

— Being a successful consultant



Aalto University
School of Business

Today's topics

Presentation about HS Vaalikone project

Being a successful consultant

Critical Success Factors for consulting projects

1. Top management support and CEO sponsorship
2. Project team competence
3. Clear goals and objectives
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5. Project management
6. Management of expectations
7. Change management
8. Enough time and resources for Business Process Re-engineering

Critical Failure Factors

1. System misfit
2. High turnover rate of project team members
3. Over-reliance on heavy customization
4. Poor consultant effectiveness
5. Poor IT infrastructure
6. Poor knowledge transfer
7. Poor project management effectiveness
8. Poor quality of Business Process Re-engineering

Critical Failure Factors

- 9. Poor quality of testing
- 10. Poor top management support
- 11. Too tight project schedule
- 12. Unclear concept of the nature and use of the system from the users' perspective
- 13. Unrealistic expectations from top management concerning the system
- 14. Users' resistance to change

Expectation management

Be Honest From The Get-Go

Balance Expectations Against Time

Balance Expectations Against Budgets

Balance Expectations Against Quality

Anticipate the Client's Needs Before *They* Know Their Own Need

Constant Communication

Under Promise and Over Deliver

<https://www.linkedin.com/pulse/20140715052459-70413502-consultant-s-guide-importance-of-expectation-management-while-delivering-business-solution-projects/>

<https://www.forbes.com/sites/85broads/2013/07/22/the-top-five-tips-for-managing-client-expectations/#6effae8bc58e>