

Best Practice for PPM Tool Implementation



1. Purpose and objectives

- Identify and establish the driving force
- Long-term business goals
- Establish central deliveries of the implementation project
- Prioritize and plan with interim targets
- Delimitations and links to other operations

Gartner recommendation:

More than 60% of the responses stressed the importance of defining and clarifying the expected outcome of an implementation upfront — before committing significant resources to it. Have a solid understanding of what you want before you start, including requirements, goals, processes and reports.

2. Commitment from sponsor and management

- A senior sponsor should lead the change
- A senior sponsor should recommend and include the tool in his/her decision-making
- Have management's support and understanding



Gartner recommendation:

Spend the necessary time upfront to secure strong, visible executive sponsorship before signing a contract for PPM tools, and be sure these same executives are visible during the early life of the implementation.

3. Change management

- Manage changes in processes, roles and responsibilities
- Determine expectations, needs and concerns
- Determine organizational maturity level and adjust implementation accordingly



Gartner recommendation:

Treat the PPM implementation like a project, applying best practices in organization change management, including a good communication policy, a plan for the impact of change on the people and a publicly identified change leader.

4. The right staffing

- Engage in-house personnel and expertise
- The project manager should have knowledge of the organization he/she is representing
- A strong bond of trust between the organization and the project manager
- Establish enterprise-wide buy-in and multiple angles of approach
- Think long-term

5. Other processes and systems

- Should the implementation run simultaneously with the introduction of project models, project offices etc.?
- Should the PPM tool be integrated with other systems?
- On-premises or SaaS/Cloud?

6. Phased implementation or “big bang” approach

- Introduce gradually and grow accordingly
- Delimit and prioritize in terms of functionality, application and organization



Gartner recommendation:

Use Iterative Evolution — Start Small and Evolve. Avoid ‘big bang’ implementations; instead opt for an incremental and evolutionary approach.

7. The PPM tool vendor's role

- The best tool provider is your business partner rather than a vendor
- Shared objectives and transparent communication
- Listen to your vendor and benefit from the experience they have from other customers and implementations



Gartner recommendation:

Get someone who has successfully implemented the selected PPM tool or service, including configuration, process design and organization change management, to assist in getting it up and running, and transfer the knowledge to you.

8. User adoption and training

- Ensure the level of executive buy-in and acceptance by different stakeholders
- Train in processes, methods, change journeys and the tool
- Produce customized guides, quick reference guides and FAQs
- Simplify using templates and experience sharing

Gartner recommendation:

Ensure that training is a part of the implementation; ensure that offerings are a good match to the maturity of the audience and to the organizational culture and that they are scheduled appropriately to meet the desired business objectives. Also, ensure that the intended audience of the training is primed and excited to be trained.

9. Ensure continuous improvement

- Focus on both daily administration and new improvements to further increase the value in the organization
- Identify ambassadors in different roles and organizational units – both processes and tools
- Market the tool and secure a high level of buy-in
- Work closely with the PPM tool vendor

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