



ORACLE®

Going live and staying Alive

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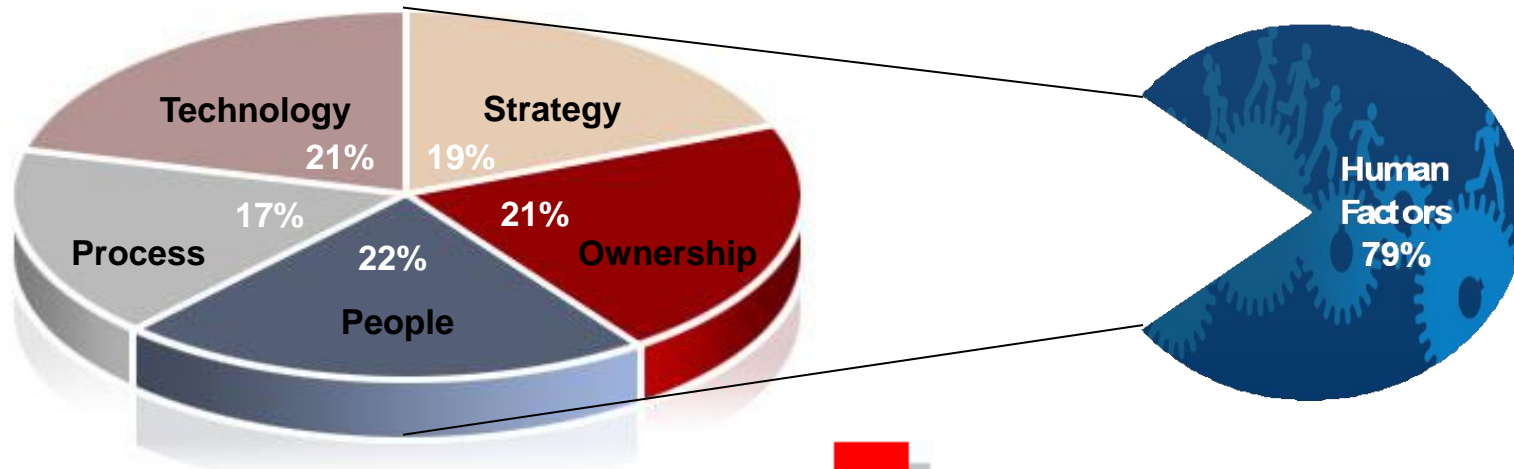
The good, the bad and the ugly

System implementation projects, in general, experience low success rates:

- 28% of projects meet full success
- 49% of projects are fully completed, but over budget, over schedule and lack full scope of planned functionality
- 23% of projects experience complete failure or are cancelled

Five Areas Driving Implementation Success:

The Impact of Human related factors on the success of implementations



Creating vision for an organization is as important as communicating it in the correct way and making sure that it is adopted by everyone within the organization.

Source: Internal Oracle Report

Success Factors

- Clear vision, goals and approach**
 - Aligned with other program priorities
 - Clearly defined resource responsibilities.
- Complete, clearly defined requirements**
- Executive and user community support and commitment**
- Resources dedicated to the project (staff, time, money)**
- Participant involvement**
- Realistic expectations for what can be accomplished and how quickly it can occur.**

Failure Factors

Contributing factors to implementation failure are:

- Believing the implementers will assume responsibility for all tasks
- Hoping the project will fix your operational and personnel problems
- Not accurately defining risks
- Lack of change management
- Fear of technology

What is Risk?

Any uncertainty which, if it occurs, will have a negative effect on the achievement of one or more objectives

“The problem with the future is that more things might happen than will happen”

Plato
400BC

Typical go-live risks

- Organization not ready for the implementation (People, Process, Technology)
- Lack of Business/IT Alignment
- Unrealistic expectation of Benefits and ROI
- Low ownership and high reliance on partners
- Low focus on Risk Management
- Change management & Training activities are inadequate

Describing Risks

Risks should be defined in two parts to remove duplicates, and understand the risk.

- The first is the possible cause of the situation (Vendor not meeting deadline, Business users not available, etc.).
- The second part is the impact (Budget will be exceeded, Milestones not achieved, etc.).
- Hence a risk should be defined as "The vendor not meeting deadline will mean that budget will be exceeded".

Risk Management - Example

Description: Data in existing legacy systems that will be converted require clean up.

Risk Level: High

Impact: Possible on-going problems with converted data in new environment resulting in additional maintenance of data following go-live

Early Mitigation: Early identification of data problems and cleanup on the legacy side prior to conversion to the new applications

Risks become Issues



Issues are risks that come true that affect at some level the project progress and that may require the organization or project team to take action.



**Who is responsible for risk
management?**



**Is anybody going to resist
the pending change?**



**It's a very intelligent decision to resist
a change!!**

Change Resistance

- It is a natural human reaction to resist change.
- As intelligent beings, we *should* question upsetting a status quo working smoothly

The process of having to adapt to a change is virtually the same for everyone, and can be summarized in the following four stages:

- Shock
- Resistance
- “Wait and See”
- Commitment.

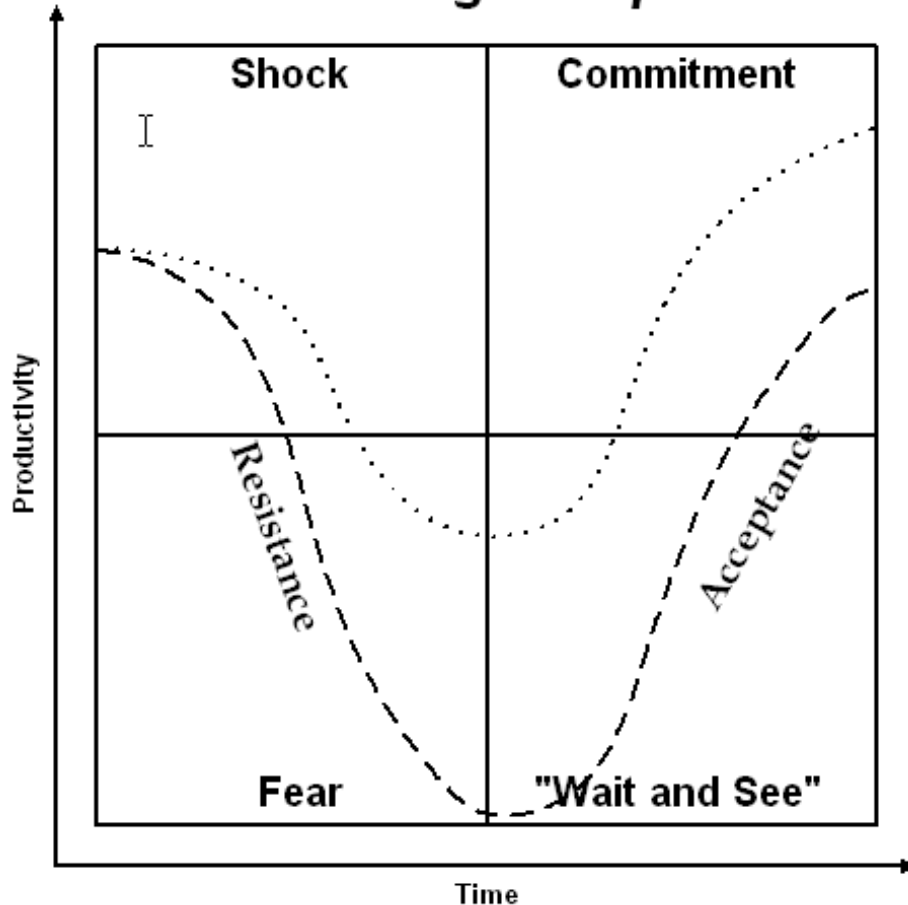
Why is Change Management Needed

“The successful implementation of a new system is directly related to an organization’s ability to accept and adopt to change.”

- Implementing new technology is a complex change that has far reaching impact on business processes, people, and technology infrastructure
- Ultimately, the best technology coupled with the best business process documentation will result in a huge loss if the people are not prepared or willing to move forward with the new way of doing business

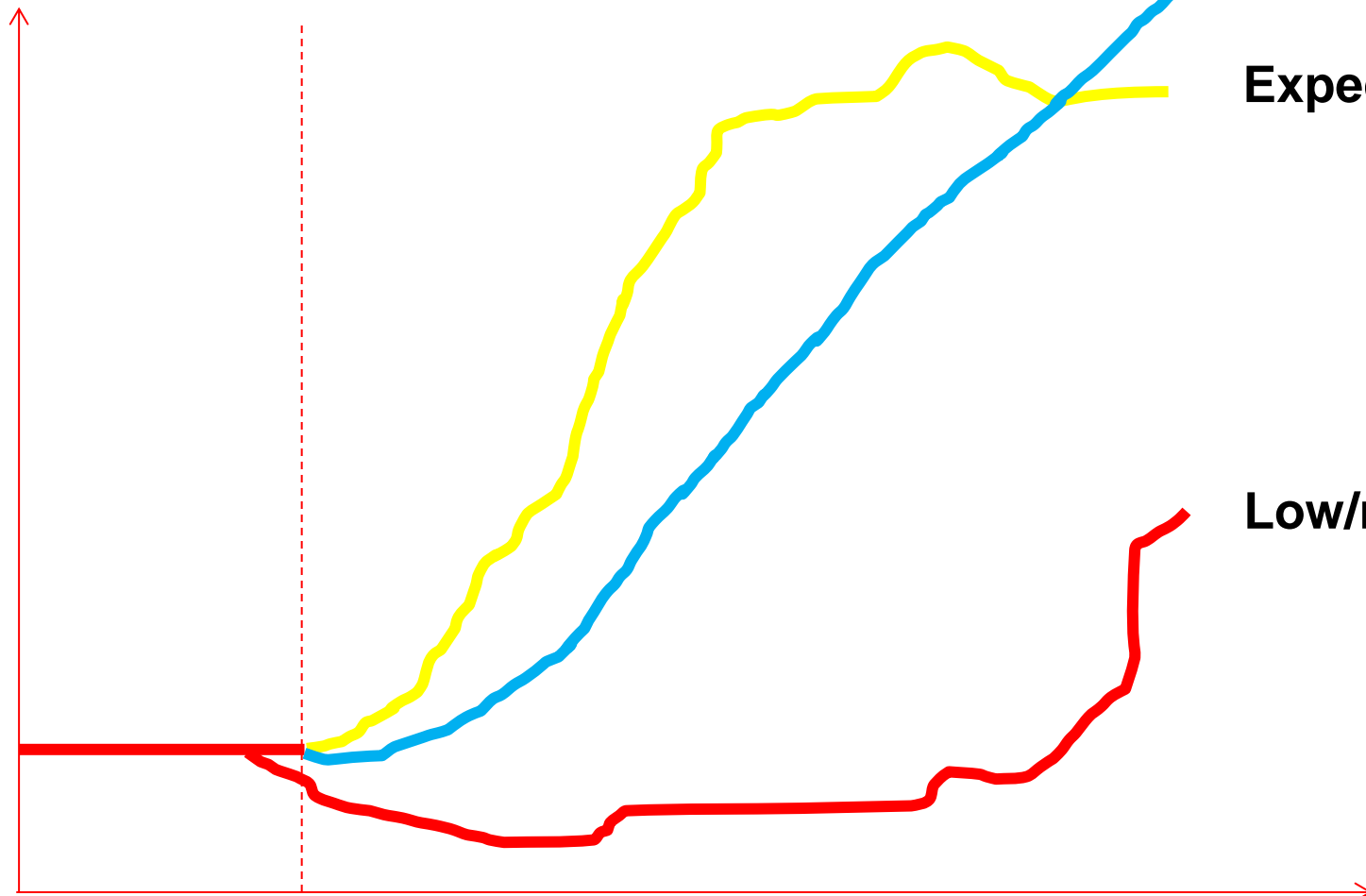
Process of adapting to change

Accelerating Acceptance



- The process is same for all
- Still, individuals express their experience in different ways and move through the stages at a different pace, depending on:
 - their frames of reference
 - the information they possess
 - their comfort levels

Productivity



Current

Go-live

Time

Proper CM

Expected

Low/no CM

The Change Reality

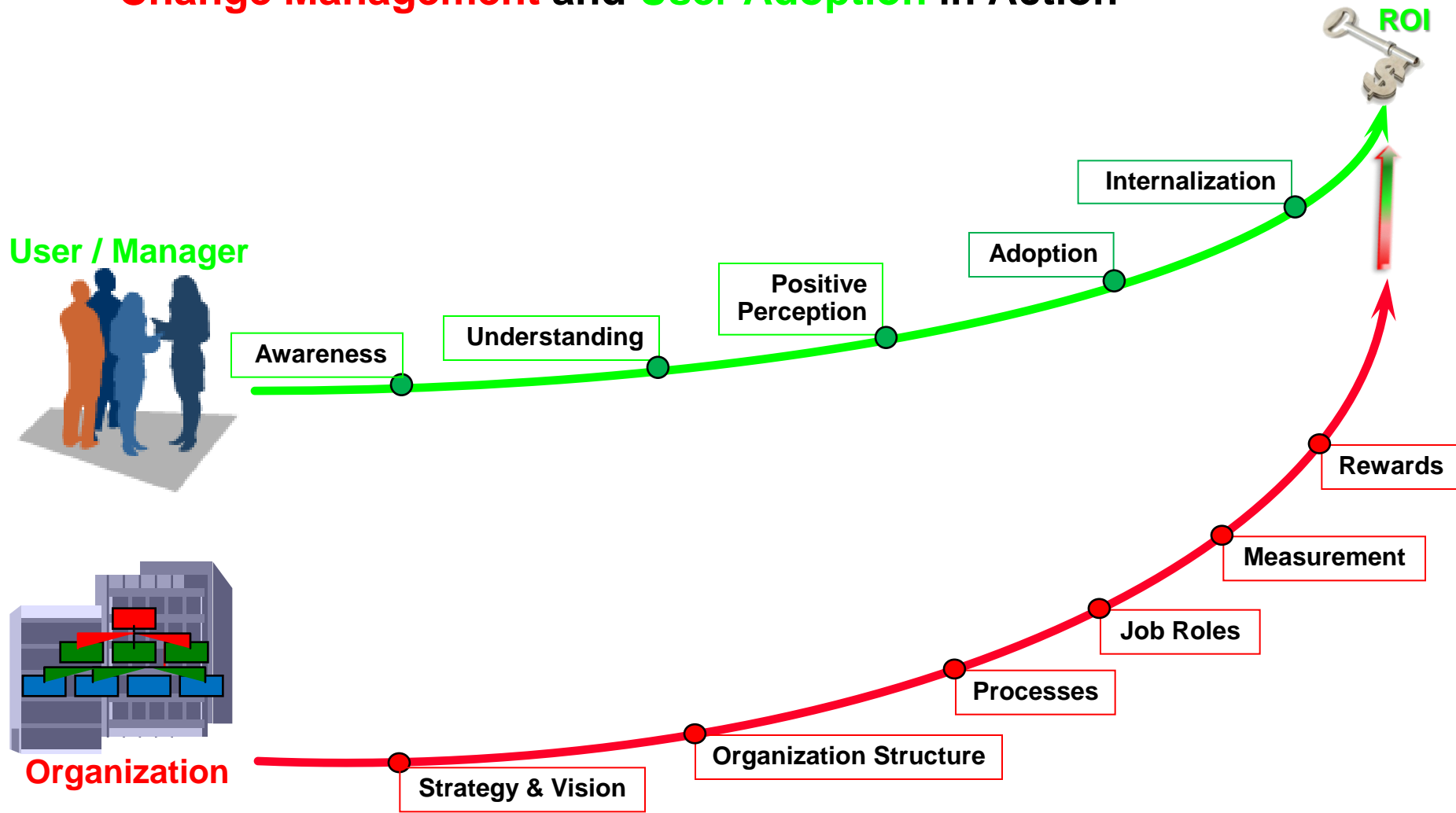
Human reaction to change will occur! Productivity loss will occur!

The key is to move people through the stages more quickly than they would on their own by:

listening to their issues, communicating effectively, involving them in shaping the change, providing effective sponsorship, proper learning and support...

Close Business Transformation Gap:

Change Management and User Adoption in Action





YOUR TIME

Q & A