

Ref	Type	Solution	Project Metrics During Option/S olution Selections	Notes	Year	I/vees	Nbr Rqts	Longlist	RFI Cands	Det eval	Capex £000s
01	IT	ERP	Fluids Manufacturing Package (MRP)	(a)	1992	47	243	8	8	4	£610.7
02	IT	HRM	Counsellor Management		1993	23	131	6	6	2	£0.0
03	IT	DM	Newspaper Distribution		1993	4	80	20	2	2	£0.7
04	IT	DM	In-House Braille		1994	3	0	5	5	0	£2.5
05	IT	Infra	Document Transmission		1994	1	14	8	0	0	£0.4
06	IT	CRM	Customer Relationship Management (CRM)		1995	2	84	43	18	3	£0.7
07	IT	CRM	Youth Training Administration (West Lancs)	(b)	1995	12	108	11	11	6	£7.0
08	IT	CRM	Youth Training Administration (East Lancs)	(c,d)	1995	2	167	1	0	1	£25.0
09	IT	Infra	New Standard Desktops	(e)	1995	1	20	2	0	1	£2.0
10	IT	Infra	Pen Computing Laptop		1995	1	20	3	0	1	£3.6
11	IT	Infra	PC card HDD & modem		1995	1	3	1	0	1	£1.1
12	IT	CRM	Client management system	(f)	1996	2	163	1	0	1	£15.0
13	IT	CRM	Business advisory service support	(g)	1996	1	162	2	0	2	£50.0
14	IT	ERP	Financials & order processing	(h)	1997	4	127	250	90	6	£90.0
15	IT	ERP	Financials & MRP	(i)	1997	29	320	200	70	7	£250.0
16	IT	Infra	Laptop specification/selection		1997	1	42	2	2	1	£2.8
17	IT	Infra	Telephony & WAN	(j)	1998	2	80	3	3	3	£51.0
18	IT	CAD	Mechanical/electrical CAD, visualisation & stress analysis		1998	70	182	10	0	2	£2,000.0
19	IT	Infra	Remote desktop		1998	1	70	1	0	1	£1.3
20	IT	Infra	NT desktops & server		1998	1	33	1	0	1	£12.4
21	IT	ERP	Pan-European ERP & materials management		1999	21	198	1	0	1	£130.0
22	IT	HRM	ID card, access control, time, attendance & work-booking	(k)	1999	96	260	61	52	5	£1,080.5
23	IT	eBus	National ebusiness feasibility		2000	89	317	0	0	0	£0.0
24	IT	ERP	Web storefront - spares from 17 legacy ERP systems	(l)	2000	5	228	8	8	0	£0.0
25	IT	Infra	Mobile telephones/network		2000	2	50	1	1	1	£1.0
26	IT	ERP	ERP & digital rights management	(m)	2001	2	235	19	6	3	£0.0
27	IT	HRM	Learning management system (LMS)	(n)	2001	31	217	1	1	1	£0.0
28	IT	Infra	Networked colour laser copier		2001	1	9	3	3	1	£7.4
29	IT	PLM	EAI to link PDM to ERP		2001	7	0	0	0	0	£2.0
30	IT	HRM	Global engineering resource/skills management	(o)	2002	5	61	4	4	4	£0.0
31	IT	eBus	Web-based CSCW	(p)	2002	2	360	3	0	2	£6.7
32	IT	Fin	Accounting	(q)	2002	1	200	1	0	1	£0.8
33	IT	Infra	Desktop & virtual office communications	(r)	2002	1	200	2	0	2	£6.0
34	IT	Infra	XP desktop		2002	1	20	1	0	1	£1.4
36	IT	Infra	XP Tablet PC feasibility/specification		2003	1	50	11	2	1	£2.0
38	IT	ERP	ERP for design/import		2004	20	333	36	34	1	£175.0
39	IT	Infra	Telephony, email & ISP evaluation		2004	2	166	2	1	1	£8.7
44	IT	Infra	Audio/video/data conferencing		2005	1	700	7	1	1	£10.9
45	IT	ERP	Global ERP for engineering/construction consultancy	(s)	2005	44	416	103	33	3	£984.0
46	IT	eBus	Web retailing & SaaS		2005	1	202	8	4	3	£12.0
47	IT	Infra	Service charge management - full replacement hardware		2006	3	115	5	3	1	£12.0
48	IT	Infra	Support contract - supplier assessment/selection		2006	3	29	10	8	3	£20.0
49	IT	Serv	Consultancy services - replace bespoke business system		2007	10	280	2	2	2	£85.0
55	IT	HRM	Central HR		2009	45.6	236	0	TBD	OOS	£150.0
57	IT	HRM	Rota		2010	28.8	151	0	0	OOS	£33.0
58	IT	ERP	PLM/ERP/CRM/SCM		2011	39	387	102	26	3	£1,300.0
59	IT	Serv	Asset & Service Management		2011	3	25	24	3	1	£696.0
60	IT	HRM	Extended HR		2012	1	0	1	0	0	£0.0
61	IT	AM	Asset Intelligence		2012	5	107	7	5	1	£250.0
62	IT	HRM	Integrated HR & Payroll		2012	42	302	OOS	OOS	OOS	£500.0
63	IT	CRM	Community Fire Protection		2013	65	325	8	TBD	TBD	£0.0
65	ITres	SCM	Supply Chain Management (SCM)	(t)	2014	0	0	0	0	2	£500.0
66	ITres	PLM	Product Lifecycle Management (PLM)	(u)	2015	2	0	0	2	2	£1,199.8
67	IT	PLM	Reviewed PLM support	(v)	2016	1	34	4	4	0	£1,199.8
68	IT	Cloud	Cloud hosting provider	(w)	2017	1	35	8	0	4	£2.0
69	IT	Finance	Money management		2017	2	54	30	0	6	£1.0
70	IT	ERP	Project ERP		2018	8	356	8	32	2	£1,732.0
71	IT	Finance	Asset/Portfolio Tracking		2020	2	56	52	9	2	£7.4
Count/Total:					58	802	8,103	1,111	450	113	£13,237

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.