

Ref	Type	Solution	Project Metrics During Option/Solution Selections	Notes	Year	I/vees	Nbr Rqts	Req Pages	Longlist	RFI Cands	Project £000s	
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01	IT	ERP	Fluids Manufacturing Package (MRP)	(a)	1992	47	243	147	8	8	664.7	
02	IT	HRM	Counsellor Management		1993	23	131	83	6	6	7.0	
03	IT	DM	Newspaper Distribution		1993	4	80	41	20	2	1.6	
04	IT	DM	In-House Braille		1994	3	0	0	5	5	5.0	
05	IT	Infra	Document Transmission		1994	1	14	15	8	0	0.7	
06	IT	CRM	Customer Relationship Management (CRM)		1995	2	84	41	43	18	7.1	
07	IT	CRM	Youth Training Administration (West Lancs)	(b)	1995	12	108	78	11	11	60.0	
08	IT	CRM	Youth Training Administration (East Lancs)	(c,d)	1995	2	167	100	1	0	41.8	
09	IT	Infra	New Standard Desktops		1995	1	20	2	2	0	2.0	
10	IT	Infra	Pen Computing Laptop		1995	1	20	2	2	0	3.6	
11	IT	Infra	PC card HDD & modem		1995	1	3	1	1	0	1.1	
12	IT	CRM	Client management system	(e)	1996	2	163	95	1	0	50.0	
13	IT	CRM	Business advisory service support	(f)	1996	1	162	91	2	0	180.0	
14	IT	ERP	Financials & order processing	(g)	1997	4	127	51	250	90	200.0	
15	IT	ERP	Financials & MRP	(h)	1997	29	320	135	200	70	600.0	
16	IT	Infra	Laptop specification/selection		1997	1	42	3	2	0	2.8	
17	IT	Infra	Telephony & WAN	(i)	1998	2	80	20	3	3	60.6	
18	IT	CAD	Mechanical/electrical CAD, visualisation & stress analysis		1998	70	182	77	10	0	5,000.0	
19	IT	Infra	Remote desktop		1998	1	70	2	1	0	1.3	
20	IT	Infra	NT desktops & server		1998	1	33	6	1	0	12.4	
21	IT	ERP	Pan-European ERP & materials management		1999	21	198	90	1	0	179.8	
22	IT	HRM	ID card, access control, time, attendance & work-booking	(j)	1999	96	260	95	61	52	1,162.0	
23	IT	eBus	National ebusiness feasibility		2000	89	317	157	0	0	57.8	
24	IT	ERP	Web storefront - spares from 17 legacy ERP systems	(k)	2000	5	228	108	8	8	68.6	
25	IT	Infra	Mobile telephones/network		2000	2	50	6	1	0	1.0	
26	IT	ERP	ERP & digital rights management	(l)	2001	2	235	89	19	6	22.0	
27	IT	HRM	Learning management system (LMS)	(m)	2001	31	217	106	1	1	30.9	
28	IT	Infra	Networked colour laser mopier		2001	1	9	1	3	0	7.4	
29	IT	PLM	EAI to link PDM to ERP		2001	7	0	0	0	0	3.0	
30	IT	HRM	Global engineering resource/skills management	(n)	2002	5	61	4	4	4	29.4	
31	IT	eBus	Web-based CSCW	(o)	2002	2	360	27	3	0	13.2	
32	IT	Fin	Accounting	(o)	2002	1	200	28	1	0	0.8	
33	IT	Infra	Desktop & virtual office communications	(o)	2002	1	200	28	2	0	6.0	
34	IT	Infra	XP desktop		2002	1	20	3	1	0	1.4	
36	IT	Infra	XP Tablet PC feasibility/specification		2003	1	50	4	11	0	2.0	
38	IT	ERP	ERP for design/import		2004	20	333	153	36	34	183.3	
39	IT	Infra	Telephony, email & ISP evaluation		2004	2	166	10	2	0	8.7	
44	IT	Infra	Audio/video/data conferencing		2005	1	100	3	7	0	10.9	
45	IT	ERP	Global ERP for engineering/construction consultancy	(r)	2005	44	416	203	103	33	1,069.0	
46	IT	eBus	Web retailing & SaaS	(s)	2005	1	202	13	8	4	13.2	
47	IT	Infra	Service charge management - full replacement hardware		2006	3	115	3	5	3	56.3	
48	IT	Infra	Support contract - supplier assessment/selection		2006	3	29	8	10	8	30.0	
49	IT	Serv	Consultancy services - replace bespoke business system		2007	10	280	75	2	2	121.4	
55	IT	HRM	Central HR		2009	45.6	236	163	0	TBD	160.0	
57	IT	HRM	Rota		2010	28.8	151	70	0	0	35.0	
58	IT	ERP	PLM/ERP/CRM/SCM		2011	39	387	203	102	26	1,370.6	
59	IT	Serv	Asset & Service Management		2011	3	25	3	24	3	700.0	
60	IT	HRM	Extended HR		2012	1	0	0	1	0	1.2	
61	IT	AM	Asset Intelligence		2012	5	107	83	7	5	288.0	
62	IT	HRM	Integrated HR & Payroll		2012	42	302	177	OOS	OOS	539.3	
63	IT	CRM	Community Fire Protection		2013	65	325	110	8	TBD	54.0	
65	ITres	SCM	Supply Chain Management (SCM)	(u)	2014	0	0	0	0	0	500.0	
66	ITres	PLM	Product Lifecycle Management (PLM)	(v)	2015	2	0	0	0	2	1,202.0	
67	IT	PLM	Reviewed PLM support	(w)	2016	1	34	1	4	4	1,204.6	
68	IT	Cloud	Cloud hosting provider		2017	1	35	1	8	0	2.0	
69	IT	Finance	Money/investment management		2017	2	54	1	27	0	1.0	
Count/Total:						56	792	7,691	3,016	1,047	408	£16,038

Headings on table

Interviews: number of interviews to capture requirements; Nbr Rqts: number of requirements in requirements documentation; Req Pages: number of pages in RD; Longlist: number of candidates on initial longlist; Det eval: number of candidates for detailed evaluation; Project £000s: project budget.

Notes on table

- (a) Niche IT supplier, facing loss of sale to a mass-market rival, needed to ensure they won the clearly-rational evaluation & gave a 50% discount on the package from £400K to £200K.
- (b) Seven months of evaluation & acquisition was then followed by seven months of implementation support - including specification of 'scripting' for work automation features. Project cost quoted included heavy element for this scripting and for supplier's implementation support including data loading.
- (c) Same public administration programme, different client (delivery organisation). Consultation by-passed 'prime' interview stages. An equivalent document from another territory was released as a consultation document.
- (d) Low number of candidates because the client, after evaluating requirements, opted to specify extensions to an existing package already in use.
- (e) Unusually, requirement definition was by end-users interviewing each other. This was an experiment, and largely unsuccessful.
- (f) Low number of interviews & package candidates because of extremely tight, and immovable, project deadline. Client commissioned low amount of 'prime' research, and instead relied heavily on a 'standard' list of requirements from similar evaluations. Requirements Definition Document was then widely circulated for comments.
- (g) Requirements definition process, Requirements Definition Document, most of market-place trawl & sifting of RFI responses by client. Software cost was 'bundled' in overall fixed price to implement. A 60-point negotiation agenda yielded at least £40K cash discounts and about £50K of 'free modifications'.
- (h) Runner-up supplier was so determined to make the sale they offered to give the package free, charging only for modifications & implementation services. Their offer was declined because of provably inferior fit to requirements.
- (i) Main role was to create requirements. Client used recommended supplier but split contract and added 'second source' supplier of own choice.
- (j) Project scope was expanded, partway through project, to include a new business. The existing RDD was sent ahead, and taken as read at interviews in the new business. This drastically reduced 'prime' interview time to assimilate the new requirements.
- (k) Client was acquired during project. Existing software from acquiring company was expanded to cover this role.
- (l) Evaluation & feasibility study revealed fatal flaw in technology. VC application and business plan aborted to avoid multi-million loss.
- (m) Assignment changed project direction. Client could extend use of existing solution, effectively free because already licensed for an unlimited number of users.
- (n) Assignment was to audit evaluation to date of user team from client. The review endorsed method and supported extended use of in-house software.
- (o) Project split into online collaboration, accounts and desktop/communications. Statistics shown are only for main project of collaboration.
- (p) Capital & organisational design project (not IT). What is best strategy within region, and what is best new factory location? Process used at both levels.
- (q) Crossroads decision between different careers and lifestyles.
- (r) Project instigated by subsidiary. Successfully revised scope to enterprise-wide and global coverage, substantially improving savings/benefits.
- (s) Rapid evaluation of replacement supplier when incumbent outsourced provider (chosen by client using informal means) failed.
- (t) Method to profile, assess, score & approve property projects.
- (u) Metrics reflect late involvement. Project had stalled at final two. Short injection of expertise to break deadlock. Project went ahead to procure the winner.
- (v) Metrics reflect late involvement. Two supplier submissions had a order-of-magnitude difference in quotation. Identified reasons for the gulf and recommended path to conclude the procurement.
- (w) Re-evaluation triggered by trade sale of incumbent.