



# Implementing Technologies --is not a Systems Issue

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1999 DIA EDC Conference

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**PROsys LLC**



# Implementation Is a Business Issue!

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## ✦ Underlying principles

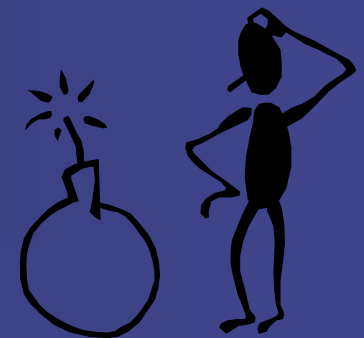
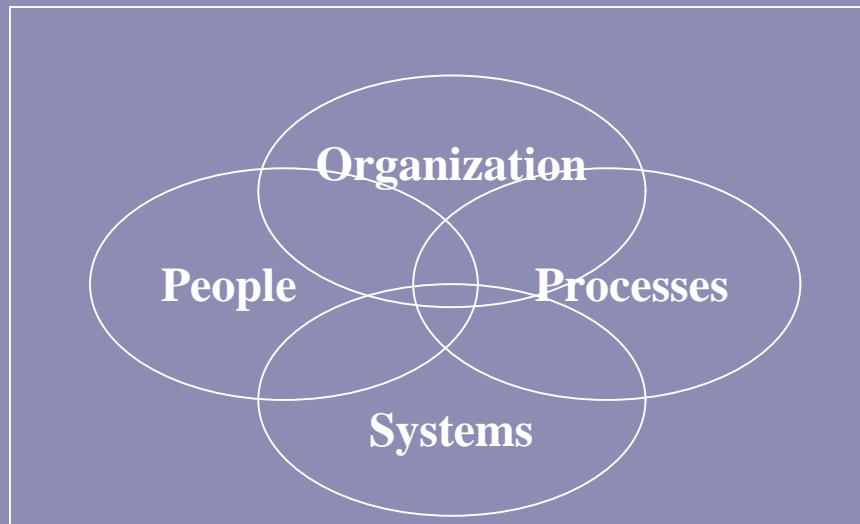
- ✦ Every technology/systems project is driven by a business need
- ✦ The way we do business (the business process) determines whether we meet our business needs
- ✦ Information systems support the business process

System-related activities are only one component of a project aiming to meet business needs.

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# Context, Context, Context ...

Business Objectives  
Improve the way we do business



*10 Tips for Implementing in Context*

# 1. Know the Real Problem

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- ✦ Look at the full context
- ✦ Understand the real business need
- ✦ Define it in simple English terms
- ✦ Give a name to the solution/project.



## 2. Define The Right Objectives

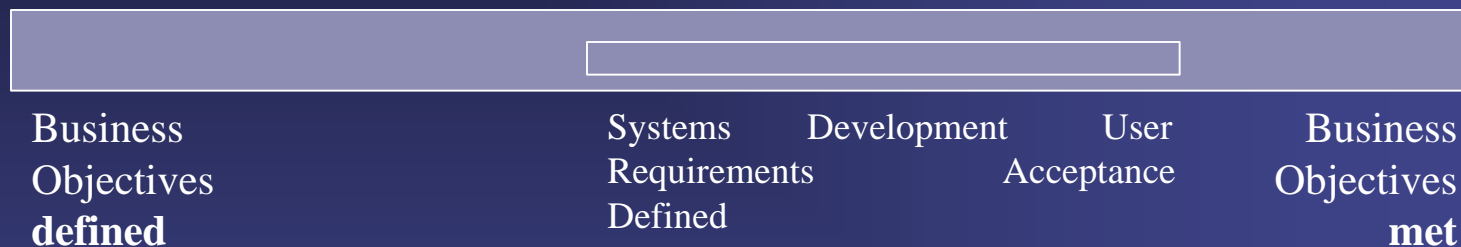
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- ✦ Improve for sake of improvement ?
- ✦ Trying out new technologies for fun?
- ✦ Define measurable objectives !
  - ✦ Quality
  - ✦ Time
  - ✦ Cost



# 3. Define The Proper Scope(s)

## ✦ Project Scope



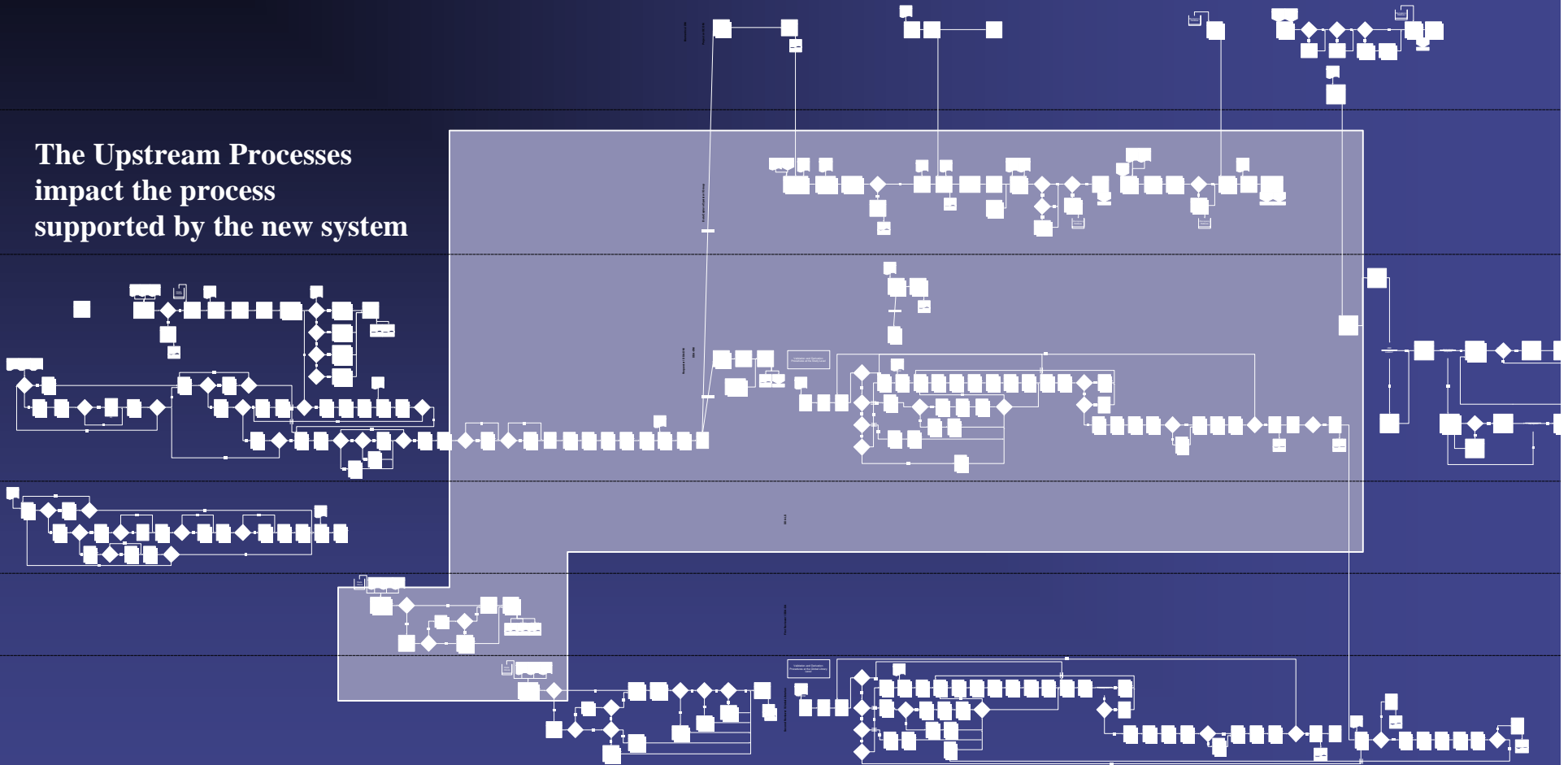
Process Scope

System Scope



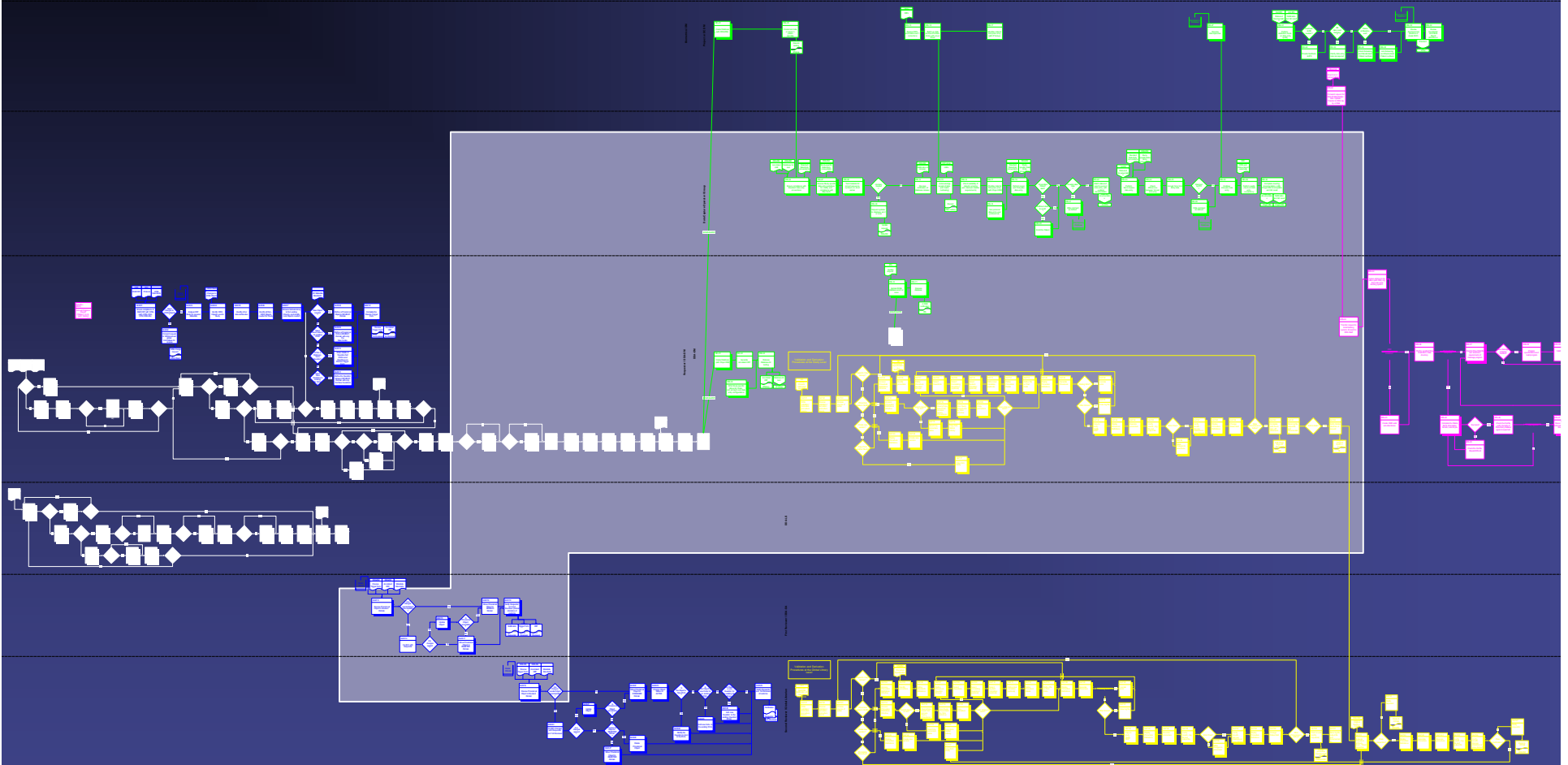
# Defining the Process Scope

**The Upstream Processes  
impact the process  
supported by the new system**



**The Downstream  
Process is impacted by  
the process supported  
by the new system**

# Defining the System Scope



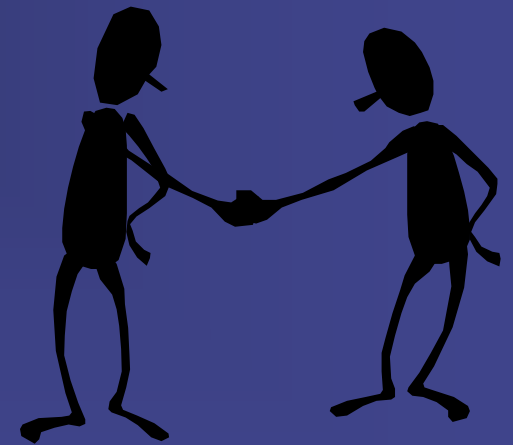
The color codes describe the scope of existing systems



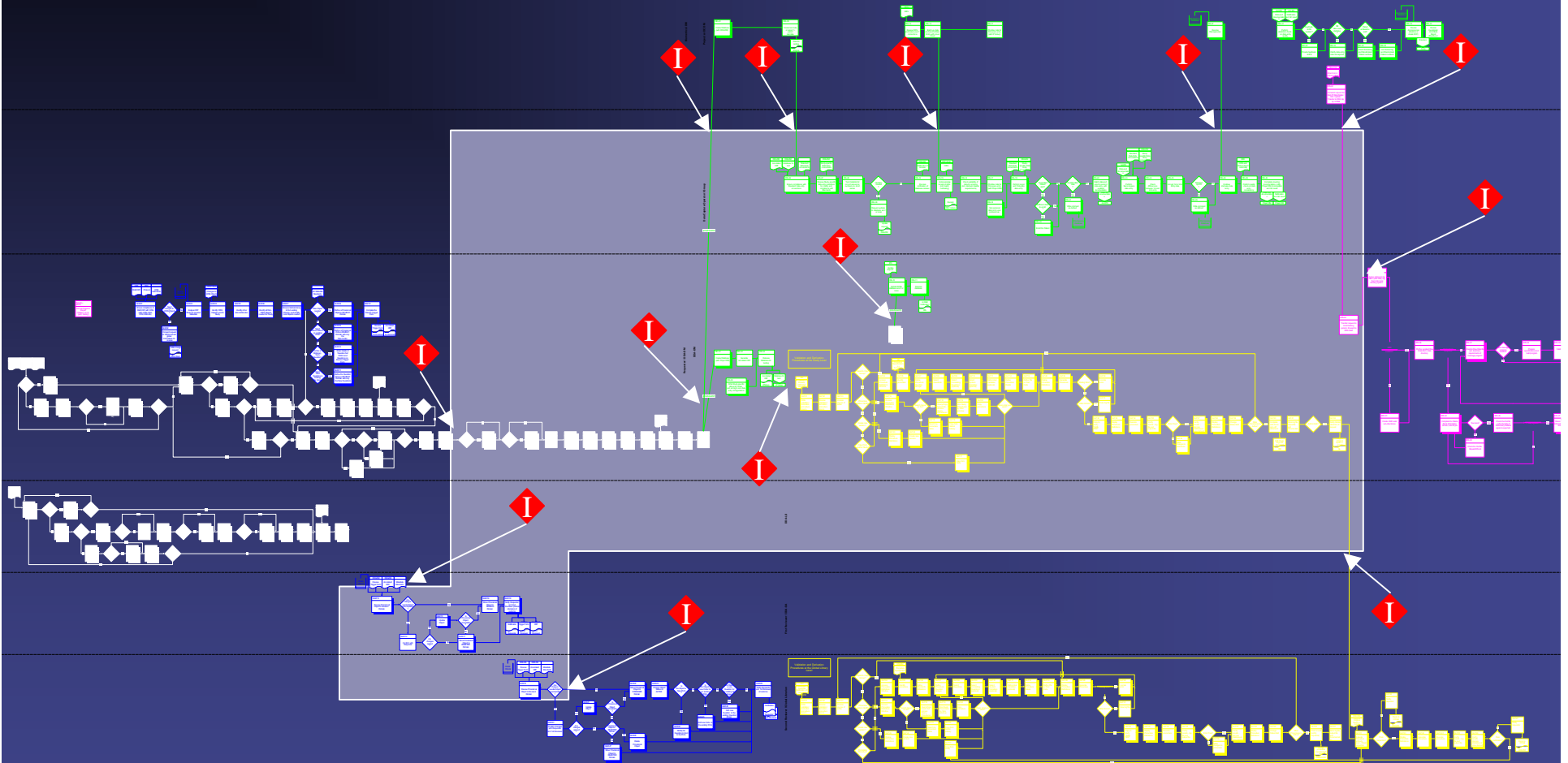
# 4. Identify The Interfaces

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- ✦ Waste, rework and duplication most often occurs during the hand-offs.
  - ✦ Processes
  - ✦ Systems
  - ✦ Organization



# Identifying the Interfaces



- Wherever lines cross boundaries and colors change, an interface (I) needs definition or ...
- ... elimination

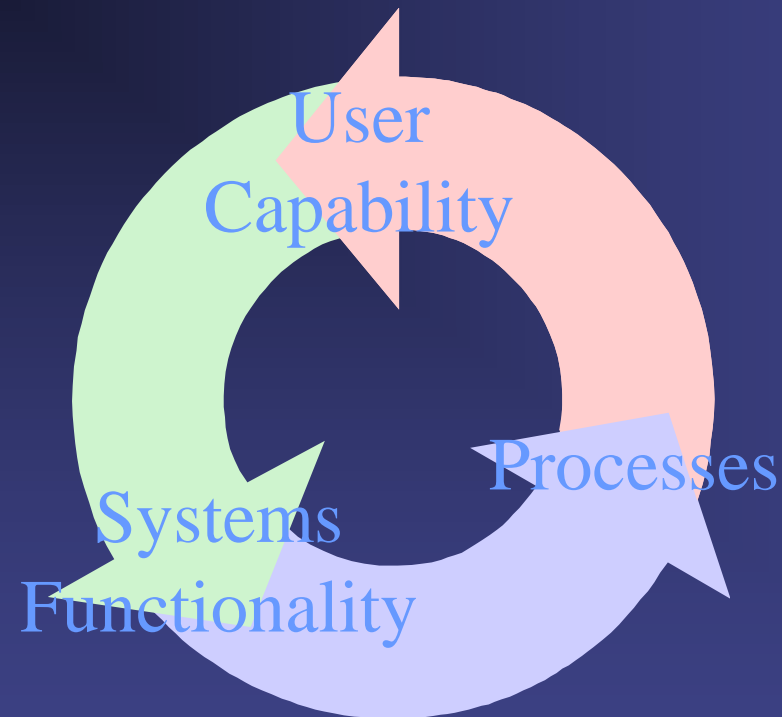
# 5. Collect/Validate Assumptions

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- ✦ Our processes and organizations are based on assumptions
- ✦ What assumptions is the new system based on?



# 6. Understand The Contributors



**The weakest link determines overall success**

# The Right Decision

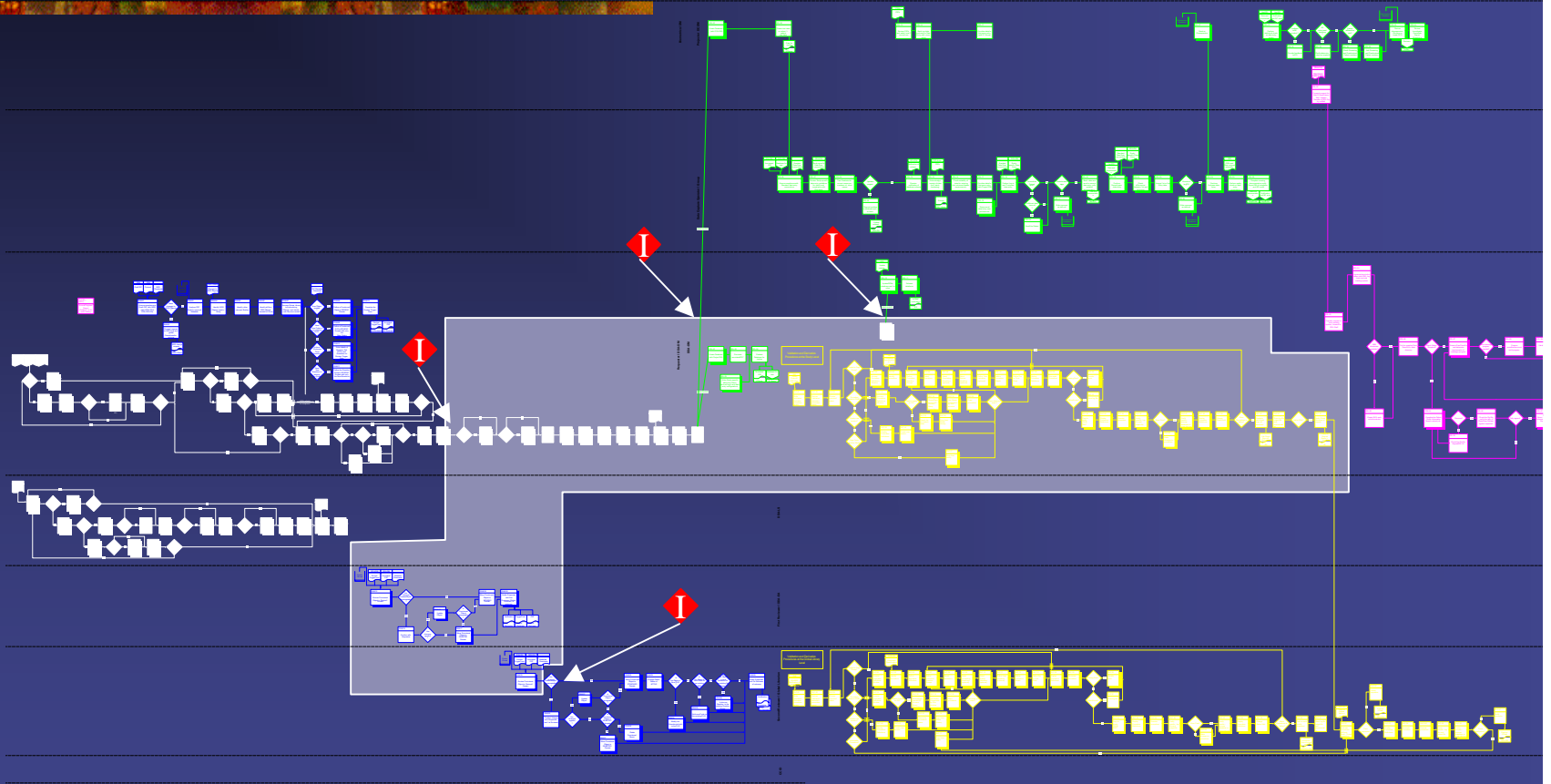
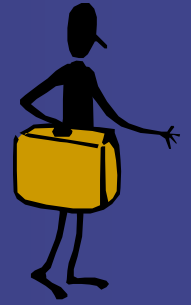
1. Know the Real Problem
2. Define The Right Objectives
3. Define The Proper Scope(s)
4. Identify The Interfaces
5. Collect/Validate Assumptions
6. Understand The Contributors



Poor implementation can make  
the best system deliver zero value



# 7. Define The Future



*New Systems Capabilities let us  
change the way we do business*

# 8. Manage Expectations

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✦ The System alone is not the (whole) answer

System will deliver Quality/Time/Cost gains

*IF*

Processes/Organizations/Skills  
are in place



# 9. Choose the Right Pilots

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- ✦ Choosing a “non-critical” project as pilot reflects lack of confidence
- ✦ Non-critical projects do not demonstrate business performance





# 10. Implement Effectively

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- ✦ Document Everything
- ✦ Confirm the Infrastructure
- ✦ Test Everything; Validate where necessary
- ✦ Integrate Process and Systems Training
  - ✦ Train process, systems, context . . .
  - ✦ Train how to do the job; when to use the system
- ✦ Deploy according to plan
- ✦ Review and Measure
- ✦ Prepare for contingencies



# Implementing Technologies

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1. E-Business Solutions
2. Supplier Management
3. Implementing a Web IT Infrastructure



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