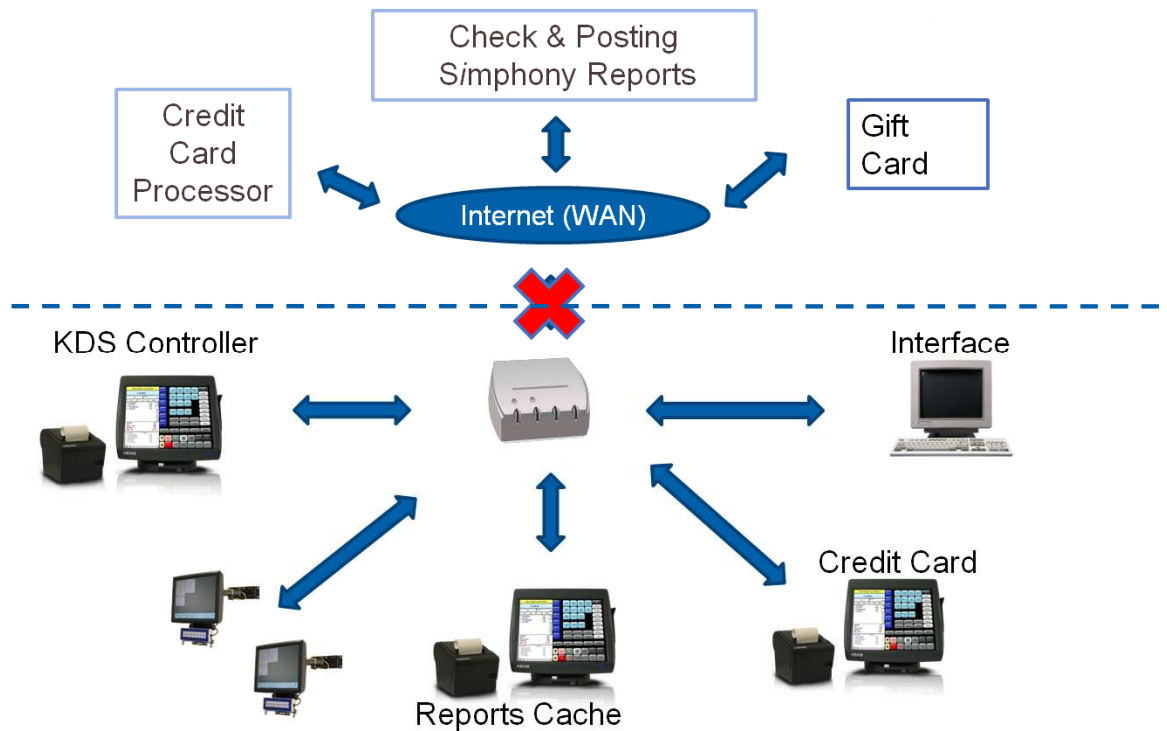


Figure 11. Symphony offline communication (Symphony v2.x System Architecture)

5.3 Symphony implementation project

The implementation of Symphony in an enterprise environment is always a challenging task. The project needs to be carefully defined and a proper implementation plan created. In the appendix “Template project plan”, I have created a high level plan outlining the different phases of the project as well as the tasks involved.

In the template project I have split the project into six distinct phases. First and Second phases are the initiation and the planning phase. One of the key elements is to do a thorough business- and gap-analysis and based on those findings, carefully scope out the needs for custom developments as well as implementation plans. The important part here is to really gain a good understanding of the customers’ business model. The customer needs to find benefits from the solution to be able to build a positive business case and to move on to implementation. Once all the necessary information has been gathered and the steering committee has agreed to move further, the project plan will be created. The project plan needs to include all items outlined in the chapter 3

“Implementation project”. These items include things such as communication plan, timelines, milestones, resources etc.

The third phase is called execution. In this phase the actual system build begins. This is where the data structure is created and the POS operations are defined. In this phase it is recommended to build a test lab where the configuration can be applied and tested. In this phase the business benefits will need to be realized, and thus the acceptance that the solution will fit the customers’ business model needs to be achieved. All custom developments should also be completed during the execution phase. This is because an end to end testing of all features should be completed before the phase can be closed. Usually the training materials need to be created during this phase as well, especially if the customer will execute the end user training using internal resources.

Fourth phase is the piloting. Piloting phase is very important to make sure the implementation can be carried out successfully. Based on the experience from past implementation projects with various solutions, usually during the configuration, there are some mistakes made and these can easily go unnoticed during the testing too. When a pilot is run for some weeks, preferably in several sites, the errors can be found and fixed before the solution is put into a wider use. It is important that during the pilot phase there is a frozen period, during which no changes to the setup is made to avoid the prolonging of the period. Once the piloting phase is completed successfully, both service provider and the customer can be confident going live with the solution.

Fifth phase of the project is the rollout. This phase is the one that has the most differences compared to the implementation of the RES 3700, which is a traditional on-premise software. As Symphony is a cloud based POS system, the installation at the sites is far simpler and faster. The installation can be made either by first completing a pre-installation centrally, which will reduce the time of the onsite installation even more, or by doing the whole installation on site. Whichever approach is chosen, the installation is very fast and rollout can be carried out very efficiently, providing it has been properly planned and resources are available. The simple installation and configuration of the system would even give a possibility of using a third party company doing

the actual installing. This was usually not the case with RES 3700 because of the complexity of the installation process. Controlling the rollout phase is important, and the good planning and communication with the customer as well as active follow-up, are the keys to success.

Phase six is the closing, which is the completion of the project. In this phase the issue log is reviewed and a plan for closing the outstanding issues made. Sometimes during the project, new requirements have arisen which have not been made a part of the project. In this phase these the requirements can be used to scope out future projects. Additionally it's important that a proper handover to support is made.

6 Conclusions

Simphony is at this stage still targeted towards the larger customers. The installations will be customers that operate large enterprise solutions and often operate internationally. As such, Simphony is not yet the pure essence of SaaS as it will require a quite complex implementation project while losing the benefits of quick and easy self-service model. However Simphony will offer great benefits with easy upgrades and fast development processed. Supporting the solution will also be more efficient with the lessened need of servers.

When comparing implementations of Simphony and RES 3700 (on premise model), there are many similarities. Both solutions require an implementation project with similar phases where the quality of the initiation and planning is the key to success. Setting the expectations on delivery correctly for the customer and gaining an understanding on the customers' needs and business model are important. Once this is achieved, both parties can work toward a common goal with mutual benefits in mind.

The biggest differences in the project itself are seen in clearly in the rollout phase. The rollout phase can be executed much faster because to lessened need of on-premise servers as well as the ease of setting up the system. With the possibility of running fast deployments utilizing the pre-installation phase, even large enterprise solutions with tens or hundreds of locations can be rolled out much faster than before.

Regarding the template project, there was a lot of theory available, which made it easier to define and create the plan. The structure of the "template project" was done based on the theory of the implementation project and followed the phasing with slight adjustments. The main tasks in the project were compiled and defined mostly by using the experience from past projects and combining it with the theory of cloud computing. Once the template is used in real implementation projects, it will need to be modified according to the custom development needed as well as the other modules it might include.

The standardized template will be taken into use as a starting point and as time goes on, it can be defined and enhanced further. Once few projects are completed and some lessons learned, the work will become easier and more standardized. After some time, Symphony could evolve to be a SaaS product that could be sold and distributed in self-service model. In those cases the customers cannot be large enterprises but rather small individual restaurants that could download the solution from the cloud, activate licenses and start using the solution right away. This scenario is not here today but maybe in a few years it could be achievable.

As a learning process the study has been very good. I have gathered a much better understanding of project work of which I will definitely see benefits in my work in the future. When looking back on the study made, I realized that it could have been narrowed down even further. If I would start over now, I would probably concentrate only on the initiation and planning phases of the project. Then I could really get into the details and make even more detailed guidelines.

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Appendices

Appendix 1. P1_COMPANY_Project_Gantt_Chart.pdf

Appendix 2. P2_COMPANY_Simphony_Project_Tasks.pdf

Appendix 3. P3_COMPANY_Template_Project_Plan.doc

GanttProject Report

Project : COMPANY Gantt Project

Start : 9/3/13

End : 7/17/14

Organization : Micros Fidello

Web Link : <http://>

Description :

Date : Apr 21, 2013 5:29:08 PM

Tasks List

Name	Start	End	Milesto	%	Resources	Notes
Initiation Phase	9/3/13	10/4/13	false	0		
Review COMPANY Operations	9/3/13	9/20/13	false	0		
Site survey completed	9/16/13	9/20/13	false	0		
Project Startup meetings/workshops	9/16/13	9/27/13	false	0		
Business and Gap analysis completed	9/30/13	10/4/13	false	0		
Go - No Go	10/7/13	10/8/13	true	0		
The Planning Phase	10/8/13	11/8/13	false	0		
Project Scoping	10/8/13	10/18/13	false	0		
Workshop/ Scope	10/8/13	10/18/13	false	0		
Interface Requirements						
Complete project plan	10/21/13	10/29/13	false	0		
Review project plan	10/30/13	11/8/13	false	0		
Project Plan Agreed	11/11/13	11/10/13	true	0		
The Executing Phase	11/18/13	1/24/14	false	0		
Micros lab setup	11/18/13	11/22/13	false	0		
MICROS Applications Installed	11/18/13	11/19/13	false	0		
MICROS Applications Configured	11/20/13	11/22/13	false	0		
POS build	11/25/13	12/13/13	false	0		
POS database build	11/25/13	12/2/13	false	0		
Menu Item Data Entry	12/3/13	12/13/13	false	0		
Custom development	11/18/13	12/13/13	false	0		
Develop custom features as scoped in the planning phase	11/18/13	12/13/13	false	0		
System tests	12/16/13	12/20/13	false	0		
Test Customized features	12/16/13	12/17/13	false	0		
End to end testing	12/18/13	12/20/13	false	0		
Training	12/23/13	1/24/14	false	0		
Bespoke Training	12/23/13	1/10/14	false	0		
Materials Completed						
Bespoke Training	1/13/14	1/17/14	false	0		
Materials Reviewed						
Bespoke Training	1/20/14	1/24/14	false	0		
Materials Signed Off						
Administrator Training	12/23/13	12/30/13	false	0		
System Signed Off for Pilot	12/23/13	12/22/13	true	0		
Pilot Phase	1/6/14	1/31/14	false	0		
Training	1/6/14	1/7/14	false	0		

Restaurant Managers and end users Trained	1/6/14	1/7/14	false	0
Installation	1/8/14	1/9/14	false	0
Hardware/Software Installation	1/8/14	1/9/14	false	0
Pilot Go Live	1/13/14	1/31/14	false	0
Go-Live Review Period	1/13/14	1/31/14	false	0
System Go-Live validation	2/3/14	2/2/14	true	0
Rollout	2/3/14	6/27/14	false	0
Rollout of Hardware/Software	2/3/14	6/27/14	false	0
Training Sessions:	2/3/14	5/30/14	false	0
Roll-out validation	6/30/14	6/29/14	true	0
The Closing Phase	7/1/14	7/16/14	false	0
Review Open Issues Log	7/1/14	7/4/14	false	0
Handover to Support and Account Management	7/7/14	7/11/14	false	0
Scope Follow up Project Phases and Deliverables	7/1/14	7/16/14	false	0

Resources List

Name	Default role	Mail	Phone
Name:TBA	Project Manager		
Name:TBA	Product Specialist II		
Name:TBA	Product Specialist I		
Name:TBA	System Specialist		
Name:TBA	Account Manager		

Resources Chart

Gantt Project		Resources		2013			
Task	Resource	Project	Year/Week	Start	End	Start	End
1. TBK	Project Manager						
2. TBK	Product Specialist 2						
3. TBK	Product Specialist 1						
4. TBK	System Specialist						
5. TBK	Account Manager						

Appendix 2. P2_COMPANY_Simphony_Project_Tasks.pdf



Simphony Project COMPANY

Number of Outlets	?
Number of Workstations	?
Modules Required	
Simphony	
Number of Bespoke Interfaces Required	TBD
Number of Bespoke Reports Required	TBD
Rollout Options	
Hardware Installation	Micros
Training of End users/Managers	Micros
Go-Live Support	Micros

	COMPANY Resource (Days)	Micros Resource (Days)	Comments
Phase 1: Initiation			
Review COMPANY Operations			
Site survey completed			
Project Startup Meeting/Workshops			
Business- and Gap analysis completed			
Phase 2: Planning			
Project Scoping			
Workshop/ Scope Interface Requirements			
Complete Project Plan			
Review project plan			
Project plan agreed			
Phase 3: Execution			
Lab Setup			
MICROS Applications Installed			
MICROS Applications Configured			
POS Build			
Database Build			
Menu Item Data Entry			
Custom Developments			
Develop custom features as scoped in the planning phase			
System Testing			
Test Customized features			
End to End Testing			
System Signed Off for Pilot			
Training			
Bespoke Training Materials Completed			
Bespoke Training Materials Reviewed			
Bespoke Training Materials Signed Off			
Administrator Training			
Project management			
Project management			
Phase 4: Pilot			
Training			
Restaurant Managers and end users trained			
Installation			
Hardware/Software Installation			
Go-Live			
System Go-Live			
Go-Live Review Period			
Project management			
Project management			
Phase 5: Rollout			
Rollout of Hardware/Software			
<i>Installation on site (including preinstallation)</i>			
<i>Shipping of HW to restaurants</i>			
<i>Travelling expenses</i>			
<i>Storing of HW during the rollout</i>			
Training			
<i>Manager training</i>			
<i>End user training</i>			
Go-Live Support			
Rollout project management			
Phase 6: Closing			
Review Open Issues Log			
Handover to Support and Account Management			
Scope Follow up Project Phases and Deliverables			

Total no. Of days 0

Project Cost based on the Phasing	daily €	days	Total
Initiation			
Planning			
Execution			
Pilot			
Rollout			
Closing			
TOTAL			

Appendix 3

Template Project for an Enterprise Symphony implementation

Tuukka Johansson

Opinnäytetyö liite

Tietojenkäsittely koulutusohjelma

2013



Contents

1 Purpose.....	2
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7 Purpose

This document template details the management and organizational structure of the implementation of **MICROS Symphony Solution** within COMPANY. It defines the objective and the scope of the project. It details how the project should be managed showing individual roles and responsibilities

8 Project objective

Equip the COMPANY business for the future by delivering a solution that can provide of speed of service, ease of use, control and management information according to COMPANY'S requirements. **MICROS Symphony Solution** will provide COMPANY with tools to increase sales and margin whilst delivering reliability and value for money.

9 Critical Success Factors of the Project

Critical Success Factor	Acceptance Criteria
Proof that the Micros solution is a suitable fit for the business requirements of the COMPANY.	Pilot solution achieves relevant level of critical business requirements.
Highly scalable architecture that delivers lower cost, resilience and true multiuser capabilities.	High systems availability and high data capture rates achieved.
POS system developed that will deliver the needs of the different businesses whilst also being easily maintainable and flexible.	Acceptance and sign-off by Operational management.
Process developed that will enable rapid deployment of the solution when rollout commences.	Rollout is able to commence using the resources planned for the rollout project.
Project deliverables and goals are well defined and progress is constantly followed	A quality project plan is created with roles and responsibilities well defined. Progress

up.	is constantly followed up and milestones are met.
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10 Scope

The following table describes the elements that are included within the scope of this project.

SCOPE
Architecture Hardware;
Cabling and network specifications from enterprise to individual workstation Front of House workstations Symphony Server and Hosting
House Software
Workstation application Local reporting Offline functionality (EMV interface) (possible custom developments here)
Central Software
Central product and price maintenance Back office configuration tools Mymicros BI central reporting
Service delivery components
Hardware and software installation services Training for Key-users and managers (end users?) Development and consulting services Implementation Support

11 Out of Project Scope

- Any new requirements presented during the project will be handled according to the change management process.
- 3rd party applications needed to support the supplied solution.
- Network communications and related hardware.

12 Project Approach

The project will be delivered in six distinct Phases, each having specific objectives and success factors. The success of these phases will ultimately deliver the overall project objective and success factors detailed above. The Phases are:

12.1 Phase One – Initiation

INITIATION PHASE–OBJECTIVES
Gain initial understanding of Operational Procedures Gain initial understanding of Store Work Flow Gain initial understanding of COMPANY’s requirements. Confirm suitability of existing architecture. Prove that the Symphony solution is a suitable fit for the COMPANY business. Logistics and Schedule Details Finalized.
SUCCESS FACTORS
All information received in timely fashion. Key members work together to ensure all relevant data is captured Clear understanding of outstanding systems and business process development cost and delivery timescales. All required stake holders are included in the planning and defining work. Business- and Gap analysis completed.

Go – No Go? (MILESTONE)

12.2 Phase Two – Planning

PLANNING PHASE–OBJECTIVES
Project Start Up
Project Startup Meeting
Project Structure finalized
Project Methodology agreed
Project Communication plan agreed
Project Definition
Project plan agreed
Application workshops
Scoping of interface requirements
Scoping of custom development requirements
SUCCESS FACTORS
Project organization chart issued
Project sponsor identified
Micros Champions identified
Process for logging issues agreed. Issue log v1 released
Process for logging change requests agreed. Change log v1 released
Process for managing risks agreed. Risk log v1 released
Workshops completed
Micros understands solutions and how it would be configured
Specifications provided and signed off for all interface requirements
Project plan v1 issued (MILESTONE)

12.3 Phase Three – Execution

The execution phase will provide the test lab installation, data structure of POS and all custom developments and training materials will be completed. Its objectives and success factors are as follows:

EXECUTION PHASE – OBJECTIVES

Lab test/System Build

Review operations

Setup Micros lab

Input all data (Locations, Menu Items, Groupings, Loyalty Items...)

Build POS configuration

Complete custom development tasks

Develop processes to support a successful pilot Phase.

Prove end-to-end capability.

Identify new and changed business processes.

Testing

Prove compliance with specifications, and confirm that all custom requirements perform as specified

Verify that backup and restore operations function as required

Verify that redundant server takeover operations function as required

Prove that the Symphony solution is a suitable fit for the COMPANY business.

Prove to the end user that the Symphony solution is a suitable fit for the COMPANY business.

Trainings

Administrator training completed

End-user and Manager trainings planned

User Guides and training material completed

Training successfully integrated and accepted by operational management.

End-user and Manager Training plans signed off by individual team members

SUCCESS FACTORS

Meets the core business demands of Speed of Service, Ease of Use, Ease of Deployment and Control.

Clear understanding of outstanding systems and business process development cost and delivery timescales.

Processes developed that will enable rapid deployment of the solution when rollout commences.

Business Representatives agree that the developed system will support their business.

Technical Representatives agree that the system will support service level targets.
 Quantify resource requirements for managing the Enterprise application.
 Lab test (Proof Of Concept) validation (MILESTONE)

12.4 Phase Four – Pilot

The phase in the project, in which the piloting of the solution will be executed and approved.

PILOT - OBJECTIVES
Environmental setup (terminals, printers, cash drawers, scanners and EMV terminals installed)
End-User and Manager training completed for Pilot sites
System Go Live
SUCCESS FACTORS
Operational Representatives agree that the developed system will support their business and that the store teams are proficient in the use of Symphony.
Technical Representatives agree that the system will support service level targets.
Pilot Sign Off (MILESTONE)

12.5 Phase Five –Rollout

The Rollout Phase will include the end user trainings, HW installations, Go live and live support processes

ROLLOUT - OBJECTIVES
Trainings for End-users and Managers
Rollout of Hardware and Software
GoLive support during rollout phase
SUCCESS FACTORS
System configured correctly and on time
Sufficient training for End-users and Managers

HW logistics well planned and executed Rollout completed by the (Date) (MILESTONE)

12.6 Phase Six – Closing

This phase will be the ending of the project and will be completed with the sign off from COMPANY Project team.

CLOSING PHASE – OBJECTIVES
Review issue log Handover to Micros Account Management and Micros Support Team Scope Follow up Project Phases and Deliverables
SUCCESS FACTORS
Hand over a completed project with zero open issues Sign Off by COMPANY Project Team (MILESTONE)

12.7 Maintenance mode

Once the actual project is closed, the solution will enter into maintenance mode. In the maintenance mode, the relationship between the parties will concentrate more on new products and projects, discussing strategies, planning future developments and upgrades etc. Micros will make presentations on our new products and features and also make improvements on the existing solutions based on COMPANY's needs.

13 Outsourcing

Supplier is entitled to use a subcontractor for the Symphony rollout phase for executing software and hardware installations on the sites.

14 Rollout Plan

Hardware rollout execution can be divided into two phases; preliminaries and installation. Micros might use a subcontractor for the rollout as mentioned earlier.

Preliminaries consist of the following steps (the steps may vary depending on the amount and type of hardware);

- Workstations are received in the subcontractors warehouse for a pre-installation
- Workstations are unloaded and they are connected to peripheral devices
- Workstations are installed with OS and prerequisites from an image
- Workstations are tested and repackaged
- Workstations are placed in intermediate storage
- Workstations and peripherals are sent to the restaurants or to installer interim storage a few days before the installation date

Installing on site

- Unpacking the unit
- Peripheral installation
- Connecting the Workstation to the network (DHCP)
- Configuration settings downloaded from the Micros cloud (CAL setup)

15 Roles & Responsibilities

There are many roles and responsibilities in Micros Project. The most important roles and their responsibilities are described below.

Project Manager (TBA), MICROS

Responsibilities:

- Focusing on the management and delivery of the whole project
- Identifying, producing and updating project and resource plans

- Monitoring project progress
- Ensuring plans are concurrent with other project streams
- Communication with all parties
- Quality control of project processes and outputs
- Managing the project library

Product specialists TBA, MICROS

Responsibilities:

- Database construction, design and consultation
- Identifying enhancements to the core product required by COMPANY
- Developing and Testing enhancements as required.
- Assist Project Manager and the installation team

System specialists (TBA), MICROS

Responsibilities:

- System construction, design and consultation
- Developing enhancements to the core product required by COMPANY
- Developing and testing enhancements as required.
- Assist Project Manager and the installation team

Steering committee and Account Management (TBA), MICROS

Responsibilities:

- Focusing on the management and delivery of the whole project
- Monitoring project progress
- Ensuring plans are concurrent with other project streams
- Communicate with involved parties
- Commercial Negotiations

- Liaison with Senior MICROS Executive

16 Project phasing, work estimate and costs

The project consists of six different subsystems between which the focus of the work and resources vary. The next sub-project can start only after the project has passed the previous sub-project validation phase. Project phasing is demonstrated in more detail in the attachment “P1_COMPANY_Project_Gantt_Chart”. It should be noted that some of the phases of the project overlap.

The tables below provide a summary of project cost and cost distribution between different parts of the project. For more specific summary, please see the appendix “P2_COMPANY_Symphony_project_tasks”.

Project Milestone Dates

- When INITIATION PHASE is complete (date)
- When PLANNING PHASE is complete (date)
- When EXECUTION PHASE is complete (date)
- When PILOT PHASE is completed (date)
- When ROLLOUT PHASE is complete (date)
- When CLOSING PHASE is complete (date)

Detailed project planning will be performed using a ‘horizon’ approach. This means that a detailed plan will be available to manage the next Phase on the plan plus those activities required to enable following Phases to commence on time. This will ensure that plans are current and constantly reviewed against the overall project timescales and objectives. Project milestones and phases are demonstrated more detail level in attachment “P1_COMPANY_Project_Gantt_Chart.pdf”.

Project Cost based on the Phasing	daily €	days	Total
Initiation			
Planning			
Execution			
Pilot			
Rollout			
Closing			
TOTAL			

17 Project reporting and information sharing

17.1 Supplier internal communication

Supplier internal communication takes place mainly in:

- Weekly project meetings hosted by Project Manager
- Supplier internal steering meetings
- Single specific cases are explained by email and internal meetings

17.2 Supplier – Client communication

Reporting and communication takes place mainly in following ways:

- Weekly phone and email conversations between supplier and client Project Managers.
- Project group meetings during the project
- Supplier will provide short status report about the process of the project and possible problems encountered situations for the client on a weekly basis.
- Steering committee status report

