

## CHAPTER 5: PROJECT SCENARIOS

### Objectives

The objectives are:

- Describe the Decision Accelerators offered by Microsoft Dynamics® Sure Step.
- Describe the different types of implementation projects supported by Microsoft Dynamics Sure Step.
- Describe the complex rollout scenarios supported by Microsoft Dynamics Sure Step.
- Describe the Optimization Offerings supported by Microsoft Dynamics Sure Step.
- Apply best practices for implementation projects and complex rollout scenarios.
- Determine which type of implementation project or complex rollout scenario to use given a set of customer requirements.

### Introduction

The *Implementation Phases and Offerings* chapter discussed the phases in the methodology, the activities comprising each phase, and the offerings that combined different phases to meet specific customer requirements. This chapter discusses the different types of implementation projects and complex rollout scenarios supported by Microsoft Dynamics Sure Step.

In Microsoft Dynamics Sure Step, there are:

- Seven Decision Accelerator Offerings, which are positioned in the sales cycle before the implementation project begins.
- Five project types which can be viewed as implementation offerings.
- Seven Optimization Offerings, which can be positioned as independent reviews of the implementation.

### Decision Accelerators

The Diagnostic phase contains seven optional offerings called Decision Accelerators whose purpose is to assist the customer with their decision making process for an Enterprise Resources Planning (ERP) or Customer Relationship Management (CRM) solution.

The seven Sure Step Decision Accelerators included in the Diagnostic phase are:

- **Requirements and Process Review:** Review current processes to determine the requirements for the future state.
- **Fit Gap and Solution Blueprint:** Determine the degree of fit with the Microsoft Dynamics solution.
- **Proof of Concept:** Validate requirements with the customer's sample data.
- **Architecture Assessment:** This umbrella offering confirms the architectural design for the Microsoft Dynamics solution.
- **Scoping Assessment:** Estimate high-level cost and resource plan to deploy the Microsoft Dynamics solution.
- **Business Case:** Prepare a business case for implementation of the Microsoft Dynamics solution.
- **Upgrade Assessment:** This umbrella offering reviews the current release of the Microsoft Dynamics solution, to ascertain the best approach to Upgrade to a subsequent release.

Sales cycles can start with the Decision Accelerator offerings in the Diagnostic phase. Doing this allows partners and customers to determine the implementation project type that best meets the customer's business requirements. The result of the Decision Accelerators helps determine the next step in the project.

### Implementation Projects

The project management function starts at the beginning of the implementation project, after the hand off from Sales. It then continues through each phase within the program management cross phase until the project is finished. This results in a systematic, cohesive approach through the implementation project life cycle; one that will help guarantee the project always stays focused on a solution that meets the customer's needs.

Microsoft Dynamics Sure Step supports the following types of implementation projects:

- Standard
- Enterprise

- Rapid
- Agile
- Upgrade

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**TIP:** To help determine which project type is most appropriate for a specific project, refer to Microsoft Dynamics Sure Step for descriptions of the offerings that comprise each implementation project type.

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FIGURE 5.1 PROJECT TYPES

### Standard

A Standard implementation project is an appropriate approach for implementing a Microsoft Dynamics solution in a single site environment, or in a multiple site environment where each site has its own unique business needs.

Standard implementation projects are appropriate when one or more of the following circumstances exist:

- Customer specific features
- Complex customizations
- Complicated infrastructure
- Customer specific integrations or interfaces to third-party systems
- Complex data migration

- Large number of users
- Large enterprise organization with unique business needs at each site

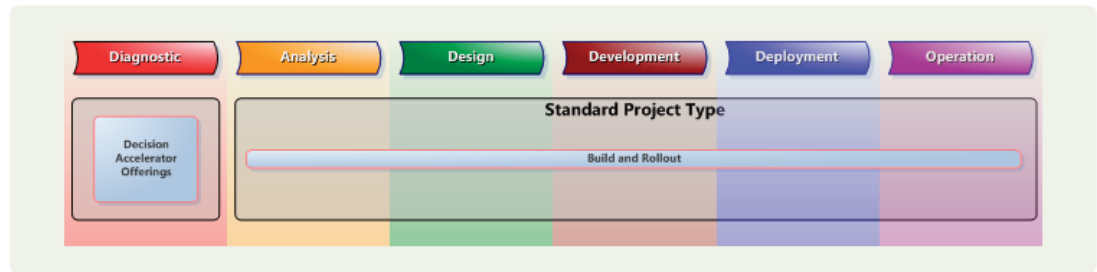


FIGURE 5.2 STANDARD PROJECT

Typically, the Diagnostic phase is completed before the Standard implementation project begins.

The Standard project type begins with the Analysis phase, and then goes on to the Design, Development, Deployment and Operation phases.

### Enterprise

An Enterprise implementation project is an appropriate approach for implementing Microsoft Dynamics solution in a global or a multiple site environment, particularly where each site has its own specific requirements that must be incorporated into a core solution.

Enterprise implementation projects are appropriate when one or more of the following circumstances exist:

- Large enterprise or global organization with multiple sites
- Common solution across all sites with certain unique business needs for each site
- Customer specific features
- Multiple Independent Software Vendor (ISV) solutions
- Complex customizations
- Complicated infrastructure
- Complex data migration
- Large number of users
- Infrastructure performance issues
- Customer specific design and development of external data interfaces or integrations to third-party sources

Consider an enterprise implementation project when customers have highly complex business requirements or if they are considering large, complex enterprise-level implementations. These projects require more in-depth gap and, or fit analysis before making final decisions on gap resolutions and feature modifications. The activities in the Diagnostic phase also result in more in-depth planning that will help the project manager and the customer determine the best approach to implementing the Microsoft Dynamics solution.

Enterprise implementation projects consist of the following stages:

- Core Build
- Site Build
- Site Rollout

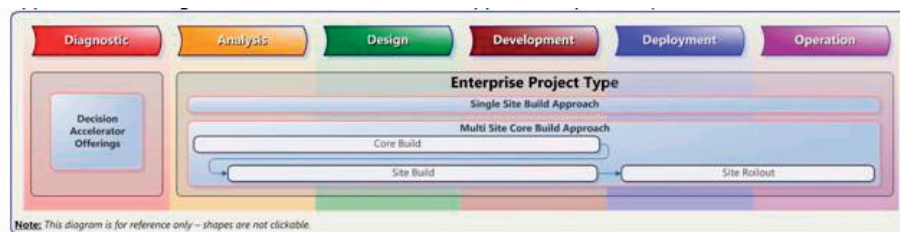


FIGURE 5.3 ENTERPRISE PROJECT

Typically, the Diagnostic phase is completed before the Enterprise implementation project begins.

The Enterprise project type initiates the core solution beginning with the Analysis phase, and then goes on to the Design and Development phases. The core solution covers all business requirements and processes that are common across all the customer sites and forms the Core Build. The customizations that are unique to a given site are recorded in the corresponding Site Build. For each site, both the Core Build and the corresponding Site Build are implemented.

In an Enterprise implementation project, it is possible to create separate project proposals for the Core Build and the Site Builds with the Site Rollouts.

### Rapid

The Rapid implementation project type is a suitable approach for implementing standard Microsoft Dynamics solutions with minimal customizations.

Typically this project type is used in implementation projects where one or more of the following circumstances exist:

- No customer specific features are required.
- Minimal or no customizations are desired.
- The desired customizations are simple.
- No more than one ISV solution is included.

- Minimal or no interfaces or integrations to third-party sources are required.
- Minimal or no data migration programs are required.
- Business Process Workflow mapping is outside the scope of the implementation.

A rapid implementation project consists of the following Microsoft Dynamics Sure Step offerings:

- Rapid Build and Rollout
- Fixed Scope Build and Rollout

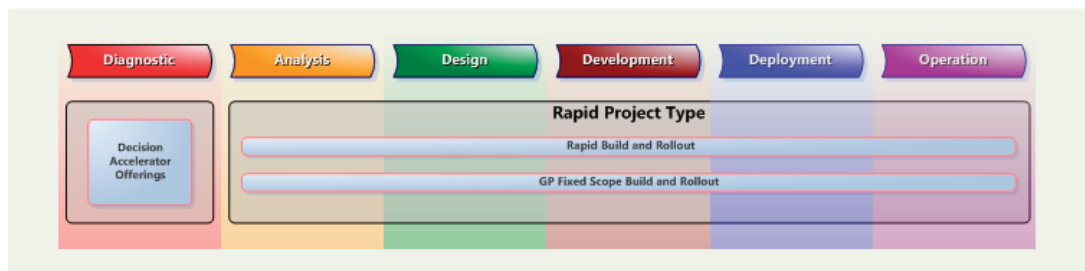


FIGURE 5.4 RAPID PROJECT

Typically, the Diagnostic phase is completed before the Rapid implementation project begins.

The GP Fixed Scope Build and Rollout offering is an alternative to the Rapid Build and Rollout offering. When implementing a limited scope Microsoft Dynamics GP project, partners and customers can take advantage of the customized GP Fixed Scope Build and Rollout offering.

Consider a rapid implementation when the results of the Diagnostic activities indicate that some simple or no modifications are required, and when the risk of scope creep is low. This scenario applies when the customer intends to deploy only the standard functionality. The same criteria for selecting a Rapid implementation offering will apply to a rapid implementation project.

Rapid implementation projects are not divided into distinct phases, but rather take key activities from each phase to implement the solutions as quickly as possible. It is very important that the customer fully understands the Rapid implementation prerequisites and that the implementation team fully understands the customer's success factors.

### Agile

The Agile implementation project type is a flexible and collaborative approach for implementing a Microsoft Dynamics solution at a single site requiring specific features and moderate-to-complex customizations. The Agile project type is associated with an iterative, incremental process approach to solution deployment.

Agile projects give the customer greater control as the direction of the solution development and implementation can be changed from one process to the next. Since the project does come with its own set of risks and potential problems, it requires clear guidance from the customer and strong management from the implementation team. Frequent and intense communication is high; however, documentation is kept to a minimum.

The Agile project type is typically used where one or more of the following circumstances exist:

- Customer requirements are not fully defined or known at the start.
- Customer requires implementation to be flexible to accommodate changing business priorities.
- Customer focus is on the delivery of a solution and does not require complete documentation.
- Customer-specific features are required.
- Moderate-to-complex customizations are required.
- Independent software vendor solutions are included.
- Simple-to-moderate infrastructure is involved.
- Customer-specific integrations or interfaces to third-party systems are required.
- Simple-to-complex data migration is involved.
- Small-to-medium number of users will use the solution.

### Upgrade

The Upgrade project type is intended to upgrade a customer's existing Microsoft Dynamics solution to the latest version and can include incorporating additional requirements and customizations at a single site or a multiple site environment. It is comprised of two approaches:

- **Technical Upgrade:** Used where **no** new product features and/or **no** new customizations are needed.

- **Functional Upgrade:** Used where new product features and/or new customization are required.



FIGURE 5.5 UPGRADE PROJECT

The Functional upgrade approach builds upon the Technical upgrade. In the first release of the solution, existing functionality is addressed using the Technical upgrade. In the second release, new functionality is added using the Rapid, Standard, or Enterprise project type.

The Upgrade project implementation begins with activities in the Diagnostic phase. It includes the Upgrade Assessment Decision Accelerator offering which can assist with identifying the approach to be taken.

## Complex Rollout Scenarios

Complex rollout scenarios are large, enterprise-level implementations of Microsoft Dynamics solutions. The Enterprise project type is well suited to most complex rollout scenarios. Typically, they consist of multiple implementation projects with each project at a geographic site or branch office in the organization. However, a complex enterprise-level scenario can also consist of an approach where projects in business or functional areas are implemented in multiple phases. Each complex rollout scenario begins with a strategic, program-level planning phase. The purpose of this phase is to plan the complete implementation and establish a foundation for coordinating the individual implementation projects. While Microsoft Dynamics Sure Step does not have a specific program-level planning phase, it has several templates and guidance documents that are applicable to this scenario.

After this high-level planning phase is complete, each implementation project can be managed like a stand-alone project, where project management tasks are embedded into and supported by Microsoft Dynamics Sure Step.

Complex rollout scenarios include the following:

- Phased Implementation
- Pilot Rollout

### Phased Implementation

In a phased implementation scenario, multiple implementation projects are used to rollout Microsoft Dynamics solution as a phased approach.



Examples of a phased-based approach include the following:

- **Implementing the solution to multiple geographic sites or divisions.**

In a multiple site or multiple division implementation scenario typically, Microsoft Dynamics is deployed in phases because the geographic distribution of the sites or size of the division creates resource constraints for the implementation project team.

For example, a customer can implement the solution first at headquarters, followed by a region-by-region deployment to branch offices.

- **Implementing the solution for multiple functional areas within the business.**

In this situation, the business processes in each functional area in the organization can be so complex or varied that it might require deploying Microsoft Dynamics in phases. For example implementing sales, marketing, or customer service functionality.

Frequently, the complexities of the customizations or integrations require a phased implementation in one or more functional areas.

Another reason for phased implementations is that implementing a solution all at the same time can be too big an undertaking or pose too much risk for the organization because of resource availability.

- **Implementing the solution for different legal entities.**

A company can own and operate multiple subsidiaries that are implemented on an individual basis.

- **Implementing the solution for a newly acquired company.**

A company that is growing by making acquisitions can choose to implement the acquired subsidiaries sequentially.

Consider the following costs and benefits of phased implementations:

### **Costs**

- Can increase the overall duration of the project.
- Can increase project costs, particularly if the implementation life cycle spans product releases and becomes an upgrade project in addition to the original project scope.
- Usually requires some interim integration to legacy systems.
- Can delay achieving the full benefit of the new Microsoft Dynamics solution.

### Benefits

- Reduces the impact of change on the organization.
- Provides an incremental method of managing risk.
- Allows the customer to become more familiar with the solution before implementing complex functionality.

### Pilot Rollout

The goals of a pilot rollout scenario are to implement and deploy a Microsoft Dynamics solution in the headquarters or pilot location. Then it defines an implementation template that can then be used to rollout a similar implementation to other locations or branch offices.

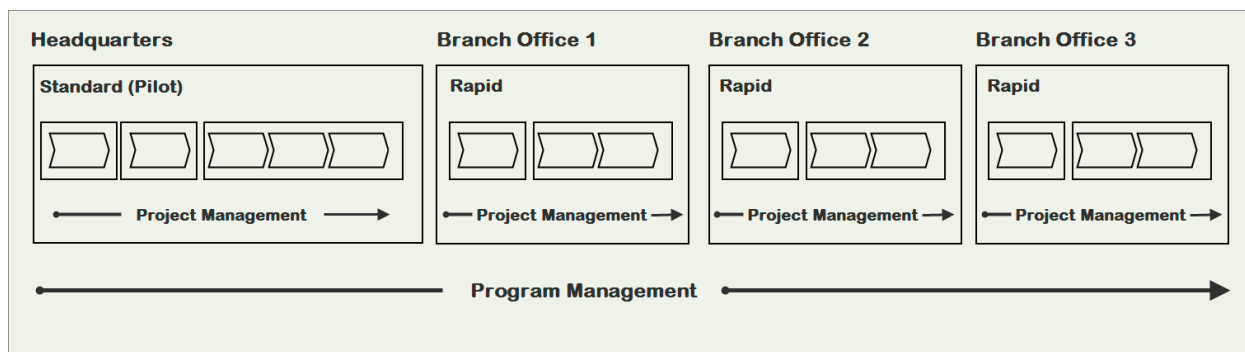


FIGURE 5.6 PILOT ROLLOUT SCENARIO

For example, the use of an analysis implementation as the pilot project at the company headquarters. The completion of this project will result in going live at the company headquarters with the solution that is developed and the defining of a template-during the Operation phase that will be used for the other sites. After completing the pilot project, the rapid implementation projects will then be started at each branch location by using the template plan derived from the pilot project.

Consider a pilot rollout instead of a template rollout for the following situations:

- Operations at the branch sites are significantly different.
- The implementations for the branch offices are more complex than the pilot site.
- Corporate headquarters uses Microsoft Dynamics in its daily operations.

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**NOTE:** A pilot rollout approach can also be used in a single-site scenario to test the designed solution in a controlled environment before rolling out widely to the entire site.

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### Optimization Offerings

Optimization offerings are designed to help reduce risk and improve customer satisfaction for complex blended engagements. Optimization offerings are made in answer to requests for an independent third party review as part of the existing implementation Statement of Work (SOW) or in a new SOW/Work Order.

The Optimization Offerings provide:

- Functional design guidance for reviewing the proposed design with emphasis on the solution fit and functionality to business and industry norms.
- Technical design guidance for reviewing the proposed technical design for performance, scalability, integration with other systems and third party software.
- Proactive quality management with access to expert technology specialists at appropriate checkpoints in the Sure Step implementation to mitigate integration risk across the complete technology stack.

Optimization offerings currently include seven quality management checkpoints:

- **Architecture Review:** The Architecture Review examines the overall architecture and infrastructure to meet the customer's business requirements.
- **Design Review:** The Design Review examines the design of the customizations and integration between Microsoft Dynamics® AX and Microsoft Dynamics® CRM with existing systems based on various integration scenarios.
- **Customization Review:** The Code Review examines the custom code developed to improve performance, increase stability, improve security, and reduce operating and upgrade costs.
- **Performance Review:** The Performance Review examines the performance impact of the design and code based on guidance, tools, methods, and best practices.
- **Health Check:** Health Check delivers proactive problem identification and suggested resolution of issues for selected components of the customer's Microsoft Dynamics deployment.
- **Upgrade Review:** The Upgrade Review provides guidance and assists in providing oversight of the upgrade solution including design, customization, integrations, physical infrastructure, and architecture.
- **Project Guidance and Deliver Review:** The Project Guidance and Delivery Review is designed to provide customers with proactive project governance and delivery reviews throughout the Microsoft Dynamics implementation project by Life Cycle (Phase-by-Phase) reviews and Project Closure Reviews.

Each Optimization offering provides the customer with a report detailing the findings and recommendations determined by the review process. The customer then chooses to follow all or a subset of the recommendations provided by the Optimization team.

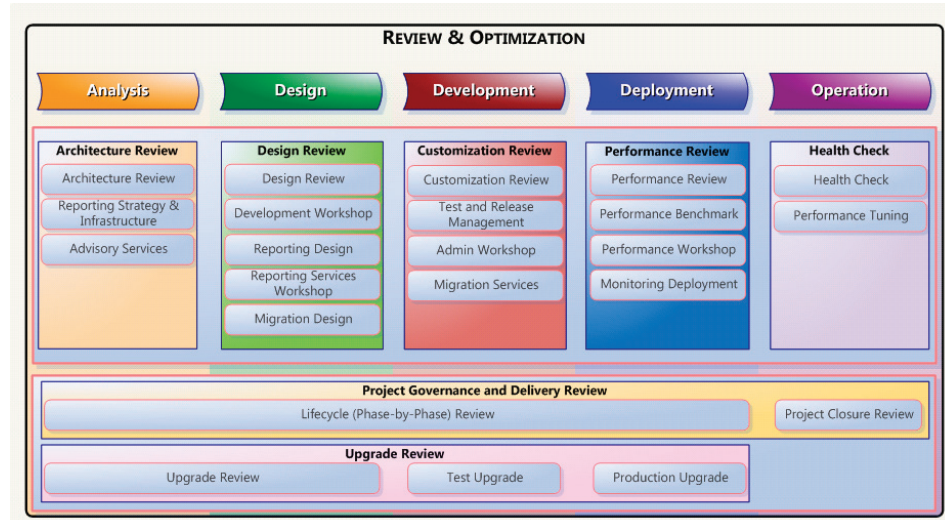


FIGURE 5.7 OPTIMIZATION OFFERINGS

## Best Practices

Consider the following best practices for implementation project types and complex rollout scenarios:

- **For rapid implementation projects, develop a detailed scope document to help make sure that the proposed solution is a good fit for the customer.**

Because a rapid implementation bypasses many of the detailed design activities, there is less opportunity for the customer to learn about the solution and its associated functionality. This makes a detailed and clear scope statement that is especially important in rapid implementation projects.

Write the scope statement in a way that helps the customer understand the product and solution functionality. The more specific the scope statement, the less chance there is for misunderstanding and unclear expectations. Develop the Functional Requirements Document (FRD) in line with the Scope statement. Then throughout the project, use the scope statement to manage the customer's expectations.

- **Set expectations clearly for rapid implementation projects.** Although a rapid implementation can be an effective solution in some environments, ensure that the customer understands exactly what is expected of him or her. Also, ensure that the customer

understands that the project will include few or no customizations. The customer's total time commitment on the project can be less than it will be in other approaches, but the involvement will be more concentrated and intense.

- **For a phased implementation scenario, or multiple site scenario ensure that there is a plan for mid-project upgrades or new releases of the Microsoft Dynamics product.**

Because a phased implementation approach or multiple site scenario typically lasts longer than other approaches, the whole project can span major releases (or upgrade versions) of the product(s) that are being implemented.

Ensure that there is a plan that addresses mid-implementation upgrades. For example, determine whether to upgrade existing users while the new users wait, or continue implementing the older release until the whole project is complete.

- **Ensure to evaluate the cost of interim integrations when evaluating phased implementation projects.**

Phased implementations frequently require interim integrations to legacy or operational systems. The cost of designing and developing these integrations can outweigh the benefits of the phased approach. Include these costs in the analysis to determine the implementation approach.

- **For a pilot rollout, develop a timeline so that the project does not become "stuck."**

Pilot rollout implementations can frequently become stuck in "analysis paralysis" where the customer continually adjusts and fine-tunes the solution without moving forward.

A clear, strict timeline can help keep the pilot moving forward. Without a timeline, it is possible to remain in a reactive mode, waiting for the customer to make decisions.

### Summary

Microsoft Dynamics Sure Step provides a range of operation and strategic guidance for implementing Microsoft Dynamics. It provides a building block approach to Microsoft Dynamics implementation projects.

Microsoft Dynamics Sure Step at the operational level consists of task-based activities that comprise each phase in the methodology. Offerings in Microsoft Dynamics Sure Step are available in the Diagnostic phase in the form of Decision Accelerators, or during the implementation phases in the form of Optimization offerings. For implementation projects, different approaches are available to meet the requirements of a project. For large, enterprise-level implementation projects, different implementation project types can be combined to strategically address complex rollout requirements.

Embedded at all levels of Microsoft Dynamics Sure Step (except the program management layer of complex rollout scenarios), are project management tasks, tools, templates, and guidance that will help manage an implementation project at every step in the process.

## Test Your Knowledge

Test your knowledge with the following questions.

1. Which of the following statements about Rapid implementation projects is correct?
  - ☐ A Rapid implementation project is suitable for a customer with globally located multiple sites.
  - ☐ A Rapid implementation project is suitable for a customer requiring design and development of complex integrations to third-party sources.
  - ☐ A Rapid implementation project is suitable for a customer requiring simple customizations.
  - ☐ A Rapid implementation project is suitable for a customer with a complex data migration environment.
2. Which of the following are reasons for choosing a Pilot Rollout implementation scenario? Select all that apply.
  - ☐ All branch sites are identical or have similar requirements.
  - ☐ Operations at the branch sites are different.
  - ☐ Branch office implementations are more complex than a pilot site.
  - ☐ For franchise operations or tightly managed branch offices.
3. Which of the following are characteristics of a Complex Rollout scenario? Select all that apply.
  - ☐ It begins with a strategic, program-level planning phase to plan the complete project.
  - ☐ A high-level program management function monitors and coordinates multiple implementation projects that comprise the larger project.
  - ☐ It consists of multiple implementation projects, each a different geographic site or each focusing on a business or functional area.
  - ☐ The high-level program management function is explicitly supported by Sure Step Methodology.

## Lab 5.1 - Determining an Implementation Approach

In this lab, use the information provided in the scenarios to determine what type of implementation project approach applies to the situation described. For each scenario, determine what type of implementation project applies to the scenario.

### Scenario

To determine the best implementation approach, identify the following key elements in each scenario:

- Organization
  - Organization size (number and type of users)
  - Business unit structure
  - Geographic distribution
  - Industry verticals
- Business requirements and complexity of business processes
- Technical requirements and existing infrastructure
- Project requirements
  - Offering or combination of offerings that apply
  - Timelines
  - Customer specific business issues or requirements

### Exercise 1: Challenge Yourself!

In determining the best implementation approach for a project, you must be familiar with the information available for the Project Types including the purpose, description, roles, phases, cross-phases, tools, templates and links.

Within Microsoft Dynamics Sure Step, navigate to each Project Type using the filters and review the information available including phases, cross-phases, Tools, Templates and Links, Purpose and Description.

### Exercise 1: Need a Little Help?

Within Microsoft Dynamics Sure Step, navigate to each Project Type using the Project Type filter. Then within the tree, navigate to the the project type within Project Types and Implementation Phases to review the information available.

### Exercise 1: Step by Step

1. Within Microsoft Dynamics Sure Step, on the reference page, select **Enterprise** from the project type sort dropdown.
2. Within the tree, double-click **Project Types and Implementation Phases**.



3. Click **Enterprise Project Type** and review the information displayed.
4. On the project type sort dropdown, select **Standard**.
5. Within the tree, click **Standard Project Type** under **Project Types and Implementation Phases** to review the information displayed.
6. On the project type sort dropdown, select **Rapid**.
7. Within the tree, click **Rapid Project Type** under **Project Types and Implementation Phases** to review the information displayed.
8. On the project type sort dropdown, select **Upgrade**.
9. Within the tree, click **Upgrade Project Type** under **Project Types and Implementation Phases** to review the information displayed.
10. On the project type sort dropdown, select **Agile**.
11. Within the tree, click **Agile Project Type** under **Project Types and Implementation Phases** to review the information displayed.

### Scenario 1: Adventure Works

Adventure Works is a publicly traded corporation that owns and operates retail stores. Each store operates independently with only summary reporting to corporate headquarters. Each store manager designs and implements his or her own business processes to meet the local demands. The two primary goals of this project are to standardize reporting to corporate and allow for timely delivery of financial statements.

What is the best implementation approach for Adventure Works?

- ☐ Standard implementation project
- ☐ Upgrade project
- ☐ Rapid implementation project
- ☐ Pilot Rollout

### Scenario 2: Trey Research

Trey Research is a manufacturer of fertilizer with manufacturing plants in several countries worldwide. The supply chain is managed locally at each plant. Some plants produce finished goods, while other plants produce products; these products are sent to another plant for final processing. The primary goals for this project are supply chain management, coordination, and optimization.

What is the best implementation approach for Trey Research?

- ☐ Standard implementation project
- ☐ Rapid project
- ☐ Enterprise implementation project
- ☐ Agile implementation project

### Scenario 3: Humongous Insurance

Humongous Insurance is a multinational conglomerate. The core back-office solution is already implemented, but the reporting mechanisms need to be automated and aligned. You must automate the back-office processes and produce consolidated financial reports. All the subsidiaries have rationalized their reports and can produce standardized summary interfaces for corporate. The goal of this project is to deliver timely, flexible reports that can be used for strategic planning and public reporting.

What is the best implementation approach for Humongous Insurance?

- ☐ Standard implementation project
- ☐ Enterprise implementation project
- ☐ Rapid implementation project
- ☐ Agile implementation project

### Scenario 4: Fourth Coffee

Fourth Coffee is the franchiser for a chain of restaurants. They want to deploy Microsoft Dynamics systems that will standardize the business processes across all franchise locations. The primary goal of this project is to coordinate reporting from all locations. It is important that the business processes that result from this project accurately represent the business operations at the restaurants. The franchisees must view the results of this work as a "value-add" to their business.

What is the best implementation approach for Fourth Coffee?

- ☐ Standard implementation project
- ☐ Pilot Rollout
- ☐ Rapid implementation project
- ☐ Upgrade project

### Scenario 5: Tailspin Toys

Tailspin Toys is a direct-sales business that has an incoming call center with over 100 associates taking orders twenty-four hours a day, seven days a week. The company needs an integrated solution that meets the following requirements:

- Manages all incoming calls.
- Allows associates to capture the order with a credit card authorization.
- Generates the purchase order to the distributor for drop shipments.

Tailspin Toys is running on razor-thin margins. Therefore, cash management and accurate accounting are important requirements. In addition, the company must automate their back office accounting system to support a sales commission for associates, payroll, general ledger, and accounts payable. Currently, accounting processes are poorly defined and reactive.

What is the best implementation approach for Tailspin Toys?

- ☐ Standard implementation project
- ☐ Rapid project
- ☐ Enterprise implementation project
- ☐ Agile implementation project

## Quick Interaction: Lessons Learned

Take a moment and write down three key points you have learned from this chapter

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2.

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3.

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## Solutions

### Test Your Knowledge

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3. Which of the following are characteristics of a Complex Rollout scenario? Select all that apply.
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  - ☒ A high-level program management function monitors and coordinates multiple implementation projects that comprise the larger project.
  - ☒ It consists of multiple implementation projects, each a different geographic site or each focusing on a business or functional area.
  - ☐ The high-level program management function is explicitly supported by Sure Step Methodology.

### Lab 5.1 - Determining an Implementation Approach

What is the best implementation approach for Adventure Works?

- ☒ Standard implementation project
- ☐ Upgrade project
- ☐ Rapid implementation project
- ☐ Pilot Rollout

What is the best implementation approach for Trey Research?

- ☐ Standard implementation project
- ☐ Rapid project
- ☒ Enterprise implementation project
- ☐ Agile implementation project

What is the best implementation approach for Humongous Insurance?

- ☐ Standard implementation project
- ☐ Enterprise implementation project
- ☒ Rapid implementation project
- ☐ Agile implementation project

What is the best implementation approach for Fourth Coffee?

- ☒ Standard implementation project
- ☐ Pilot Rollout
- ☐ Rapid implementation project
- ☐ Upgrade project

What is the best implementation approach for Tailspin Toys?

- ☒ Standard implementation project
- ☐ Rapid project
- ☐ Enterprise implementation project
- ☐ Agile implementation project