

WHITE PAPER

Discovering the Lowry DSDM Implementation Methodology

Harnessing the Power of Change to Avoid the Pitfalls of Implementation Failure





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Asset Management: Enterprise Visibility

Introduction

Here are the TOP 5 reasons that Implementations fail according to Ziff Davis B2B (these are not in any particular order):

1. Failure to manage business benefits
2. Failure to manage organizational change
3. Not involving key stakeholders
4. Setting unrealistic expectations at the outset
5. Poor project management

From our experience, this is a pretty realistic list; and the reason we are so focused on following a mature methodology for Project Implementation that is both proven and places the business needs ahead of “technology for technology’s sake”.

The methodology we use is the Dynamic Systems Development Method (DSDM).

DSDM is a mature, agile methodology, and Lowry has customized it to perfectly fit asset management and data collection implementations.

As you proceed in this White Paper you will see how all of these “TOP 5” reasons for Implementation failures are addressed in the Lowry methodology and, therefore, why we can guarantee your success.

Don't let your project become a case study on failed implementations.



Definition of the Lowry DSDM Agile Implementation Approach

1. The primary purpose of the Implementation phase of a project is to get the solution into live use.
2. A secondary purpose is to act as a key review point prior to additional work or implementing at additional sites.

Implementation Objectives

- To deploy the solution (or increment of it) into the live business environment.
- Where applicable, to train the end users of the solution and/or provide necessary documentation to support the live operation of the solution in the business environment.
- To train and/or provide documentation for operations and support staff who will be responsible for supporting and maintaining technical aspects of the solution.
- To confirm that the deployed solution has enabled the delivery of intended elements of business benefit described in the Business Case.
- To confirm the ongoing performance and viability of the project and re-plan as required.
- After final deployment:
 - To formally bring the project to a close.
 - To review overall project performance from a technical and/or process perspective.
 - To review overall project performance from a business perspective

What does a real Implementation approach look like? One that will guarantee success time after time?

Implementation Deliverables

Some of the important deliverables for this phase include the following:

- Deployment of Solution
- Training of Users
- User Documentation
- Live Operation Support



The philosophy behind Lowry's Agile Implementation Methodology

At Lowry, all projects must be aligned to clearly defined strategic goals and focus upon early delivery of real benefits to the business. When key stakeholders understand the business objectives, are appropriately empowered, and collaborate in delivering the right solution, then successful delivery is ensured.

Taking a step back, what is the philosophy behind a Lowry Agile implementation?

8 Principles of Lowry Projects to ensure this philosophy is followed

| | |
|--|---------------------------------|
| Focus on the business need – Every decision made during a project is evaluated in light of the overriding project goal – deliver what the business needs when it needs it. | Resolves #1 of the TOP 5 |
| Deliver on time – Delivering products on time is the single most important success factor for this project. | Resolves #1 of the TOP 5 |
| Collaborate – Lowry teams work in a spirit of active cooperation and commitment. Team collaboration encourages increased understanding, greater speed and shared ownership. | Resolves #2 and #3 of the TOP 5 |
| Never compromise quality – The level of quality to be delivered must be agreed upon from the start. All work is aimed at achieving that level of quality. | Resolves #4 of the TOP 5 |
| Build incrementally from firm foundations – Incremental delivery allows us to ensure early delivery of real business benefit to the customer. | Resolves #4 of the TOP 5 |
| Develop iteratively – Lowry advocates a pragmatic approach to change that relies on iteration in order to embrace change and produce a better solution. | Resolves #4 of the TOP 5 |
| Communicate continuously and clearly - Lowry's techniques are designed to improve communication effectiveness for teams and individuals. Facilitated Workshops are used to ensure efficient communication and collaboration. | Resolves #5 of the TOP 5 |
| Demonstrate control – The team is to be proactive when monitoring and controlling progress at all times, especially in regard to the Business Driver/Case. | Resolves #5 of the TOP 5 |

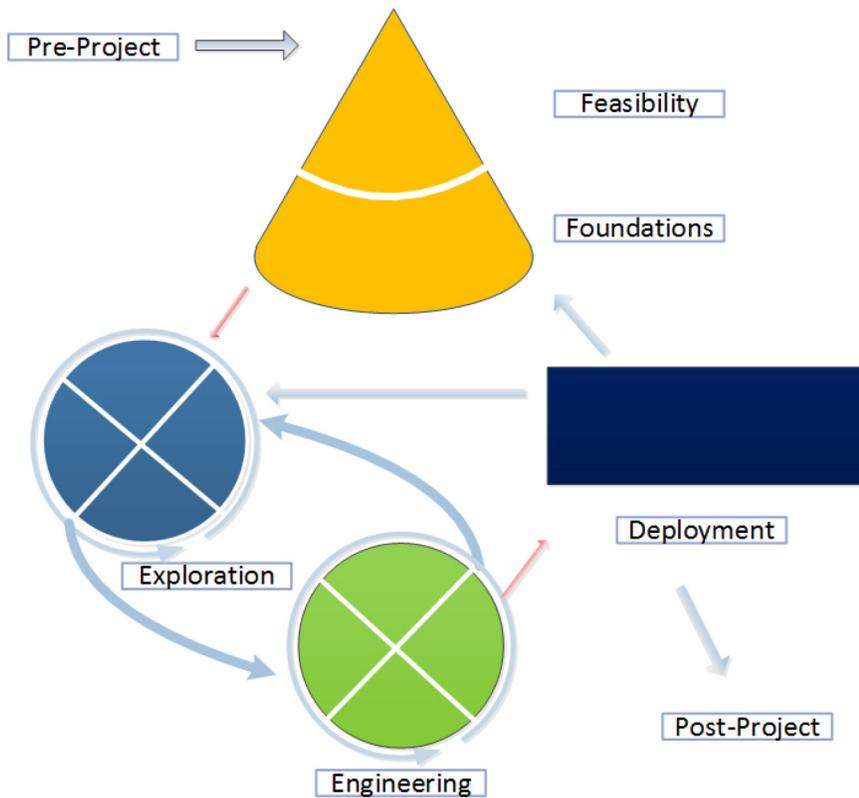
As you study these 8 principles you should see how the Lowry Implementation process ensures against falling prey to the TOP 5 reasons that Implementations fail.

As you learn more about Lowry Implementation methodology this will become self-evident.

Project Lifecycle in Pictures

Lowry projects are both iterative and incremental. Wherever possible, the solution is delivered to the business in a series of increments that increase the breadth and/or depth of the solution with each delivery. Lowry integrates a project management lifecycle and a product development lifecycle into a single process.

A picture is worth a thousand words, no doubt; so take a gander at the Lowry Project methodology in pictures...



The project process, as shown in the figure above, has five phases: Feasibility, Foundations, Exploration, Engineering and finally Deployment in the business' operational environment. These are preceded by the Pre-Project phase and followed by the Post-Project phase.

Definition of Terms

Pre-Project

The Pre-Project phase ensures that only the right projects are started and that they are set up correctly.

Feasibility and Foundations

The Feasibility and Foundations phases are completed sequentially. They set the ground rules for the iterative and incremental development of the solution that is to follow; thus there is a clear break between Foundations and the first iteration of the Exploration phase. The important thing is to understand the scope of the work and how it will be carried out, by whom, when, and where.

Exploration and Engineering

In the Exploration phase, all or part of the problem is investigated and a partial solution is created. During the Engineering phase the partial solution is made robust enough for operation use. The details of how the Exploration and Engineering phases overlap, merge, and flip from one to the other depends on the particular project and the nature of the solution being created. It is divided into chunks that make sense from both the development and operational viewpoints.

Implementation

The Implementation/Deployment phase places the created solution into operational usage. The primary purpose of the Implementation phase is to get the solution into live use.

The Implementation Plan includes everything needed to move the solution into the operational environment. This typically includes the building of Use Cases, Test Cases, Test Data, and the User Acceptance Testing (UAT) Plan, along with onsite testing and management of the customer UAT process, by the Lowry Implementation Group.

Post-Project

After the project has delivered the solution, the Post-Project phase comes into play. This covers such activities as:

- Keeping the solution operating effectively
- Checking that the business benefits have been achieved
- Reporting on lessons learned
- Confirm that the project is in line with business strategy
- Begin feasibility planning for next round of project deliverables



Roles and Responsibilities

People working together effectively are the foundation of any successful project. The Lowry team recognizes this and has found it to be extremely beneficial for both parties to:

- Assign and define clear roles, objectives, and responsibilities to each person related to the project.
- This allows communities to work closely together and to break down any possible communication barriers for any and all projects

Lowry takes the approach of identifying the roles of all participants to assure we have identified all of the team members involved within the project. This will also allow the team to resolve the assignment of any incorrect action items, tasks or issues, making certain the action item/task are delegated to the proper individual and job role.

Here's a list of common Customer roles called out in each Project, followed by a list of Lowry roles.

Customer Roles:

1. Business Sponsor
2. Business Visionary
3. Business Ambassador
4. Project Manager
5. Purchasing
6. Technical Coordinator
7. Solution Tester

Lowry Roles:

1. Agile Coach
2. Workshop Facilitator
3. Project Manager
4. Technical Coordinator
5. Systems Architect
6. Solutions Developers

Remember to define and assign roles to avoid many of the pitfalls described in the TOP 5 reasons projects fail, especially #3: "Not involving key stakeholders."



The Makings of Clear Communication – The Facilitated Workshop

Facilitated Workshops are meetings designed to ensure clear communication between all parties.

Facilitated Workshops involve a process in which a Facilitator enables a group to work together to achieve an agreed upon goal. Lowry Facilitated Workshops ensure a team-based approach to rich communication and collaboration and achieve results with speed and commitment and buy-in to the outcome.

Good communication is vital; enter the “Facilitated Workshop”

In essence, Lowry Facilitated Workshops are a specialized set of meetings that address specific concerns of the project. The workshop process is as follows:

- Identify and discuss issues related to the project and define a clear set of objectives for next steps.
- Identify team members who are chosen and empowered to produce the product.
- Allow the Facilitator to enable the effective achievement of each workshop objective.

Facilitated Workshops should be scheduled and approved according to the participant’s availability. There should be sufficient time between Facilitated Workshops to allow any assigned work to be completed prior to the next workshop. The schedule should be flexible to allow all parties to fully participate as required.

Facilitated Workshop Assumptions:

- Lowry and Customer will participate fully in all Facilitated Workshops.
- Customer will provide feedback on Lowry deliverables in a timely manner, to ensure that each successive Facilitated Workshop is a working session, not a first pass reading session.
- If the scope increases during the Facilitated Workshops, and additional Facilitated Workshops beyond the scope of this document or other services are determined to be needed, the Project will be amended for the additional effort.
- Unauthorized scope creep will be guarded against by all parties at all times.



Nuts and Bolts

With an understanding of the Lowry DSDM Implementation Methodology, you can begin to appreciate what's next.

Within the construct of this tried and true methodology that works for the smallest projects, all the way up to huge enterprise class implementation projects, and with our experience using the methodology that has produced countless successful projects, next consider the detail that goes into the structure of the methodology.

When working a project Lowry will provide the customer:

- Use Case definitions
- Test Cases
- Configuration details
- Installation services
- Data migration
- Initial testing and verification of the solution
- UAT Plan
- Testing and UAT support services
- Promotion to Production services
- "Go-Live" support
- Software Maintenance
- Premium Maintenance Support to ensure long-term sustainability of the solution
- Support for future customizations, interfaces, etc.

When all of this gets wrapped up into a Proposal built upon the Lowry DSDM Implementation Methodology documentation structure, the Customer is the clear winner, as such well-defined Projects tend to naturally avoid all the pitfalls associated with the TOP 5 reasons that Implementation Projects fail.

This "Lowry Way" is one of the "intellectual properties" that Lowry brings to the industry: a mature Implementation methodology that has shown itself to work in the real world, is repeatedly, and that continues to help customers maintain long-term sustainability with their Lowry provided solutions.

What else could there possibly be?



About Lowry – Some of the People We’ve Helped

First off, thank you for considering Lowry Solutions as your source for information regarding your asset tracking/ management needs.

Since 1974, Lowry Solutions has been an industry leader in Automatic Identification and Data Capture (AIDC) system integration. As an award winning Premier AIDC Systems Integrator, Lowry is committed to ensure we are building upon and providing our customers with dynamic solutions that meet the needs and requirements of their business.

Some of the customers we’ve helped achieve Proactive or Service/ Value Oriented asset management maturity levels include the following:

Automotive

- Vehicle Tracking
- Parts Tracking
- Test Lab Equipment Tracking

Aircraft, Space, and Industrial Application

- Tool Tracking with Calibration Interface

State of Michigan

- IT Asset Tracking with CMDB Interface

Municipality

- IT Asset Tracking with Mapping Functionality

Financial Services Credit Union

- IT Asset Tracking
- Fixed Asset Tracking

Financial Services Document Custodian

- File Tracking



Marine Corps

- File Tracking

Criminal Investigations Lab

- Weapons Tracking

Designer Clothier

- Creative Assets with SAP Interface

Global Silicones Provider

- Material Tracking with SAP Interface



Given the breadth of customers we work with and the verticals we support (remember, asset management is a vital discipline across all verticals), Lowry tailors each project to the individual needs of each organization. This mindset is evident in the LowryTrack ACS product itself, which is built from the ground up for scalability and configurability. It is also expressed in the full suite of product and service offerings available at Lowry Solutions, which help us provide you a successful implementation regardless of your needs, be they focused in hardware, software, training, services, or some combination thereof.

Also, the customized Lowry Dynamic Systems Development Method (DSDM) Agile Implementation methodology is the underlying strength of our successful implementations. This methodology allows for a thorough and complete testing and “Go-Live” process while also providing the detail necessary for future functionality considerations and possible expansion to other areas within a customer’s organization. Training, along with ongoing maintenance of the in-production solutions, is also addressed in the process.

Through this pragmatic approach, Lowry eliminates waste from the outset, adds value at every stage, and embraces change to produce a better solution. Lowry has multiple years of experience working with customers from diverse backgrounds and understands that not everyone is fully versed in the combined Agile Implementation methodology. Lowry therefore is committed to working with its customer’s team to further demonstrate the benefits of the Agile Implementation process.

At Lowry Solutions, our FOCUS always remains helping our Customers become more efficient and productive by applying technology solutions to our customers business that will increase productivity, reduce costs, and improve their customer service.

For more information, contact us at (800) 733-0210 or visit us online at www.lowrysolutions.com.



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