
From: Gleb Dubovets [REDACTED]
Sent: 2020-04-29 12:56:54
To: Gagné, Martine (Ext)
Subject: RE: ACTION REQUIRED: Foundation remaining activities to be planned according to new directions given by Caroline and impact on schedule

Martine,

As you can see in my mail, that's exactly what I have proposed - to discuss and align. I also said that I will inform Caroline about the impact on the schedule, which I have already.

Now, to the real problem - it is very difficult for me to understand and accept the speed of this effort vs. the outcome. We have spent huge number of hours, much more than initially expected, and in the end the findings and adjustments were quite minimal. And this is for Vehicles - the most complex data object. Others should be much simpler. We need to move faster which is possible if we change our mindset and approach - instead of running exhaustive workshops with a lot of people involved, engage a handful of key people, put options together, and make decisions fast. For some reason, it has been very difficult to get to the results during this exercise - if you look at status reports, they were mostly talking about what the team worked on, instead of results. It's becoming a constant theme with some of our team members and must change.

We can not allow the team to take whatever time they want to deliver something which is well know deliverable for any SAP implementation. As I said, to finalize (not to create from scratch) master data design and org. structure is not first of a kind deliverables - every project does it and does it in much shorter time. We should plan to do the same.

We will need to time box this effort and deliver by mid cycle 8, which is still weeks and weeks from now.

Regards

Gleb Dubovets
VP and Partner, IBM Global Business Services
Enterprise Applications, SAP Practice
Mobile: [REDACTED]
Email: [REDACTED]

From: "Gagné, Martine (Ext)" [REDACTED]
To: Gleb Dubovets [REDACTED]
Date: 04/29/2020 10:58 AM
Subject: [EXTERNAL] RE: ACTION REQUIRED: Foundation remaining activities to be planned according to new directions given by Caroline and impact on schedule

Gleb,

We cannot change the past. It is what it is. The team has worked hard to address this situation. They are making progress. They set up a schedule that they are striving to follow. They are briefing the leadership team twice a

week. The new constraints imposed on the team by Caroline and Diane is impacting the established schedule. We are asking your support to negotiate this in a way that we not stretching a bad situation further than it needs to. They are foundational items that we all agreed were priority #1 for the project.

I do agree that we need to keep the fire on this topic. I thought that it was what we were doing. If there is a misalignment with your views on this, we should discuss ASAP.

Thanks for your support on this.

Martine Gagné

Projet CASA

Leader Adjoint – Livraison 2

De : Gleb Dubovets [REDACTED]

Envoyé : 29 avril 2020 09:32

À : Bracken, Brigitte (Ext) [REDACTED]

Cc : Gagné, Martine (Ext) [REDACTED] ; Rouleau, Chantal (Ext) <

[REDACTED] ; Casgrain, Marie-Hélène (Ext) [REDACTED] ;

Lacroix, Daniel (Ext) [REDACTED] ; Brigitte Bracken < [REDACTED] ;

Nantel, Francine (Ext) [REDACTED]

Objet : Re: ACTION REQUIRED: Foundation remaining activities to be planned according to new directions given by Caroline and impact on schedule

Brigitte,

I appreciate the straightforward logic of pushing dates to the right because of the imposed constraints. And yes, we need to discuss it with Caroline.

What I am not convinced about is our foundation timeline to begin with. We started in cycle 7, even late cycle 6, I guess. We are running quite a number of workshops. Why is it taking so long - 4-6 months- to clean up and finalize Data and Org. Structure design for the project that was started in 2017, had about 18 months of Explore, and currently in the second year of the build?

If you look at any IBM project we are currently running and ask how long did similar activity take, the answer will be - about 3 months. And this is starting from scratch. Why is it taking so long to make decisions about the Org, Structure or Master Data? Do we know what we want to do and how? I assume our quite senior leads do. If I ask our PM and SD Chapter Leads to come back with their recommendations in the next month or so, they should be able to do it. I don't think we have too many options, so let's present what we have, make decisions and move on.

I guess, in short, I am not aligned with the effort estimates to complete the foundation. Look forward to discussing it. And I will talk to Caroline about potential impact on schedule in the meantime.

Thanks

Gleb Dubovets

VP and Partner, IBM Global Business Services

Enterprise Applications, SAP Practice

Mobile [REDACTED]

Email: [REDACTED]

On Apr 29, 2020, at 9:07 AM, Bracken, Brigitte (Ext) <[REDACTED]> wrote:

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Good morning Gleb,

Last Friday, Caroline has given us new instructions for the planning of the remaining foundation activities as follow:

- * Only workshops in afternoons should be planned
- * No workshops to be held on the last Friday of every iteration of a cycle
- * No workshops to be held on the first Monday of every iteration of a cycle.

After review of where we are at, following are the impacts of such restrictions.

To start, we are half way through the current cycle.

1 - Applying the constraints is forcing us to extend the **current scope of cycle 7** up to the beginning of iteration 8.3 (week of July 13)

2 - Each topic that was planned were varying from 6 to 11 weeks – moving them now between 10 to 15 weeks.

This revised plan is NOT CONSIDERING any vacation.

This is not including yet the topics of cycle 8.

If we must re-plan the foundation as such, we will not be done by the end of cycle 8 and it will impact retrofit until past the end of this year.

My ask – could it be possible that you talk with Caroline to reconsider these constraints?

Do not hesitate if you have questions,

I will try to find some time in your schedule

Regards,
Brigitte Bracken
Intégration et Assurance Qualité
Lead Architecture de Solution – CASA
Cellulaire : [REDACTED]