



Systems Implementations that work using Value Network Analysis

Do you struggle to gain end-user acceptance of your enterprise systems implementations?

One of the greatest flaws with current systems implementation methodologies is that the people needing to interact with the system are narrowly cast as “information processors” only. In today's work environment this is now rarely the case. Often end-users now have the discretion to use a system or not. If systems are too difficult or complex to use, staff can become very inventive in working out ways to circumvent the system. Before you know it an expensive enterprise system is left dormant, while personal data bases and spreadsheets proliferate, leading to a wasted investment and a lack of control of the business.

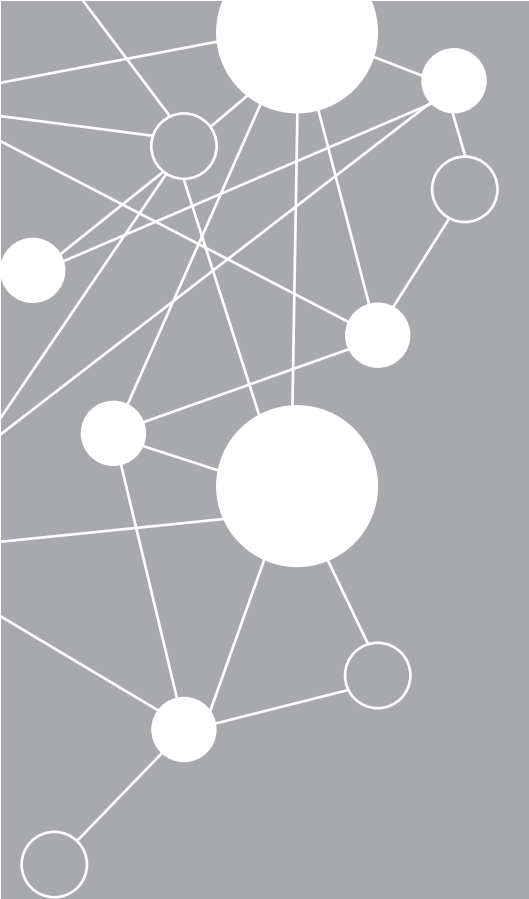
By broadening the view of a system from simply a processor of transactions and information to one of facilitating value adding business interactions, the situation begins to change. By placing people at the centre of the systems rather than the transactions and processes, the important interactions then become the human interactions. Designing or configuring systems to support human interactions, rather than directing them, removes the natural human resistance that comes with being forced to follow a recipe.

Most enterprise applications today are not custom built, but rely on “packaged” enterprise software solutions. Packaged solutions like SAP, Siebel or Oracle are however highly customisable. The important issue is to fully understand the business interaction model before configuring and installing the system. This is where value network analysis (VNA)¹ comes in. VNA is differentiated from other systems analysis techniques by the way it incorporates intangible flows. For example, a system may have a process and information flow designed to facilitate an interaction between a customer service agent and a prospective client. However, this transaction may never be executed if some of the more intangible elements like an agent's friendly and helpful manner, the provision of some additional contextual information or even some free advice, are not present. VNA maps both tangible and intangible flows in a way that they can be analysed to identify the true value drivers. Armed with this knowledge, systems implementors are well placed to configure and implement systems ensuring the full business value is achieved.

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¹ http://en.wikipedia.org/wiki/Value_network



How can Optimice help?

The Optimice partners have had extensive experience in the IT industry and with enterprise software implementations. Our focus however has always been on what do these systems mean to the end-user and how systems can support effective decision making, rather than direct it. Our focus is on using analytical and facilitative methods to optimise business relationships and interactions. Our use of the VNA technique is to help clients gain a holistic view of their businesses, inclusive of both the tangible process and information flows as well as the intangible flows. Through VNA, clients are able to identify where the true value drivers are. In some circumstances this may turn out to be in the intangible flows and hence no new system would be needed! VNA is therefore best applied at the “business analysis” stage of the systems development life cycle. VNA can be integrated with traditional systems analysis methodologies. VNA is optionally supported by a custom electronic toolset or alternatively the analysis data could be provided in Excel™ and Visio™ for integration with other tools.

The Benefits

Major systems implementations are always undertaken with some level of trepidation. Failure to deliver on the designed benefits is commonplace. Disgruntled or resistant staff is also the norm with many new systems implementations. VNA provides the opportunity to reduce the risk of expensive failures and to ensure that the focus is squarely targeted at the key areas where business value can be achieved. By incorporating the more human centric intangible flows into the analysis, the support for end user interactions will be more tailored to the full scope of human interactions and not just those that involve information or process flows. The result will be higher levels of end user acceptance and therefore earlier returns on investment.

Who we are

Optimice was founded with the objective of improving, or optimising, collaboration and networking between people. Our mission is to facilitate the development of valuable business relationships.

Optimice’s partners have extensive experience in the IT sector and in major systems implementations. Using our backgrounds in Consulting, Knowledge Management and Collaboration we have developed approaches and techniques which are targeted at improving people relationships to drive better business results.

Contact Optimice on www.optimice.com.au to learn more about how we can help optimise your organisation’s business relationships.