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*Note: The MindGrove website has additional useful working and training materials on its resource pages.*

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## eCommerce – Project Risk ...

Organizations are increasingly deploying eBusiness solutions, and one of the common objectives is to implement eCommerce projects.

The track record of eCommerce projects is not particularly inspiring so this **special** guide is dedicated to enhancing the awareness of project teams or project auditors to the particular risks inherent in eCommerce projects ...

Use MindGrove's checklist to help make sure you've considered and covered, at least, these 30 critical risks.

There may be a risk to this project's success because of...	Low Risk Factors are <b>Green</b>	Medium Risk Factors are <b>Black</b>	High Risk Factors are <b>Red</b>	Remediation measures and countermeasures to risk?
<b>Scale and impact of the eCommerce project</b>				
1. Time allowed to get to market	> 12 months	< 12 but > 6 months	< 6 months	
2. Team size at peak	< 5	>5 but < 20	> 20	
3. Number of key legacy systems that will need to be integrated	0	1 to 2	3 or more	
4. Number of existing networks that will need to be integrated	0	1	2 or more	
5. Number of involved separate organizations	1	2-3	4 or more or a consortia	
6. Direct influence over the organisation's projected cash flow	< 5%	Up to 10%	> 10%	
7. Impact on share price if this project fails	None	Visible failure may harm share price by up to 2.5%	Share price could suffer adverse movements > 2.5%	

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8. Legislation or Statutes that affect this mode of business	None	Some legislation but little impact	Major compliance issues	
<b>Structure, people and process</b>				
9. User and management commitment	Solid and purposeful	Neutral	Skeptical and Hostile	
10. Knowledge of the Business Area by technologists and Level of Technical Know-How of Business Sponsors	Both business and technology well understood	Business well understood, new, but unadventurous, technical venture	Breaking new ground for all parties	
11. Amount of internal cultural change required	None	Some areas will have to adjust	Paradigm shift for all	
12. Amount of process change that is necessary	A few, largely beneficial, changes that would be useful even without the project	Several processes will alter and may affect individual areas' autonomy	Major process change necessary	
13. Number of other projects that must succeed for this project to work out	0	1	2 or more	
14. Number of other projects that will fail if this project fails	0	1	2 or more	
<b>Indicators of success</b>				
15. Project scope	Already well defined	High level definition available that is logically coherent	Fuzzy or "Me Too" <sup>1</sup>	

<sup>1</sup> We want to do something that someone else has done

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16. Project business deliverables	Already well defined in conventional business terms and clearly understood	Logically coherent business goals, few constraints or assumptions	Fuzzy business proposition that depends on untested assumptions	
17. Benefits	Well defined, ROI clearly advantageous over very short time scale, sensitivity analysis performed	Defined, should break even within two years	Hangs or falls on intangibles, timescale is indeterminate	
18. Corporate Project Experience	3 or more conventional projects of similar scope and complexity already successfully completed and deployed	1 to 2 conventional projects of similar scope and complexity already completed and deployed	No parallel project experience to draw on	
19. Project team have worked together before	On more than three projects	Once before	Never	
20. Distribution of team, sponsors, and user management	Co-located, easy and regular access to each other – established “talking” culture	Most of the team in one place, relatively easy access for others	Substantial dispersion of the team	
21. Standards, tools and working methodology	Well exercised, liked, and universally familiar	Clear cut and coherent, some experience	Cutting new ground	
22. Milestones, critical success factors and key performance metrics	Well defined and mapped, post implementation reviews always objectively conducted	Good project plan but not defined at this level of detail	Not thought through with any clarity	
23. Change control processes	Organisation is obsessively passionate about change management	Well defined processes, easy to follow	Fuzzy processes, limited experience	

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24. Quality assurance	Standardized and routine for all projects	Applied when projects are significant	No independent assurance mechanism	
25. Security and control always seen as key business drivers	Organisation is control conscious and security architecture oriented	Organisation understands the management of risk, but is not risk adverse, reasonable at piecing together control structures	Security and control is an afterthought	
<b>Technology Issues</b>				
26. Need new or non standard hardware or software	Nothing required	Some new additions or extensions to existing structures	All new systems infrastructure	
27. Interoperability will make or break the project	Not a factor, no interoperability issues	One issue to resolve	More than one issue to resolve	
28. Place of business, hardware, software, additional cabling and power supplies	Installed and ready to go	Sufficient lead time to get in place	No assurance that these can be done in time	
29. Proof of concept pilot	Tried, tested, succeeded and documented	Planned into project path	No time to do	
30. Fallback plan	Alternative plan if technology proves too difficult in timescale	Organisation has shown that it can deal with adversity, inventive	Not considered	
<b>Number of risks in each category</b>	=	=	=	
<b>Overall Risk Opinion</b>				

If you have found this checklist useful then please tell others about this website and why not send one of your checklists to MindGrove at [checklists@mindgrove.co.uk](mailto:checklists@mindgrove.co.uk) and we will publish it for the good of all.