IT Statements of Work Done Right.

Developing a High-Performing SOW for Software
• SOW Challenges in the IT Industry
• Developing a High-Performing SOW
  – Importance
  – Foundations
  – Content & Structure
• Advanced Strategies for New, Complex, and Risky Projects
• Putting a High-Performing SOW into Practice
DEFINITION: Statement of Work (SOW)

• The Statement of Work (SOW) is an *essential* part of any solicitation.

• Describes *what* you are looking to purchase, acquire, or achieve.
Terminology

All are Included...

• Scope of Work (SOW) or Statement of Work (SOW)
• Specifications or Minimum Specs
• Requirements or Minimum Requirements
  – Business Requirements
  – Technical Requirements
  – Functional Requirements
• Minimum Qualifications

SOW = What you are Hiring the Supplier to do
SOW Challenges in the IT Industry
SOW Challenges in the IT Industry

Common Perceptions in IT Software Delivery:
• “IT has a high failure rate”
• “Software Implementations almost never reach their ‘Go Live’ target on time.”
• “Stabilization is a euphemism for fixing all the mistakes that weren’t resolved in scoping and implementation.”
• “Scope gaps and change orders are just a normal part of IT delivery.”
SOW Challenges in the IT Industry

CHAOS Report published annually by Standish Group

Based on 3 decades of IT project compilation:

• **46% of projects are Challenged**: complete and operational but over-budget, over-schedule, **AND** offers fewer features than specified

• **26% are Failed**: cancelled at some point or not used after being implemented.
Feedback from 600 U.S. Business & IT Executives (Geneca 2011)

• **75%** admitted their projects were either “always” or “usually” doomed right from the start.
• **61%** of projects take longer than anticipated.
• **57%** are not considered a success.
• **80%** admit they spend at least half their time on rework.
SOW Challenges in the IT Industry

Oxford University & McKinsey studies 5,400 IT Projects

• 17% average shortfall in benefits achieved vs. original plan

• 66% average cost overrun. 33% average schedule overrun.

• 17% of projects perform so poorly that they threaten the very existence of the company.
Feedback from IT Project Professionals (Kappelman et al. 2006)

50+ Early Warning Signs of IT Project Failure grouped into 3 categories:

- **People Risks**: including top management, project management, project team members, SMEs, etc.

- **Process Risks**: 5 project management processes and their deliverables (requirements, scheduling, communications, resources, & change control)

- **Technology Risks**: ailments of the IT System itself, including inherent product risks, scalability, size, complexity, functionality, etc.
Feedback from IT Project Professionals (Kappelman et al. 2006)
The 50+ Early Warning Signs of IT Project Failure were prioritized down...

The “Dominant Dozen” Early Warning Signs:

• The Top 12 were all People and Process Risks.
• None were Technology Risks.
Developing a High-Performing SOW
Developing a High-Performing SOW

Importance
The Goal of the SOW

• Paint the picture of what success looks like

• Describe what it will take to make the client 100% satisfied (what are the outcomes & achievements)

• A good SOW assures that all of the suppliers propose a proper solution (that meets client needs)
Frustrations with Scoping

• Can be very challenging.
  – What to put in?
  – What to leave out?
  – How much detail?
  – What details?
  – Don’t know what you don’t know...?

• Users have a hard time preparing the scope.
  – Too busy
  – Too detailed
  – Too technical
  – Too prescriptive
  – Don’t know where to start
Impact of Open-Ended or Unclear SOW

• Open to interpretation
• Encourages the minimum
• Less consistency in pricing (*wider range in cost proposals*)
• Less competitive pricing (*increased contingency*)
• Discourages suppliers from submitting

➤ Brings Risk to the Project!
Impact of Overly Prescriptive SOW

• Can significantly increase cost & schedule
• Removes flexibility to offer strategies & innovations for the specific environment
• “tie the hands” of suppliers regarding the work and manner in which it is undertaken
• Limits the maximum accountability & responsibility suppliers have to perform

Brings Risk to the Project!
Impact of a Poor SOW

Perceptions of Owner SOWs

- Unclear
- Information is missing
- Overly prescriptive
- Unrealistic
- Discourages innovation
- The owner is “fishing”
- Misunderstands Needs

- Procurement is Not Fair

Impact

- Fewer proposals
- Low quality proposals
- Less qualified teams
- Less competitive pricing
- Less consistent pricing
- Open to interpretation
- Have to believe the supplier

- Brings Risk to the Project
A “High-Performing” Statement of Work requires the appropriate perspective...

UMPIRE MECHANICS

Theory of Proper Positioning

“Angle is primary; distance is secondary; Closer is better, up to a point.”

TEXAS BASEBALL UMPIRES ASSOCIATION
TBUA
What is a High Performing SOW?

Core Objective

What would an Expert Supplier need (or want) to know?

ALWAYS question whether the SOW....

– Allows suppliers to provide the best price?
– Gives suppliers information to plan their approach?
– Enables suppliers to minimize contingency?
– Prevents suppliers from walking away?
Developing a High-Performing SOW

Foundations
Foundations of a High-Performing SOW

• **Apples-to-Apples**: clear & reasonable proposal benchmark

• **Current Conditions**: align expectations on the starting point

• **Realistic**: understand the norms of industry structure

• **Clear, Concise, Complete**: comprehensively describe needs

• **Not Perfect**: High-Performing does not mean Flawless
Foundations of a High-Performing SOW

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Foundations of a High-Performing SOW

• **Apples-to-Apples**: clear & reasonable proposal benchmark

• **Goal**: ensure you get directly comparable Cost Proposals.

• **Client’s SOW must:**
  – Understand the **major cost drivers** for the systems/suppliers
  – Choose a **reasonable benchmark** for evaluation purposes
  – Make it easy for Suppliers to **find & understand** the benchmark.
Foundations of a High-Performing SOW

• Client’s SOW must:
  – Understand the **major cost drivers** for the systems/suppliers

**How do Suppliers price their systems?**

– **Licenses**? What type(s), how to count, etc.?
– **Transactions**? Which ones, how to count, what times, etc.?
– **Storage**? How much, which items, # of files, etc.?
Foundations of a High-Performing SOW

• Client’s SOW must:
  – Choose a reasonable benchmark for evaluation purposes
Foundations of a High-Performing SOW

• Client’s SOW must:
  – Make it easy for Suppliers to find & understand the benchmark.

Example: 4 Proposals for ERP System
– Quoted licenses ranged from 0 – 2,200.
  – 0 (TBD later after they are awarded the contract)
  – 1,260 to 1,450
  – 1,300
  – 2,200

– Ultimately realized all 4 suppliers used the exact same pricing structure, yet all came to different conclusions from the SOW.
Foundations of a High-Performing SOW

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Foundations of a High-Performing SOW

• Current Conditions: align expectations on the starting point

"Out-of-the-Box"
"Best Practices"
"Not Rip-and-Replace"

"Current Conditions?"
"What do you do now?"
"All Clients are Different!"

CLIENT SUPPLIER
Foundations of a High-Performing SOW

• **Current Conditions:** align expectations on the starting point

**Understand the Supplier Perspective**

– **Future State:** They already “know” it... their system!

– **Current Conditions:** Biggest unknown for suppliers.

– **Risk:** Messing up the Client’s operations would be painful!

– **Risk Mitigation:** Spend lots of time on Client’s Current State
Foundations of a High-Performing SOW

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Foundations of a High-Performing SOW

• **Realistic:** understand the norms of industry structure

Does your SOW (and RFP) account for industry norms?
– **# Suppliers:** one prime can do it all? or need multiple?
– **# of Systems:** single comprehensive vs. multiple sub-components
– **Combinations:** viable combos of systems/suppliers?
– **Implementation Approach:** Software Provider vs. System Integrator?
– **Phasing:** reasonable durations and sequencing?
Foundations of a High-Performing SOW

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Foundations of a High-Performing SOW

• **Clear, Concise, Complete:** comprehensively describe needs

**EXAMPLE:**
1. I’m looking to buy an object that can transport several human beings from one place to another.

2. I’m looking to buy a car.

Clear?
Foundations of a High-Performing SOW

• **Clear, Concise, Complete:** comprehensively describe needs

**EXAMPLE:**
1. I’m looking to buy a car.

2. I’m looking to buy a car (not a bicycle)
Foundations of a High-Performing SOW

• Clear, Concise, Complete: comprehensively describe needs

EXAMPLE:
1. I’m looking to buy 4-wheel drive capability.

Complete?
Foundations of a High-Performing SOW

• **Apples-to-Apples:** clear & reasonable proposal benchmark

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Foundations of a High-Performing SOW

• Not Perfect: High-Performing does not mean Flawless

COMMON MISCONCEPTION

– Need to be perfect because...

– “If it is not in our SOW, then we’ll never get it!”
Foundations of a High-Performing SOW

• Not Perfect: High-Performing does not mean Flawless

HIGH-PERFORMING SOW
– Does NOT need to be perfect...
– “What does a High-Performing Vendor need to know?”
  (to give an Accurate Proposal with Minimal Contingency)
Foundations of a High-Performing SOW

• **Apples-to-Apples**: clear & reasonable proposal benchmark
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Questions?

Developing a High-Performing SOW for Software
Q&A

• What if you don’t know the price drivers for an upcoming project? Can you still get apples-to-apples cost proposals?

• And what if we don’t have a Realistic understanding of industry norms?
Developing a High-Performing SOW

Content & Structure
Content & Structure of a High-Performing SOW

• SOW vs. RFP

• Sections of a High-Performing SOW
SOW vs. RFP: How are they Related?

RFP
Request for Proposal

Information Technology (IT)
Software Implementation Template

RFP Number: ######
RFP Release Date: MM/DD/YYYY
RFP Due Date: MM/DD/YYYY
Organizing a High-Performing RFP

RFP
Request for Proposal

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# Organizing a High-Performing RFP

## RFP

**Request for Proposal**

**Information Technology (IT)**

**Software Implementation Template**

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<tbody>
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<td>Administrative Requirements</td>
</tr>
<tr>
<td>2</td>
<td>Statement of Work &amp; Current Conditions</td>
</tr>
<tr>
<td>3</td>
<td>Proposal Requirements</td>
</tr>
<tr>
<td>4</td>
<td>Evaluation Procedures</td>
</tr>
<tr>
<td>5</td>
<td>Submittal Forms</td>
</tr>
<tr>
<td>6</td>
<td>Attachments &amp; Exhibits</td>
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**RFP Release Date:** MM/DD/YYYY

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Organizing a High-Performing RFP

RFP
Request for Proposal

Information Technology (IT)
Software Implementation Template

- Administrative Requirements
- Statement of Work & Current Conditions
- Proposal Requirements
- Evaluation Procedures
- Submittal Forms
- Attachments & Exhibits

What the Client is Purchasing
Organizing a High-Performing RFP

RFP
Request for Proposal

Information Technology (IT)
Software Implementation Template

RFP Number: ######
RFP Release Date: MM/DD/YYYY
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What the Client is Purchasing

1. Administrative Requirements
2. Statement of Work & Current Conditions
3. Proposal Requirements
4. Evaluation Procedures
5. Submittal Forms
6. Attachments & Exhibits

How the Client will Evaluate and Select the Supplier & Software System
Content & Structure of a High-Performing SOW

SOW
Statement of Work

Information Technology (IT)
Software Implementation Template

Simplar.com
Content & Structure of a High-Performing SOW

Overview & Purpose

Concisely Describe “What” & “Why”

1. Current Conditions
2. Future State
3. Itemized Requirements
4. Schedule & Budget
5. Unique Considerations

SOW
Statement of Work

Information Technology (IT)
Software Implementation Template

Simplar.com
Content & Structure of a High-Performing SOW

SOW
Statement of Work

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1. Overview & Purpose
2. Current Conditions
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4. Itemized Requirements
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6. Unique Considerations

Current State Starting Point
Content & Structure of a High-Performing SOW

SOW
Statement of Work

Overview & Purpose

Current Conditions

Future State

Itemized Requirements

Schedule & Budget

Unique Considerations

Departures from Current Conditions
Content & Structure of a High-Performing SOW

SOW
Statement of Work

Information Technology (IT)
Software Implementation Template

Simplar.com

1. Overview & Purpose
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Mandatory & Desired Items
Content & Structure of a High-Performing SOW

SOW
Statement of Work

Overview & Purpose
Current Conditions
Future State
Itemized Requirements
Schedule & Budget
Unique Considerations

Time & Financial Constraints

Information Technology (IT)
Software Implementation Template

Simplar.com
# Content & Structure of a High-Performing SOW

## SOW

**Statement of Work**

**SIMPLAR**

Information Technology (IT)
Software Implementation Template

Simplar.com

| 1 | Overview & Purpose |
| 2 | Current Conditions |
| 3 | Future State |
| 4 | Itemized Requirements |
| 5 | Schedule & Budget |
| 6 | Unique Considerations |

**Supplemental Information**
Content & Structure of a High-Performing SOW

SOW
Statement of Work

SIMPLAR

Information Technology (IT)
Software Implementation Template

Simplar.com

Overview & Purpose
Concisely Describe “What” & “Why”

Current Conditions
Current State Starting Point

Future State
Departures from Current Conditions

Itemized Requirements
Mandatory & Desired Items

Schedule & Budget
Time & Financial Constraints

Unique Considerations
Supplemental Information
# Content & Structure of a High-Performing SOW

**SOW**

**Statement of Work**

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**Simplar.com**

## Overview & Purpose

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<tbody>
<tr>
<td>Overview: clear, concise, &amp; easily understandable (1-2 paragraphs max)</td>
<td>Complete</td>
<td><img src="https://example.com/score.png" alt="Score" /></td>
</tr>
<tr>
<td>Goals, Objectives &amp; Motivation: primary business drivers and purpose</td>
<td>In-Progress</td>
<td><img src="https://example.com/score.png" alt="Score" /></td>
</tr>
<tr>
<td>Key Measures of Success: top 1-5 quantifiable metrics (cost, time, quality, function)</td>
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<td><img src="https://example.com/score.png" alt="Score" /></td>
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## Future State

- Overview: clear, concise, & easily understandable description of current state
- Figures, Diagrams, & References: supporting explanation to describe current state
- Pain Points: biggest stokes, problems, challenges that must be fixed
- Strengths: aspects that should remain or be built upon
- Volumes/Quantities: describe the level of current operations
- Other: other miscellaneous information to paint the picture of current state

## Current Conditions

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<tr>
<td>Project Deliverables: tangible outcomes to be produced by the supplier</td>
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## Itemized Requirements

- Minimum Requirements (pass/fail)
- Desired Requirements (value propositions)
- Budget: clear and transparent identification of financial needs & constraints

## Schedule & Budget

- Schedule: clear and transparent identification of timing needs & constraints
- Budget: clear and transparent identification of financial needs & constraints

## Unique Considerations

- Unique what may be unusual in your environment? (vs. the supplier’s other clients)
- Unknowns & Assumptions: list any conditions that are unknown or assumed

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**Free Resource!**

[Statement of Work Checklist](#)
## Statement of Work Checklist

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For additional information, please contact Jeff Sawyer at jsawyer@simplar.com
Observations
Impact of the Scope of Work

Quality of Scope

- Number of Proposals
- Number of Questions & Addenda
- Cost Disparity
- Eventual Change Orders
**Content & Structure of a High-Performing SOW**

**Free Resource!**

**Statement of Work Checklist**

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</tr>
</tbody>
</table>
## Statement of Work Checklist

<table>
<thead>
<tr>
<th>SOW Element</th>
<th>STATUS</th>
<th>ASSESSMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SECTION 1 – OVERVIEW &amp; PURPOSE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Overview: clear, concise, &amp; easily understandable (1-2 paragraphs max)</td>
<td>Complete</td>
<td>1</td>
</tr>
<tr>
<td>Goals, Objectives &amp; Motivation: primary business drivers and purpose</td>
<td>In-Progress</td>
<td>1</td>
</tr>
<tr>
<td>Key Measures of Success: top 3-5 quantifiable metrics (cost, time, quality, function)</td>
<td>Incomplete</td>
<td>1</td>
</tr>
<tr>
<td><strong>SECTION 2 – CURRENT CONDITIONS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overview: clear, concise, &amp; easily understandable description of current state</td>
<td>Incomplete</td>
<td>1</td>
</tr>
<tr>
<td>Figures, Diagrams, &amp; References: supporting explanation to describe current state</td>
<td>Incomplete</td>
<td>1</td>
</tr>
<tr>
<td>Pain Points: biggest dislikes, problems, challenges that must be fixed</td>
<td>Incomplete</td>
<td>1</td>
</tr>
<tr>
<td>Strengths: aspects that should remain or be built upon</td>
<td>Incomplete</td>
<td>1</td>
</tr>
<tr>
<td>Volumes/Quantities: describe the level of current operations</td>
<td>Incomplete</td>
<td>1</td>
</tr>
<tr>
<td>Other: other miscellaneous information to paint the picture of current state</td>
<td>Incomplete</td>
<td>1</td>
</tr>
</tbody>
</table>
Content & Structure of a High-Performing SOW

SOW
Statement of Work

Overview & Purpose
Concisely Describe “What” & “Why”

Current Conditions

Future State

Itemized Requirements

Schedule & Budget

Unique Considerations
Content & Structure of a High-Performing SOW

Overview & Purpose

- **Project Overview:** clear, concise, & easily understandable (1-2 paragraphs max)

- **Goals, Objectives & Motivation:** primary business drivers and purpose

- **Key Measures of Success:** top 3-5 quantifiable metrics (cost, time, quality, functionality)
Content & Structure of a High-Performing SOW

SOW
Statement of Work

Information Technology (IT)
Software Implementation Template

Simplar.com

1. Overview & Purpose
2. Current Conditions
3. Future State
4. Itemized Requirements
5. Schedule & Budget
6. Unique Considerations

Current State Starting Point
Current Conditions

- Easiest to document
- Often skipped, ignored, missed
- Most common request from suppliers!
Content & Structure of a High-Performing SOW

Current Conditions

- **Overview:** clear, concise, easily understandable description of current state
- **Figures, Diagrams, & References:** supporting explanation
- **Pain Points:** biggest dislikes, problems, challenges that must be fixed
- **Strengths:** aspects that should remain or be built upon
- **Volumes/Quantities:** describe the level of current operations
- **Other:** other miscellaneous information to paint the picture of current state
Content & Structure of a High-Performing SOW

SOW
Statement of Work

Future State
Departures from Current Conditions

1. Overview & Purpose
2. Current Conditions
3. Future State
4. Itemized Requirements
5. Schedule & Budget
6. Unique Considerations
Content & Structure of a High-Performing SOW

Future State

• Overview: clear, concise, & easily understandable description

• Project Deliverables: tangible outcomes to be produced by supplier

• Figures, Diagrams, & References: supporting explanation

• Transition/Migration: efforts to bring legacy data forward
## Content & Structure of a High-Performing SOW

### SOW

**Statement of Work**

**Information Technology (IT)**  
**Software Implementation Template**

[Simplar.com](https://simplar.com)

### 1. Overview & Purpose

### 2. Current Conditions

### 3. Future State

### 4. Itemized Requirements

- **Mandatory & Desired Items**

### 5. Schedule & Budget

### 6. Unique Considerations
Content & Structure of a High-Performing SOW

Itemized Requirements

• Mandatory Requirements (minimum, pass/fail):
  – Suppliers **MUST** meet these or be disqualified.

itemized, organized, and categorized

• Desired Requirements (value proposition):
  – Suppliers **NOT disqualified** for missing any individual item.
  – But the Client’s goal is to **achieve as many as possible**.

itemized, organized, and categorized
ITemized Requirements

Organization:

• Itemized

• Organized into major categories

• Attach (and reference) Exhibits to make this easier to follow (i.e. drawings, specs, pictures, diagrams, site plans, reference files, etc.)

• Do NOT need a written commentary for each requirement
Content & Structure of a High-Performing SOW

SOW
Statement of Work

Information Technology (IT)
Software Implementation Template

Simplar.com

1. Overview & Purpose
2. Current Conditions
3. Future State
4. Itemized Requirements
5. Schedule & Budget
6. Unique Considerations

Time & Financial Constraints
Content & Structure of a High-Performing SOW

Schedule & Budget

- **Schedule**: clear & transparent identification of timing needs and constraints
- **Budget**: clear & transparent identification of financial needs and constraints
Content & Structure of a High-Performing SOW

SOW
Statement of Work

Information Technology (IT)
Software Implementation Template

Simplar.com

Overview & Purpose
Current Conditions
Future State
Itemized Requirements
Schedule & Budget
Unique Considerations

Supplemental Information
Content & Structure of a High-Performing SOW

Unique Considerations

• **Unique**: what may be unusual in your environment? (vs. the supplier’s other clients)

• **Unknowns & Assumptions**: list any conditions that are unknown or assumed

• **Attachments & Exhibits**: pertinent supplemental information
Unique Considerations

- Project location
- Roles, responsibilities, and involvement (of the Owner) throughout the duration of this project/service
- Alternatives or options that you would like to consider
- Any assumptions that you have made
- List future conditions, outside of this scope that the supplier should be aware of
- List anything that is excluded from this project/service
## Content & Structure of a High-Performing SOW

<table>
<thead>
<tr>
<th>1</th>
<th>Overview &amp; Purpose</th>
<th>Concisely Describe “What” &amp; “Why”</th>
</tr>
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<tbody>
<tr>
<td>2</td>
<td>Current Conditions</td>
<td>Current State Starting Point</td>
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<tr>
<td>3</td>
<td>Future State</td>
<td>Departures from Current Conditions</td>
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<td>Mandatory &amp; Desired Items</td>
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<tr>
<td>5</td>
<td>Schedule &amp; Budget</td>
<td>Time &amp; Financial Constraints</td>
</tr>
<tr>
<td>6</td>
<td>Unique Considerations</td>
<td>Supplemental Information</td>
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</table>

**SOW**

Statement of Work

**Simplar.com**

Information Technology (IT)

Software Implementation Template
Questions?

Developing a High-Performing SOW for Software
Section 4 – Itemized Requirements

• Can you elaborate on Mandatory vs. Desired Requirements?

• Why not just list them all as requirements?
Section 4 – Itemized Requirements

• How do you evaluate the Itemized Requirements in the RFP stage?
Q&A

Section 5 – Schedule & Budget

• How do you approach cost vs. budget when you get to the RFP stage?
Scenario #1: Scope is Above Budget

Client’s Scope
(Cost Proposal is for this!)

Client’s Budget ($$)

(-$ alternatives)
Scenario #2: Intent Doesn’t Match Scope

Client’s Budget ($$)  
Client’s Needs  
Client’s Scope

(cost proposal is for this!)

(+$ alternatives)
Advanced Strategies for New, Complex, and Risky Projects
Common Frustration for Suppliers:

Clients who issue SOWs that are unrealistic, inaccurate, and/or inconsistent

• Because a poor SOW starts the project with a shaky foundation & can cause confusion in the solicitation process.
Request for Needs (RFN)

• The “Silver Bullet” of SOW Development

• Use an RFN when...
  – The User/Business doesn’t know what to do
  – You (PM/Procurement) don’t feel comfortable with what the User/Business prepared
  – The project is new, unusual, risky, or complex
  – You have an IT project of ANY kind!
How to Prepare an RFN

1. Draft a High-Performing SOW, at minimum focusing on...
   – Definition of Current Conditions and Overview & Purpose
   – Future State needs that differ from Current Conditions

2. Utilize the RFN process
   – Refine the RFN process to meet project-specific needs
   – Distribute the draft SOW to industry experts and gather feedback

3. Address as much Supplier Feedback as possible
   – High-Performing SOW is complete!
   – (automatically gives suppliers what they want to know!)
The Goal of the RFN is to ask: “What does an Expert Supplier Want to Know?”

Details of Scope Definition
- Have we provided enough detail on the Current Conditions?
- Have we provided enough detail on the Future State?
- Other project-specific SOW questions.

Overall Partnering Strategy
- Is the SOW realistic & achievable?
- Where should we draw boundaries on the scope?
- What are proper budget, schedule, and staffing expectations?
Addicted to External Consultants?

• Many organizations respond by hiring consultants to develop the SOW for them.

• Always remember – consultants will never know your needs, operations, and intricacies like you do!
  – Especially your Current Conditions & your ultimate Goals & Objectives
This Takes Training & Outreach to the Supplier Community

NOT a Traditional RFI
When in Doubt...Issue an RFN!!!

Leverage expertise from the industry to check:
• Is our approach feasible?
• What are realistic options?
• What information do suppliers need to prepare an accurate proposal with minimal contingency?

The Client DOES NOT need to know every detail!
1. Define current conditions
2. Define objectives / requirements / Scope
3. Leverage industry feedback
When in Doubt...Issue an RFN!!

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When in Doubt...Issue an RFN!!!

RFN
Request for Needs

Simplar.com

Information Technology (IT)
Software Implementation Template

Free Resource!
Questions?

Developing a High-Performing SOW for Software
Request for Needs

• How long does it take to conduct an RFN?
• It sounds great but I’m not sure we would have time to do one.
Putting a “High-Performing SOW” into Practice
Summary

• The SOW is directly linked with successful project outcomes...
• ...But **don’t get stuck** trying to make it perfect.

• Focus on writing an **High-Performing SOW**...
• ...Start with the Current Conditions & Project Outcomes

• Don’t take a chance with a new, risky, or complex project...
• ...Utilize a **Request for Needs (RFN)** to seek expert guidance
What’s Next?

• A High-Performing SOW should be coupled with...

• A **High-Performing RFP!!!** Can further enhance your SOW via:
  – Ways to evaluate **optimal approaches**
  – Ways to solicit **innovative ideas**
  – Ways to **evaluate gaps** and uncertainties that exist in your SOW
  – Ways to **minimize contingencies** in supplier pricing
  – Optimize project **budget** and **schedule** constraints
Thank You!

Email me for free copies of…

1. The Presentation Slides
2. SOW Checklist
3. RFN Assessment
4. Releasing the Budget
5. Challenges & Early Warning Signs in IT Projects
6. Tips for Cradle-to-Grave IT Delivery
7. Organizational Change Considerations

brianlines@ku.edu