Industrial stories

“The smoking customer”

Communications with customers during e-services development

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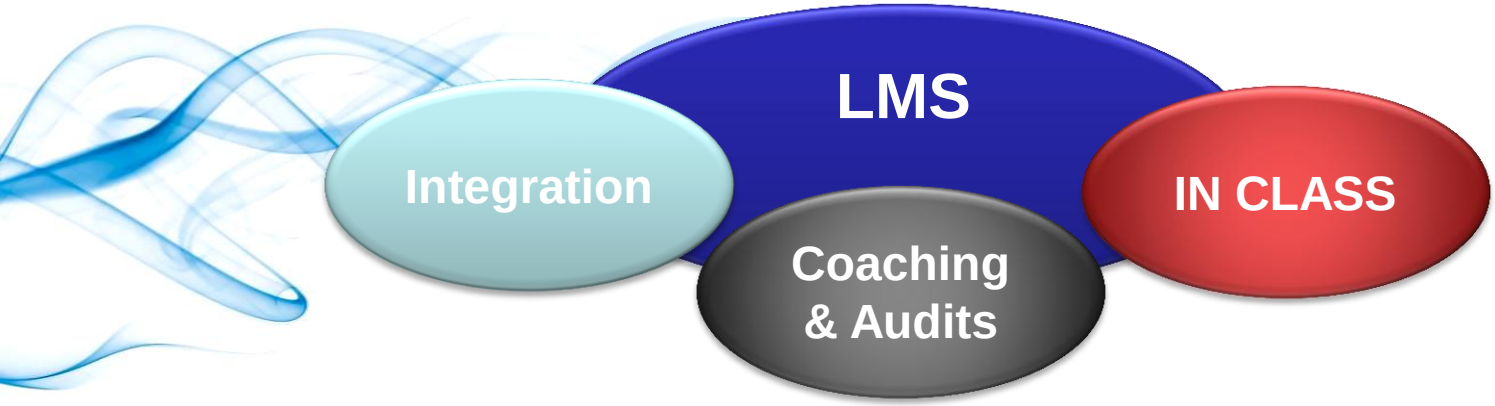
eLearning Server 4G

HyperMethod IBS

- **HyperMethod IBS** is one of the Russian leading developers of Software and solutions for e-learning, development of electronic training courses, training and personnel assessment.
- **Founded in 1991**.
- **More than 400 clients**.
- Products:

- **eLerning Server 4G** - learning management system (LMS).
- **Assessment Tools** allows to automate processes connected with activities on personnel management, certification and personnel development.
- **eAuthor CBT** - is intended for instructors (teachers), trainers, members of training centers, developers and authors of training courses.

About project «SMOKER»



Preparation
Contract

Analysis and project planning

First implementation
Demonstration

New requirements
Crisis

Overcoming the crisis

Running system

Support

New offers

Preparation and signing of contract

Standardized phone request for the LMS implementation

Key problems

- Inexperienced sales manager
- Absence of PM during negotiation stage
- Unfamiliar automation area

Action taken

- The contract was signed with no regard to the key problems

«If only»

- PM had been involved in coordination of RS
- Informational examination had been done
- The project had been our standard RS(?)

Contract with low budget, unrealistic deadline and vague requirement specification

Analysis and project planning

Contract with low budget, unrealistic deadline and vague requirement specification

Key problems

- vague requirement specification
- time term-1 month
- Low budget
- No informational analysis planned
- Complex and unformalized processes
- Complete mismatch of customer's expectations and product facilities

Action taken

- Express version of informational analysis
- The choice of a more defined part for implementation in formal time terms
- Development of a real work plan

«If only»

- The project had been turned down at once…
- The customer had been convinced to go for informational examination only but not for implementation
- Smoking was totally banned…

Agreed realistic deadline, working plan and tasks for the first stage (formal). Intention to implement standard pack software

Project charter

- 1.1 Terms and definitions
- 1.2 Main project tasks and goals
- 1.3 Project participants
  - 1.3.1 Customer
  - 1.3.2 Contractor (Provider)
- 1.4 Contract and project roles
  - 1.4.1 Contractor (Provider)
    - 1.4.1.1 HyperMethod IBS project manager
  - 1.4.2 Customer
    - 1.4.2.1 IT project manager
    - 1.4.2.2 Functional Customer
- 1.5 List of activities performed by HyperMethod IBS

Analysis and project planning

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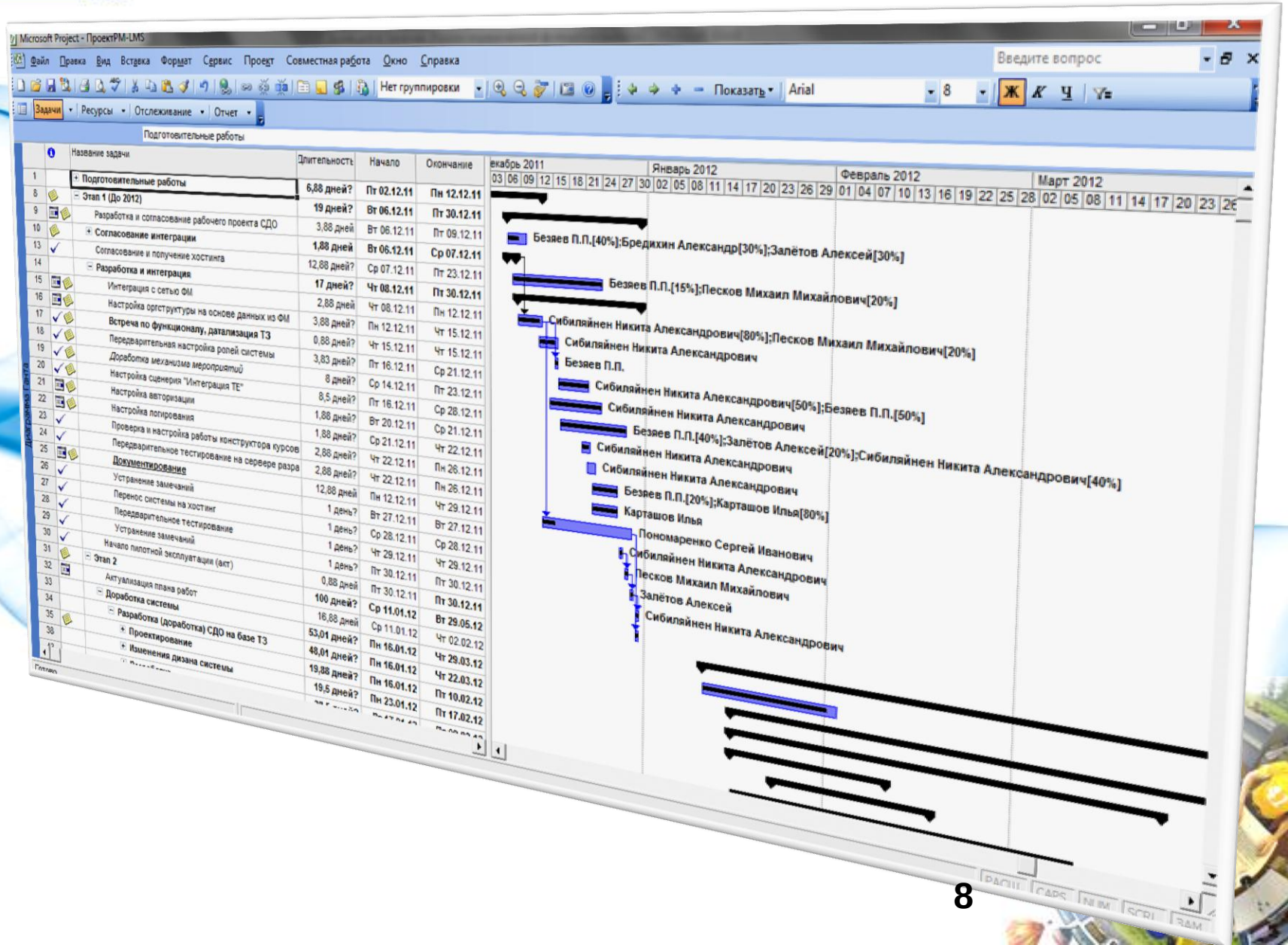
Project planning in MS Projects



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First implementation and system demonstration

Agreed realistic deadline, working plan and tasks for the first stage (formal).
Intention to implement standard pack software
Requirements for the system design.

Key problems

- Resource shortage at the end of the year
- Absence of project team
- Customer's emphasis on the system design
- rejection of approved solutions
- confusion in "design" and "functionality"
- HM management mistake

Action taken

- Involvement of additional staff
- Usage of full armoury in «effort for resources»
- Working on holidays
- Preparation of the necessary script for demonstration

«If only»

- customer's visual approach had been acknowledged at once
- The HM management had been convinced not to be led by the nose by Customer…

Pilot system.
Signed act of acceptance.
Discrepancy report.
Customer's new requirements.

New requirements and crisis

Pilot system. Signed act of acceptance. Discrepancy report. Customer's new requirements.

Key problems

- Difficulties in communication
- Lack of experience of visual process modeling
- Customer's refusal to approve design solution (DS)
- constant stream of additional requirements and comments

Action taken

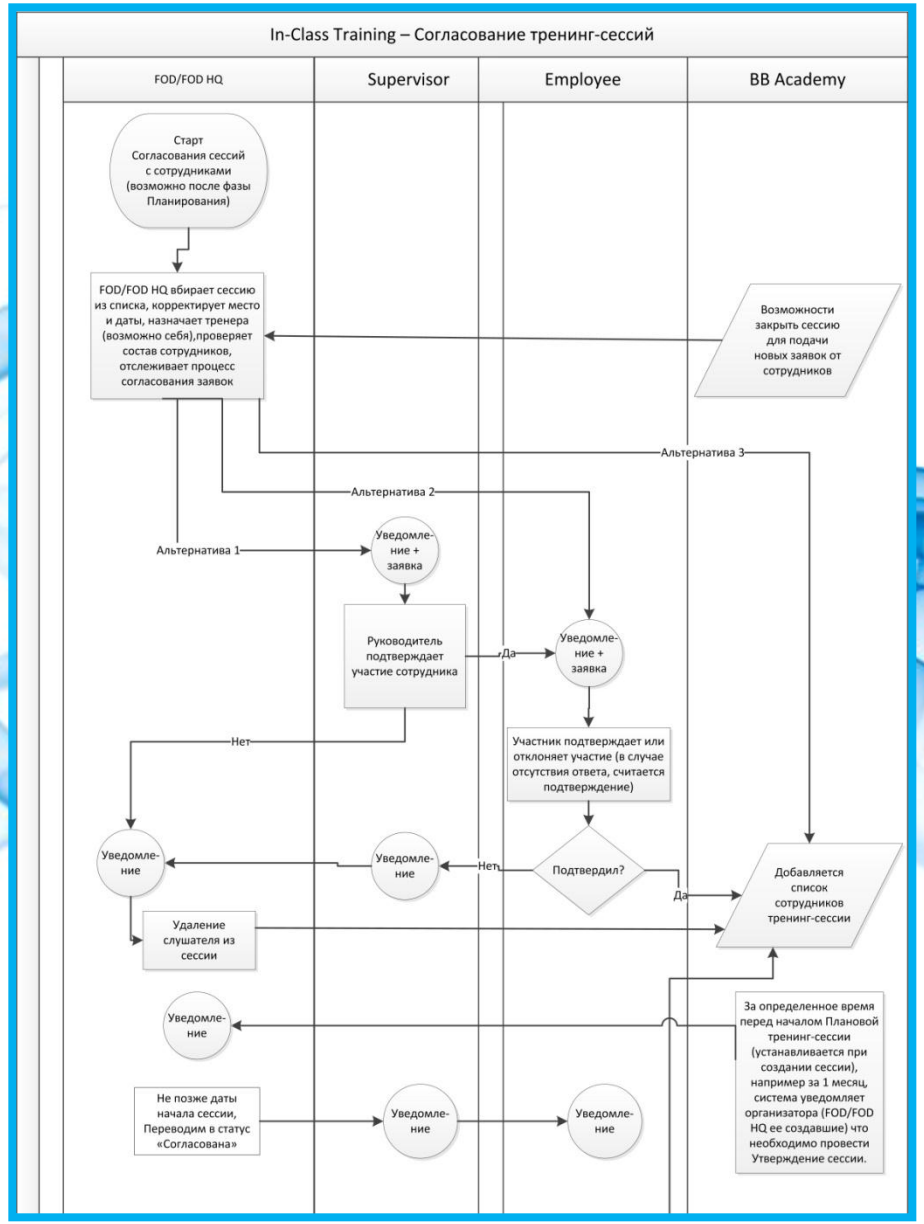
- Development of DS
- Development of process diagrams
- IssuesLog

«If only»

- There had been an experience of visual process modeling and willingness to make advances to Customer in this question.

Design solutions are not approved. Development is conducted at random and at HM's own risk. Agreed deadline missed.

Example of a process diagram



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Example of IssuesLog

Nr.	Created	Item Status	Type	Owner	Due date	Category	Priority	Description / Activity / Issue	Action Plan / Solution / Remarks
0,50	03.02.2012	Open	Issue	Pavel	31.03.2012	General Interface	H	Вопрос с ролями - переключение или объединение	
0,02	23.01.2012	Open	Issue	Pavel	31.03.2012	General Interface	L	Индикатор-значек ожидания системы	При операциях ожидания возникает значок "Шляпа", который необходимо поменять, на стандартное колесико или вращающийся логотип COD (уточнить).
0,03	23.01.2012	Open	Issue	Pavel	31.03.2012	General Interface	M	В некоторых экранах элементы управления или названия действий (команд) не полностью видимы - не влезают в выделенное место экрана.	1. Провести проверку всего интерфейса на наличие подобных недостатков и устранить. 2. По результату провести совместную проверку.
0,04	23.01.2012	Open	Action	Pavel	31.06.2012	General Interface	L	Проверка и адаптация функционирования системы на iPAD.	1. После окончания доработок на ПК, провести проверку всего интерфейса и адаптацию на iPAD.
0,05	23.01.2012	Closed	Issue	Pavel	31.03.2012	General Interface	L	Требуется возможность переключения языка на английский на странице входа в систему (без сохранения).	

New requirements and crisis

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Overcoming the crisis

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Key problems

- Risk of breach of relations
- No understanding how the project can go on
- Each side blames the other for the missed deadline

Action taken

- «Big meeting»
- The decision to start from the scratch
- Hyper Method IBS concessions (in money terms)
- Harmonization of drafts and protocols

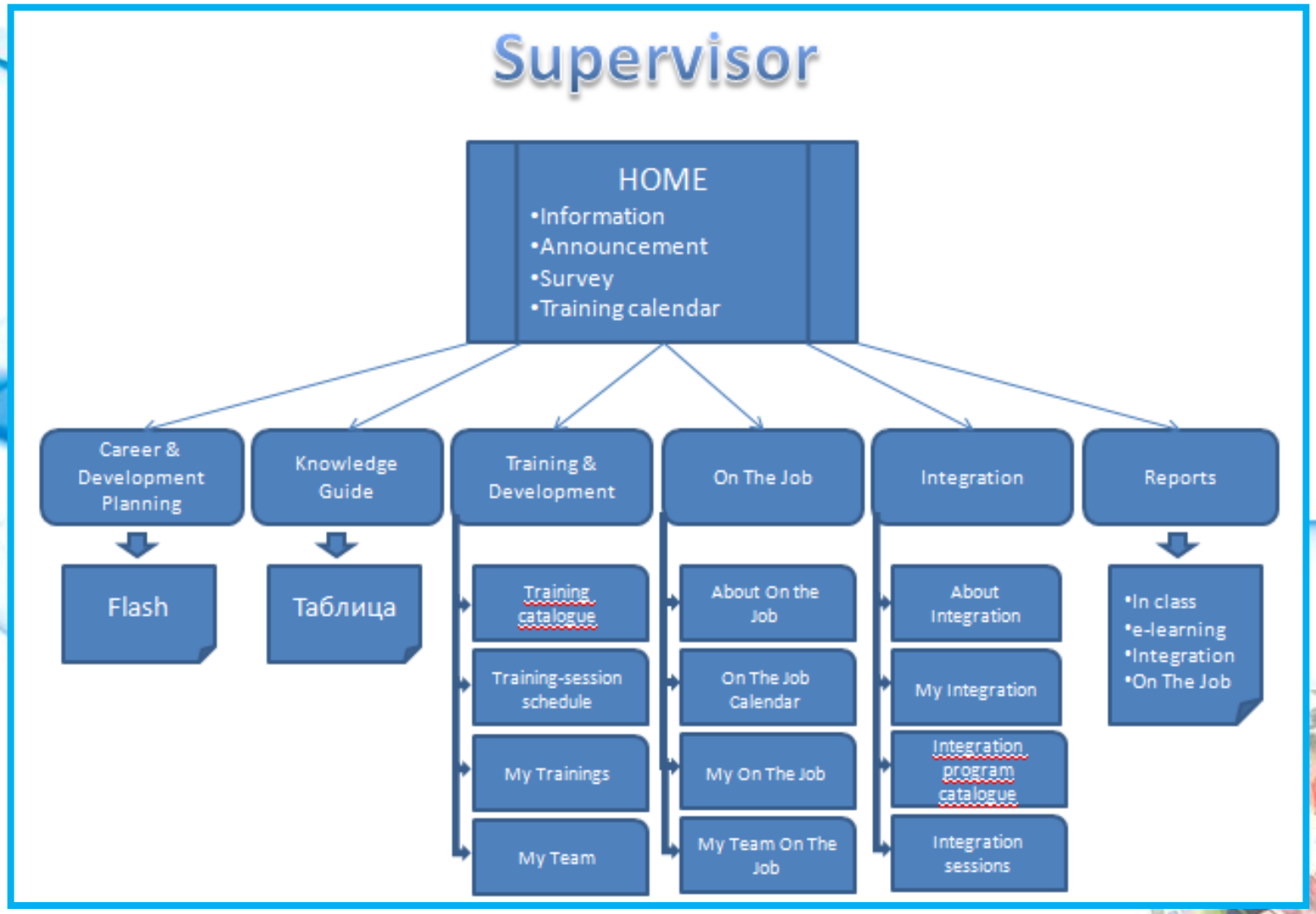
«If only»

- The money had been kept for hosting and support (???)
- The practice of quintuple charges when working without RS had been known

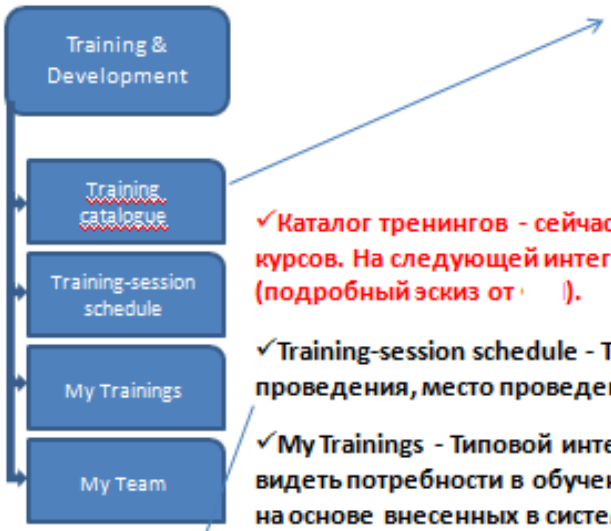
Agreed drafts, maps and protocol. Project terms are extended .

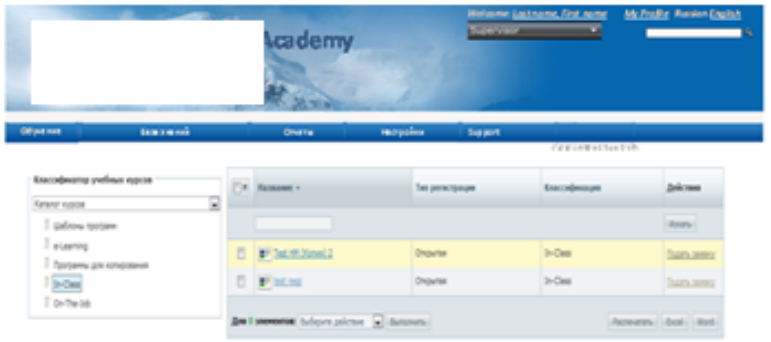
Draft of the main page

Map of the System



Decoding of map branches





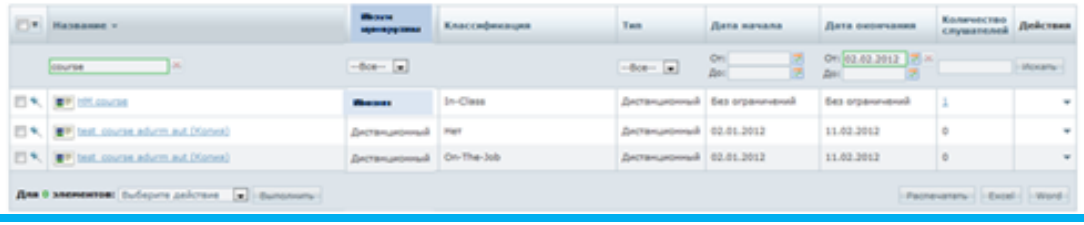
✓Каталог тренингов - сейчас будет или статичная таблица или существующий каталог курсов. На следующей интеграции должно быть матричное представление каталога (подробный эскиз от).

✓Training-session schedule - Типовой каталог курсов, но с добавление полей: дата проведения, место проведения. Возможность подать заявку.

✓My Trainings - Типовой интерфейс «Мои курсы», но с добавлением возможности видеть потребности в обучении (планируемые тренинги), которые будут формировать на основе внесенных в систему правил.

✓My team - Выводим список сотрудников, с возможностью зайти в профайл сотрудника: история и текущее обучение.

В системе будут все базовые процессы поддержки аудиторного и e-learning обучения, но без деталей, таких как новые виды уведомлений, дополнительные отчёты и т.п.



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Running system, support, offers

Agreed drafts, maps and protocol. Project terms are extended .

Key problems

- Resources shortage, decrease of staff motivation
- Consequences of unsystematic development
- Resignation of the key expert (JS)

Action taken

- Quality sacrificed to realization of agreed functionality
- Correct instructions and scripts for pilot exploitation prepared
- Relations with new Customer's PM established

«If only»

- Executive management had foreseen financial problems and preserved valuable experts

Project development: package of offers and payments for hosting and support

THANK YOU!