# Phased Implementation
# for Minimizing Digital Tools Resistance

Group C

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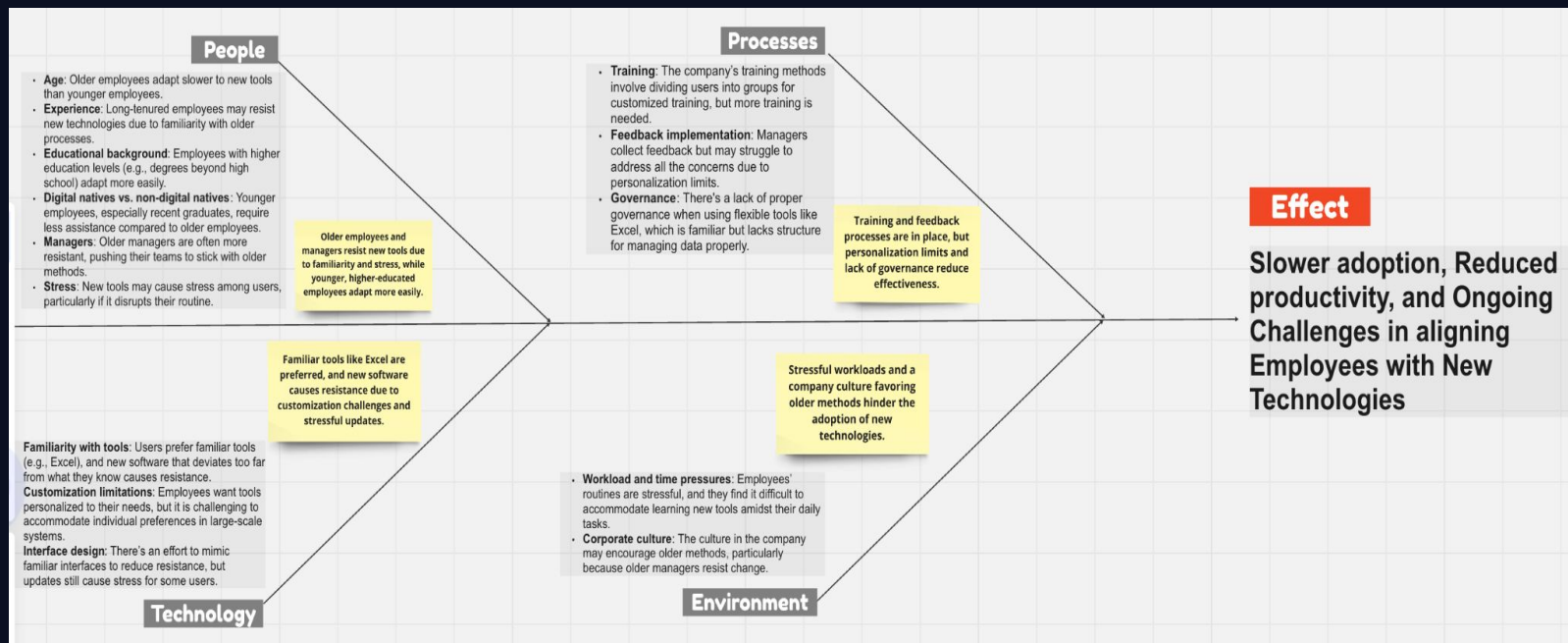
# Defining our Problem

Our problem is the **resistance of employees towards the use of digital business tools.** We know that training has failed as a solution which leads us to thinking that the issue isn't of unfamiliarity but rather deeper resistance to learn and use such tools.
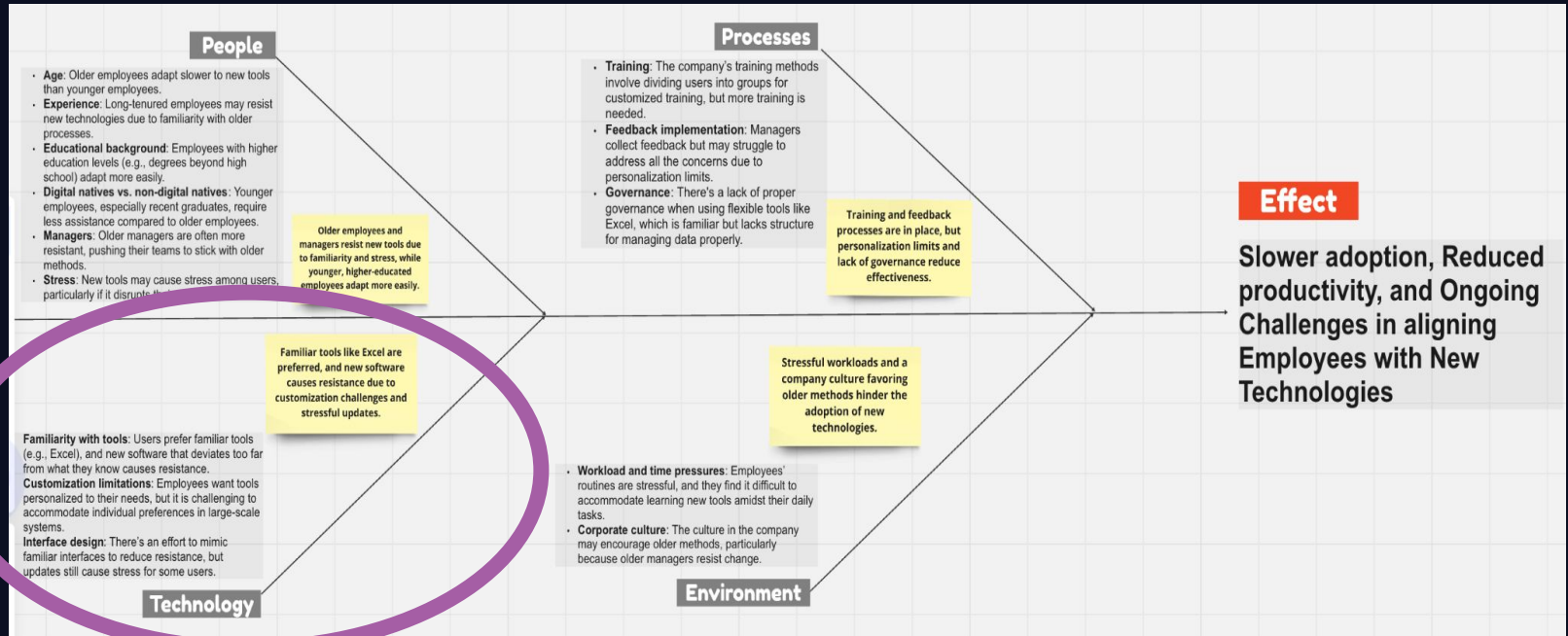
# Fishbone Analysis



**People**
- **Age**: Older employees adapt slower to new tools than younger employees.
- **Experience**: Long-tenured employees may resist new technologies due to familiarity with older processes.
- **Educational background**: Employees with higher education levels (e.g., degrees beyond high school) adapt more easily.
- **Digital natives vs. non-digital natives**: Younger employees, especially recent graduates, require less assistance compared to older employees.
- **Managers**: Older managers are often more resistant, pushing their teams to stick with older methods.
- **Stress**: New tools may cause stress among users, particularly if it disrupts their routine.

*Older employees and managers resist new tools due to familiarity and stress, while younger, higher-educated employees adapt more easily.*

**Processes**
- **Training**: The company's training methods involve dividing users into groups for customized training, but more training is needed.
- **Feedback implementation**: Managers collect feedback but may struggle to address all the concerns due to personalization limits.
- **Governance**: There's a lack of proper governance when using flexible tools like Excel, which is familiar but lacks structure for managing data properly.

*Training and feedback processes are in place, but personalization limits and lack of governance reduce effectiveness.*

**Effect**

Slower adoption, Reduced productivity, and Ongoing Challenges in aligning Employees with New Technologies

*Familiar tools like Excel are preferred, and new software causes resistance due to customization challenges and stressful updates.*

**Technology**
Familiarity with tools: Users prefer familiar tools (e.g., Excel), and new software that deviates too far from what they know causes resistance.
Customization limitations: Employees want tools personalized to their needs, but it is challenging to accommodate individual preferences in large-scale systems.
Interface design: There's an effort to mimic familiar interfaces to reduce resistance, but updates still cause stress for some users.

*Stressful workloads and a company culture favoring older methods hinder the adoption of new technologies.*

**Environment**
- **Workload and time pressures**: Employees' routines are stressful, and they find it difficult to accommodate learning new tools amidst their daily tasks.
- **Corporate culture**: The culture in the company may encourage older methods, particularly because older managers resist change.

*Source: Interview with Mr. Roberto Marisaldi

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*Source: Interview with Mr. XX

# How Did We, as Students, Relate to the Problem?

## Learning Curve Challenges

- Being introduced with new concepts, methods and techniques of doing what we used to do in high school, but in a much different way!
- Fear of falling behind due to lack of confidence in using new concepts.
- Eventually, leading us to opt. for traditional, exhaustive methods

## What do we do in these situation?

Gradual adopt to these new concepts , one step at a time, and eventually, it becomes second nature to us

# Our Solution Mirrors Our Experience: Phased Implementation!

➔ Creating a Bridge of Familiarity.

➔ **Phased implementation** is a gradual, step-by-step rollout of new software to ease user adoption, maintain productivity, and foster collaborative work through familiar interfaces.

Old System

New System
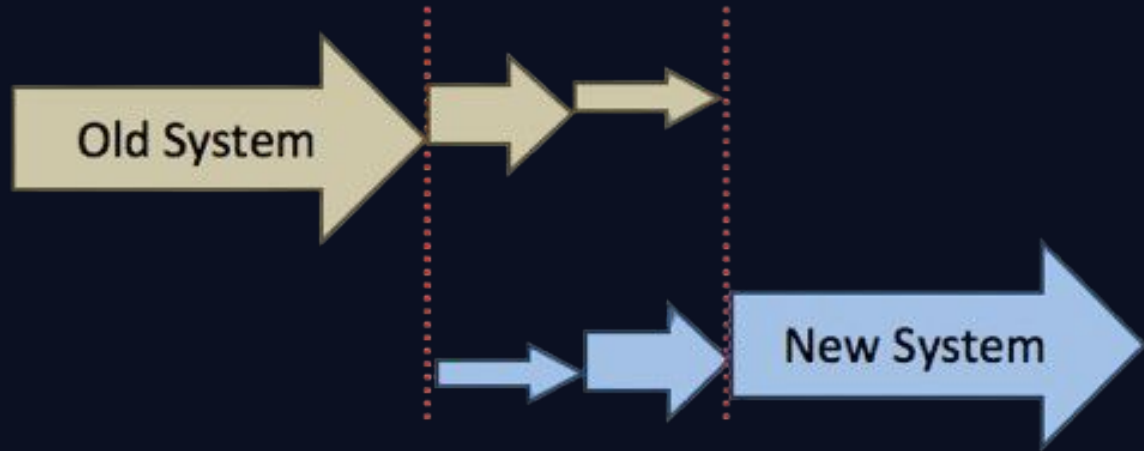
# Potential Impact of Phased Implementation

Employees experience a **smooth transition** as they are introduced to the new software in stages. This approach **preserves familiar workflows, enhances confidence, and gradually introduces advanced features** to improve collaboration and efficiency across teams.



1 Intitial Famaliization Phase

2 Feature Expansion Phase

3 Advanced Integration Phase

Feature Expancion

Advanced Integration Phase

# 01
# Prototype

Table of Phased Implementation

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| | A | B | C | D | E | F | G | H |
|---|---|---|---|---|---|---|---|---|
| | | Time Phase 1 | Time Phase 2 | Time Phase 3 | Time Phase 4 | Time Phase 5 | Time Phase 6 | Time Phase X |
| | Initial Launch (Basic Features) | User Group 1 | Expand to User Group 2 | Expand to User Group 3 | | | | |
| | Feature 2 (Feature Expansion) | | User Group 1 | Expand to User Group 2 | Expand to User Group 3 | | | |
| | Feature 3 | | | User Group 1 | Expand to User Group 2 | Expand to User Group 3 | | |
| | ... | | | | User Group 1 | Expand to User Group 2 | Expand to User Group 3 | .... |
| | Final Deployment! | | | | | | | Expand to All users! |

→ **Time Phase** – Weeks/Months/Quarters

→ **Feature** – a single aspect of the Digital Tool

→ **User Group 1-3** – Least-Most Resistant Users (can be measured by age)

→ **Assumption: there is no feedback for improvement**

# 02
# Prototype

Decision Tree - A more Dynamic Model

→ We continue this till we test out all features for all user groups.

→ **Final Deployment** occurs when ALL users are comfortable with ALL feature of the software in question.

| | Month 1-2 | Month 3-4 | Month 5-6 | Month 7-8 | Month 9 | Month 10 | Month 11 | Month 12 |
|---|---|---|---|---|---|---|---|---|
| Customer account management | Core Sales Team (User Group 1) | Customer Service Representatives (User Group 2) | Regional Sales Teams (User Group 3) | | | | | |
| Sales tracking and basic reporting | | Core Sales Team (User Group 1) | Customer Service Representatives (User Group 2) | Regional Sales Teams (User Group 3) | | | | |
| Advanced dashboards | | | Core Sales Team (User Group 1) | Customer Service Representatives (User Group 2) | Regional Sales Teams (User Group 3) | | | |
| Integration with ticketing systems | | | | Core Sales Team (User Group 1) | Customer Service Representatives (User Group 2) | Regional Sales Teams (User Group 3) | | |
| Mobile app for on-the-go access | | | | | Core Sales Team (User Group 1) | Customer Service Representatives (User Group 2) | **Regional Sales Teams (User Group 3)** | |
| Full suite of functionalities | | | | | | Core Sales Team (User Group 1) | Customer Service Representatives (User Group 2) | Regional Sales Teams (User Group 3) |

## Background:

→ Company A faces resistance from employees to adopt Salesforce, a customer relationship management (CRM) tool, as it requires changes to their existing sales processes and data entry habits.

# Thank You.

Please share your feedback.