How this session will work . . . .

- ➢ Mark your top 4 challenges and hand us your form
  - ➢ Include your e-mail address – we take great notes

- ➢ While we are tallying the results . . . . . a common upgrade story

- ➢ Round table on the top 4 challenges
  - ➢ We can provide our point of view
  - ➢ Share your tips, tricks, best and worst practices

- ➢ Drivestream's Jumpstart Program for Upgrades

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How this session will work . . . .

➤ Goals:

- Be an "active listener"
- Share your experiences with the group
- Discover how you are doing relative to your peers

➤ What You are Going To Get:

- Some new ideas
- Session notes – provide your e-mail address or business card
- Background on how Drivestream addresses these challenges
- $10 Starbucks Gift Cards

What is so different about an Upgrade?

Upgrade Challenges

- ➤ Do you have trouble understanding the new functionality in the next release and how it applies to your business?

- ➤ Do you have trouble building the business case for an upgrade?

- ➤ Do you have trouble understanding the upgrade methodology?

- ➤ Do you have trouble understanding how to plan, budget and execute your upgrade?

- ➤ Are you overwhelmed by the new tools and technologies that you need to learn in the next release?

- ➤ Are you too busy running the business or supporting it to worry about and work on a complex upgrade?

- ➤ Do you lose momentum or not have the same excitement for your upgrade as you did for your implementation?

Point of View: PeopleSoft Upgrades

Planning:
➢ Upgrades are uniquely different than an initial implementation
➢ Traditional methodologies are not best suited for Upgrades
➢ There are many unknowns about the Upgrade in terms of scope, functionality, timelines, resource requirements and costs

Management:
➢ Getting off to a bad start with users will kill momentum
➢ There is usually a level of misunderstanding between the IT group and the end user community that stays unaddressed
➢ Upgrades are difficult to budget, plan and staff

Scope:
➢ Most companies need a way to address the customizations and Scope creep issues that arise during an upgrade

Technical:
➢ New tools and technologies in the release add a level of complexity to the upgrade
➢ Building out your environment upgrades is time consuming and one of the "long straws" in the upgrade

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A Common Upgrade Story . . .

X – Decision to Upgrade – Go Live Date established
X – Project Plan Established – Based on Assumptions / Estimates
X – IT Struggles with how to support the system and do the upgrade. Business users have limited time.
X – Business Case / Value Prop for the Upgrade is unclear

Requirements → **Design & Upgrade** → **Develop & Test** → **Implement & Support**   Go Live #1

X – Business Users Identify Major Missing Functionality – Need to Adjust Timeline
X – First Pass Upgrade Environment was not built on time – customization retrofit delayed
X – Major new functionality was discovered that will really help the business – it must be added

Design & Upgrade → **Develop & Test** → **Implement & Support**   Go Live #2

X – Business Users don't have enough time to test
X – During Development – Customizations were underestimated

Develop & Test → **Implement & Support**   Go Live #3

Results

The Results

Challenge	Your Votes
Limited understanding of new functionality, tools and technologies	15
Limited understanding of upgrade methodology	12
Staffing the upgrade – finding the right resources	16
Users have limited time to work on the upgrade	21
No momentum for the upgrade within the team	11
Don't know your own customizations / lack of documentation	10
Trouble controlling scope / timeline	8
Understanding and planning for Upgrade Environments	5
Hard to plan for the upgrade – Many Unknowns	11
Budget	9
Infrastructure Planning / Additional HW and SW	6

The Results

Challenge	Your Votes	Last 3 RUGS
Limited understanding of new functionality, tools and technologies	15	31
Limited understanding of upgrade methodology	12	18
Staffing the upgrade – finding the right resources	16	22
Users have limited time to work on the upgrade	21	35
No momentum for the upgrade within the team	11	13
Don't know your own customizations / lack of documentation	10	19
Trouble controlling scope / timeline	8	14
Understanding and planning for Upgrade Environments	5	8
Hard to plan for the upgrade – Many Unknowns	11	17
Budget	9	11
Infrastructure Planning / Additional HW and SW	6	11

Drivestream Jumpstart Program

What is Jump Start?

An intense 2-6 week program that combines the intensity of the last six weeks of a project before go-live with a unique approach to kicking off an upgrade.   There are 4 distinct parts of the Jumpstart that address the common upgrade challenges:
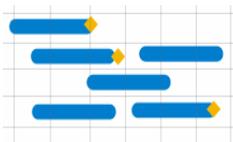
Upgrade School

Environment Launch

Rapid Fit Gap

Option Assessment, Selection and planning

Upgrade School

"If you don't know where you are going any road will get you there." – Cheshire Cat from Alice in Wonderland

Upgrades are unique projects that your users and your technical team are probably not all that familiar with. The Upgrade process is different from an implementation and roles and responsibilities reflect that. We bookend the Jumpstart with education classes to norm the team and give them a "shared" context for the Upgrade.

There are two classes that each group attends:

End User/ Business Analyst Training
➢ Overview of how the Upgrade works and IT's and their roles and responsibilities
➢ The technical ins and outs of an upgrade from a functional point of view
➢ Overview of the new functionality in the release and get them thinking about what the upgrade will give them

IT Team Training
➢ Review Upgrade Methodology and Approach and what should be expected out of them
➢ Overview of the new tools and technologies in the new release and what they offer and what the team will need to know
➢ Overview of the new functionality so they will have a good understanding of what the users will want later in the project

Environment Launch

"Thought is impossible without an image." - Aristotle

One of the first major hurdles in the Upgrade is building your first pass upgrade Environment and planning your future environments. 65% of all PeopleSoft customers fail to properly estimate how many environments they need and how they will build it and have to make trade-offs down the line that can cause significant delays to the timeline.

In the Environment Launch, we will:

➤ Build your first pass Upgrade Environment – to be used in the Rapid Fit Gap – so your users can see the new functionality with <u>YOUR</u> data

➤ Develop a firm environment plan for the number and type of environments that you will require for the rest of the Upgrade
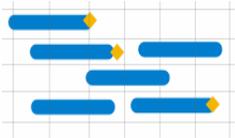
Rapid Fit-Gap

"We don't know what we don't know." – Anonymous

Our upgrade Specialists know the new functionality in the release. We work closely with your Business Analysts and Key End Users to quickly identify new functionality that can be leveraged by the business or customizations that can be retired or replaced.

The Rapid Fit-Gap begins with:

➢ A review of your customizations and interfaces and the business reasons behind them. If you do not have them catalogued, our special scripts will search your application to identify the objects that you have customized over time.

➢ Mapping of the customizations to the new functionality and a user review to determine customizations that should be:
  ➢ Retired
  ➢ Moved Forward
  ➢ Replaced by new functionality

➢ Assessment of the new functionality in the release and the business benefit of implementing it

Options Assessment, Selection and Planning

"If I have six hours to cut down a tree, I will spend the first four hours sharpening the axe." – Abe Lincoln

We review the results of the Rapid Fit-Gap to develop options for your Upgrade. Do you want just a technical upgrade? Do you want to implement new modules and functionality? Do you want to retire customizations?

In the Options Assessment, we will:

➤ Review your options
➤ Determine the level of effort for each option and the expected benefits
➤ Build the Business Case for each option
➤ Facilitate the Option Selection Process

Once the option is selected, we will detail the exact project plan, task plan and resource plan for your Upgrade. You will be able to move forward with your upgrade with a rock solid project plan built on facts, real numbers and a business case/expectations that your users will buy into.
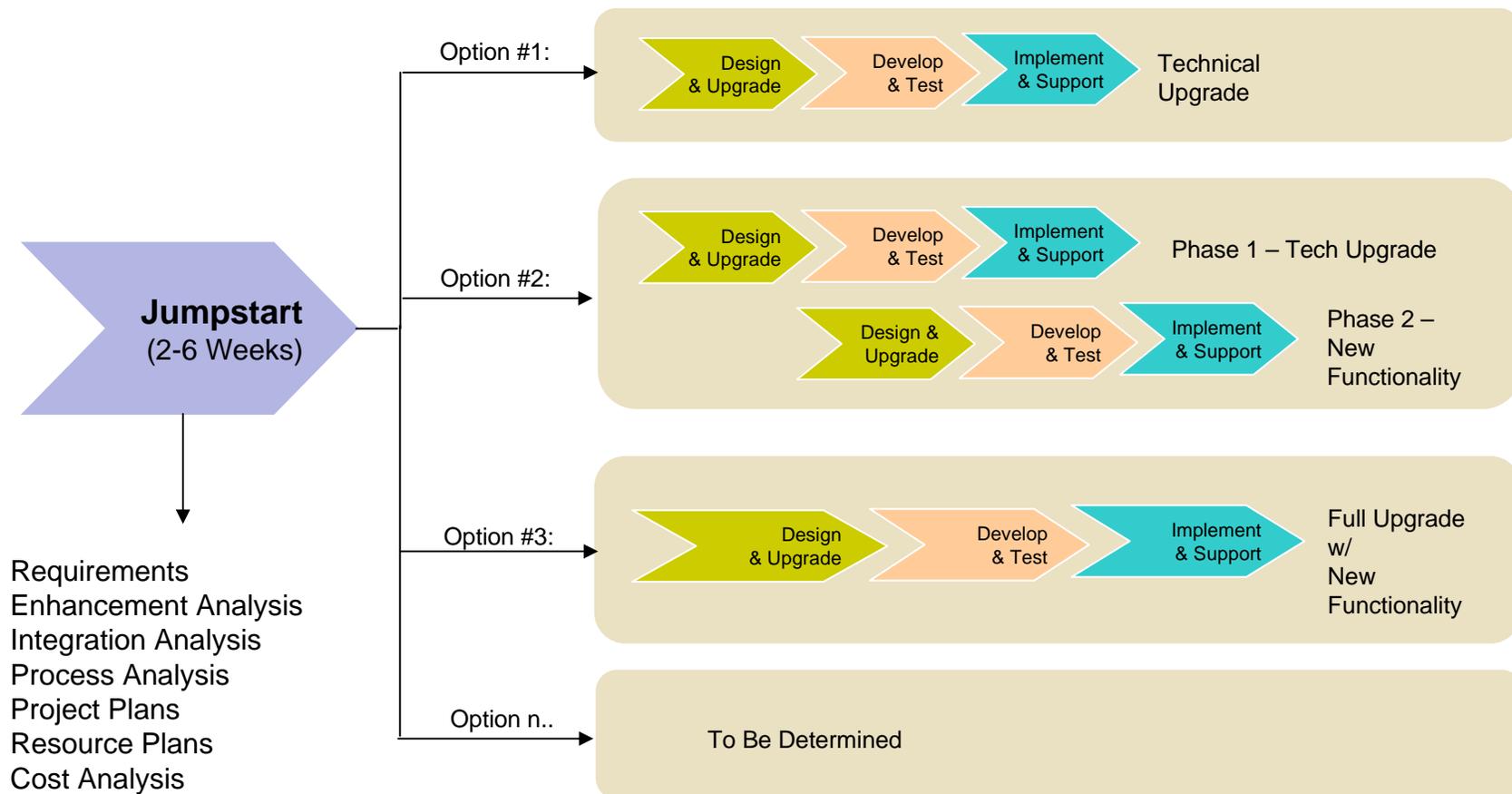
Benefits and Outputs of the Jumpstart

Outputs of Jumpstart – More Than Just a Plan

You get options with clear goals, objectives and a rock solid project plan to get you there.

What is the Result?

End Users:
➤ Understanding of new functionality and how they can best use the application
➤ Appreciation of the PeopleSoft Technology
➤ Realize what the application will look like with their own data
➤ Comprehend their role in the Upgrade Process

"I finally understand what I want and how to get it"

IT:
➤ Understanding of the new tools and features of the new version
➤ The first pass Upgrade environment
➤ "Bag of Tricks" to get through the Upgrade
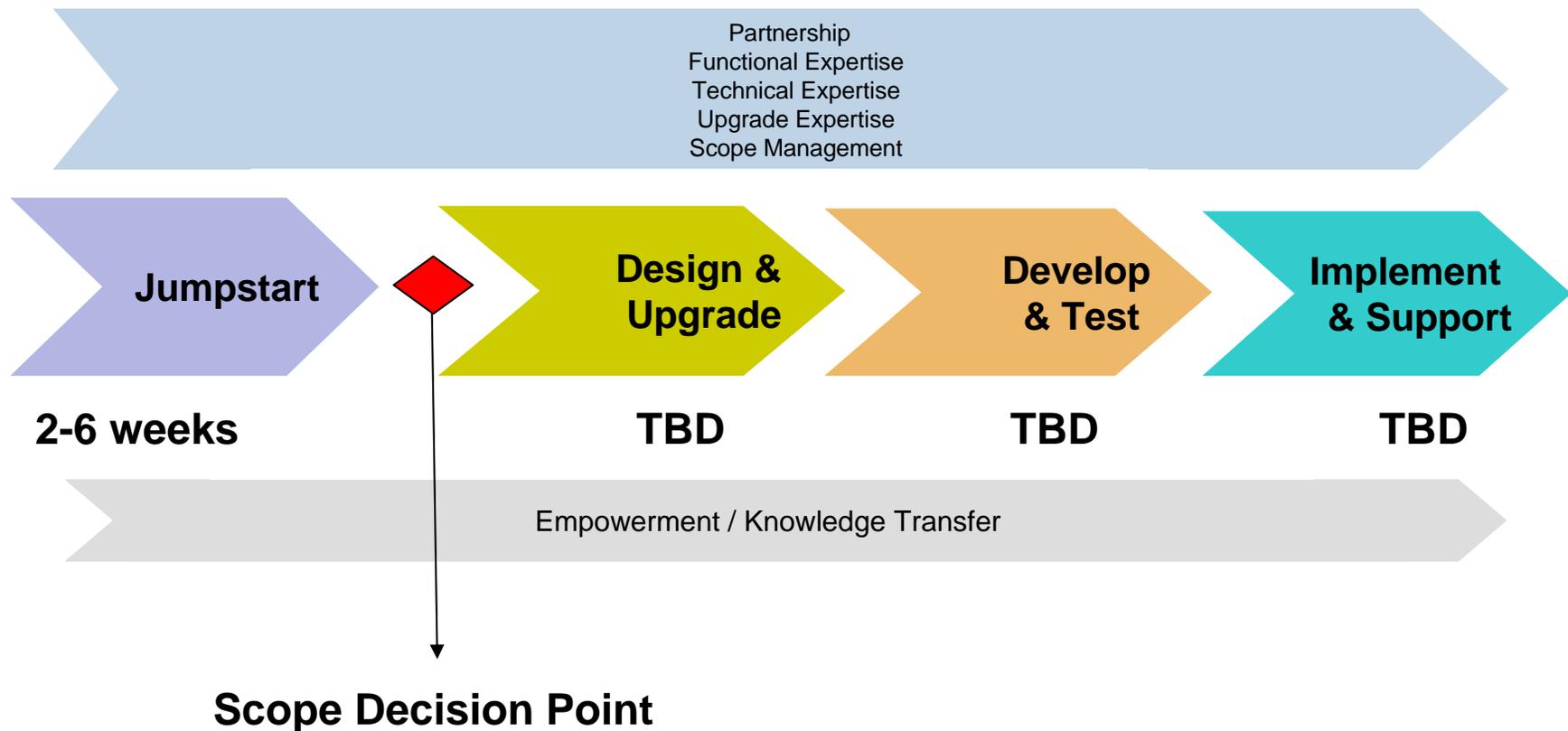➤ Consensus with the users on the Upgrade plan, approach and scope

"The technology and methodology is not complex - just different"

Executives:
➤ Alignment of IT and End User communities never seen before
➤ Hard facts to make informed business decisions
➤ A business case, value proposition and plan to get me there

"When I see the momentum and business case behind the project, I have full confidence that it will be successful and help our business"

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And now the rest of the story . . .

Partnership
Functional Expertise
Technical Expertise
Upgrade Expertise
Scope Management

Jumpstart

Design & Upgrade

Develop & Test

Implement & Support

2-6 weeks

TBD

TBD

TBD

Empowerment / Knowledge Transfer

Scope Decision Point

Why Drivestream?

About Drivestream

Drivestream is a business and technology solutions firm and a tier-one PeopleSoft vendor. The best way to define ourselves is based on how our customers view us in relation to our competition:

Working with the "Body Shoppers"	drivestream	Working with the "Big Guys"
No Method	Proven Method	200 Step Method
Search Monster/Dice	Right People - Right Time	1 Sr. Guy – you train the rest
Who Knows?	Collaborative Work Style	"Our Way"
Drop them off at the doorstep	Integrate w/ your team	Replace Your Team
Body Oriented	Results Oriented	Partner Oriented
Hourly Rate	Share the Risk	1 Million Dollar Deals
Driven to be Extended	Speed	Over-engineered

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Next Steps

Thank you

Your Primary Contact:

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Director – Business Development**

**clunde@drivestream.com
703-715-0150 x508**

Upgrade Challenges Roundtable Notes

November 3rd, 2006 2.15PM-3.00PM
2006 SNUG, Hartford, CT

Thank you for participating in the Upgrade Challenges Roundtable at the Hartford, CT SNUG Conference. At the session, attendees filled out a questionnaire marking their top four upgrade challenges as well as additional challenges that they encountered that were not on the list. Drivestream compiled the results and facilitated an open discussion on each of the top four and how companies can overcome these challenges. This document outlines the questionnaire results and the discussion that followed.

# of Respondents: 43

Challenge	Votes
1. Limited understanding of the new functionality, tools and technologies	15
2. Limited understanding of the upgrade methodology	12
3. Staffing the upgrade – Finding the right resources	16
4. Users have limited time to work on the upgrade	21
5. No momentum for the upgrade within the team	11
6. Don't know your own customizations or lack of documentation	10
7. Trouble controlling the scope or timeline	8
8. Understanding and planning for upgrade environments	5
9. Hard to plan for the upgrade – Many unknowns	11
10. Budget	9
11. Infrastructure planning – Additional hardware/software	6

DISCUSSION OVERVIEW

Drivestream facilitated an open discussion on the top four challenges. The top four challenges were:
1. Users have limited time to work on the upgrade
2. Staffing the upgrade – Finding the right resources
3. Limited understanding of the new functionality, tools and technologies
4. Limited understanding of the upgrade methodology

Users have limited time to work on the upgrade

- This customer had geographically scattered users and senior management groups. They had a tough time getting the approvals of the senior management and steering committee on the upgrade project plan, go-live dates and change management.

- A customer who recently completed an upgrade voiced, "Too many people in our organization had full time jobs and they have other responsibilities, and did not find time to support the upgrade." As a result they had extended the project duration and finally went live on a 4-day weekend.

- Another customer said their calendars are always busy and their users are involved with benefits enrollment, year-end activities, performance reviews, bonuses etc., and thinks that late spring and early summer is the best time for them to go for an upgrade.

- This customer always has many reporting needs and all the key people were involved in creating dashboards and getting these reports to the executive management. Hence they did not have time to spend on upgrades.

- Another customer recommended buying the UPK for fit gap and implementation to save users' time. On the contrary, there were other customers who felt UPK was not easy to implement and use.

- One customer said they identified specialists on each functional area and bought their time in advance for the upgrade. These specialists were able to train and educate other users. Also this customer did not plan on any firm go-live date. They kept a floating date and when they were close to go-live they made an assessment on when and how the upgrade should happen.

Drivestream's Point of View:

- Avoid the big-bang approach – plan ahead (well ahead) and stick to your project plan. Plan and allocate adequate user time to the upgrade project right from the beginning.
- Make approvals quicker and easier by giving upgrade tasks higher priority – well planned templates will make the approval process much quicker.
- Time the upgrade based on past experience. Avoid busy season.

Staffing the upgrade – Finding the right resources

- This customer created many super users across the modules and application, and these super users were brought in during the early stages for upgrade and it helped them expedite many functional decisions on the fit/gap, which drastically reduced the project timeline for the upgrade.

- Another customer hired strong external subject matter experts from the market. They released an RFP to external firms and selected the best proposal by cost, quality, talent and references. They ensured the external firms had a strong commitment to the project.

- This customer created a strong crew of Business Analysts who understood complex business processes within the company. These BAs are the driving force for any new projects and are accountable for getting all the decisions approved by the project steering committee.

- Another customer who went through couple of upgrades in the past voiced, "Don't be penny wise." Always bring a good consulting firm to perform the upgrade. Don't just bring in individuals from the market. When you select a good firm, you get the network of a company. They have a network, best practices and good methodologies to follow.

Drivestream's Point of View:

- Plan and earn as much of super-users' time as possible earlier in the project.

- Use your in-house resources that have the most experience not only with PS but with industry/functional expertise. Consider augmenting your team with experienced external temporary resources or consider partnering with an experienced systems integrator.

Limited understanding of the new functionality, tools and technologies

- This customer said, "You need to set up time upfront to get your best team trained with the new functionality before you start your project." Bring in an expert trainer and train your users, Business Analysts and IT, and prepare them well for upgrade before you start your project.

- According to this customer, "We bought a UPK for financials upgrade. It is a great tool and helps you all the way through your upgrade. However it takes time to implement UPK."

- This customer had a different recommendation that stood apart from other clients. Never do a full upgrade with all your data. Use a small scale of data (say a business unit) with your new system; have a feel for it; understand well how your new system is going to look like; do your fit/gap with this real data; and then do your full upgrade.

- This customer who recently did an 8.3 to 8.9 upgrade voiced, "Testing was a major challenge for us, and we did not plan well for testing, and we had to push the go live dates 2 times."

- Another customer had a great difficulty in understanding the navigation of the new functionality in 8.9. They saw that some of the menu items/labels have been renamed since 8.0 and security features are very different.

Drivestream's Point of View:

- Go through a rapid training session conducted either by PS (generic) or your implementation partner (tailor-made).

- Canned UPK content when available are great resources.

Limited understanding of the upgrade methodology and other challenges

- One customer said, "We have tons of customizations and we really have no clue on how much time is required to retrofit/retire these customizations for upgrade."

- Another customer said they justified all their customizations including their tax updates.

- One customer said they normally do 2 fit/gap analyses--one at the technical level using the app designer compare reports, and the second one at the functional level by analyzing their business process changes.

- Clear documentations on all your customizations will help you save a lot of time during your upgrades. This customer said they made a policy to document all their changes at the object level and this helped them identify all their customization anytime by running a comparison between DEMO and Production.
- This customer voiced, "Timing is always an issue for upgrade. We have a busy business cycle all year and our window for upgrades keeps shrinking all the time. Also to plan an upgrade in the middle of SOX projects is very challenging."
- Performance tuning and archiving the databases are good practices during an upgrade.

Drivestream's Point of View:

- Either charge the upgrade project to a very experienced in-house project manager or engage an experienced systems integrator with solid client references.

JUMPSTART PROGRAM

Drivestream's Jumpstart Upgrade Program is specifically designed to address many of the issues discussed in our roundtable. It puts the excitement and feeling of the last six weeks of the project right at the beginning. Jumpstart sets you up for success. The program consists of four parts:

1. Upgrade School

Upgrades are unique projects that your users and your technical team are probably not all that familiar with. The upgrade process is different from an implementation, and roles and responsibilities reflect that. We bookend Jumpstart with education classes to norm the team and give them a "shared" context for the upgrade.

There are two classes that each group attends:

End User/ Business Analyst Training
- Overview of how the upgrade works, their and IT's roles and responsibilities
- The technical ins and outs of an upgrade from a functional point of view
- Overview of the new functionality in the release and get them thinking about what the upgrade will give them

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- Review Upgrade Methodology and Approach and what should be expected out of them
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- Overview of the new functionality so they will have a good understanding of what the users will want later in the project

2. Environment Launch

One of the first major hurdles in the upgrade is building your first pass upgrade environment and planning your future environments. 65% of all PeopleSoft customers fail to properly estimate how many environments they need and how they will build it, and eventually have to make trade-offs down the line that can cause significant delays to the timeline.

In the Environment Launch, we will:
* Build your first pass upgrade environment – to be used in the Rapid Fit Gap – so your users can see the new functionality with YOUR data
* Develop a firm environment plan for the number and type of environments that you will require for the rest of the upgrade

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Our upgrade specialists know the new functionality in the release. We work closely with your Business Analysts and key end users to quickly identify new functionality that can be leveraged by the business or customizations that can be retired or replaced.

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  - Retired
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  - Replaced by new functionality
* Assessment of the new functionality in the release and the business benefit of implementing it

4. Options, Selection and Planning

We review the results of the Rapid Fit-Gap to develop options for your upgrade. Do you want just a technical upgrade? Do you want to implement new modules and functionality? Do you want to retire customizations?

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What do you get out a Jumpstart?

End Users:
- Understanding of new functionality and how they can best use the application
- Appreciation of the PeopleSoft technology
- Realizing what the application will look like with their own data
- Comprehending their role in the upgrade process

"I finally understand what I want and how to get it"

IT:
- Understanding of the new tools and features of the new version
- The first pass upgrade environment
- "Bag of Tricks" to get through the upgrade
- Consensus with the users on the upgrade plan, approach and scope

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Executives:
- Alignment of IT and end-user communities never seen before
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