

## CHAPTER 13: INSTALLATION AND OPERATIONS

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In this installment of the CD Selections case, we see how the new system is transitioned from the development team and put into production by the user community. To ensure a smooth transition, Alec and Margaret oversaw the necessary user training, including employees from CD Selections help desk department, and the creation of the necessary, relevant documentation. Looking back over the development of the system, Alec and Margaret evaluate the processes used and the individual development team members to identify lessons learned throughout the process. Finally, they set up a process to maintain the system.

The installation of the Internet Sales System at CD Selections was somewhat simpler than the installation of most systems because the system was entirely new; there was no As-Is system for the new system to replace. Also, there were not a large number of staff members who needed to be trained on the operation of the new system.

### Conversion

Conversion went smoothly. First, the new hardware was purchased and installed. Then the software was installed on the Web server and on the client computers to be used by the staff of the Internet sales group. There was no data conversion per se, although the system started receiving data downloaded from the distribution system every day as it would during normal operations.

Alec decided on a direct conversion (because there was no As-Is system) in the one location (because there was only one location) of all system modules. The conversion, if you could call it that, went smoothly through the alpha and beta tests and the system was declared technically ready for operation.

### Change Management

There were few change management issues because there were no existing staff members who had to change. All new staff was hired, most by internal transfer from other groups within CD Selections. The most likely stakeholders to be concerned by the change would be managers and employees in the traditional retail stores who might see the Internet Sales System as a threat to their stores. Alec therefore developed an information campaign (distributed through the employee newsletter and internal Web site) that discussed the reasons for the change and explained that the Internet Sales System was seen as a complement to the existing stores, not as a competitor. The system was instead targeted at Web-based competitors, such as Amazon.com.

The new management policies were developed, along with a training plan that encompassed both the manual work procedures and computerized procedures. Alec decided to use classroom training for the Internet sales system personnel because there was a small number of them and it was simpler and more cost effective to train them all together in one classroom session.

### Post-Implementation Activities

Support of the system was turned over to the CD Selections operations group, who had hired four additional support staff members with expertise in networking and Web-based systems. System maintenance began almost immediately, with Alec designated as the project manager responsible for maintenance of this version of the system plus the development of the next version. Alec began the planning to develop the next version of the system.

Project team review uncovered several key lessons learned, mostly involving Web-based programming and the difficulties in linking to existing Structured Query Language

(SQL) databases. The project was delivered on budget (see Figure 2-C), with the exception that more was spent on programming than was anticipated.

A preliminary system review was conducted after two months of operations. Sales were \$40,000 for the first month and \$60,000 for the second, showing a gradual increase (remember that the goal for the first year of operations was \$1,000,000). Operating expenses averaged \$60,000 per month, a bit higher than the projected average, owing to startup costs and the initial marketing campaign. Nonetheless, Margaret Mooney, vice president of marketing and the project sponsor, was quite pleased. She approved the feasibility study for the follow-on project to develop the second version of the Internet Sales System. If you recall, there were quite a few features in which Margaret was interested. For example, deployment on mobile platforms, the use of social media, and the internationalization of the system was delayed until the next version of the system. Consequently, Alec got right to work to help Margaret create the system request so that the system development process could start all over again.