Project Management (PRO)

Kandidatekursus CS/INF

Lecture 10: Handover and Operations

Part 2: Implementation

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After this lesson you will

- Know about different ways of implementing systems in the organisation

- Be able to select among these

- Know about different problems/risks

- Be able to design an implementation strategy

Implementation strategies (1/2)

Big Bang

- The entire target group shifts to the new system all at once on a given date

Parallel application

- The old system continues to function for a certain period after the new system has been launched

Phased introduction

- The system is divided into phases:
  - Either the entire target group starts to apply part of the system and then gradually other parts of the system
  - Or part of the target group applies the entire system and the rest of the group gradually follows

Experimental diffusion

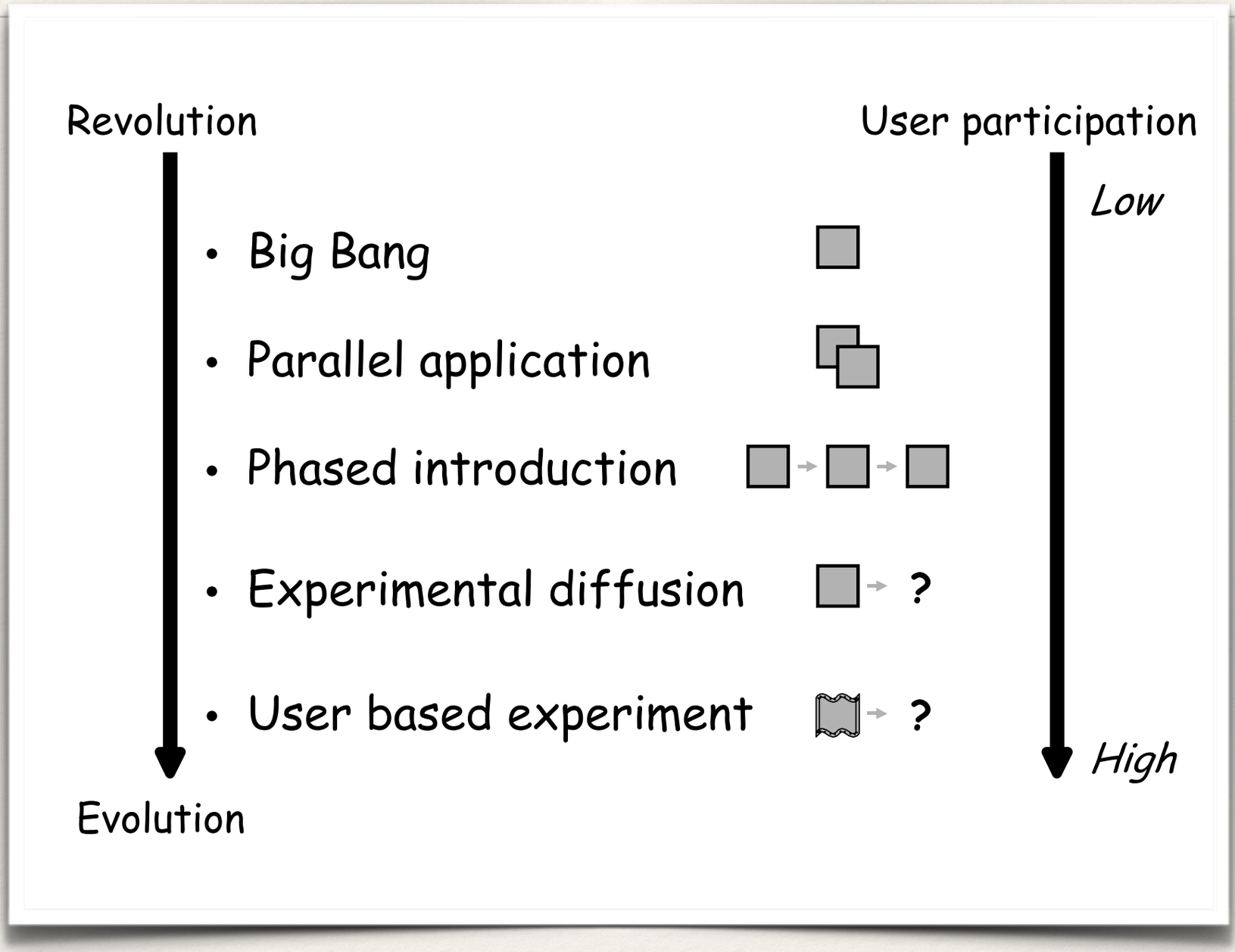
- The system is tested by part of the target group. Then it is decided how it should be diffused to the rest

User-based experiment.

- Part of the target group tests the system to determine what they can achieve using it

[Eason K. (1988), *Information Technology and Organisational Change*, Taylor & Francis]

Implementation strategies (2/2)



Pries-Heje, J. & S. Tryde (2001), Diffusion and adoption of IT products and processes in a Danish bank, In: Ardis, M.A. & B.I. Marcolin (Eds.), Diffusing Software Product and Process Innovations, IFIP TC8 WG 8.6 Fourth Working Conference, Banff, Canada

Implementation plan contents

- **What is being implemented**
  - Name of the individual elements, short description of these, where are they transferred from, and where are they transferred to
- **Assumptions, dependencies and constraints**
  - What must be in place for the system to be put into operation, f.ex. other systems or other projects, that the implementation must be coordinated with
- **Risks**
  - Potential risks with the implementation
- **Checks**
  - Which checks should be performed before/after the implementation
- **Schedule for the implementation**
  - Start and end date for the individual activities, who is responsible for the execution, who should be involved/approve/heard/informed
- **Procedure for roll-back**
  - How and when should be reacted, if the new system fails and roll-back to the previous state is necessary

Implementation tools

- **Examine users' current knowledge and skills**
  - Determine their educational needs
- **Select effective implementation tools, f.ex:**
  - Seminars, workshop and courses
  - User documentation and media
  - Train-the-trainer
  - On-the-job training
  - Super users
  - Change agents (ambassadors)
  - Job rotation
  - Hot-line support for a period after start-up
- **Involve the users actively in the implementation, possibly user-driven**
- **Follow up on the implementation**
  - Identify and remove barriers for the implementation
  - Change strategy and tools if they turn out not to be efficient

Implementation roles and responsibility

Use a stakeholder analysis to identify:

- Who should be involved
- How (informed/heard/approve)
- When
- Resistance and other barriers

Define roles and responsibility for the implementation for e.g.:

- Management (own as well as client organization)
- People with domain knowledge
- People with knowledge about the new system
- Change agents (ambassadors)
- Users/clients
- Supporters
- Operations

Follow up on roles and responsibility for the implementation

- Identify and remove barriers for the implementation
- Change strategy and tools if they turn out not to be efficient

Problems/risks for the implementation

- Lack of backing from management (owners)
- Insufficient resources
- Lack of motivation in the target group
- Resistance to change amongst the target group
- Target group feels that the product does not include existing organizational knowledge and experience
- Lack of product quality
- Lack of budget for support during and after implementation
- Target group feels that their efforts exceed the outcome
- There is no real need for the product
- The product depends on other products/systems/structures not in place

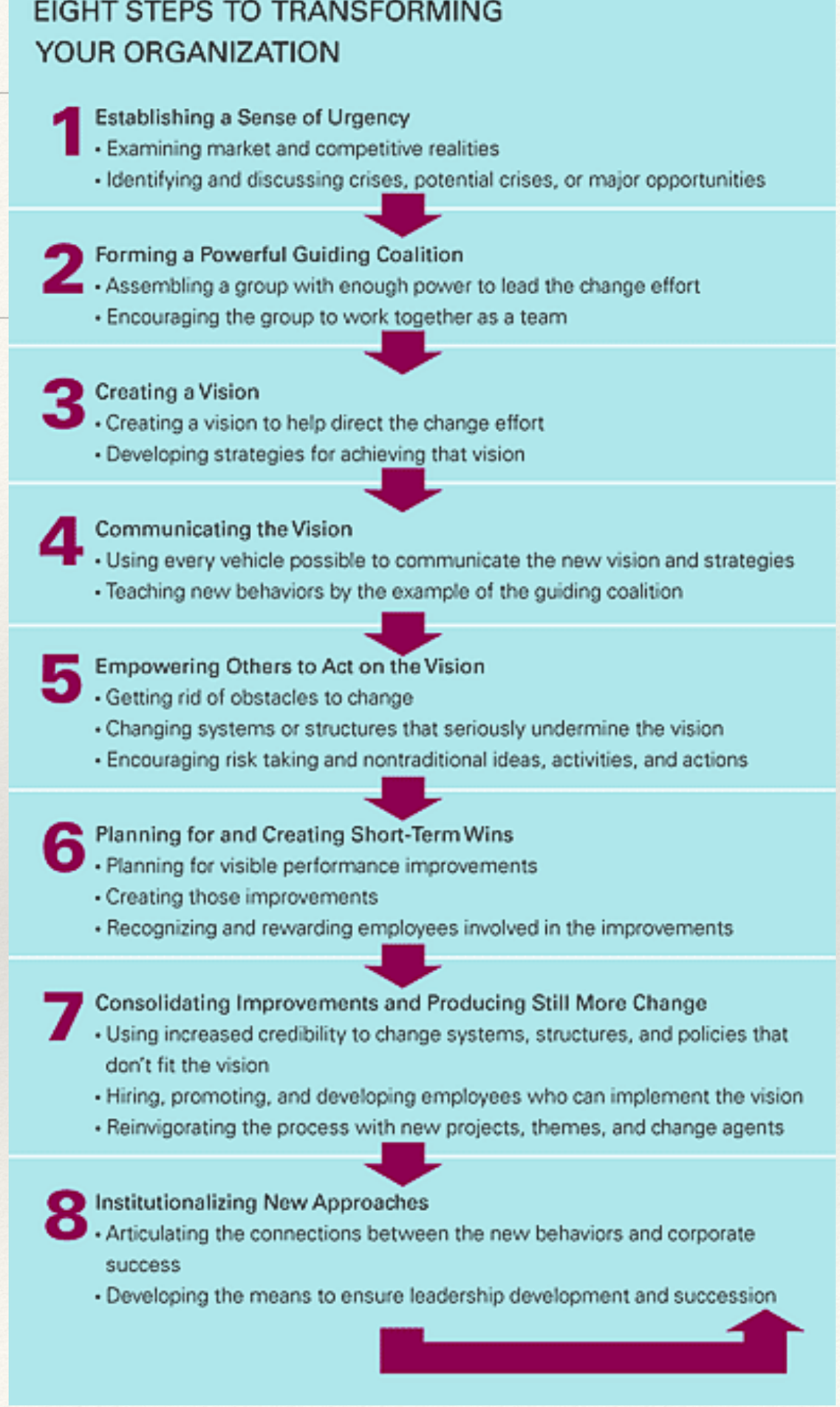
Use a risk analysis to assess the risks

- Priority = Probability * Consequences

Why do many implementations fail?

Source: Kotter (1996): Leading Change.

See also Kousholt (2012e: 405)



Exercise 1: Implementation

Talk together in pairs

- (Re)read the SAP case in Kousholt (2012e: 44 & 52)
- Which implementation strategy do you suggest?
- Which implementation tools will you use?
- Who should be involved in the implementation (roles and responsibility)?
- How will you follow up on the implementation?
- How will you avoid the implementation failures reported by Kotter (1995)?

Summary in the plenary