

Reinder Koop  
Esther Muris

# Successfully Implementing Microsoft Dynamics™

by Using the Regatta® Approach  
for Microsoft Dynamics™



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# Successfully Implementing Microsoft Dynamics™

Reinder Koop · Esther Muris

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by Using the Regatta® Approach for Microsoft Dynamics™

With 35 Figures and 51 Tables

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# Preface

With our Sogeti vision on IT, combined with over 30 years of field-experience, we want to inspire and support you. We do this with our extensive business proposition of providing guidance and assistance in the IT field. We also do this through different book publications.

In 2003 we introduced the book for structured implementation of IT solutions: Regatta®, ICT implementations as a challenge for the coxed four. Focus of this book is the embedding of IT solutions on a balanced organizational level and answering the question: “How do I ensure that users are able, willing and committed to actively using the chosen IT solution”.

Thanks to the success of this book as well as the continuous demand of our customers we now introduce this book that combines our generic Regatta implementation model specifically with the challenge of implementing a Microsoft Dynamics Solution.

This book connects, to the best of our knowledge for the first time, all aspects of a Microsoft Dynamics implementation. Next to being a blueprint for the implementation complexity, it can also be used as a day-to-day guideline during this implementation phase. Main goal to achieve is to continuously create a tangible and remarkably better result for organizations who are considering implementing Microsoft Dynamics.

Our methodology Regatta for Microsoft Dynamics focuses on the cohesion and balance between the business and IT. Above that it is complementary to the methodologies and toolkits Microsoft provides to implement Microsoft Dynamics.

Implementing Microsoft Dynamics, by using the method Regatta for Microsoft Dynamics, really brings together people, processes and technologies and optimizes your business productivity and effectiveness to drive business success.

I am proud that we as Sogeti Netherlands, in collaboration with Sogeti Sweden, Spain and the United States, can present this methodology to you and congratulate the authors with this excellent result.

*Jeroen Versteeg  
Chief Executive Officer  
Sogeti Nederland B.V.*

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# Introduction

## Why Regatta for Microsoft Dynamics?

A limited look at IT implementations simply does not do justice to the complex reality of running companies. Indeed, it sometimes even has a detrimental effect on an organization's success. Implementation means change. The importance of IT means that the implementation of IT solutions is much more than just a fill-in-the-blanks exercise.

Regatta, our methodology for the structured implementation of Microsoft Dynamics, is based on our firm belief that when an implementation process is being executed there must be a balance between the business and IT. We believe that IT is a tool for realizing flexible business operations. However, just having a suitable IT solution like Microsoft Dynamics is not enough in itself. A number of important business questions also have to be answered. For example, does the organization itself have the capacity to flexibly capitalize on all the changes? Can the employees adopt a flexible attitude? Also, and probably even more importantly, is that what they are also willing to do?

In this book, we answer these questions and we describe the full implementation process pragmatically from A to Z. We place the emphasis on the organizational component of this implementation process and the cohesion with the functional and technical implementation processes.

In our opinion, by involving the organization properly during the implementation process, organizations can benefit much more and much faster from Microsoft Dynamics.

## The Structure of This Book

This book is divided into two parts. Part I contains background information on the implementation of Microsoft Dynamics and the theory behind our approach. Besides our views on the implementation of Microsoft Dynamics and an extensive description of our Regatta for Microsoft Dynamics approach, we describe a number of currently relevant market trends and the top ten most important factors for the successful implementation of Microsoft Dynamics.

Part I also includes a demonstration of the result of structured implementation.

Part II describes the full implementation process. This process is subdivided into three tracks: the Organization track; the IT track; and the Implementation track. Every track has its own workstreams and is described on the basis of four process clusters: Model; Map; Customize; and Integrate.

In the first process cluster (Model) the workstreams are described, based on the scope of the change process, in order to determine the current situation and the desired Business Model so that the (business) objectives can be realized.

The second process cluster (Map) interprets, based on the fixed Business Model, what will change. This process cluster concludes with the Implementation Strategy workstream in which we determine how to introduce Microsoft Dynamics and embed it in the company, both on the (business-) organization side and on the IT side.

The third process cluster (Customize) describes the execution of workstreams to prepare the company for the introduction and embedding of Microsoft Dynamics, including development of Microsoft Dynamics.

In the last process cluster (Integrate), we describe the ultimate introduction and embedding of Microsoft Dynamics in the company and the transfer to the maintenance department(s).

The appendices include an explanation of the Change Elements and Implementation Factors, a description of TIPO (Technique Interactive Process Design), a glossary, an index, and references, respectively.

## Target Group

Depending on how much you are involved in the implementation of Microsoft Dynamics, you could decide to read some parts of this book in detail, other parts in a cursory way, and yet other parts not at all. The importance and usefulness of the book differs according to the target group:

- *Business Managers and Line Managers*, after reading Part I, will probably just want to make a selection based on their personal needs.
- *IT Managers and Implementation/Project Managers* should read the entire book, particularly Part II.
- For *Implementation Consultants*, Part II (the total implementation process) is of vital importance.
- *Users*, by reading Parts I and II, can find a lot of tips on how to successfully implement Microsoft Dynamics.
- For *students and trainers*, lastly, it is also important to study the total theoretical framework.



Beside this symbol, you will find tips for the successful execution of a specific workstream/activity.



Beside this symbol, you will find theoretical background on a particular subject. You can skip these parts of the book if you are already familiar with the theory.

### ***Thank you!***

A special word of thanks is owed to our customers and members of the Dutch Dynamics User Group who took the trouble to read the manuscript and add their very useful comments. We would like to thank *Marco van der Mark* (RICAS/Group4Securicor), *Jurjun Koning* (Vege Industrial), *Rene van der Salm* (Thermon Europe), *Peter Odenhoven* (Hogeschool van Amsterdam), *Ivo van den Heuvel* (de Ruiter Seeds), and *Wim Tonk* (Netlog) for their valuable advice and comments.

We would also like to mention three colleagues in particular. First, *John Aalders*. We owe him a lot of gratitude for his inspiring contribution. With his critical observations and knowledge of Dynamics, he has made a great contribution to the realization of this book. We would also like to thank *Jeroen Versteeg* and *Marc Ramselaar* for their support on behalf of the Board of Sogeti, The Netherlands, and for the opportunity to write this book.

Of course, we also received a great deal of help and support from within our own Sogeti organization. Because of the many contributions, it is impossible to thank everyone individually by name. But we would still like to mention some of the people who helped us and thank them for their support and cooperation. *Roelf Houwing*, *Ronald Koning*, *Fons Peeters*, *Arlo Pouderoyen*, *Wouter Reumer*, *Ruud Rooimans*, *Arnoud Smit*, *Bob Smit* and *Dick Zelvelde* (Sogeti NL), *Sanjeev Agarwal* and *Bob Leroy* (Sogeti US), *Elisa Torío Lorenzana* (Sogeti ES) and *Hans Wigdahl* and *Johan Kallblad* (Sogeti SE). Thank you all for your help.

Diemen, May 2007

*Reinder Koop*  
*Esther Muris*



**PART I**

**Background  
and  
Theory**



# 1 Implementing Microsoft Dynamics

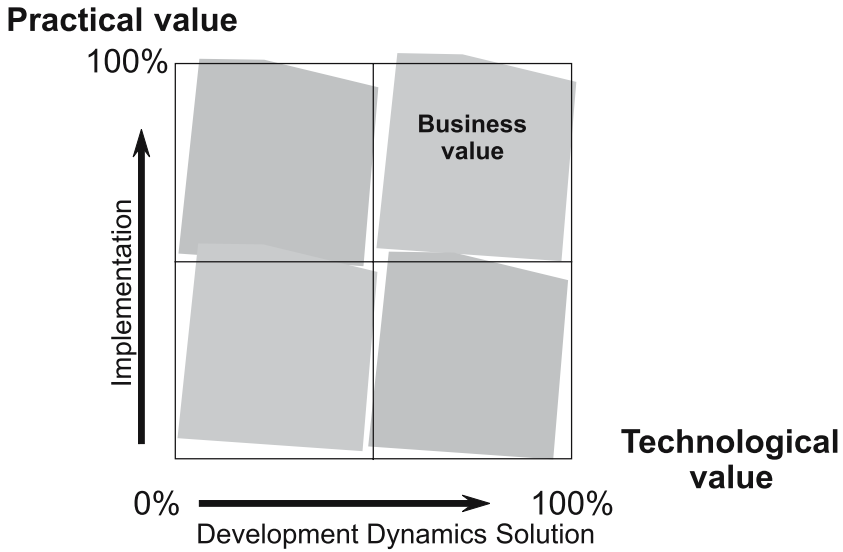
More and more often, businesses are choosing for standard Enterprise Resource Planning (ERP) solutions such as Microsoft Dynamics (Dynamics). However, choosing and implementing Dynamics is frequently linked directly to the realization of strategic decisions, with all the related consequences. Too often we speak too casually about the implementation of Dynamics, while focusing on a range of aspects such as installation, configuration, documentation, training, and support. We understand that no two implementations are alike and are very clear about what has to be done (theoretically, that is). But in reality, implementing an ERP solution such as Dynamics often turns out to be a lot more difficult.

## 1.1 Implementing a Change

The importance of flexible operational management means that the implementation of Dynamics involves much more than just filling in the blanks, which is the original meaning of the Latin word “implere.” A shallow look at the implementation of Dynamics simply does not do justice to the complex reality of running a company. In fact, it can even be harmful to the company’s success.

We are becoming increasingly adept at using Dynamics to develop IT solutions that are technically excellent. In order to support the business processes the right way, Dynamics needs to be tailored. Moreover, in order to realize the business value, by using Dynamics, it is necessary to pay attention and focus on what we call the practical value (such as the extent to which the process is supported, the business objectives realized, and the employees being able and willing to work with the solution) (see Fig. 1.1).

It is beyond dispute that all this is closely linked to the company in which Dynamics has to be introduced and embedded. Of course users are involved in the change process and of course we also ask those users what they want to gain from the solution.



**Fig. 1.1.** Practical value vs technical value

After all, project approaches such as Prince2<sup>1</sup> and DSDM<sup>2</sup> have shown how important this is. But it is not always sufficient in practice.

The sooner you take implementation into account, and the sooner you begin with business and people alignment in that context, the less the risk of subsequent disappointment. Implementation is therefore much more than just organizing everything after the decision to purchase Dynamics has been made. You have to look at the implementation of Dynamics in a broader perspective, that is, as a change. And in order to change successfully, you should not only take into account the whole company, including its surroundings, during the change process. You should also actively involve it in this change process, and that is the crux of the matter.

When implementing Dynamics, you often have to decide whether to adapt the business process to Dynamics, or vice versa. Yet many companies, let alone their users, are not always prepared for these types of choices and the changes that they bring about in day to day working methods and procedures. This means that the full potential, present in every company, is rarely utilized to the full. There is a lack of insight into who is responsible for what during the change process, and sometimes these responsibilities have not even been assigned.

<sup>1</sup> Prince2 stands for Projects IN Controlled Environment

<sup>2</sup> DSDM stands for Dynamic Systems Development Method [30]

To make the situation even more complex, company customers now have more influence on the company's business processes, while the life cycle of products and services is becoming shorter.

This shows that there is a relationship between business, company, and IT (in this case Dynamics). This relationship is crucial during the change process and you should integrate it into the process. All things considered, this is a formidable challenge.

From this perspective, the implementation of Dynamics, especially the embedding of Dynamics into a company, deserves more attention than it is now receiving. It is particularly important to realize the right practical value.

## **1.2 Microsoft Dynamics**

Microsoft Dynamics (previously Microsoft Business Solutions) is a Business solution for financial, supply chain management, and customer relationship management processes. The current Microsoft Dynamics (in early 2007) consists of four different ERP packages and a Customer Relationship Management (CRM) solution. The four ERP packages are Dynamics AX, Dynamics NAV, Dynamics SL, and Dynamics GP (previously Axapta, Navision, Solomon and Great Plains), each with its own functionality and trademarks. The following is a short description of these Dynamics packages.

### ***Microsoft Dynamics AX***

Designed for midsize and larger companies, Microsoft Dynamics AX is a Multilanguage, multicurrency ERP solution. With core strengths in manufacturing and e-business, there is an additional strong functionality for the wholesale and services industries. Adaptability and scalability are key factors.

### ***Microsoft Dynamics NAV***

Microsoft Dynamics NAV offers growing small and midsize business a powerful yet cost-effective solution that can be tailored for your company. It can support customization and add-in software to meet industry or other specific needs. In addition, it can adapt as a growing business needs more power and functionality.

### ***Microsoft Dynamics SL***

Microsoft Dynamics SL is designed to meet the specific business management needs of project, service, and distribution-driven companies. Ideal for small and midsize companies that need to integrate with other systems and serve customers better, Microsoft Dynamics SL helps to automate everyday processes and improve business operations.

### ***Microsoft Dynamics GP***

Microsoft Dynamics GP provides a cost-effective solution for managing and integrating finances, e-commerce, supply chain, manufacturing, project accounting, field service, customer relationships, and human resources. It works with and like widely familiar software, such as Microsoft Office System and Microsoft SQL Server, to let people use skills they already know to access and manage the information they need.

### ***Microsoft Dynamics CRM***

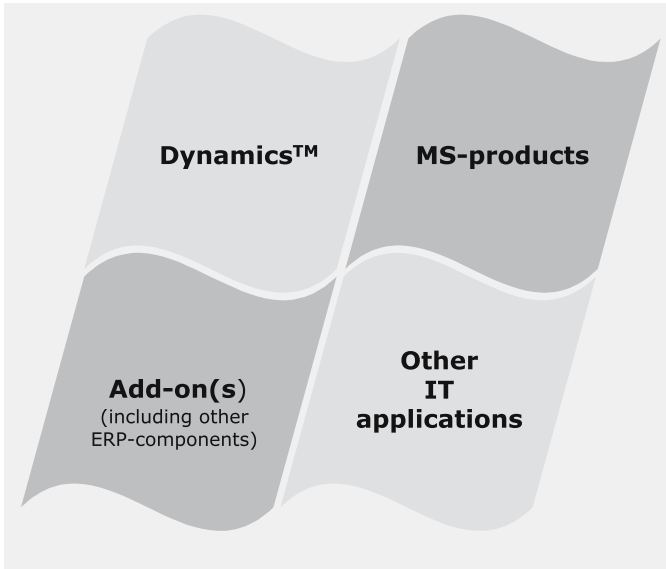
Microsoft is bringing CRM software into a new era with Microsoft Dynamics CRM 3.0. It is a flexible CRM solution that works the way your people do, works the way your business does, and works the way IT wants it to.

Microsoft will derive best-of-breed solutions from the above-mentioned software packages, hence creating a single innovative ERP business solution called Dynamics which integrates seamlessly with other Microsoft products.

## **1.3 Dynamics Solution as an ERP Solution**

As indicated above, Microsoft Dynamics comprises the basic ERP functionality. This means that in many Dynamics implementations, we see that Dynamics is supplemented with a sector- or country-specific additional application (the Add-ons) and/or with customized solutions. Furthermore, the integration of Dynamics with the other Microsoft products creates numerous options for supporting the business process and the daily tasks of users.

If we look at the total ERP solution to be implemented, of which Dynamics is a part, you see what we call in this book the Dynamics Solution (see Fig. 1.2).



**Fig. 1.2.** Components of Dynamics Solution

This Dynamics Solution consists of the following four components:

- |                                 |  |
|---------------------------------|--|
| <b>Dynamics</b>                 | This includes one or more Dynamics AX, NAV, SL, GP, and CRM modules  |
| <b>Add-ons</b>                  | These are the standard additions available on the market and certified by Microsoft, which can be fully or partly integrated with a Dynamics product, for example, an extensive warehouse module for Dynamics AX developed by a Microsoft partner  |
| <b>Other Microsoft products</b> | Many companies use Microsoft Windows, Office Exchange/Outlook and/or other Microsoft products. A number of these products have already been integrated with Dynamics modules (for example, CRM and .NET). Given the Microsoft strategy for full product integration, we have chosen to deal with this as a separate component in the Dynamics Solution |
| <b>Other IT applications</b>    | These are actually all the IT applications that cannot be classified under the above three headings. Besides traditional customized solutions, they also include the interfaces with other legacy applications   |

When we refer to the *Dynamics Solution* in this book, we mean a solution consisting of one or more Dynamics modules, the Add-on(s), other Microsoft products and other IT applications. When we refer to *Dynamics* in this book, we specifically mean Dynamics AX, NAV, SL, GP, and CRM.

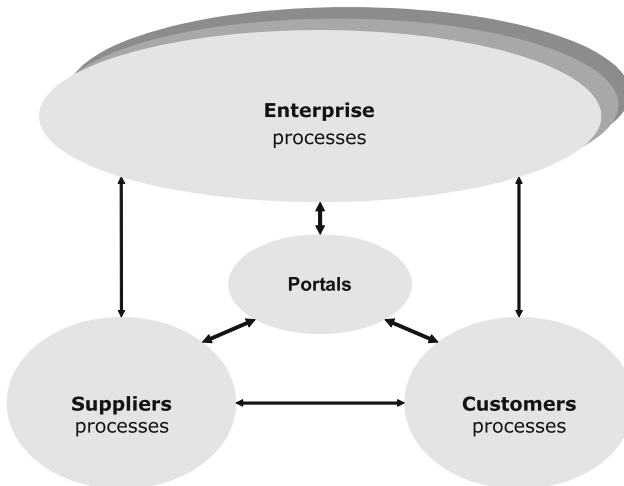
## 1.4 Market Developments

The market is developing all the time, but it is not within the scope of this book to discuss all current and future developments. However, we do want to mention a number of developments that have (had) an impact on the implementation of ERP solutions such as Microsoft Dynamics.

### ***Process Integration***

Customers and suppliers are demanding increasing insight into the company's business processes.

*For example, a UPC customer wants to know real-time where his package is located; a customer that has applied for a mortgage proposal does not want to wait for 2 days for a response; a supplier not only wants to access the customer's system for retrieving information but also wants to be able to update it at the same time.*



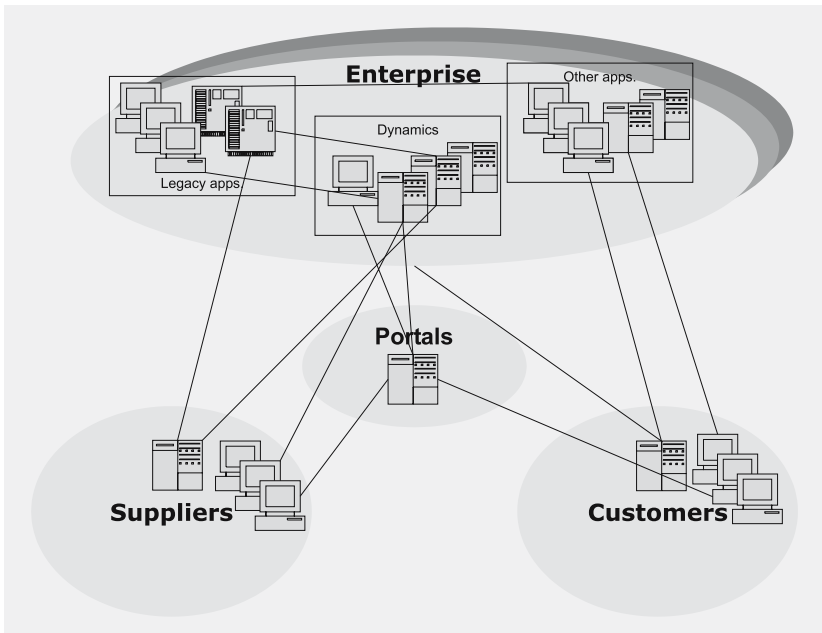
**Fig. 1.3.** Process integration

Moreover, new products have to be quickly launched on the market, which means that the company has to set up its business processes in a flexible manner. Not just front-office and back-office processes, but also external processes (the customer's and/or supplier's business processes), are part of this global chain integration. Although this integration is sometimes brought about directly (1:1), it is taking place more and more frequently through portals. Figure 1.3 displays the different relationships between processes.

### ***Information (and) Systems***

The integration of processes is already complex, and creating access to information (and) systems, both internally and externally, is making the process even more complex. Many companies have a mixture of systems, that is, traditional legacy systems combined with ERP components (sometimes from different suppliers), (see Fig. 1.4).

The IT solution islands created in this way cause a great deal of complexity when information needs to be accessed, and we have not even addressed any degree of consistency yet.



**Fig. 1.4.** Example infrastructure landscape

Added to this, the amount of available information is doubling every year. As a result, many companies are currently engaged in implementing Data Warehousing and Business Intelligence tools in order to streamline the amount of information to a certain extent.

What is less apparent is the fact that people in the future will no longer be able to (physically) handle all the available information. To solve this problem, we expect to see an increasing shift from “what you know” to “who you know” and “know where to find it”, with networks playing a key role. In fact, this is already happening on a large scale among young people.

Today it is impossible to imagine our society without email, text messages, MSN, mobile telephony, and the Internet.

### ***People***

The integration, mentioned before, and the constant transition that companies are going through are making new demands on the employees of these companies. Whereas employees in the past were only responsible for their own activities, they are now expected to think and work in a process-oriented way (over and above (hierarchy-) chains) to an increasing extent. Moreover, companies also expect employees to be able and willing to cope with constantly changing daily tasks. Research has shown that an average of 3 to 5 percent of employees have a flexible attitude and want to go along with every change. In other words, 95 to 97 percent do not have that attitude!

And this is frequently a sore point: employees often do not understand the reason why yet another new system is being introduced, do not see the added value of a change, and do not want to or are simply unable to adapt to changing circumstances. In our methodology for the implementation of a Dynamics Solution, we devote a lot of attention to this fact.

### ***ERP II and Implementation***

In the past few years, billions of dollars have been invested in the purchase and implementation of solutions for ERP, CRM, and e-business. Yet only a very limited number of implementations have been successful with regard to budget and time.

The cause? Of course, we can always blame the suppliers for supplying undeveloped software, certainly in the early days of ERP (in the late 1980s). But this is definitely no longer the most common cause. Many ERP implementations were (and are) regarded as IT projects that involve the company only to a limited extent and that largely ignores both the internal and external surroundings, which ultimately determine the company's sphere of activity. The ERP suppliers also saw this issue, and so the



integration of workflow tools, access to data, open source and enterprise service architecture (ESA) are now high on the agenda. This time this is currently viewed from a business perspective.

The development of ERP II, the next generation, focuses on realizing the business objectives and making it possible to gain a competitive advantage. ERP II can therefore be regarded as the re-implementation of ERP, in which implementation is seen as a strategic activity. Instead of being based on time and money, more and more ERP II projects are based on realizing business processes and information facilities that can be applied flexibly, and this is what ultimately makes the expected contribution to business objectives.

What does all this have to do with implementation? Executing a project on the basis of added value for the business, rather than on the basis of time, money, and quality, requires a different implementation approach to what many companies have been used to up to now. In the following chapters, we take a more detailed look at how this works.

## **1.5 What is Implementation?**

Before you can start using a Dynamics Solution, you have to realize that it is a step-by-step process and that certain activities must be done first in order to be successful. For example, you have to make sure that a Dynamics Solution is up and running on the infrastructure, that the application parameters have been entered and verified, the basic data files are filled with correct data, and that the users are able and willing to work with the solution.

Based on our experience, we know that good preparation helps to successfully implement a change. Implementation therefore involves not just the introduction of the change itself, but also the process that leads up to the successful introduction of that change in the company. Also, to prepare a company for a change, it is vital that you know what the intended change involves. It is only then that we can determine what the consequences will be and for what exactly you should prepare the company.

Many companies are in a constant state of transition, with new products and services being developed all the time. Often, when a new product is being introduced its successor is already known. But can the company cope with all those changes, particularly if they require a complex IT environment? Implementation plays a crucial role in solving this issue.

Given the continuous character of changes, it is important to approach companies' preparations for changes in a structural way, in short, structured implementation.

Our *definition* of structured implementation:

Structured implementation involves preparing a company for a change in such a way that is unambiguous, reproducible, and recognizable for the company and actually embedding that change in the company.

## 1.6 Top Ten Success Factors

We are all familiar with examples of implementation projects that have gone wrong. From 1996 to 2000, there was even a “*Journal of Failures and Lessons Learned in Information Technology Management*”.

Fortunately, a lot more attention is paid nowadays to the specific challenges of all interrelated IT implementations such as the implementation of a Dynamics Solution.

Based on that journals and combined with our own extensive experience, we have compiled a list of the top ten implementation success factors. Structured implementation, based on these ten success factors, increases our chance of implementing a Dynamics Solution that is effective for the company.

Our top-ten implementation success factors are (in random sequence):

- sufficient use;
- business process versus Dynamics Solution;
- realizing the objectives and demarcation of these objectives;
- ready for future developments;
- alignment between business and IT;
- interfaces and data (conversion);
- testing Dynamics Solution;
- managing (business) expectation and commitment;
- knowledge and skills of suppliers;
- support base and involvement.

These implementation success factors are described in the following sections.

### ***Sufficient Use***

Make sure that the company (users and other stakeholders) know how to work with the Dynamics Solution. By this we mean make it clear to everyone why it must be done and what, when, where, and by whom it must be done. This category also includes a good understanding of how to work with

the information to be extracted from the Dynamics Solution. This can be realized by providing the relevant users with adequate training, for example, process-oriented instead of function-driven training; but also, when compiling the solution model, by jointly determining the information required by individual users so that they can perform their daily tasks properly.

### ***Business Process vs Dynamics Solution***

When a company starts implementing one or more Dynamics modules for the first time, it may face the dilemma: “Do we adapt the business process to Dynamics or do we adapt Dynamics to the business process?” The following rule of thumb can be used to solve this problem: If the business process is contributing to the company’s distinguishing capacity and is therefore a critical success factor for the company, you are justified in deciding to adapt Dynamics to the required unique business processes.

In all other cases, it is advisable to adhere to the software, particularly given the costs of maintenance and upgrades. Moreover, many companies are not accustomed to working in a process-oriented way, even though it is the basic principle of Dynamics. Employees must be trained to work in a process-oriented way, certainly given the future development of Dynamics in which role-based and rule-based principles will be used.

### ***Realizing the Objectives and Demarcation of These Objectives***

It is important to realize the set final (business-) objectives when implementing a Dynamics Solution. The successful realization of these objectives is based on three things. The first thing is to make every objective SMART<sup>3</sup>. It should therefore not be, “The Dynamics Solution must enable our company to contribute to work more efficiently” but instead, “By 31 December 20xx, 40 percent of our sales orders will be entered on our web portal by our customers themselves.”

Furthermore, adequate monitoring of the objectives during and after the change process should be in place. The latter is particularly important if one of the objectives can only be realized after the change process has been concluded. This will be the case, for example, if the objective is to reduce the number of FTE’s<sup>4</sup> or “... to produce savings of 10 percent per year in sales costs over the coming 3 years ...”

The third and last thing is to make sure that all the objectives are related to the creation of business value, because, as mentioned in Sect. 1.1, this is

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<sup>3</sup> SMART stands for Specific, Measurable, Acceptable, Realistic and Time-based

<sup>4</sup> FTE stands for fulltime equivalent

the main goal for the implementation of a Dynamics Solution. If possible, demonstrate this business value.

### ***Ready for Future Development***

Because companies are in constant transition, a Dynamics Solution needs to be flexible. It is important to look ahead, and to even be able to largely predict the consequences of the chosen strategy being pursued by the company. Therefore, when designing the solution model, always take the company's strategy into account.

### ***Alignment Between Business and IT***

Alignment between the business and IT is crucial for every Dynamics Solution implementation. It is important here to focus on the two different perspectives. The business will view the implementation of a Dynamics Solution from the perspective of its contribution. In other words, how will the Dynamics Solution contribute to my operational management? IT will view the Dynamics Solution from the perspective of realization, i.e., realization according to the agreed time, budget, and quality. We could call this the Bermuda triangle of project management. You should therefore schedule a control process that not only continuously monitors these two perspectives during the change process but also anticipates changes in either of the two perspectives.

It is also important to realize that in many companies, users on the business side are not accustomed to working in a project-oriented way and IT employees are often not accustomed to working in a process-oriented way.

### ***Interfaces and Data Conversion***

One problem that companies often underestimate involves the requisite interfaces and the data conversions to be performed. Particularly with the legacy systems, database fields are frequently used for a purpose other than originally intended, or the way the address is written (house number before or after the street name) is different, for example. With smaller files, therefore, it is often better to opt for manual conversion because it costs less time and money than if you have it done automatically. For manual conversion, AO descriptions are created so that a certain level of consistency is guaranteed when several people are performing the conversion.

As far as interfaces are concerned, it is important to remember that particularly interfaces with the external world often cannot be tested (for example, foreign banks that cannot or do not want to cooperate). You should

therefore build in extra procedures that test the relevant interfaces when going live and procedures that can be used to reverse the run.

### ***Testing Dynamics Solution***

Dynamics is a standard ERP solution. Many companies therefore assume that testing is less important. After all, has not the supplier (in this case Microsoft) already tested the product thoroughly? Of course the Dynamics standard configuration is tested in detail. However, defining new Dynamics parameters, and adding customized solutions and interfacing create an entirely new Dynamics Solution configuration. That is why the Dynamics Solution must be tested – at the least, it must undergo a production acceptance test (PAT test). A user acceptance test (UAT) is even better. One additional advantage of the latter test is that it helps to promote acceptance of the solution among users.

### ***Managing (Business) Expectation and Commitment***

Explain, in certain detail, what is going to happen and what is expected of everyone involved in the change process. It is never too early to start managing people's expectations, especially if the implementation of a Dynamics Solution is going to have unpleasant consequences for a number of employees (for example, if the Dynamics Solution is part of a change process aimed at producing savings in FTE's). This ensures that employees do not start off with resistance to the change, even if it only involves some gossip around the coffee dispenser.

The same applies to commitment. Make sure there is enough commitment, not just among the Business Decisions makers but also throughout the entire company. Work out the win-win situation for each interest group and explain it clearly to the relevant interest group. They must be convinced and see it as a win-win situation, too.

### ***Knowledge and Skills of Suppliers***

One of the characteristics of an ERP solution like Dynamics is the scale and complexity involved in defining the parameters, especially when Dynamics is to be integrated with other Microsoft products or IT applications. For many companies, it is too expensive to train their own employees as Dynamics specialists; therefore, be assured of the knowledge and skills of your supplier by doing business with a supplier that employs certified specialists with thorough knowledge of both business processes and Dynamics. Never hesitate to ask about these credentials.

## ***Support Base and Involvement***

Just 3 to 5 percent of employees are unconditionally willing to deal with and accept changes. All too often, too little attention is paid to these figures during change processes. Companies think it is enough just to involve key users and circulate a weekly newsletter to drum up support and get people involved. You will be amply rewarded later in the change process if you identify the target groups involved in implementing the Dynamics Solution at an early stage, and conduct surveys into motivation, resistance, and willingness to change, for example. Focus on realizing the support and involvement of 70–80 percent of the stakeholders. As for the other 20–30 percent, research has shown that even if you spend a great deal of effort and therefore time and money on this group, you will achieve very little.

By consistently using the success factors mentioned above, you create a sound basis for the successful implementation of a Dynamics Solution, i.e., a solution that is used properly, does what it is supposed to do, and can be used flexibly for new organizational developments. In short, a Dynamics Solution and a company in perfect balance with each other. You achieve this by means of structured implementation. Starting from Chapter 3, which describes the change process, you can read how we have integrated the above success factors into our methodology.

## **1.7 Our Vision**

The pressure on employees and the company itself that often accompanies the introduction of an integrated system like a Dynamics Solution, and the complexity of, and relationships between, changes and management based on time and money, often mean that we lose track of the original plans and goals. As a possible consequence, the quality and usability of the realized solution do not provide the business processes with the desired support. Because the scope and depth of implementation as an activity are still often underestimated, many ERP implementations fall short.

In our view, when implementing a Dynamics Solution there should be a balance between IT, on the one hand, and the Business, on the other hand. The need for this balance can be clearly explained using the “rowboat” metaphor (see Fig. 1.5).

Rowing is a sport in which the balance in the boat is of overriding importance if success is to be achieved, that is, if the team is to win the race or regatta. There is constant communication and coordination between the Cox and oarsmen, and especially between the oarsmen themselves, not just before but also during the race. This teamwork will determine whether the

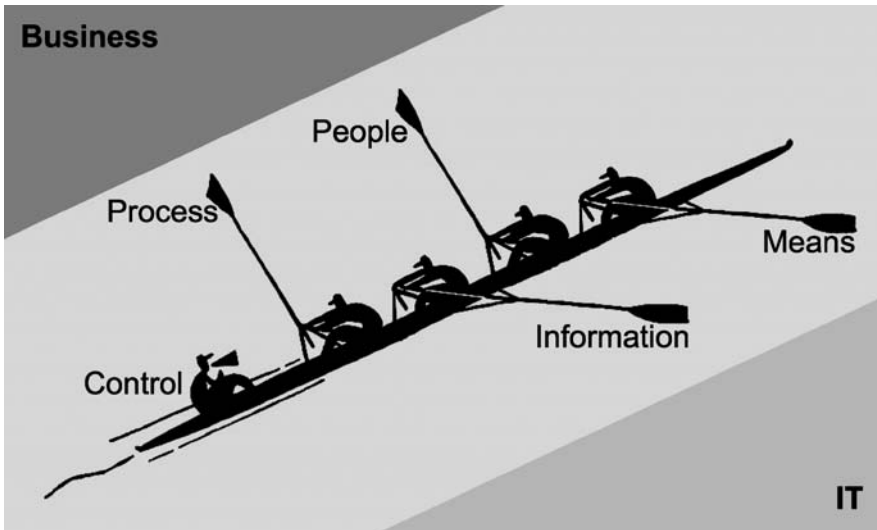


Fig. 1.5. Rowboat metaphor

boat wins the race or not. The Cox has no intrinsic task (rowing) but is responsible for the coordination and management (direction) of the boat.

The oarsman in stroke position (Process) has the most important job. He is responsible for the rhythm in which the oarsmen will row. This means, based on our approach, that the business process must play the leading role in a change process. When the oarsman on stroke starts to row faster or slower, the other oarsmen must follow suit. If not, the boat will become unstable and will end up veering way off course.

By identifying the various oarsmen and both banks of the river, we can establish the relationship with a Dynamics Solution implementation.

The route runs between the business side, on the one hand, and the IT side, on the other hand. In the boat there are two oarsmen on the business side, namely the Process and the People. On the IT side, there are the two oarsmen Means and Information. If only the oarsmen on the IT side start to row, the consequences are immediately evident: the business side will get bogged down. This is no different when implementing a Dynamics Solution. Many implementations have failed because when it was being introduced it was not coordinated with the business process or because the employees were insufficiently prepared and did not want to grasp the use of the system. The opposite also occurs, of course.

When the oarsmen on the business side are indeed developing and the options of a Dynamics Solution have not been incorporated into the development, it also shipwrecks the entire process.

The effort you have to make to achieve the desired result is just as important, of course. *The energy, and therefore the investment in time and money, required to win Olympic gold is many times more than for a local warm-up race. And that can also be justified.*

The same applies to a Dynamics Solution implementation. The effort you make must correspond to the goal and the result to be achieved. Implementing a Dynamics Solution is therefore a question of cohesion and balance. An implementation only has a chance of succeeding when the entire team starts preparing for it well in advance; otherwise, there is a good chance that your efforts will be uncoordinated. Then you can go off course or lose your rhythm, or you might even sink altogether.

**Conclusion:**

*You can only successfully conclude an implementation when you can balance the five factors (Process, People, Means, Information, and Control) with each other during a Dynamics Solution implementation. In other words, in keeping with the metaphor: you can only win the regatta if you keep the boat in balance.*

## 1.8 What Does Implementation Deliver?

Several (empirical) studies (amongst others by Forrester [8, 25]) show that it is important to invest in implementation. Organizational implementation, in which the basic principle is *being able to* and *willing to* work with a Dynamics Solution, requires particular attention (in balance with IT, of course).

Management guru Michael Hammer [11] even talks about an investment of at least a third of the total project budget (ratio between building: testing: implementing). In other words, Hammer says that for a successful implementation, the budget to be reserved must be at least equivalent to the price paid to purchase the package. Based on this various studies, plus our own experiences, we can calculate the difference between the investment and the returns using the classical implementation approach and the structured implementation method.

### ***Classical Approach***

We start by illustrating the difference for the classical approach to implementation (Fig. 1.6). When we look at the classical implementation approach, we see that the start of the preparation for implementation is actually after the start of the change process. Activities for the benefit of



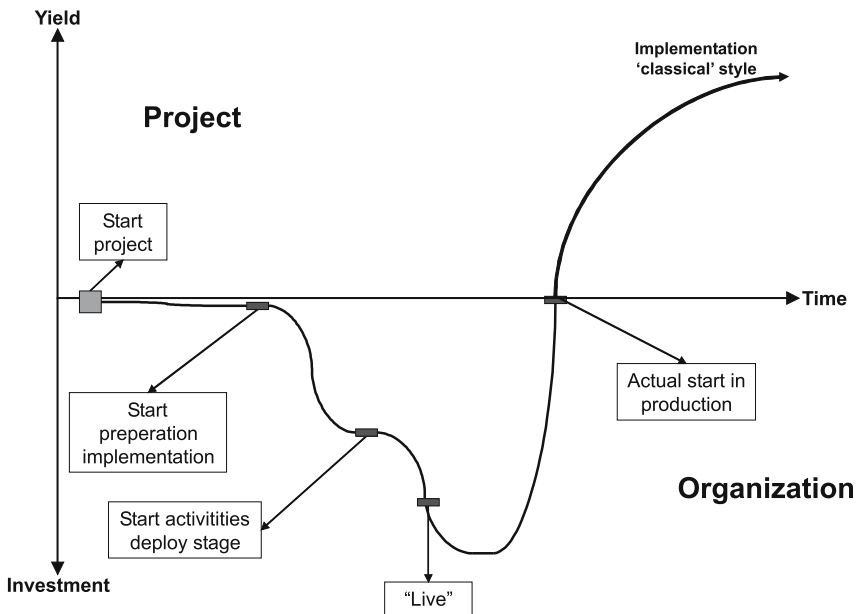


Fig. 1.6. Classical approach

implementation are still performed between the start of the change process and the preparations. However, these activities are often just in the context of the development project without actually focusing on the company. During the Pre-operational phase (the period between start activities deploy stage and live), the activities include training users and setting up the helpdesk.

What is also remarkable is that after going live there is a considerable dip, that is, extra investments, on the one hand, to make sure the IT solution actually links up with the business process(es), and on the other hand, to make sure that the employees are still able and willing to work with that solution. Particularly the latter often costs a lot of money. If, for example, the users are unable to use the system properly for whatever reason, the company often hires extra capacity or gets people to work overtime to keep the level of production up to standard. These costs are usually not charged to the change process, and we believe that this is a mistake. These costs could also be called the *hidden costs* of a change process.

The start of the production phase is the moment the line is transferred and the change process is discharged. It is also the moment at which the change process starts to recover the costs. But with the classical approach it is very difficult if not impossible to calculate the *break-even point*, especially if we want to do that before the change process has even started, for example, for a business case. In fact, some implementation activities are so unpredictable

(particularly due to the implementation starting point and the dip after going live) that in many cases the unforeseen cost item is already swallowed up, and often even exceeded, just from the implementation activities alone.

If we were to measure the break-even point against the life-cycle line of the product/service, it would probably be located somewhere in the saturation or decline phase. This is amplified by the fact that life cycles in general are becoming increasingly shorter and the chance of recovering the investment is becoming ever smaller.

*For a change process involving the introduction of a large number of Visual Basic applications, it was decided at the start of the implementation to introduce online help (for each screen item). However, 780 screens had already been made. Estimated extra costs: one million euros. What would it have cost if it was decided to include the help function at the start of the change process? Almost zero.*

### Structured Implementation

Structured implementation can be illustrated in a way similar to that of the classical approach (see Fig. 1.7). In the structured implementation figure, a number of items strike the eye. First of all, the starting point for

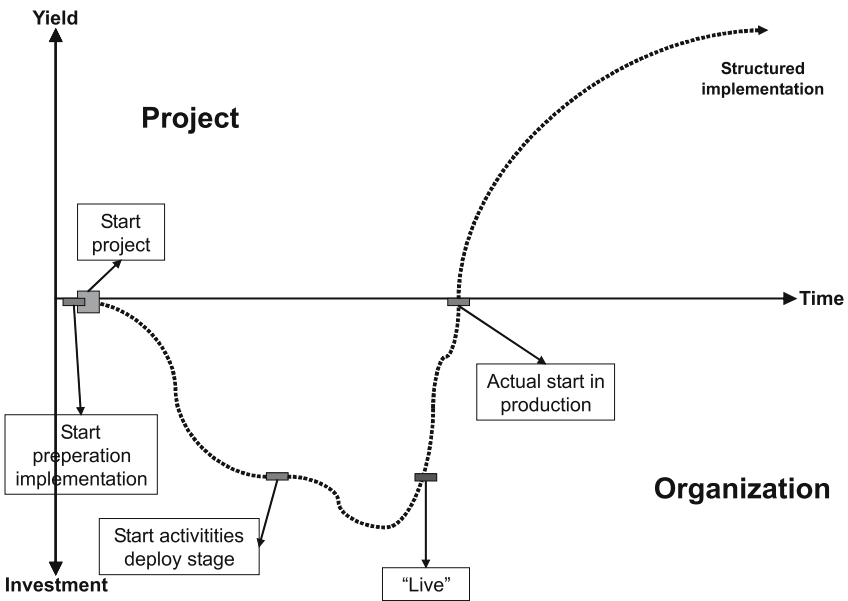


Fig. 1.7. Structured implementation

implementation is before the start of the change process. By this we mean that when testing the motivation behind the implementation and compiling the business case, implementation activities are always taken into account. In this way, we not only avoid the problem described in the example in the previous section, but also, because the company is involved earlier, there is also a greater chance that people will accept the change actively.

We also see in the Fig. 1.7 that there is no dip after going live, but that this investment is made before going live. Because of this investment, the period between live and the in production moment is also shorter, and that means that the cost recovery period will begin earlier. As indicated in the definition of structured implementation, this method is unambiguous and repeatable. Particularly because of the latter, in addition to gaining time and or money we can also create a company that is involved in the change process. This in turn means that we can be in production faster.

By using standard templates and methods and carrying out the implementation strategy before the start of the change process, we can also predict the break-even point.

### Analysis

When we now place one figure on top of the other, we get the following picture.

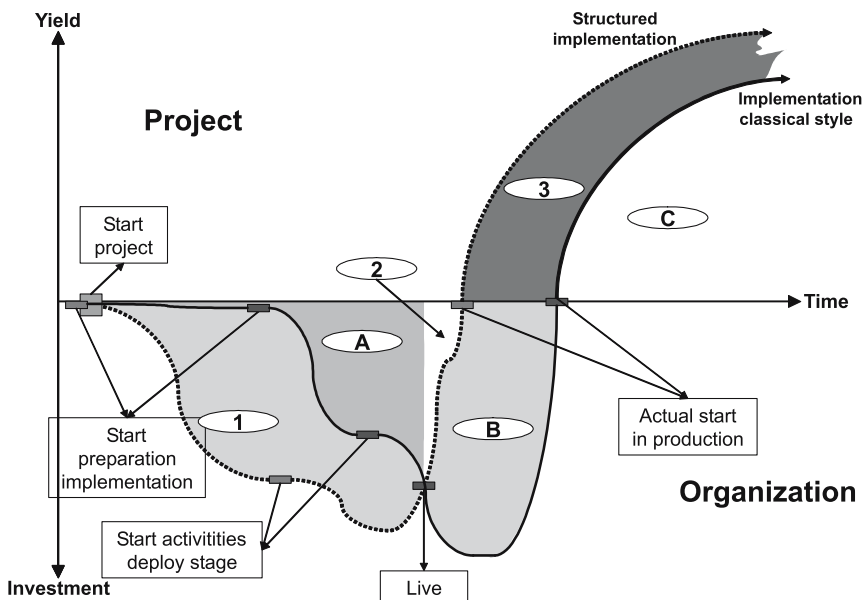


Fig. 1.8. Yield from IT through structured implementation

As we can now clearly see, with structured implementation the Implementation and Pre-operational phases start earlier in the change process than with the classical approach. With structured implementation (levels A and 1), the costs incurred before going live are much higher than for the classical approach.

Amongst other things, this is caused by bringing forward activities that are on level 1 in the classical approach and paying more attention to the organization, particularly to generating a feeling of involvement. These extra costs are partially earned back in the period after going live. During this period, we see not only that with structured implementation (level 1) the costs are considerably lower than with the classical approach (levels 1 and B), but also that the in production moment is earlier. This makes it possible to start recovering the costs of the investment earlier.

As mentioned above, the costs incurred in level B are not usually charged to the change process. After all, the product is already live and the costs incurred after that will be paid by the company. These are the hidden costs of change processes. With structured implementation, therefore, the total costs are often less than with the classical approach.

**Conclusion**

With structured implementation, we can actually start the production phase earlier if we prepare the company properly in combination with the Dynamics Solution. As a result, it is possible to start recovering the investment faster. Another important result is that the new product or the new service will also be introduced earlier. In other words, the time to market is shorter. When a company can introduce a new product or new service faster and with fewer problems, it generates extra revenue (level 1 in Fig. 1.8).

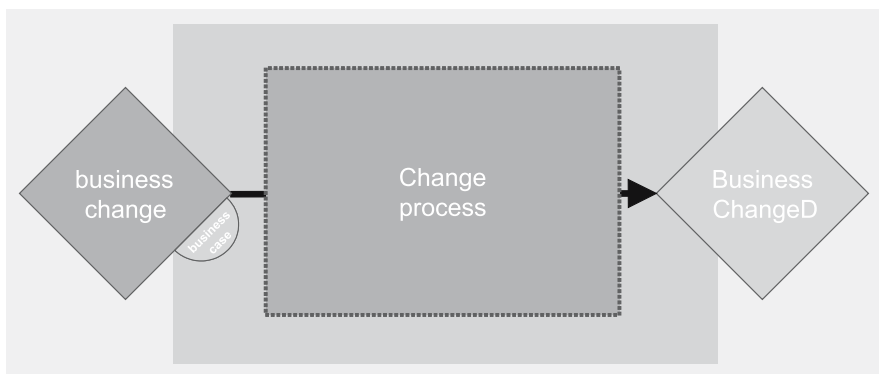
*In summary, the structured implementation of a Dynamics Solution generates earnings earlier and costs less.*

## 2 The Regatta for Dynamics Model

Based on our philosophy and our expertise in the areas of IT, changes and implementations as well as on the knowledge and practical experience of Dynamics users, we have jointly arrived at a thinking and working model for the structured implementation of a Microsoft Dynamics Solution: **Regatta for Dynamics**.

As explained in Chapter 1, many ERP implementations, including Microsoft Dynamics implementations, are handled as IT projects. Many of these projects are managed on the basis of the so-called Bermuda triangle (time, money, and quality) and not on the basis of the added value that the project should bring to the company. This and the fact that companies are increasingly in a state of constant flux has prompted us to configure the model in a *process-oriented* way.

From business change to Business ChangeD. This is the basic principle behind our model. Every business change, recorded in a business case, must ultimately result in a Business ChangeD that helps to realize a company's business objectives. The change process realizes this Business ChangeD. This process-oriented approach makes it easier to perform Dynamics Solutions implementations and to embed them firmly in companies. In this book, the control model for the change process is described in the form of roles.



**Fig. 2.1.** From business change to Business ChangeD

By assigning these roles to line functions, we greatly increase the chance of realizing the specified added value. The model is structured so that it is scaleable. As a result, it can be used both for the implementation of one module of Dynamics as well as for a more large-scale change process in which add-ons and customized solutions are realized in addition to Dynamics.

This chapter deals with the complete thinking and working model and starts with the model itself. Then we discuss the process in more detail, that is, the business change and the change process. We conclude this chapter by dealing with the subject Business ChangeD.

### 2.1 Regatta for Dynamics Model

The Regatta for Dynamics thinking and working model stems from our generic implementation model Regatta. Specifically geared to Dynamics, we arrive at the model illustrated below.

In our model, we relate activities from the *change process* to the business and IT. The change process consists of the *Model, Map, Customize, and Integrate* process clusters, each with their own processes and deliverables.

The Process, People, Means, Information, and Control factors circle around this change process, as it were. These are the factors with which we continuously coordinate all the activities during the implementation of a Dynamics Solution.

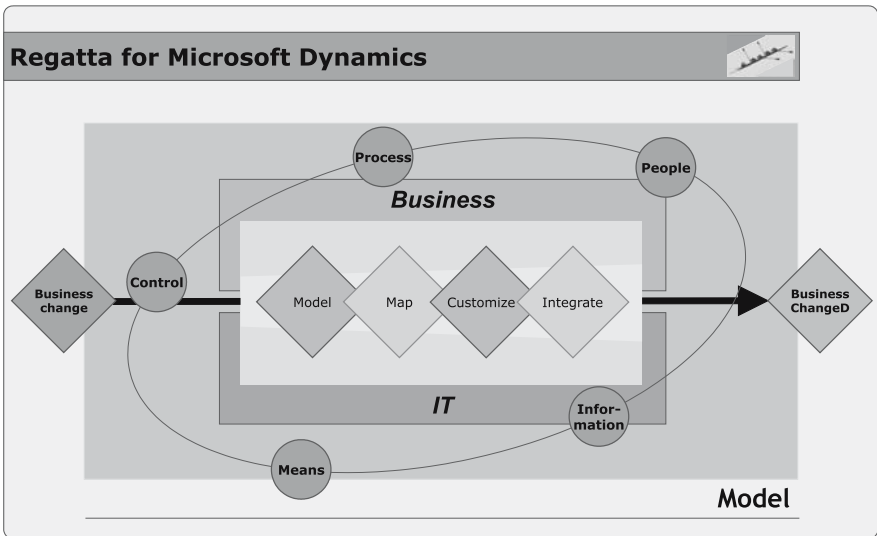


Fig. 2.2. The Regatta for Dynamics model

By identifying and interpreting these factors, and therefore giving an interpretation to the change process, we create the necessary coherence and balance in such a way that the business objectives can be realized.

## 2.2 The Factors

We realize the coherence and necessary balance between the Business and IT Areas by interpreting the factors. We use the factors we have identified on the one hand to determine *what* is changing, and on the other hand, to determine *how* we can realize this change in the change process. To prevent confusion in this book about which factors (*what* or *how*) we are referring to, from now on we will call the factors that interpret the *what* the *Change Elements* and the factors that interpret the *how* the *Implementation Factors*. In Appendix A, we discuss the various factors in detail. At this point, a short description of the Change Elements and Implementation Factors will suffice.

### 2.2.1 Change Elements

We use the Change Elements to determine which changes (for each element) are in the pipeline. Both the ultimate practical value and the technological value of a Dynamics Solution depend on how this is done.

- **Process:** Which **business processes** are affected by the change? Here we make a distinction between primary and secondary processes.
- **People:** Who are involved in the business process (in both the internal and external surroundings)? For example, who is performing activities, who is providing input for the business process, and who is receiving the output?
- **Information:** Which information does the company (and its customers and suppliers) need to manage and control the business process so that it can realize the business objectives? And which information is required for the operational process? This might include invoices, order confirmations, tenders, and consignment notes, for example.
- **Means:** Which (IT) means are supporting operational management (for example, Dynamics, other applications, and technical infrastructure)?
- **Control:** Which management and control is necessary to run operational management properly, that is, management of the other elements?

### 2.2.2 Implementation Factors

The interpretation of Implementation Factors determines *how* we will carry out the change process so that we can realize the Dynamics Solution implementation. Here, too, there is coherence between the factors and a balance between the Business and IT Areas. In this context, however, these Areas are restricted to the change process. At this point, a short description of each Implementation Factor will suffice.

- **Process:** Which **change processes** (activities) are we using and how intensive are they?
- **People:** Who is performing activities in the change process? This might include Dynamics consultants, suppliers, and key users, but also the Manager of the change process.
- **Information:** Which information does the company need to manage and control the change process so that it can realize the change objective (Business Changed)? And which information is required for the operational change process? This might include lists of requirements, progress reports, blueprints, and a business case.
- **Means:** Which (IT) means support the change process (for example, modeling and test tools, testing, and production environment)?
- **Control:** Which management and control do we configure so that we can execute the change process successfully?

## 2.3 Business Change

Although the reason for using the Dynamics Solution is not within the scope of this book, we nonetheless will deal with it briefly here. This is because we are taking the business case as the starting point for the implementation.

When a change is being executed, we often research the consequences and the impact for a company. That research results in one or more possible solutions based on the Change Elements. For each possible solution, we make an estimate not only of the expected costs but also of any benefits. We say “any” benefits, because in some cases – such as amendments to the law – there are usually no benefits. All of this creates the foundation for the business case, and on that basis the company makes a decision about the possible solution so that it can then give the start signal for the change process.

The complexity of the business case greatly depends on the situation. If there are high risks and/or costs, the business case will be more in-depth than if few or no risks are involved. The business case is worked out and



definitively approved during the change process. At that stage, the business case ultimately contains one possible solution, including all requisite details for the successful implementation of a Dynamics Solution.

## 2.4 Change Process

The change process is the nucleus of the Regatta for Dynamics model. This process ultimately leads to the actual introduction and embedding of the Dynamics Solution in a company – resulting in a solution that is used properly, provides support for realizing the specified business objectives, and is adaptable towards future developments. In short, a solution that gives the company long-term added value.

### 2.4.1 Three Tracks

The change process is divided into four process clusters and it runs on three parallel tracks: the organizational track, the IT track, and the implementation track (Fig. 2.3).

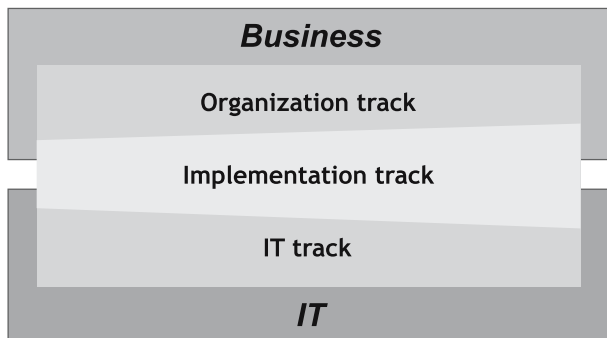


Fig. 2.3. Three tracks

#### **Organizational Track**

The organizational track includes all activities required to realize changes in the company. When we look back to Fig. 1.1, where we discussed the subjects of practical and technological value, we can say that this track includes all activities that lead to the correct practical value of the Dynamics Solution, that is, that people are able and willing to work with the Dynamics Solution. We regard the organizational track as the soft side of the change process.

**IT Track**

The IT track includes activities that lead to the desired technological value of the Dynamics Solution. Besides activities such as realizing an infrastructure, which include the installed software, it also includes activities such as mapping the Business Model to Dynamics, defining the Dynamics parameters, and developing any customized solutions that might be necessary, not just in the production environment but also, for example, in a test environment. We regard the IT track as the hard side of the change process.

**Implementation Track**

We regard the implementation track as the connecting link between the organizational track and the IT track. On the one hand this track monitors the relationship between all activities, and on the other hand the process ensures that the Dynamics Solution can be introduced, embedded and secured properly. We could also call it, the control process for realizing the right practical and technological value.

**2.4.2 Clusters and Processes**

Although the change process is one operation, in order to reduce the complexity of the change process and increase its manageability, this process is divided into four process clusters: Model; Map; Customize; and Integrate.

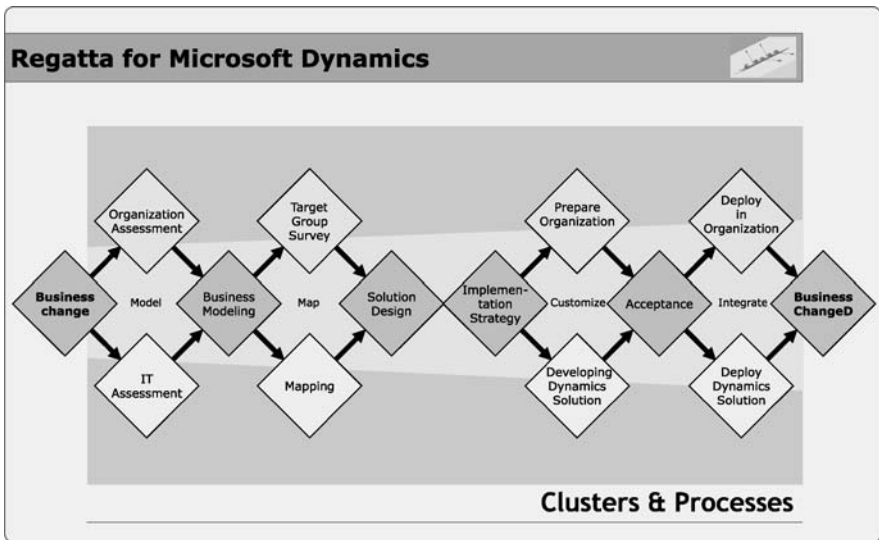


Fig. 2.4. Clusters and processes

Each cluster is subdivided into a number of processes (see Fig. 2.4). Below, we briefly explain the purpose of each process cluster.

<b>Process cluster</b>	<b>Description</b>
<b>Model</b>	This cluster contains processes that lead to the desired Business Model, that is, the ultimate desired situation <b>Processes:</b> Business Change; Organization Assessment; IT Assessment; and Business Modeling
<b>Map</b>	The Business Model is key in this cluster. Here, it is ultimately determined how Dynamics will be configured (parameters), which customized solution will be required, and which consequences this will have for the organization. The result of all these activities will lead to the solution model to be implemented in the business departments and the IT department <b>Processes:</b> Target Group Survey; Mapping; Solution Design; and Implementation Strategy
<b>Customize</b>	This cluster includes all processes that lead, on the one hand, to a realized Dynamics Solution and, on the other hand, to an organization that has been prepared for the ultimate introduction of the Dynamics Solution <b>Processes:</b> Prepare Organization; Developing Dynamics Solution; and Acceptance
<b>Integrate</b>	The final cluster ensures that the Dynamics Solution is actually integrated into the business departments and the IT department <b>Processes:</b> Deploy in Organization; Deploy Dynamics Solution; and Business ChangeD

### 2.4.3 Workstreams

As mentioned before each process cluster consists of several processes. Each process consists of one or more workstreams. In Part II we describe these processes and workstreams in full detail. In the following three figures all the workstreams, are displayed per track (organization, Implementation, and IT).

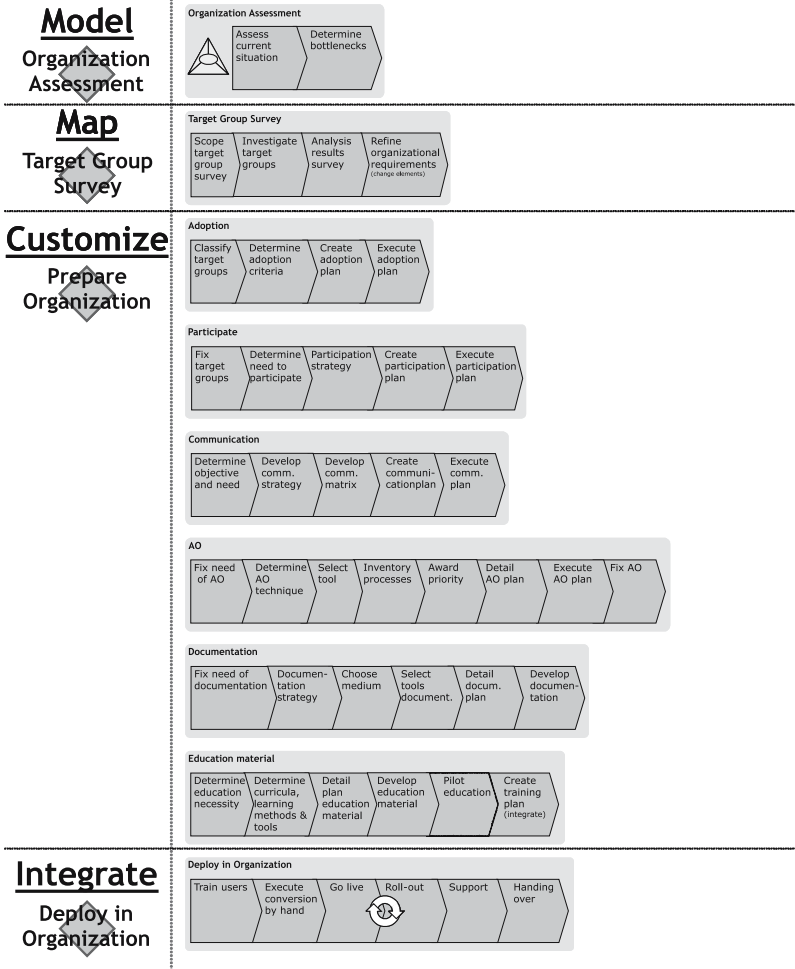


Fig. 2.5. Workstreams organization track

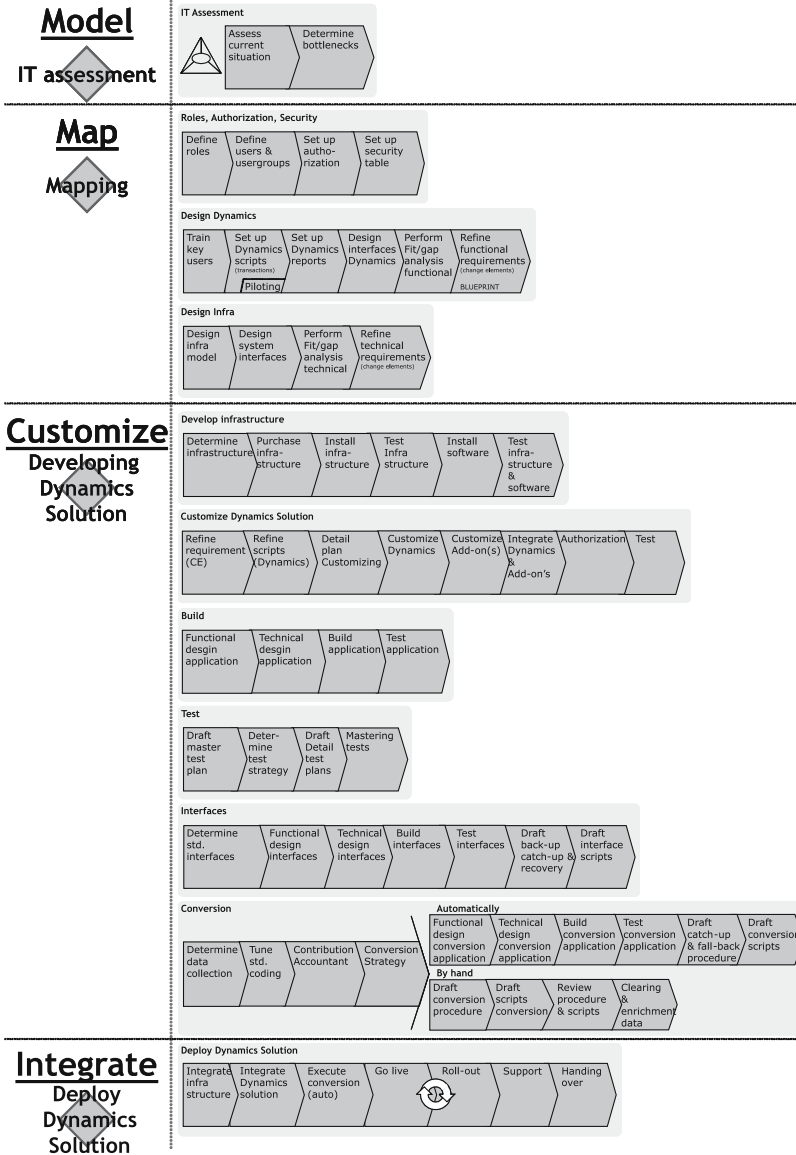


Fig. 2.6. Workstreams IT track

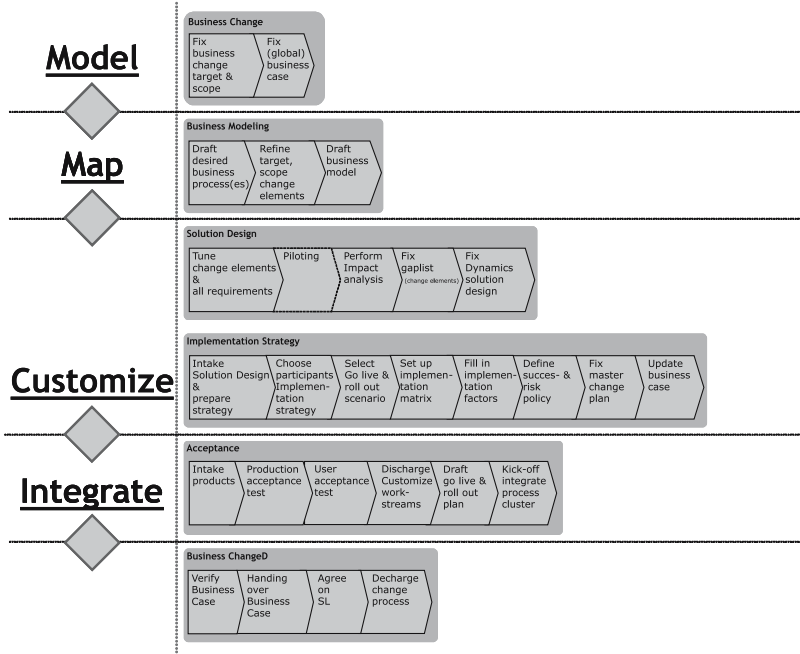


Fig. 2.7. Workstreams implementation track

### 2.4.4 Roles

Many companies still regard the implementation of a Dynamics Solution as a one-off process. For this reason, they usually decide to implement it as a project. After all, one of the characteristics of a project is that it has a beginning and an end with a pre-defined aim, and is apparently easy to manage and implement. However, as already mentioned, many organizations are in a state of constant transition. So is it then a good idea to tackle every change in a project-oriented way? Or is working in a process-oriented way also an option? The choice of a project-oriented or a process-oriented approach is all about being able to keep changes manageable and controllable. More and more often, we see that companies allocate implementation in the line to the business side because changes are the order of the day and change is seen as a strategic activity. In those cases, implementation is set up as a process and the company professionally switches to structured implementation. An additional advantage is that the costs of level A and 1 (see previous section in Chap. 1) gradually become lower due to this professional approach.

In the following sections, we describe the roles involved in the activities of the change process for implementing a Dynamics Solution. By describing each role in this way, it can continue to be used for both project-oriented and process-oriented implementations.

For example, when working in a project-oriented way, the various roles should be linked to one or more team members. When working in a process-oriented way, the roles should be linked to line functions.

### ***Organizational Roles***

<b>Role</b>	<b>Description</b>
<b>Business Decision Maker</b>	The Business Decision Maker is ultimately responsible (as a representative of the total management) for monitoring and controlling the business change in such a way that it corresponds with the chosen strategy and the specified business objectives. To this end, the Business Decision Maker is authorized to make decisions on a strategic level
<b>Customer Project Manager</b>	The Customer Project Manager is responsible for coordinating plans and resources on the organization side (organization track, see 2.4.1). He/she is also responsible for achieving deadlines and managing budgets
<b>Business Architect</b>	The Business Architect is responsible for developing the basic principles and the global design of the business processes and information supply
<b>Controller</b>	The Controller supports the Business Decision Maker in achieving the objectives, and guarantees the information supply and optimal configuration of the processes. The Controller is also responsible for realizing the organization's planning and control policy, safeguarding the quality of the information supply, providing support for the internal reporting procedure, and compiling the budget and the forecasts. In addition, the Controller implements new procedures and regulations
<b>Process owner</b>	The Process Owner is responsible for managing one or more business processes. He/she is also responsible for monitoring, analyzing, and optimizing the business processes. The Process Owner manages the processes

<b>Role</b>	<b>Description</b>
<b>Key User</b>	The Key User is responsible for representing his/her function/department in the organization. This responsibility extends further than just his/her own function. He/she also provides the change process with detailed requirements and information so that an appropriate total solution can be realized
<b>User</b>	The User plays an indirect role – that is, he/she supports the key users and process owners with information about business processes and functionalities. This role actively contributes acceptance and participation in the change process
<b>Functional Administrator</b>	The Functional Administrator’s responsibility is primarily to ensure that the functionality of the Dynamics Solution continues to satisfy to the requirements and wishes of the users, and that this functionality remains consistent. The Functional Administrator manages the realization of changes and implements new versions of the system
<b>Customer</b>	Customers of the company
<b>Supplier</b>	Suppliers of the company

### ***Implementation Roles***

<b>Role</b>	<b>Description</b>
<b>Implementation Manager</b>	The Implementation Manager is responsible for the implementation track (see 2.4.1)
<b>Organizational expert</b>	The Organization Expert plays an advisory role in the project and mainly provides input about the culture and structure in companies
<b>Communication specialist</b>	The Communication Specialist is responsible for communication about the change process and changes related to this change process
<b>Adoption consultant</b>	The Adoption Consultant is responsible for all activities related to willing to work in/with the new situation. He/she mainly focuses on the tasks that will lead to acceptance of the new/changed situation



<b>Role</b>	<b>Description</b>
<b>Participation consultant</b>	The Participation Consultant is responsible for all activities related to the organization's participation in the change process tasks and its contribution to willing to work in/with the new situation
<b>Process specialist</b>	The Process Specialist is responsible for designing and compiling processes (or advising on them)
<b>Training specialist</b>	The Training Specialist is responsible for designing and realizing the requisite training courses. He/she is also responsible for realizing the documentation
<b>Information specialist</b>	The Information Specialist contributes his/her knowledge and skills related to the use of information and the control of information flows

### ***IT Roles***

<b>Role</b>	<b>Description</b>
<b>IT Decision Maker</b>	The IT Decision Maker is ultimately responsible (as a representative of the total management) for monitoring and controlling the IT change so that it corresponds with the business change and the chosen IT strategy. To this end, the IT Decision Maker is authorized to make decisions on a strategic level
<b>Project Manager</b>	The Project Manager (external) is responsible for coordinating plans and resources on the IT side.(IT track, see 2.4.1) As part of this, he/she is also responsible for achieving deadlines and managing budgets
<b>Information Architect</b>	The Information Architect monitors and provides the company's architectural principles related to information
<b>Infra Architect</b>	The Infra Architect monitors and provides the architectural principles related to the company's infrastructure
<b>Technical Administrator</b>	The Technical Administrator is primarily responsible for making sure that the Dynamics Solution continues to function technically and for realizing future changes or improvements in this area

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<b>Role</b>	<b>Description</b>
<b>Development Consultant</b>	The Development Consultant is responsible for designing and realizing modifications to the standard Dynamics application
<b>Infra specialist</b>	The Infra Specialist contributes knowledge about the current technical surroundings. On the basis of his/her knowledge and skills, advises about the capabilities of the Dynamics Solution in the existing system landscape. He/she also makes decisions about the changes to the future infrastructure
<b>Test specialist</b>	The Test Specialist is responsible for the test procedure, from compiling the Master test plan to testing and compiling the defects report
<b>Information analyst</b>	The Information Analyst analyzes and formulates the information needs and system requirements, and also provides support to designers when specifying the information needs in detail
<b>Functional Dynamics Consultant</b>	The Functional Dynamics Consultant contributes his/her functional knowledge of the Dynamics application and/or Add-ons. The Functional Dynamics Consultant is also responsible for comparing the business processes and functionalities with the standard functionalities. He/she also manages the Development Consultant with respect to the functional modifications
<b>Technical Dynamics Consultant</b>	The Technology Dynamics Consultant contributes the knowledge required for the technical installation of the Dynamics development procedure and the production environment
<b>Microsoft Solution Architect</b>	The Microsoft Solution Architect is responsible for ensuring that the design and construction of all kinds of Microsoft products (for example, operating systems, office automation, etc.) are correctly harmonized with each other

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## Partner/Supplier Roles

Role	Description
<b>Contract manager</b>	The Contract Manager (appointed by the third party or parties) is the owner of the overall delivery approach, and the cohesion of (sub) projects and project budgets

**Table 2.1** The RACI table

		Model	Map	Customize	Integrate
<b>Regatta®</b> for Microsoft Dynamics  <b>RACI-table</b> (role based)		(Intake) Business Change Organization Assessment IT Assessment Business Modelling	Target group survey Mapping Solution Modelling Implementation Strategy	Prepare Organization Developing Dynamics Solution Acceptance	Deploy in Organization Deploy Dynamics Solution Business Changed
<b>Organization track</b>	Business Decision Maker	A	A	I	A
	Customer Project Manager	R	R	I	R
	Business Architect	I	C	C	C
	Controller	I	C	C	C
	Process owner	I	C	I	C
	Key User		C	I	C
	User		I	I	I
	Functional Administrator	I	C	I	C
	Customer	I			C
	Supplier	I			C
<b>Implementation track</b>	Implementation Manager	I	R	C	R
	Organizational expert	I	C		C
	Communication specialist	R	I	I	I
	Adoption consultant		C		C
	Participation consultant		C		C
	Process specialist		C	C	C
	Training specialist		C		C
	Information specialist		C	C	C
<b>IT track</b>	IT Decision Maker	I	I	A	I
	Project Manager	R	I	R	R
	Information Architect	C		C	C
	Infra Architect	C		C	C
	Technical Administrator	I	I	C	C
	Development Consultant	I	I	C	C
	Infra specialist	I	I	C	C
	Test specialist				I
	Information analyst			C	C
	Functional Dynamics Consultant				
	Technical Dynamics Consultant			C	
	Microsoft Architect			C	
	Contractmanager	I			

R = Responsible - owns the problem / project  
 A = to whom "R" is Accountable - who must sign off (Approve) on work before it is effective  
 C = to be Consulted - has information and/or capability necessary to complete the work  
 I = to be Informed - must be notified of results, but need not be consulted

## 2.5 Business Changed

In the previous sections, we showed that there is a relationship between Process, People, Information, Means, and Control. But is this mutual coherence between business and IT enough to enable a change to be made successfully? In many change processes, we see that either the Business or IT plays the lead role. This implies that one of the two is underexposed. As mentioned above, we believe that, in order to change successfully, a balance must be created between the Business, on the one hand, and IT, on the other hand, with the aim being to realize the business objectives set. We do this, in all our activities, by monitoring the coherence and balance between the Change Elements and Implementation Factors before, during, and after changes, and by taking appropriate action when the situation requires it. Returning to the rowboat metaphor: do not row with the oars that you have, but rather with the oars that you need to win the race!

Starting from the next chapter, we look in detail at how the model can be used in practice.

## 2.6 Surroundings and Architecture

The surroundings of the change process can be divided into external and internal surroundings.

### *External Surroundings*

When we think of the external surroundings of a company, we often have the customers, suppliers, and competitors in mind, that is, the market. However, the external surroundings also include the following:

- political situation;
- economics;
- technology;
- demography;
- ecology;
- laws and regulations.

These elements each have their own particular influence on the Change Elements. A change, for example, an amendment to the law, has a different impact on these elements than the introduction of a new product by your competitor. Often they act as triggers that are responsible for initiating a change process. In the ideal situation, the monitoring of all these elements is arranged separately in a company.

### ***Internal Surroundings***

Many changes are instigated from inside the company, that is, the internal surroundings. Cost savings in particular often come from the ideas and opinions of the company's own employees and/or management. A change in the company's operating concept (for example, from product-oriented to customer-oriented) and a change of management usually lead to various changes in the internal surroundings.

### ***Architecture***

In accordance with DYA dynamic enterprise architecture [2], in this book we assume that the company has configured the architecture process properly. The architectural principles defined by the company are essential pre-conditions for the Dynamics Solution implementation. We divide these principles into the following categories:

- Business Architecture;
- Information Architecture;
- Infra Architecture.



**PART II**

**Regatta for Dynamics  
in  
Practice**

## Introduction to Part II

In this part we describe the four process clusters (Model, Map, Customize, and Integrate) in detail. We use the following classification when describing each cluster:

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### **Process cluster**

- Objective(s) and conditions

- Processes and workstreams

- Main milestones process cluster

- Other Implementation Factors process cluster

  - Implementation Factor People*

  - Implementation Factor Information*

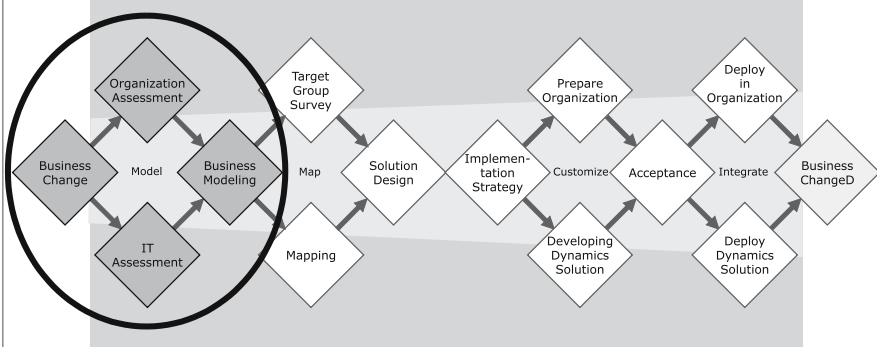
  - Implementation Factor Means*

  - Implementation Factor Control*

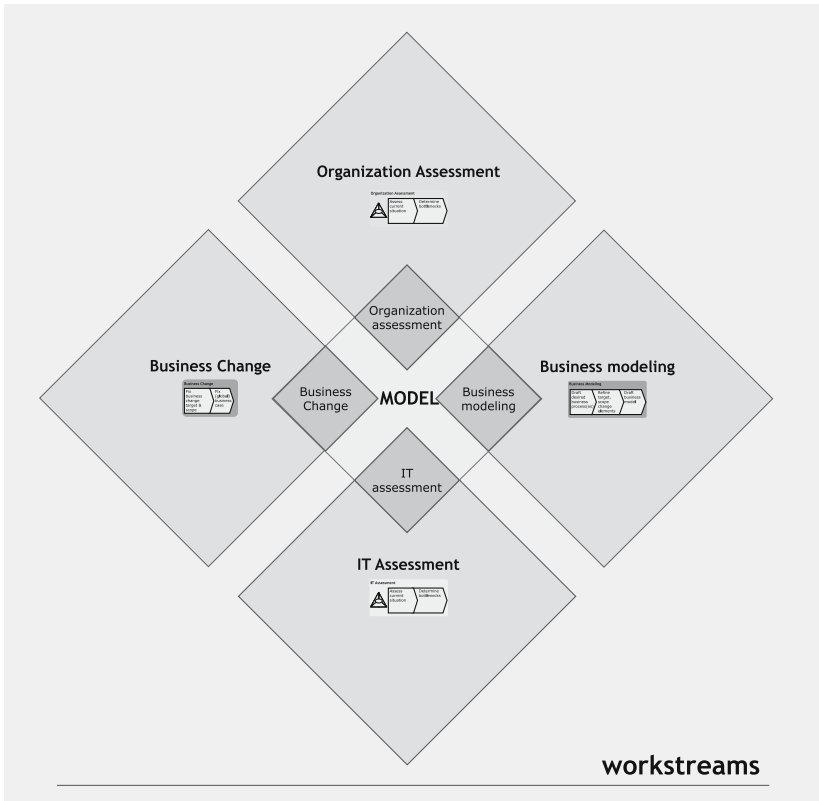
- Result process cluster

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# Regatta for Microsoft Dynamics



**Model process cluster**





### 3 Model Process Cluster

The execution of the Model process cluster signals the start of the change process. In this process cluster, the focus is on determining the desired business process. Which adjustments must be made to the business process to realize the (business) objectives and therefore the company's strategy? Also the structure of the company required to adequately manage the changed business process have to be determined. All of this is being recorded in the Business Model.

In addition to the Business Model, also the details of the business case are being worked out in this process cluster. The details mainly involve determining the degree to which the various workstreams are executed in the Model and Map process clusters.

#### Remarks

1. For convenience sake, we assume that the selection process and the ultimate choice of a Dynamics Solution were thorough. In Sect. 3.1, we therefore describe a number of conditions to be met during the selection process. If this was not done, those conditions must still be met when this process cluster is being executed. This chapter does not include a description of these activities.
2. To a greater or lesser extent, a number of the activities to be executed in this process cluster were already discussed during the selection process. We can therefore limit ourselves here to identifying the deliverables to be delivered in this process cluster. We will, however, test the extent to which these products are still up to date.

This process cluster starts with the Business Change workstream, in which will be determined the ultimate desired result of the change process. This result refines the target and scope and is recorded in the business case. Then, on the basis of the scope, both in the organization and IT tracks an assessment will be conducted to map out the current situation for the Change Elements, including the bottlenecks for each Change Element. The objective of the last workstream in this process cluster is to determine the Business Model.

The Model process cluster contains the following processes:

- Business Change (intake);
- Organization Assessment;
- IT Assessment;
- Business Modeling.

*Please note: In the Model process cluster, the workstreams are the same as the processes!*

The description of the objective of this process cluster is followed by a description of the abovementioned processes. These processes are part of the Process Implementation Factor. We conclude this chapter with a description of the other Implementation Factors: People; Information; Means; and Control. See Introduction Part II.

### **3.1 Objectives and Conditions**

This process cluster has the following two objectives:

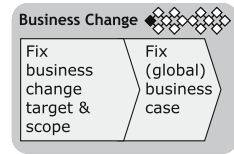
1. To determine the desired business process, including the desired structure of the company, based on the scope and other conditions defined in the business case.
2. To determine the target and scope of the other Change Elements: People, Information, Means, and Control.

#### ***Conditions***

As indicated in the introduction to this chapter, we assume that at least the following points are known. If not, it is important to map them out as soon as possible.

- High Level Business Case (HLBC) available; this HLBC contains a global description of the target and scope of the business change, including the desired result of the business change.
- A description of the current situation regarding the business processes.
- A description of the current situation regarding the information and cash flows.
- A list of wishes and requirements with a Dynamics fit.
- A list of knockout criteria.

## 3.2 Business Change Process/Workstream



The Business Change process is the kick-off towards the Business ChangeD. This process deals with subjects such as the target and result. The Business Change process consists of a workstream and includes the following activities:

- Fix business change target and scope;
- Fix (global) business case.

### ***Fix Business Change Target and Scope***

The workstream starts by determining the final target and scope for the change process. On one hand, we define the target for the Business and IT Areas, and on the other hand (as a derivative of this), we define the objectives and scope for each Change Element. Based on these targets, we can also determine the scope of the business change. We do this on the basis of the High Level Business Case.

**Table 3.1.** Example of a high-level business case

<b>Company profile</b>	<ul style="list-style-type: none"> <li>• holding (NL) + 4 branches (NL, BE, FR, ES) + 1 central warehouse + emergency stock branches;</li> <li>• international wholesale business in synthetic toys;</li> <li>• private limited company has an autonomous IT policy;</li> <li>• a great deal of interaction between companies;</li> <li>• prices change from day to day (chemicals).</li> </ul> <p><b>Business objectives include:</b></p> <ul style="list-style-type: none"> <li>• margin minimum of 18%;</li> <li>• turnover growth 4.2% per annum.</li> </ul> <p><b>Distinguishing capacity such as:</b></p> <ul style="list-style-type: none"> <li>• delivery to customer within 24 hours making higher sales price possible.</li> </ul> <p><b>Critical success factors include:</b></p> <ul style="list-style-type: none"> <li>• harmonization price policy (sales);</li> <li>• maintaining emergency stock levels.</li> </ul>
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**Table 3.1. (continued)**

<b>Reason</b>	<ul style="list-style-type: none"> <li>• competitive position under pressure (competitor is delivering faster and is cheaper);</li> <li>• different prices for the same product;</li> <li>• capabilities of the internet are not be utilized to the full;</li> <li>• current ERP solution is at the end of its life cycle, a lot of customization, therefore high maintenance costs.</li> </ul>
<b>Objective of the change</b>	<ul style="list-style-type: none"> <li>• one ERP solution for all companies (Microsoft Dynamics);</li> <li>• optimize customer contacts;</li> <li>• all inter company transactions through the internet;</li> <li>• central stock and price registration (1 price policy);</li> <li>• lower maintenance costs;</li> <li>• customers must be able to order through the internet;</li> <li>• faster delivery of products.</li> </ul>

**Table 3.2. Target and scope of the change process**

<b>Result for business</b>		s.a. Increase in growth in turnover from 4.2% to 6% as of 01-01-200x Reduction stock costs by 10% by 01-07-200x No growth in FTE's due to the use of new technology Saving of 6.2% on transaction traffic (mainly paper and telephone costs) by 01-12-200x Customer-friendliness increases by 20% (to be realized before 01-07-200x Purchasing advantage for products of 17.5% due to central purchasing by 01-01-200x	
<b>Result for IT</b>		s.a. Reduction of maintenance costs by 12% by 01-01-200x Purchasing advantage for IT components of 15% because of central purchasing by 01-01-200x	
<b>Change element</b>		<b>Target</b>	<b>Scope</b>
<b>Organization</b>	<b>(Business) Process</b>	s.a. Centralize purchasing process Proposal process (sales) through the internet Optimize intercompany process (internal settlement process) Optimize warehouse process	☞ Primary purchasing process. Facility purchasing stays as it is. ☞ Not for consumer, only retail trade. Centrally from the Netherlands. ☞ Debiting and crediting of goods (transactions) abolished. ☞ Settlement on the basis of agreed purchase price.
	<b>People</b>	s.a. Number of FTE's may not be expanded No forced dismissals Increase in product and market knowledge of employees	☞ Applies to purchasing and sales process ☞ FTE's to spare due to centralization of purchasing process ☞ Only applies to sales personnel
	<b>Control (structure)</b>	s.a. Such as: Main focus on the control of purchasing process Main focus on managing purchasing process Execution of purchasing process for each branch	☞ ☞
<b>IT</b>	<b>Control (Methods &amp; Techniques)</b>	s.a. Optimize functional management process Introduce release-based working (ITIL)	☞ ☞
	<b>Information</b>	s.a. Control and management information must be flexible Daily, weekly, monthly and annual reports for each.	☞ ☞
	<b>Means</b>	s.a. Dynamics AX Add-on Warehouse mgmt.	☞ modules: Finance, Warehouse, Logistics, Sales & Purchasing ☞ Include CRM in next release. Integration with MS-Office ☞ Fully replaces Dynamics functionality warehouse mgmnt. ☞ N.B. Adjust of Add-on not permitted in principle

As the term implies, the high-level business case globally describes the reason for and target of the business change. In this activity – Fix business change target and scope – the target is explicitly defined. This will be done by making these targets SMART, for both the Business and IT Areas. Then, the target and scope for each Change Element will be determined. These targets and scope of the Change Elements determine the degree of depth for the other workstreams, both in this process cluster and in subsequent clusters. However, the various workstreams do include activities for the structured adjustment of the targets and scope of the change process. In the following example, the targets for the change process are explicitly defined.

### ***Fix Business Case***

The “real” business case that becomes the basis for the total change process consists of the following components:

- Motive;
- Solution;
- (interpretation) Change process;
- Costs and benefits;
- Success and risk;
- Conclusion and/or recommendation, where relevant.

In this context, “real” means explicitly defining the components of the business case as specified above. This is done as detailed as possible, given that not all the details are known at this point in time. For example, the details of the costs and benefits component are worked out in the Solution Modeling workstream in the Map process cluster. Here, therefore, only an estimate of these costs and benefits will be made. The available budget for the total change process is also included in the business case. Depending on the size of the total change process, the details of this budget should also be worked out here.

The details of the change process component are limited at this stage to realizing the workstreams of the Model process cluster and the workstreams of the Map process cluster described below. In the latter process cluster, the Master change plan will be drawn up for the Customize and Integrate process clusters after the Implementation Strategy workshop has been held.

**Info**

The components of the business case are described in more detail in this information section.

**Motive**

Besides the motive, the goal of the change is also explained. Subjects such as targets, critical success factors, and distinguishing capacity are discussed here (from the Fix Business Change target and scope activity).

**Solution**

This part deals with the Dynamics Solution. The degree of depth is determined by the size of the change. Where relevant, possible alternatives to components will also be included.

**Explicitly Defining the Change Process**

Whether information about the (project) organization for executing the change process in the business case is included depends, among other things, on the extent to which the desired organizational structure deviates from standards such as Prince2. If that deviation means additional costs, it is important to mention this here. One thing that will certainly be included is information about the workstreams in the Model and Map process clusters to be executed and to which degree. This degree will partly be determined by the activities already executed in the selection process. If, for example, the total desired business process has already been mapped out there and a proof of concept has been created, the degree of depth of the Business Model and Design Dynamics workstreams may be different to when these activities were not carried out in the selection process.

**Costs and Benefits**

Where possible, the total implementation costs (budget) will be made transparent. However, it is often more difficult to map out the benefits. Nevertheless, it is important to include them so that they can be continually evaluated when the change process is being executed. Performance indicators can be a good guideline here. When listing the benefits, there must be a clear distinction between benefits that are the result of the Dynamics Solution (for example, real-time processing instead of batch processing) and benefits that are the result of optimizing the organization (for example, saving on labor costs).

## Info

Here, it is vitally important to be clear about the responsibility for realizing these benefits.

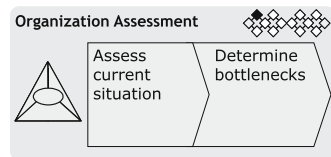
### ***Success and Risk***

Many methods focus on keeping the risks under control. But when is a change process actually considered successful? That is different for each interest group and is mapped out during the Implementation Strategy. By listing the success elements, it is possible to exercise positive control over the change process instead of focusing solely on the (negative) risks. In this phase of the change process, we limit ourselves to the risks as we can now identify them, including possible counter-measures.

### ***Products to Be Delivered***

- Document: Business case Implementation Dynamics Solution;
- Document: Kick-off plan, including communication message(s) for employees, suppliers and customers related to the changes and the change process.

## **3.3 Organization Assessment Process/Workstream**



This process focuses on mapping out the current situation of the Business Area and the possible bottlenecks. The process describes only the current situation and those bottlenecks that can be linked to the target and the scope of the change process specified in the business case. The degree to which this process will be executed greatly depends on what was recorded during the selection process regarding the current situation and the bottlenecks. This process is identical to a workstream and comprises the following two activities:

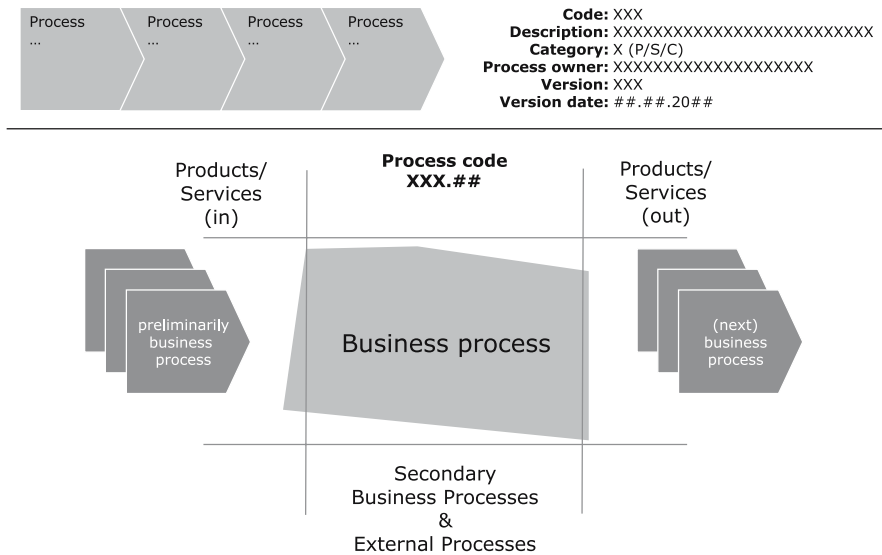
- Assess current situation;
- Determine bottlenecks.

### Assess Current Situation

In this workstream the current situation will be determined for each Change Element in the Business Area. While doing this, we must realize that the current situation will change to a greater or lesser extent. It is therefore a waste of time to record the current situation in great detail. A global description is sufficient in many cases. After all, the results of this workstream are only used at a later stage to estimate the impact of the change on the current situation. If at a later stage it turns out that a more detailed description of one or more components is desirable, it will still be early enough to react accordingly.

As with all the activities that we implement, the business process is key. It must therefore be decided from which business processes the current situation will be determined. To do this, as a starting point we take the business processes specified in the Change Element Process in the business case. For each business process, as specified there, we then determine which other business processes can be linked to that particular business process.

The process includes the products or services that will be delivered by the relevant process (See Fig. 3.1).



**Fig. 3.1.** Relationship between business processes and products/services



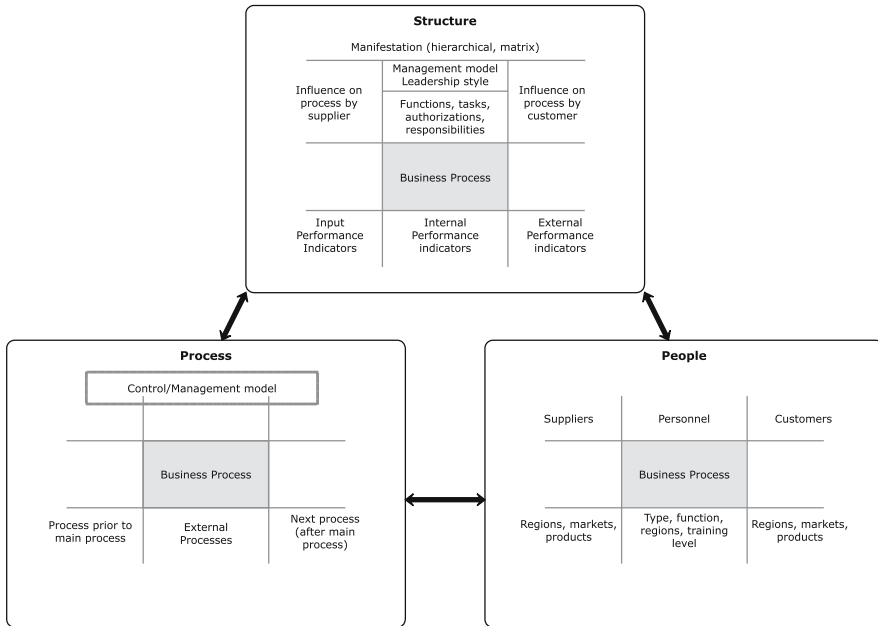


Fig. 3.2. Research items for Change Elements (Business Area)

The category to which the business process belongs (Primary/Secondary business process) also should be specified, including the owner of the business process.

Now that it has been determined which business processes are within the scope of the total change process, we can start describing the current situation of the various Change Elements. In this workstream, these are the Process, People, and Control (Structure aspect) Change Elements.

Figure 3.2 displays the most important items that can be listed. Here, the size, target and scope of the change process play a major role as to which items are and which items are not listed as well as the degree to which this is done.

### **Determine Bottlenecks**

In practice, the bottlenecks are determined the moment the current situation is mapped out. We only list those bottlenecks that can be linked to the relevant business process. For each bottleneck, besides a description of the bottleneck, the cause and effect are indicated for each Change Element. In addition, an estimate (High/Medium/Low) is made of the impact of the bottleneck on the change process. Put another way: What effect does the bottleneck have on realizing the Business Changed?

**Table 3.3.** Example of a list of bottlenecks

Bp nr	S	Nr	CE	Description		
<b>69</b>				Lack of clarity about the products the customer is purchasing from us		
					<b>Cause</b>	<b>Consequence</b>
	VO01 - B - 069 - Bp			Different process flows due to product-oriented structure of the organization	Amongst other things, results in duplicate records, a drop in motivation or irritation	High
	VO01 - B - 069 - Pe			Unclear who is responsible for what ? for example, what is the proposal limit and who approves the proposal?	Loss of time	Medium
	VO01 - B - 069 - Cs			Different departments involved with different levels of authorization	Loss of time	High
	VO01 - B - 069 - Cm					
	VO01 - B - 069 - In			Personnel purchasing department can only view the proposal data and not the balance, credit and outstanding invoices	Among other things, loss of time, incorrect advice with respect to the customer's capabilities	High
VO01 - B - 069 - Me			Many screens required to display all the information, where authorized	System overload (peak load)	Medium	
<b>75</b>				It takes a lot of time to make a proposal, which can only be submitted by post.		
					<b>Cause</b>	<b>Consequence</b>
	VO01 - B - 075 - Bp			Different process flows due to product-oriented structure of the organization	Loss of time	Medium
	VO01 - B - 075 - Pe			Customer continues shopping somewhere else, takes too long compared to competitor	Loss of time and irritation suffered by personnel and customer	High
	VO01 - B - 075 - Cs			Different departments involved with separate authorizations	Loss of time	Low
	VO01 - B - 075 - Cm					
	VO01 - B - 075 - In			Data about customer's outstanding balance not available online	Loss of time	Medium
VO01 - B - 075 - Me			Proposal cannot be sent through the internet due to the security of the technical environment	Loss of time due to dispatch by post; ultimately, possible loss of customer	High	
Bp nr - Process number	S - Sort = Bottleneck	Nr - Serial number	CE - Change Element	Bp - Process number	Pe - People	Cs - Control (structure aspect)
				Cm - Control (methods & techniques aspect)	In - Information	Me - Means

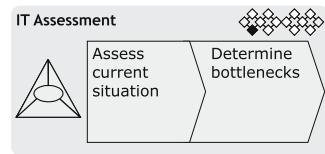
Given the scale of many change processes, the number of bottlenecks can be considerable. To avoid not being able to identify the relationship of a particular bottleneck with the change at a later stage or being unable to find out whether a bottleneck has been resolved, we place the bottlenecks for each process in a group. Table 3.3 displays an example of a summary of bottlenecks. This involves an example of the Apply for Proposal process for a large multinational.

By taking the People and the Control Change Elements into account at this early stage and assessing them, we gain an insight into one of the most important failure factors of change processes, the impact of the change on people. As a consequence, we can more effectively utilize this Change Element (People) at a later stage.

### ***Products to Be Delivered***

- Document: Overview business processes related to the business case;
- Document: Current situation business processes (CE Process);
- Document: Current situation People Change Element;
- Document: Current situation Control Change Element (Structure aspect);
- Document: Bottlenecks Process, People, and Control (Structure aspect) Change Elements.

## **3.4 IT Assessment Process/Workstream**



Besides the description of the current situation of the Business Area we also require a description of the current situation on the IT side. We obtain this by executing the IT Assessment process. Just as with the Organization Assessment process, this process consists of one workstream and includes the following activities:

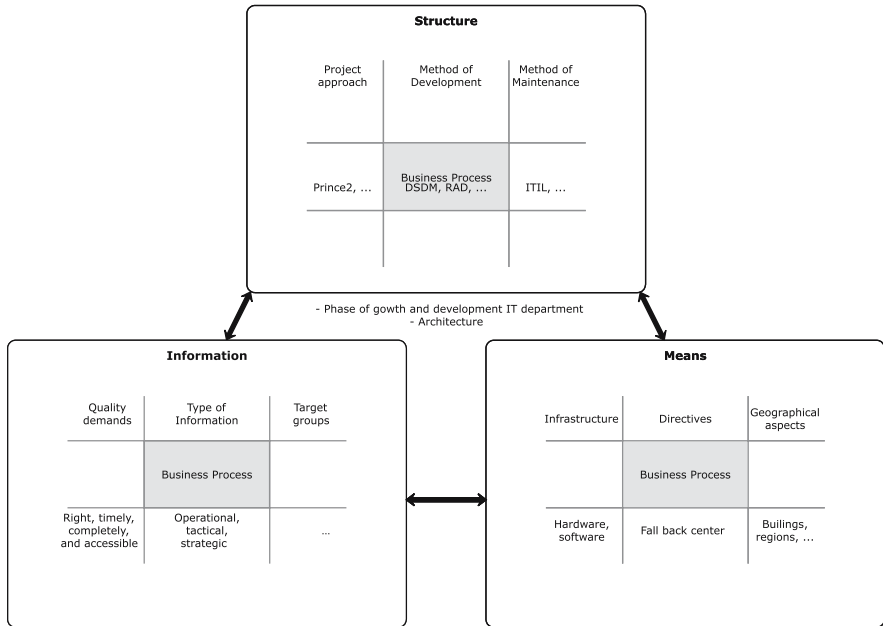
- Assess current situation;
- Determine bottlenecks.

### ***Assess Current Situation and Determine Bottlenecks***

When assessing the current situation of the IT Area, we continue describing on the same level as with the Organization Assessment. The Change Elements dealt with in this workstream are Information, Means, and Control (Methods and Techniques aspect). The business processes defined in the Organization Assessment workstream are the starting point for this.

For every business process, we determine the current situation for the IT Change Elements. Figure 3.3 displays the most important items that can be listed. Here, the size, target, and scope of the change process play a role as to which items and elements must and must not be listed and to which degree of detail this is done.

The working method for this workstream is otherwise identical to the Organization Assessment workstream and is therefore not described in detail here. Our decision to use two workstreams in our model is due to the



**Fig. 3.3.** Research items for Change Elements (IT Area)

people involved in the workstreams, who are different for each workstream.

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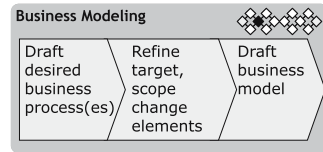
**Tip** The best working method for determining the current situation of the various Change Elements and for listing the bottlenecks is to set up a workshop for each business process. To ensure everything goes relatively quickly, for every workshop we select a mixture of participants that covers the total range of expertise required. This also meets the underlying target of the workshops, which is to stimulate the involvement of both the business and IT departments and give them an insight into each other's areas.

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**Products to Be Delivered**

- Document: Current situation Information Change Element;
- Document: Current situation Means Change Element;
- Document: Current situation Control Change Element (Methods and Techniques aspect);
- Document: Bottlenecks Information, Means, and Control (Methods and Techniques aspect), Change Elements. (This is recorded in the same document as used in the Organization Assessment workstream.)

### 3.5 Business Modeling Process/Workstream



We now almost have all the information we need to configure the desired Business Model. The objective of configuring the Business Model is to determine how we will configure the business process so that the business objectives are realized efficiently and effectively. The Business Model consists of a business process model and an organizational structure model. The configured Business Model also serves as the basis for the scope and implementation of the workstreams that follow this process. It therefore determines the direction of the rest of the change process. In some situations, it is also worthwhile creating a future Business Model. This is the case, for example, if we know that the company will merge with another company in a year's time or if, which often occurs in connection with laws and regulations, we must comply with particular government regulations in future.

The choice to be made by the company here is therefore whether the future Business Model will be executed with this change process or whether only the future Business Model is taken into account. Given that a future Business Model is set up in a similar way to an ordinary Business Model, we do not describe it in this process. The Business Modeling process consists of one workstream and includes the following activities:

- Draft desired business process(es);
- Refine target and scope Change Elements;
- Draft Business Model.

#### ***Draft Desired Business Process(es)***

This activity starts by mapping out the company's desired products/services. Usually they are the same as those identified in the Organization Assessment workstream. In some cases, however, the reason for the business change may have been the introduction of a new product or service, or the change process is perhaps being used to phase out a product or launch new service while implementing the Dynamics Solution at the same time. We will return to this subject at a later stage because it can influence such things as the differentiation into target groups, the communication plan and the introduction plan.

Then there is the effect of the introduction or phase-out of the new product on the existing business process. (We only specify a product here but it might also involve a service; this also applies to the remainder of this chapter.) These effects are added to the bottlenecks overview (see the Organization Assessment workstream).

We now know which products, and, where relevant the market for which each product is intended, must be realized by the business process. Next we will determine which bottlenecks we can resolve by adapting the business process. To do this, we return to the list of bottlenecks from the previous workstreams, supplemented with the bottlenecks caused by the introduction of a new product. Please note: Here we only evaluate those bottlenecks that can be resolved by adapting the business process.

Based on the objectives and scope in the business case and the chosen bottlenecks, we define the desired business process. In practice, this creates an iterative process in which the question “What if ...” is asked repeatedly until a business process has been designed that is acceptable to all parties.

Everything we record about the business process is described in the Organization Assessment workstream (see Fig. 3.2). There are many ways to map out and describe the desired business process. We like to use TIPO to design the business processes. TIPO stands for Technique Interactive Process Design. The advantage of using this technique is the way the interaction occurs. Appendix B contains a detailed description of TIPO. Another method is Conference Room Pilot (CRP), which also focuses on interaction with the participants in the CRP.



When faced with the choice of adapting the business process to the Dynamics Solution, or vice versa, the following rule of thumb is a useful tool: If the business process is a primary process and contributes to the critical success factors and/or the distinguishing capacity, the Dynamics Solution is adapted. This does not mean just changing the parameters – it means real customization into or outside Dynamics. In all other cases, you should adapt the business process.

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In addition to the description of the desired business process, the business rules are also defined. These are rules that influence the business process or determine the sequence in which the business process steps must be executed. Examples of these business rules are, for instance, the validation of proposals that exceed the permitted outstanding balance, and the delivery of products within 48 hours. Here, the business rules are only being described, if the business rule has a major impact on the Change Elements. The business rules are worked out in detail in the Mapping and Solution Modeling processes.

### ***Refine Target and Scope Change Elements***

Based on the desired business process, the consequences for the Change Elements are now examined on a global level. This is not so much about the differences in details between the current and desired situation, which is dealt with in one of the following workstreams. It is about mapping out the consequences and the impact of the desired business process on the Change Elements. In other words, which Change Elements must change in order to realize the desired business process? After determining this change, the impact of the change for each Change Element is compared to the other Change Elements.

The activity performed here makes it possible at this early stage to determine whether the desired situation is realistic or has to be adjusted, for example, by resolving fewer bottlenecks. This activity also has an iterative character.

The moment the specified changes for each Change Element are approved, the target and scope of the Change Element recorded in the Business Change workstream are adjusted, where necessary. Figure 3.4 displays an example of the specified impact on the various Change Elements and its consequences on the various Change Elements.

### ***Draft Business Model***

We now know which Change Elements will change and we have a more detailed description of the desired business process, including the business rules. To complete the Business Model, we still have to determine the desired structure of the company. By this we mean the structure required to adequately manage the desired business process. We are not referring to roles but more to the classification into departments or, for instance, markets.

Mapping out this desired structure helps us not only when designing and configuring the Dynamics Solution – the structure of the company plays an important role when determining the information needs. As the basis for setting up the structure, the impact list drawn up in the previous activity is been used (see also Table 3.4.).

Structural changes will occur, for example, if the change process involves a change in the working method in addition to the implementation of the Dynamics Solution, for example, a change from product-oriented to customer-oriented thinking.

When the Dynamics Solution is part of a reorganization or a merger program, the (adapted) vision, mission, strategy, and business objectives are also included in the Business Model.

**Table 3.4.** Example impact desired business process on Change Elements

Bp nr	S	Nr	CE	Description		
118				Purchasing process sales products will disappear from branches		
	<b>Business Rules:</b>					
				Not applicable		
	<b>Impact on CE's desired situation</b>			<b>Consequence</b>		<b>for CE</b>
IO03	I	118	Bp	Facility purchasing remains at branch	01 Possible erosion of functions 02 Adjustments in access to Dynamics 03 Orders for sales products will change (centrally) 04 ...	Pe Me Bp
IO03	I	118	Pe	Some of the personnel involved at branches will lose their jobs	01 Unrest at branches 02 Retrain personnel (see target Business Case) 03 ...	Pe
IO03	I	118	Cs	Management model for purchasing will change	01 Management must learn to deal differently with different management information 02 Who is/will be responsible for the purchasing process?	Pe Cs
			Cm			
IO03	I	118	In	Information about prices will change Daily, weekly, monthly and annual reports change for every branch	01 Essential to keep prices up to date in central system 01 Adjust information flows 02 Personnel/management will learn to deal with changed information	Me In Pe
IO03	I	118	Me	At branches IT support only necessary for facility purchasing process	01 Cannot yet be examined –possible adjustments in access to Dynamics	Me
69				Purchase process centralized in the Netherlands		
	<b>Business Rules:</b>					
				01 Price Information is up to date with maximum lack of 30 minutes timespan		
	<b>Impact on desired situation of CE:</b>			<b>Consequence</b>		<b>for CE</b>
IO03	I	069	Pe	Aggravate role of purchasing employee NL	01 Agitation in NL 02 Re-allocation of tasks possibly necessary	Pe Cs
IO03	I	069	Cs	Control model Purchasing changes	01 Who is/becomes responsible for Purchasing proces	Pe
			Cm			
IO03	I	069	In	Information on pricing changes Day, Week, Monthly or Yearly reporting changes for all sites	01 Maintaining up to date price information on centralized system is essential 01 Adapt Information flows 02 Employees/management must learn to cope with changed information	Me In Pe
IO03	I	069	Me	In local sites only IT support is needed to facilitate purchasing proces	01 Undetermined yet, possible change in accessing Dynamics	Me

Bp nr - Process number  
 S - Sort = Impact  
 Nr - Serial number  
 CE - Change Element

Bp - (business)Process  
 Pe - People  
 Cs - Control (structure aspect)  
 Cm - Control (methods & techniques aspect)  
 In - Information  
 Me - Means



### ***Products to Be Delivered***

- Document: Business Model consisting of a description of the desired situation of:
  - business processes (Process Change Element);
  - structure of the company (Control Change Element (Structure aspect));
  - optional: the business rules;
  - optional: changed vision, mission, and strategy of the company if the Dynamics Solution is part of a change process such as a merger or amalgamation.
- Document: (Adjusted) target and scope of the Change Elements (to be recorded in the business case);
- Document: Overview impact and consequences of desired business process on the Change Elements;
- Document: Revised list of bottlenecks;
- Optional: Document: Future Business Model.

## **3.6 Main Milestones Model Process Cluster**

The following milestones can be identified for the Model process cluster:

**Table 3.5.** Most important milestones in Model process cluster

<b>Milestone</b>	<b>Who? (role)</b>
Business case	Implementation Manager or Business Decision Maker
Overview business processes related to the business case	Implementation Manager
Description current situation Business Area	Customer Project Manager
Description current situation IT Area	Project Manager IT
List of bottlenecks	Implementation Manager
Conditions for the change process within the context of architecture	Customer Project Manager and Project Manager IT
Desired situation business process	Process owner
Desired situation Structure	Process owner and Business Decision Maker
Business Model	Business Decision Manager
Target and scope other Change Elements	Business Decision Maker and IT Decision Maker

When drawing up the plan of action for executing the Map process cluster, the end date and, where applicable, the start date is added to the above table.

**Table 3.6.** Resource table Model process cluster

<b>Regatta for Microsoft Dynamics</b>  <b>resource table process cluster Model</b>		<i>Business Change</i>	<i>Organization assessment</i>	<i>IT assessment</i>	<i>Business modeling</i>
Organization track	Business Decision Maker	X	X		X
	Customer Project Manager	X	X	X	X
	Business Architect		X		X
	Controller		X		X
	Process owner		X		X
	Key User	X	X	X	X
	User				
	Functional Administrator	X	X		X
	Customer Supplier		X		X
Implementation track	Implementation Manager	X	X	X	X
	Organization expert		X		X
	Communication specialist				
	Adoption consultant				
	Participate consultant		X	X	X
	Process specialist		X		X
	Training specialist				
Information specialist		X	X	X	
IT track	IT Decision Maker	X		X	
	Project Manager	X	X	X	X
	Information Architect			X	
	Infra Architect			X	
	Technical Administrator	X		X	
	Development Consultant				
	Infra specialist			X	X
	Test specialist				X
	Information Analyst			X	X
	Funct. Dynamics Consultant			X	X
	Techn. Dynamics Consultant				
Microsoft Architect				X	
Contractmanager				X	

## **3.7 Other Implementation Factors of the PC Model**

The Process Implementation Factor is described in detail in the previous sections. In the following sections, we describe specific points of focus for the other Implementation Factors (People, Information, Means, and Control).

### **3.7.1 People Implementation Factor**

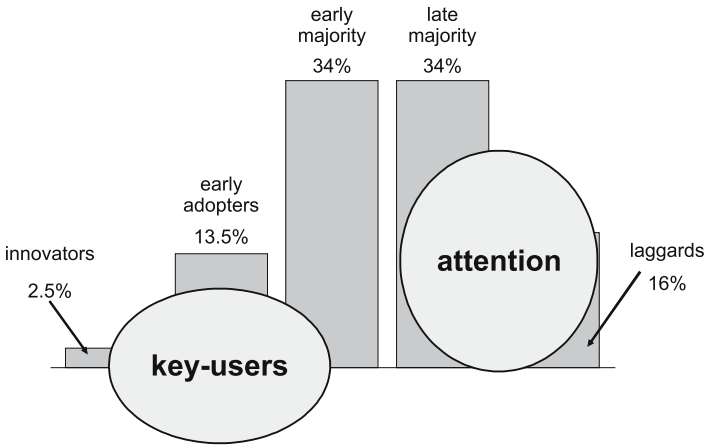
The resource overview specifies all the roles involved in this process cluster. The roles specified here provide an overview of the requisite expertise, that is, who is authorized to do what and who is responsible and capable. For smaller business change processes, several roles are performed by one and the same person.

One point of focus for the People Implementation Factor in this process cluster is the selection of the team members for the follow-up to the change process. While doing this, we explicitly define the People Implementation Factor for the rest of the change process. It is not always possible to determine the team members but in any case try to exercise as much influence as possible here. Another point of focus we want to discuss is the formal Kick-off of the change process.

#### ***Select Team Members***

When selecting team members, we make a distinction between people with functional knowledge and skills related to the Dynamics Solution and people with knowledge and skills related to the company – for example, knowledge and skills related to the business process. In addition, we need people who will join the team to endorse the ultimate acceptance of the Dynamics Solution, the decision makers. In many cases, the make-up of this last group of people is a constant factor for the change process and has been hierarchically determined. For the involvement of people with functional knowledge and skills related to the Dynamics Solution, the company often has to turn to the implementation partner, supplemented with users. These are the people that also contribute the knowledge and skills related to the company, and it is this group of people, the so-called key users, on whom we want to focus.

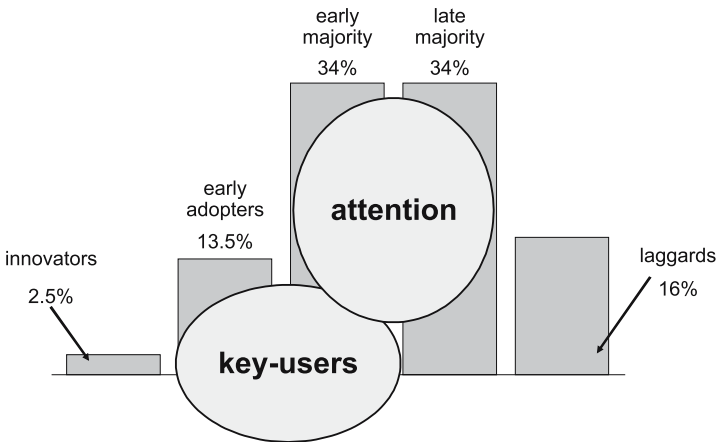
We are accustomed to getting in touch with exactly those people who have shown in the past that they have a feel for new developments. Certainly when the underlying objective of the change process is to implement a new developed product in the company, it is important to look for people who lead the way in the use of new tools and devices, in marketing terms:



**Fig. 3.4.** Selecting team members: standard approach

the Innovators. The activities to promote ultimate acceptance can then be aimed at those people with the most resistance to the change, the so-called Laggards.

This approach has a number of disadvantages. First, the Innovators are asked to take part in all change processes and are therefore often weighed down with work. Second, there can be a problem with their integration back into the organization after the change process has been completed, certainly when it involves somewhat larger change processes. Moreover, a large number of activities and therefore a lot of money is aimed at the people with the most resistance, whereas in practice this resistance can (almost) never be



**Fig. 3.5.** Selecting team member: the alternative

totally dispelled. This last challenge, dealing with resistance, is discussed in the workstreams in the following process clusters.

We want to focus on the selection of the key users. Many of the activities carried out by these people (the Innovators) can also be performed by the next group, the Early Adaptors. Because this group is larger, it means there is less work overload. Only when there is no other choice, the Innovators can be deployed in a part-time capacity. An extra advantage is that people in the Early Adaptors group have a better network inside and outside the company. And this again helps promote acceptance of the Dynamics Solution.

To determine who belongs to which group, we use segmentation techniques. These techniques, well known in the marketing world, are available in different forms and shapes. They include interviews and/or questionnaires. The techniques that are ultimately chosen depend on the size of the total group.



During the design phase, it is a good idea to have somebody present who knows all about the Dynamics modules. By taking the Dynamics customizing options into account while designing the business process, you avoid having to adapt issues related to the business process at a later stage.

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### ***Kick-off***

The Kick-off is the formal start of the change process within the company. This activity is actually part of the (project) management method to be used. The reason we mention it here is because the Kick-off is the perfect opportunity to first announce to employees and, where relevant, customers and suppliers which changes are upcoming and what it can mean for them. This does not mean we have to invite everybody to the Kick-off, but the necessary attention must be paid here to communicate the change process. In particular, attention to the “Why” is crucial. In doing this, we focus on the early and late majority instead of, as frequently occurs in practice, on the laggards (see also the previous section).

### **3.7.2 Information Implementation Factor**

In addition to the standard information, such as progress reports, time, and resource schedules and the documents to be produced by the different workstreams, the following is a summary of other information that can be used in this process cluster.

- Detailed plan Map process cluster;
- Approval and discharge forms for the different components of this process cluster;
- Information about architecture (principles);
- Information (communication) to be provided to the organization and other parties concerned.

### **3.7.3 Means Implementation Factor**

The following is a summary of the most important means that can be used in this process cluster.

- Regatta for Dynamics TIPO tool;
- Requirement tools;
- Process modeling tools (including workflow tools);
- Microsoft Implementation Methodology Toolkits;
- Standard office automation.

### **3.7.4 Control Implementation Factor**

The most important control aspects for this cluster are:

- Time sequence;
- Relationship between the Change Elements;
- Testing against the business case.

#### ***Time Sequence***

As described for a number of work streams, the different activities are executed for each change process in a different time sequence. For example, in the case of a somewhat smaller change process it can be decided to merge the Organization and IT Assessment and have it executed by one team. Figure 3.6 shows the main mutual dependencies.

#### ***Relationship Between the Change Elements***

Determining the relationship between the various Change Elements is an iterative process. From a control perspective, we should make sure that we do not endlessly continue checking this relationship. Here the rule applies that “good is good enough.” The definitive confirmation and approval of this relationship and any concessions is a responsibility shared by the Business Decision Maker and the IT Decision Maker.

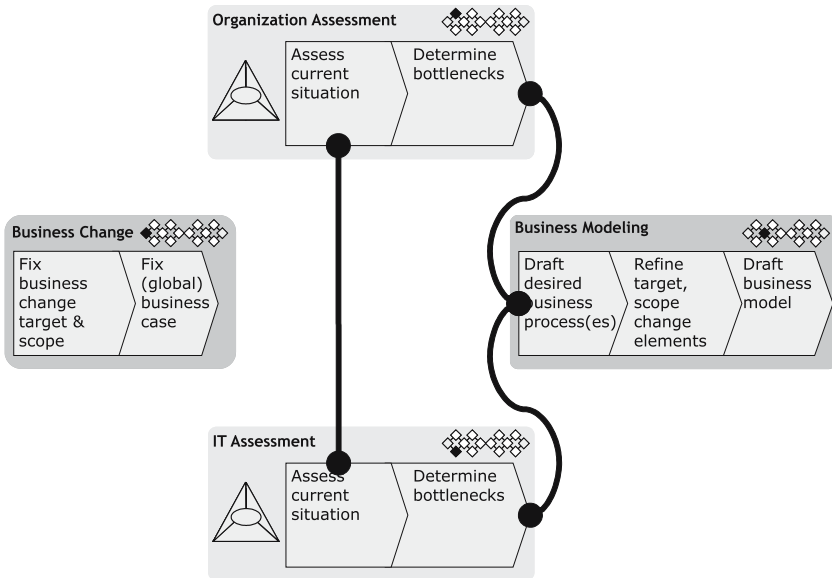


Fig. 3.6. Dependencies Model process cluster

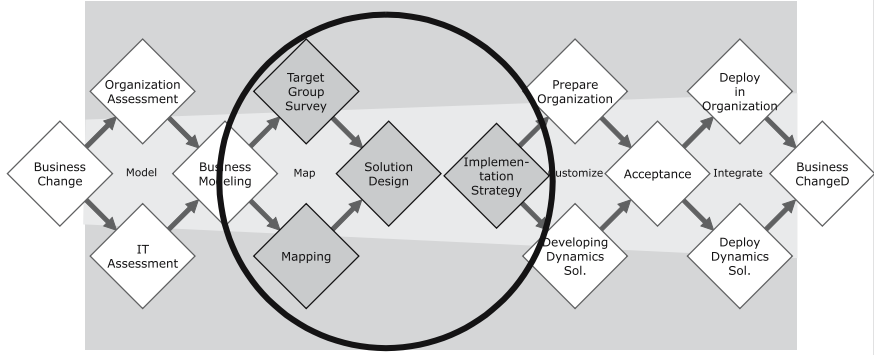
### ***Testing Against the Business Case***

Another point of focus from the control perspective is the monitoring of the business case. In principle, the business case includes all the conditions for realizing the business change. In this process cluster, subtle distinctions are often made in relation to the target and the scope. It is important here to communicate this properly to all the parties concerned, and to have them to commit to the changes in the business case.

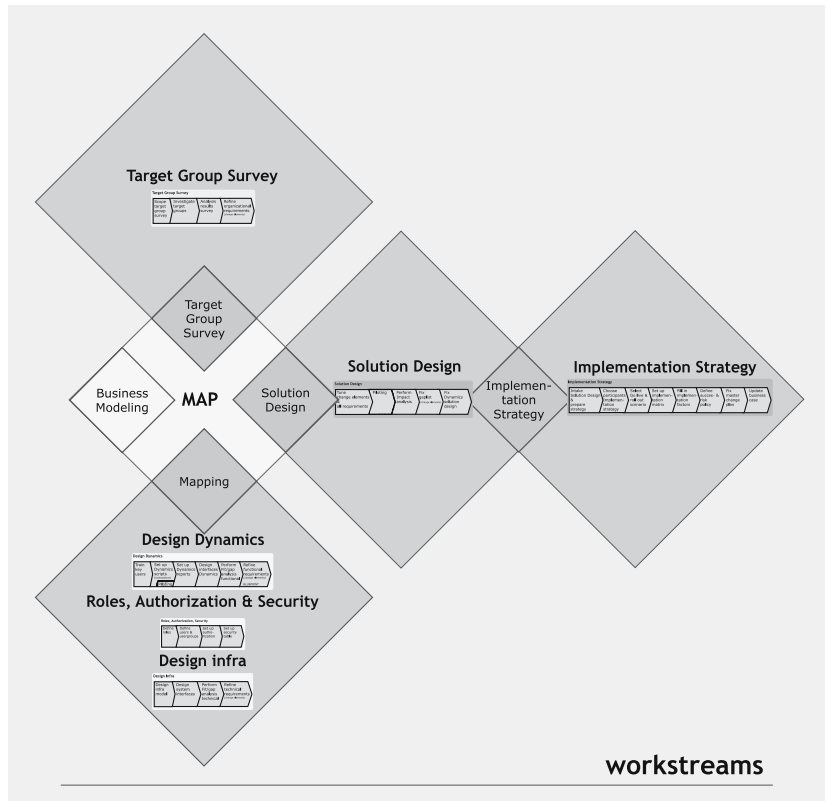
## **3.8 Result of the Model Process Cluster**

The result of the Model process cluster is a Business Model supported by the parties concerned. Based on this Business Model, the company can effectively draw up the detailed plan of action for the Map process cluster. Moreover, the company has a comprehensive insight into all the changes that the organization will go through. This is also the moment when a definitive decision is made to continue with the change process.

# Regatta for Microsoft Dynamics



Map process cluster





## 4 Map Process Cluster

While performing this process cluster, the focus is on designing and recording the Dynamics Solution to be implemented and the realization of it. Activities such as determining the extent to which Dynamics supports the Business Model, the necessary customization and the necessary infrastructure are performed in the Mapping process (IT track).

To what extent is the company willing to change and able to change? What are the consequences of introducing the Dynamics Solution? Which knowledge and skills are necessary after the Dynamics Solution has been introduced? These are questions that need to be asked when the Target Group Survey process (organization track) is being executed. For both processes, the starting point is the Business Model set up in the previous cluster.

The input for the Solution Design process consists of the results of the Mapping and Target Group Survey processes for each Change Element. The Solution Design process involves matters such as matching the Change Elements and determining the definitive Dynamics Solution. After the Solution Design process, it is known *what* is going to change for each Change Element.

We conclude this process cluster with the Implementation Strategy process. This process involves translating *how* the previously determined *what* must be realized. On one hand, how do we technically and functionally realize the Dynamics Solution with regards to IT, and on the other hand, how do we ensure that the future users are able and willing to work with the Dynamics Solution?

Below, the description of the objectives of this process cluster is followed by the description of the abovementioned processes: Target Group Survey; Mapping; Solution Design; and Implementation Strategy.

### 4.1 Objective

The Map process cluster actually has two objectives:

1. Determine what must change in order to realize the business case that has been defined.

The change is recorded in what is called the Dynamics Solution Model.

For each Change Element (Process, People, Resources, Information, and Control), it is described exactly what will change (within) the company and what the consequences of the changes are.

2. Determine how the change(s) are realized.

We determine which activities must be executed in order to successfully realize and introduce the Dynamics Solution firmly and embedding it in the company.

In short, the objective is to determine *what* (the Change Elements) will change and *how* (the Implementation Factors) this is realized.

## 4.2 Target Group Survey Process

With every Dynamics Solution implementation we have to deal with different people, such as the project team members, suppliers, customers, and the user organization, each with their own roles, responsibilities, and expectations. The success of the implementation largely depends on whether the implementation manager is able to get everyone aligned and committed and keep them involved in the change process. This will highly increase the level of acceptance and therefore success of that implementation.

In order to actually maximize this success factor, the surroundings in which the implementation takes place also plays an important role. In the target group survey, we make a distinction between the internal surroundings (the company) and the external surroundings. The result of the Target Group Survey process, which consists of one workstream, enables us at a later stage to decide which activities must be performed to introduce and embed the change in the best way possible. These activities ensure not only that the future users are able to work with the Dynamics Solution but also that they actually are willing to do so.

### Remark

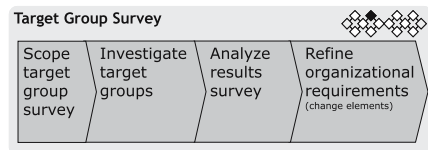
There are many issues that can be investigated when a target group survey is being conducted. Conducting a full target group survey is a time-consuming operation. It is therefore important, on the basis of the change process, to choose what will or will not be studied. For example, a change process in which the working method itself does not change and has a minor impact on the People Change Element will require a different type of survey than a total reorganization, which involves changes in processes, functions, and IT services.

**Table 4.1.** Reasons for a target group survey

<b>Target group survey if:</b>	
Able to	The requisite knowledge does not exist The requisite skill does not exist The current working method will change drastically Functions are changing The IT services are completely new for the people involved It involves the reorganization of departments
Willing to	The composition of the (project) team is a critical success factor There is overstaffing with regard to key users There is a lot of resistance or it is expected It involves the reorganization of departments Functions will change completely It involves the introduction of new products and/or services

Table 4.1 displays how a target group survey helps when determining the implementation activities that are required. This is based on the separation between being able to, and being willing to, do so.

### 4.2.1 Target Group Survey Workstream



The Target Group Survey workstream consists of the following activities:

- Scope target group survey;
- Investigate target groups;
- Analysis results survey;
- Refine organizational requirements.

#### ***Scope of the Target Group Survey***

This workstream begins by determining the scope of the survey. The starting point is the Business Model, in which already is described which business processes will be affected by the change process and (roughly) which target groups exist. When determining the scope of the survey, first, these target groups have to be worked out, on the basis of the business processes. For each target group, it have to be determined whether they are directly or

indirectly involved and a distinction is made between internal and external target groups.



**Directly/Indirectly**

Distinction is made between the people who directly experience the consequences of the change in their work and those that are not directly involved in the changes but do indirectly experience the consequences.

*For example, a change in the Create Purchase Orders business process has direct consequences for the people that create purchase orders. Indirectly, this can have consequences for the financial administration, for example, because purchase orders are supplied to them electronically instead of on paper.*

**Internally/Externally**

Internally: this means everyone linked directly to the organization by means of an employment contract. Externally: this could mean suppliers and customers, partners and government, amongst others. In a diagram, this subdivision based on the business process can be displayed in the following way:

		process...	Prior BP	Business process	Next BP	process...	
Current situation	Internal	Directly	...	Supplier*	Employee	Customer*	...
	Indirectly	...	Supplier	Employee	Customer	...	
	External	Directly	...	Supplier	Employee	Customer	...
	Indirectly	...	Supplier	Employee	Customer	...	

\* The supplier and customer can also be internal. In that case, the supplier is the employee in the previous process and the customer is the employee in the next process.

**Fig. 4.1.** Target group matrix

		process...	Ordering process	Receipt process	Sales process	process...	
Current situation	Internal	Directly	...	Ordering staff	Stocking clerks Ordering staff Drivers	Stocking clerks Cashiers	...
	Internal	Indirectly	...	Branch Manager	Branch Manager	Branch Manager	...
Current situation	External	Directly	...	DC's KPN HW suppl.	DC's	Customer	...
	External	Indirectly	...	-	DC's	Cash register suppliers Management	...
Current situation	Internal	Directly	...	Ordering staff	Stocking clerks Ordering staff Drivers	Stocking clerks Cashiers	...
	Internal	Indirectly	...	Branch Manager	Branch Manager	Branch Manager	...
New situation	Internal	Directly	...	Stocking clerks Cashiers	Stocking clerks Drivers	Stocking clerks Cashiers	...
	Internal	Indirectly	...	Branch Manager	Branch Manager	Branch Manager	...

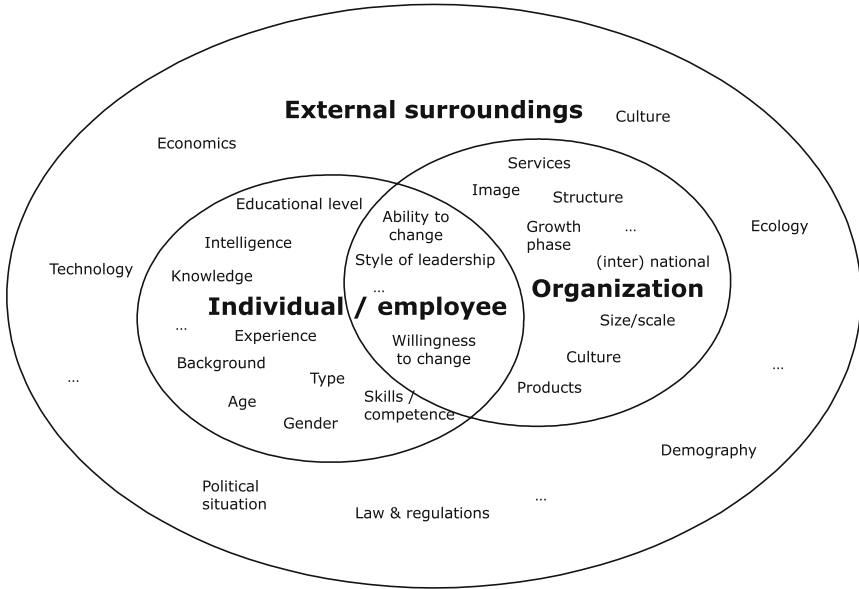
Fig. 4.2. Example of filled-in target group matrix

This figure displays an example of a target group classification for a change process in a retail organization. The first figure is both internal and external for the current situation and the second figure is the classification of internal target groups for both the current and the desired situation. It can be inferred that in some cases the target groups for both the current and the desired situation are different.

### What Will Be Examined?

After elaborating on the target groups, we arrive at the question “What will we examine?” The answer is determined by the impact of the change process and its result on the People Change Element.

Every target group contains one or more individuals. Every individual is somehow related to the company where the change process is taking place. It could be as an employee but also as a customer and/or supplier. Besides the relationship with the company, every individual has an (independent) relationship with the outside world. Figure 4.3 displays the individual’s relationship with the organization and the external surroundings and a number of elements that can be investigated.



**Fig. 4.3.** Target group survey elements

When implementing a Dynamics Solution, we focus particularly on the being able to and willing to aspects. As described above, with the Dynamics Solution we interpret being able to work using the Process descriptions (AO), Training, and Documentation implementation aspects. For those people who are willing, we use the Participation, Adoption, and Communication implementation aspects. The target group survey is therefore made up of the following three parts:

**Table 4.2.** Survey elements

<b>Component</b>	<b>Survey element</b>
<b>Company</b>	the general characteristics, the organizational structure, the culture and image, the ability to change
<b>Individual (employee)</b>	general characteristics, personal profile (type), knowledge and experience, attitude
<b>External surroundings</b>	politics, economics, technology, demography, ecology, and laws and regulations

For each component, we describe the various elements that can be examined, including a description of the impact of an element on being able to and willing to perform the work.

### ***Company – General Characteristics***

The static and statistical data is analyzed as part of the general characteristics. These data includes the size of the company, the age of the company; the types of services or products that the company is putting on the market, the extent to which the company believes it is adapting to changes, etc. This gives us a snapshot (image) of the status of the company.

### ***Company – Structure***

The structure of a company has a great influence on its performance. Badly structured companies work inefficiently and are not effective. Processes and procedures are not geared to each other and people work at cross-purposes. Although in many change processes the structure of a company is a constant factor that may not or cannot be changed, it is still important to map out that structure. Even if it is only to get a clear picture so that there are no unpleasant surprises when implementing the Dynamics Solution. Moreover, the structure of a company influences the way individuals act.

### ***Company – Culture and Image***

In many cases, the culture of a company is a continual factor for the change process. Culture is a difficult concept to grasp. The literature contains dozens of definitions of the concept of culture. Almost all the definitions refer to a nucleus of assumptions surrounded by characteristics such as norms and values, history, behavior, procedures, and role models. Many companies are not even aware of these cultural phenomena, but they are still applied unconsciously – for example, in recruitment and selection interviews when we ask ourselves whether a particular person is suitable for our organization. For a Dynamics Solution implementation, the culture of a company is a constant factor. The impression that a company wants to project its image to the outside world influences the extent to which it is prepared to apply changes in its working methods. In fact, the image that employees have of the company has large impact on the way they adapt to the changes.

### ***Company – Ability to Change***

The ability to change element is very closely linked to the culture of an organization. For example, a hierarchical and not very pragmatically

## Info

oriented company scores low on its ability to change. This element is therefore about determining how a company is able to flexibly respond to or implement changes and not about adapting its ability to change. Here, too, the result can affect the possible resistance in a company.

### **Individual – General Characteristics**

General characteristics include those issues that relate to the static and statistical data of the individual. This might include sex, age, place of birth, duration of employment, level of education, ect. In many cases, the general characteristics element is a fixed part of the survey.

*For the communication implementation aspect, for example, the results of the survey in terms of general characteristics, partly determine the tone in which people are addressed, word use, style, and media choice. For example, you gear the complexity of sentences and word use to the training level; for young people the tone in which they address a person could be different than for older people.*

*The training level and learning capacity of the target group determine the training plan. In addition, the choice of examples in the training course is geared to the general characteristics of the target group.*

### **Individual – Personal Profile**

The personal profile of an individual contains that individual's psychological characteristics (personality, character). Several different methods can be used to map out these characteristics. These methods include characterizing individuals by means of Enneagrams, Belbin, or Neurolinguistic Programming (NLP). In principle, it does not matter which method is used. Every method has its own characteristic and therefore its own advantages and disadvantages. Here, too, a large number of tests and questionnaires are available.

An understanding of people's personal profiles can be used for the following, for example:

- choosing the right members for the (project) team;
- analyzing bottlenecks in the organization;
- communication guidelines;
- training;
- estimating resistance to the change.



## **Individual Knowledge, Experience and Skills**

This component is used to map out the being able to aspect. It examines where there are gaps in the knowledge, experience, and/or skills of the individual with respect to the Dynamics Solution to be implemented.

**Knowledge** focuses on the cognitive goals. Here, a distinction is made between actual knowledge (e.g., from memory) and insight (thought processes). This expresses itself in reproductive and productive skills. The reproductive skills relate to a person's ability to record, remember, and reproduce information (facts, methods, theories, and terms). The productive skills relate not just to retrieving information from memory but also arriving at a solution for a problem (thinking as a creative process).

**Experience** is the extent to which individuals have had the previous opportunity to apply their knowledge and skills. Experience is usually directly linked to the knowledge element.

**Skills** relate to the affective and social goals. These include the feelings and motives to which the company aspires. Affective goals focus on personal skills such as a sense of responsibility, working accurately, perseverance, motivation, etc. Social skills relate to inter-human aspects, such as the ability to cooperate with others, carry a conversation, and draw up a report.

### **Attitude**

Whereas knowledge, experience and skills relate to being able to, the attitude aspect relates to wanting to: to what extent is the individual prepared and committed to change? Attitude means approaching matters from several different perspectives. For example, attitude includes involvement in the company, a willingness to change, personal circumstances, the need for information, and the connection between the values of the company and those of the individual. Here, both the cognitive, affective, and social skills come together in particular desired behavior. An insight into the attitude of an individual to the desired change provides an insight into the degree of resistance to that change.

*For example, a company wants to work in a more customer-oriented way. Employees first have to learn what that means exactly (knowledge). Then they must learn the skills in order to actually do it (for example, answer the telephone in the correct way, carry a conversation, handle a complaint). The last step is the awareness and ability of the employees to exhibit the desired behavior in the right situation (attitude).*



## **External Surroundings**

When we think of a company external surroundings, we often tend to focus on customers, competitors, or on the market. The external surroundings involve a lot more than this, however. They also include politics, economics, technology, demography, ecology, and laws and regulations, for example. All of these external variables each have their own influence on the implementation of the Dynamics Solution. They can be called both risk factors and success factors. For example, a bad economic climate can cause resistance because individuals are afraid to lose their jobs. A good economic climate, on the other hand, can contribute to the success of the change process. The influence of the outside world (external surroundings) is therefore also a risk or success factor that cannot be underestimated in the Dynamics Solution change processes.



In companies where many change processes are executed, it may be useful to think about the extent to which information that is normally extracted from the survey cannot be positioned in the line. Besides name, age, and place of residence, this particularly involves information about knowledge and skills and the personality profiles of employees. Given the fact that determining people's attitudes to a change is directly linked to the implementation of a change, with this type of information it is not practical to keep it for a subsequent procedure. Particularly the HR department can play a major role in this, given that a lot of data is already recorded and stored there.

## **Survey Formats**

The format in which the survey is executed greatly depends on which data is necessary to eventually outline the right implementation strategy. Furthermore, the size of the target group is also a contributory factor. For example, in a change process that involves 20,000 people, not every individual will be interviewed personally. The following is a list of the most common survey formats:

- Desk research;
- Interview;
- Survey;
- Observation;
- Workshop;
- Sounding boards.

### ***Investigate Target Groups***

The target groups have been worked out in detail, we know what we want to investigate, and we know the survey format. This means that the scope of the target group survey has been definitively determined and we can start the actual investigation. This activity sets up the target group survey. It means that questionnaires must be compiled and processing tools must be decided on. The information for drawing up the questionnaires is, amongst other sources, available on the Internet. Depending on the chosen survey format, questionnaires are distributed or interviews are held and, lastly, the information that was supplied is processed so that it can be analyzed.

### ***Analysis Results Survey***

Analysis of the results of the target group survey, and particularly who must conduct that analysis, depends on the elements that were investigated. For the analysis of the knowledge and skills of the target groups, for example, we can use a person with experience in the field of training courses. For an analysis of the types of individuals, attitudes, and ability to change, we can use a person who understands communication. In addition, there are various possible analysis methods. The method to be used for the Dynamics Solution change process depends on the extent to which the business process is changing and the impact that this is having on the people. It is not within the scope of this book to describe the various analysis methods.

### ***Refine Organization Requirements***

After the results of the target group survey have been analyzed, the organizational requirements are refined. These requirements serve as input for both the Mapping process and the Implementation Strategy process. Examples of these requirements might include: the screen design of Dynamics AX must be suitable for people who are visually impaired; or, if a company is switching to working in a customer-oriented way, the knowledge and skills of employees must be expanded. If desired, the process or progress of the target group survey can be evaluated to improve any investigations to be conducted in the future.

### ***Positioning of the Target Group Survey***

In diagram form, the target group survey process is positioned in our model in the Map process cluster, parallel to the Mapping process. We should add that in some cases it is better to conduct the target group survey

before the Mapping process takes place. This is due to the impact of the change on the People Change Element. If it is found that this impact is considerable while the Model process cluster is being executed, it is recommendable that the target group survey is conducted prior to the Mapping process. Then the results can be included in the Mapping process.

### ***Products to Be Delivered***

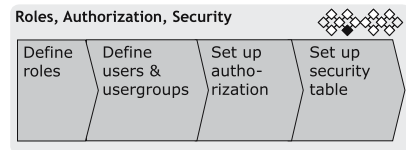
- Document: Results of the target group survey;
- Document: List of target groups including points of focus for each target group. (People Change Element);
- Document: Recommendations and conclusions;
- Document: Evaluation of the target group survey.

## **4.3 Mapping Process**

In the Mapping process, we examine how to configure the Dynamics Solution so that it supports the business process and the company's employees. To do this, we make use of the Means and Information Change Elements. The Mapping process is divided into the following three workstreams:

- Design Roles, authorization and security;
- Design Dynamics Solution;
- Design Infra.

### **4.3.1 Roles, Authorizations, and Security Workstream**



Nowadays the security of data and applications and the improper use of that data are a continuous point of focus. But how far should we go when protecting data and what should we allow? When deciding this, the type of company is a very important factor. For example, a wholesale business will require a different degree of security than an institution that stores a lot of privacy-sensitive data. The specialist area of information security, which covers the security of data and applications and the proper use of

data, is important, not least due to a number of well-publicized cases of fraud or other security leaks.

In a Dynamics Solution implementation, we also deal with the security issue of which person is given access to what and how we want to secure data against improper use. This workstream, which tackles this subject, includes the following activities:

- Define roles;
- Define users and user groups;
- Set up authorization;
- Set up security table.

### ***Define Roles***

In order to effectively distribute tasks so that the business process can be performed properly, we use roles when implementing the Dynamics Solution. Every role includes one or more tasks, responsibilities, and authorizations. The starting point is the business process recorded in the Business Model. Dynamics includes a number of defined roles as standard. By using this classification into roles at this point, you can gain time at a later stage, for example, in the Customizing workstream, because you use pre-programmed access checks and a pre-programmed configuration.

### ***Define Users and User Groups***

To arrange who has access to which part of the Dynamics Solution, Dynamics uses a system of users and user groups to enable us to check who has made which update at what time and to prevent untraceable fraud. Every employee who will eventually work with the Dynamics Solution will receive his/her own login code (user code) and password. If a large number of users need to be able to access the same part of the Dynamics Solution, we utilize user groups. In this way, we can save a lot of time when maintaining users and user groups and the corresponding authorizations required to access the Dynamics Solution. Moreover, with this system a user can be in several groups at the same time.

### ***Set up Authorization (Role-Based Access Check)***

This activity determines who (a person or group) or what (a process) has been assigned rights to access part of the Dynamics Solution on application, file, and server level. These rights, recorded in the authorization matrix, are assigned on the basis of who must perform which task and who may access which information. On one axis, the authorization matrix has

the users and user groups defined in the previous activity, and on the other axis the components of the Dynamics Solution.

The access rights specified here are assigned and administered by the functional and technical administrators of the relevant component. Particularly in somewhat larger companies, the administration of authorization is a time-consuming and therefore costly activity. For that reason, we often opt to allocate rights to groups instead of individuals. Specific individual rights are assigned to a person only if there is no other solution.

The configuration of the authorization matrix is directly linked with the AO workstream (see Sect. 5.2.4). In particular, the AO/IC measures play an important role in allocating authorization. The extent to which AO/IC measures are applicable in a Dynamics Solution implementation determines when this activity is performed.

### ***Set up Security Table***

When designing the security table, we make a distinction between the following:

1. Security against the loss of data;
2. Security against fraud, embezzlement, or theft of data.

Ad 1.) Security against the loss of data.

Data can be lost in many ways. Some of the most common causes are:

- technical defects to data carriers such as hard disks;
- computer viruses;
- power cuts;
- human error, such as unintentionally deleting data files or leaving confidential reports lying around.

This activity starts by mapping out the possible causes of data loss. It can be decided that it is too expensive to take measures against all possible causes of data loss. That is why the scale of the risk is defined for each cause. By this we mean the chance that a particular cause will occur, combined with the consequential loss of data. Then we determine which risk is still acceptable for the company and which is not. For this last group, we then draw up counter-measures. The following are some examples of measures related to the abovementioned causes:

**Table 4.3.** Example causes and measures

<b>Cause</b>	<b>Measure</b>
Technical defect in data carriers	Back up
Computer viruses	Firewalls
Power cuts	Power generators or fall-back centers
Human error	Procedures on dealing with confidential information

We then record all this information in the data loss security table.

Ad 2.) Security against fraud, embezzlement, or the theft of data. With this form of security, we have to determine which threat we might be facing. For example, a company exposed to a great deal of Internet traffic can be exposed to different threats than a company that records a great deal of personal (privacy) data. In addition, some business sectors deal with more fraud-sensitive information than others. The carelessness of a company's own employees can lead to fraud or the theft of data, for example, putting obsolete PCs and servers out with the rubbish without having adequately deleted the data stored on the hard disk. Often we think that it is enough to format a hard disk to delete the data. However, there is software widely available that can be used to still recover this data.

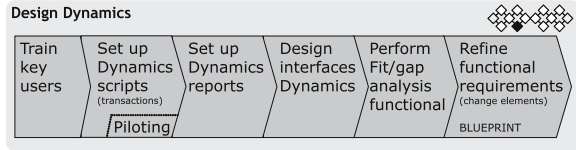
The steps to be followed in this activity are almost identical to those in the previous activity for drawing up the data-loss security table, that is, mapping out possible threats, defining the risks, and drawing up measures.

One area of this activity that requires extra attention is the way the measures are communicated, particularly to the company's own employees. It is important to make clear why particular measures are being taken. The result of this activity is a table aimed at preventing and combating fraud, embezzlement, and theft.

### ***Products to Be Delivered***

- Document: Roles Dynamics;
- Document: Authorizations (workflow, tables, or both);
- Document: Security setup Dynamics.

### 4.3.2 Design Dynamics Solution Workstream



The Design Dynamics Solution workstream consists of the following activities:

- Train key users;
- Set up Dynamics scripts;
- Set up Dynamics reports;
- Design Dynamics interfaces;
- Perform fit/gap analysis (functional);
- Refine functional requirements.

#### ***Train Key Users***

The workstream starts by training the key users in the functional capabilities of Dynamics and any Add-ons involved. We call this system-oriented and function-oriented training. In order to train people to help in writing the scripts for customizing Dynamics, setting up test cases and evaluate functional requirements, the following should be dealt with during the training course:

- Overview of Dynamics.
- Which functionality is provided by Dynamics?
- Which demands does Dynamics make on the technical environment?
- Which integration options does Dynamics provide?
- Working method for scripting.

It is recommended that all key users follow the complete training course, even, for example, if a key user is only involved in designing the purchase process. This gives users an insight into the capabilities of Dynamics as a solution for the various business processes and what this means for fellow key users. It will lower knowledge barriers between employees.

#### ***Set up Dynamics Scripts***

The business process, recorded in the Business Model, is always the starting point for setting up Dynamics. Given that Dynamics includes many options



for supporting the business process, it is important to confirm the choice of a particular configuration. You have to do this in what we call scripts. Besides a proposal for setting up Dynamics, information about the relevant role, the estimated costs of configuring Dynamics (in the Customize process cluster), a script also includes the reason why a particular setting has been chosen. We do this so that at a later stage, we can pinpoint why a particular setting was chosen here. In many cases, changing the Dynamics configuration afterwards is time-consuming and therefore expensive.

Point of focus when configuring Dynamics is the system's maintainability, which means: Dynamics is made up of a number of layers of programming code. Amongst others, there is a programming layer that deals with country-specific issues, a user specific layer for user interface changes, and a core-system layer that deals with technical issues. In theory, we can make adjustments on every layer. In practice, it is advisable to make adjustments only in the user layers, for example, screen handling and business rules. Then, if there are any new Dynamics updates or releases, they can be carried out without too many problems if we follow the correct upgrade process. When we make changes in the other layers, such as the system layer, it is important to remember that these changes have to be checked and possibly re-entered whenever there is an update or release. In other words, the programming costs recur with every update.

In some cases, particularly in business-critical processes, it is advisable to create a (partial) trial Dynamics configuration at this stage (Piloting sub-activity). This is the best way to simulate the desired situation.

### ***Set up Dynamics Reports***

Dynamics is used to record large quantities of information. During the scripting process, attention is paid to this area. We are referring to operational information such as consignment notes, invoices, and pick lists. During the Set up Dynamics reports activity, we mainly focus on a company's need for strategic and tactical information. Given that the terms strategic and tactical sometimes sound quite abstract, what do they mean exactly? We have opted to use the terms manage and control instead. Which information do I need in order to manage the company and which information do I need to control the business process?

To clearly define this information, we organize two sessions. We start with the session attended by the people responsible for controlling the business process, joined by a functional Dynamics consultant. For each business process, they determine the critical success factors; these are the measurement points that must be made clear in a report. We then translate these measurement points into functional requirements. In this way, there

is an interaction with the Design Dynamics activity. The impact of a measurement point determines which of the two activities is performed first.

The second session, which includes the relevant responsibilities, deals with the information required to manage the company. One point of focus in this session is the level of flexibility. Whereas the information required to control the business process is generally quite stable, this is not the case with the information required to manage the business. In practice, what we often see here are switches in emphasis. For example, during one particular period more attention will be paid to cost control and during another period the focus might be on improving the quality of the product or service supplied by the company. If this is the case, the solution may be for the company to use a tool to create its own reports. It is then important, however, to also find out the right measurement points during this session.



Think about how the information will be visually displayed. Allow users to choose whether they want to view figures and other information in tables or graphs (or both). Use the options provided by Dynamics and the reporting tools.

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### ***Design Dynamics Interfaces***

The Dynamics Solution is always a component of a company's total information supply. During a change process, you have to organize interfacing. In other words, with which other IT solutions must Dynamics be linked? This activity has been included to clearly show which interfaces are required.

For each interface, the objective, functionality, real-time or batch, frequency, and estimated costs of realizing the relevant interface have to be described. Dynamics has a large number of standard interfaces. To limit the costs of development, these interfaces are being used as much as possible. There are also other Microsoft tools available, such as BizTalk, which has standard integration methods. If we use the standard Dynamics options and other Microsoft tools, we avoid extra costs for any updates.

### ***Perform Fit/Gap Analysis (Functional)***

After the design has been created for the Dynamics configuration, we know the extent to which Dynamics will support the business process. If this is not 100%, we record this discrepancy or gap in the fit/gap list. Besides recording the gap, we should also indicate how that gap will be solved (in the Customize process cluster). When devising solutions, it is important to remember any extra add-ons, customization (inside or outside Dynamics), or a proposal for a work-around.

In extreme cases, we will submit a proposal to adapt the actual business process. This is done only if it will not affect the company's distinctiveness or the critical success factors of the business process. For each solution, a global estimate of costs and possible profits is also included here.

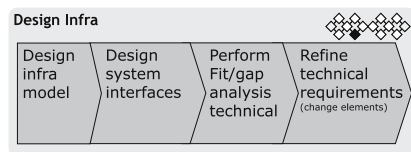
### ***Refine Functional Requirements***

The last activity in this workstream involves working out the details of the functional requirements. Here we assume that a list of pre-defined requirements and wishes was used when Dynamics was chosen as a solution. If not, a complete functional list of requirements must be drawn up now. This refinement is required so that the right assessment can be made during the Solution Design and Implementation Strategy process regarding whether the proposed configuration of the Dynamics Solution can be brought in line with the technical requirements (from the Infra Design process) and the organizational requirements (from the Target Group Survey process).

### ***Products to Be Delivered***

- Document: Dynamics AX scripts;
- Document: Interface design (global);
- Document: Fit/gap list;
- Document: Refined functional requirements;
- Document: Investment overview develop Dynamics Solution.

### **4.3.3 Design Infra Workstream**



This workstream is aimed at mapping out the infrastructure required to make the Dynamics Solution operational. It is here that the Means Change Element is realized. When executing this workstream, the company's architecture principles in the area of infrastructure are taken as the starting point. If these principles are not available, the work will be performed according to the architecture principles of DYA [2]. The Design Infra workstream consists of the following activities:

- Design Infra model;
- Design system interfaces;
- Fit/gap technical analysis;
- Refine technical requirements.

### ***Design Infra Model***

During these activities, we define the desired situation with respect to the Infra model. The total Infra model consists of at least the following components:

**Table 4.4.** Components of Infra model

<b>Component</b>	<b>Description</b>
<b>Physical diagram</b>	A physical diagram is a (graphical) representation of the company and the organizations with which the company, in terms of infrastructure, is interacting/will interact. This also refers to the description of the abovementioned interaction
<b>Hardware diagram</b>	A hardware diagram is a (graphical) representation of all hardware elements that the company will use. If there is interaction with other companies, the hardware elements will be specified for every connection
<b>Infra software diagram</b>	An Infra software diagram consists of an overview of all the infrastructure software to be used by the company. This includes, for example, OS software, drivers, and databases. For every software component, in addition to a subdivision into modules there is also a description of the purpose for which the relevant software will be used and who will use it (on department level or on user level)

When designing the Infra model, the Business Model (including the Department diagram) can be used as input data as well as the Dynamics Solution.

Dynamics has specific demands on a company's technical infrastructure. One example of this is that Dynamics AX is a so-called 3-tier solution (client, application server, database server). We record these requirements in detail in the technical requirement document. It is not within the scope of this book to deal with all the technical requirements in detail, not least because these requirements change over the course of time.

However, one technical requirement that we do want to focus on is performance. Next to functional and technical performance, we also have to think carefully about reports – not so much about the functionality of reports, that comes under the Design Dynamics workstream, but about the amount of

information to be made available and the frequency with which it will be retrieved. If there is a high frequency and/or a lot of information, in terms of performance it is worth finding out whether a report server is the best way to increase performance. Nothing will frustrate users more than having to wait an extensive time for their reports.

### ***Design System Interfaces***

This activity focuses on the link between the infrastructure for Dynamics and the other legacy infrastructure. It also includes the infrastructure software interfaces with other companies. The Infra software diagram drawn up during the Design infra model activity is the starting point. Just as with the Design functional interfaces workstream, for each interface we also describe the objective, the functionality, real-time or batch, the frequency, and the estimated costs of realizing the relevant interface, for example, a link from an Oracle database with a SQL server database or a leased data communication line between the company and a supplier.

### ***Fit/Gap Analysis (Technical)***

Based on the results of the IT assessment carried out in the Model process cluster and the information from the Infra model and system interface designs that were created, a fit/gap analysis is performed for the entire infrastructure. The analysis results in a summary of the differences between the desired and current infrastructure situation. For every gap, a possible solution is indicated here and a global estimate is provided of the costs of purchasing infrastructure, plus any profits. These profits usually result from lowering the maintenance costs.

### ***Refine Technical Requirements***

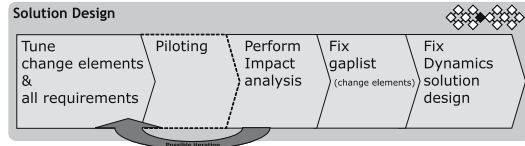
The last activity in this workstream involves working out the details of the technical requirements based on the results of the abovementioned activities. This results in interpretation of the Means and Information Change Elements. This refinement enables the correct assessment to be made during the Solution Design and Implementation Strategy process about whether the proposed infrastructure configuration can be brought in line with the functional requirements (from the Design Dynamics process) and the organizational requirements (from the Target Group Survey process).

### ***Products to Be Delivered***

- Document: Design Infra model (Physical, hardware, and software diagram);

- Document: Design system interfaces;
- Document: Fit/gap list;
- Document: Refined technical requirements;
- Document: Investment infrastructure (purchase);
- Document: Investment develop infrastructure.

## 4.4 Solution Design Process



In this workstream (which is the same as the process) we definitively determine the desired situation and what is going to change for each Change Element. This is recorded in the Dynamics Solution design, including the consequences of the specified changes. The unusual thing about this workstream is the iterative character of the first three activities in the list below. The Solution Design workstream consists of the following activities:

- Tune Change Elements and all requirements;
- Piloting;
- Perform impact analysis;
- Fix gap list;
- Fix Dynamics Solution design.

### ***Tune Change Elements and All Requirements***

The objective of tuning the Change Elements and the requirements is to reveal any contradictions in the Change Elements and the requirements, both in the Change Element itself and between the Change Elements and the requirements. In the previous workstreams, the desired situation was mapped out separately for each Change Element, except for the People Change Element. We tune the Change Elements to each other on the basis of the desired situation, the list of bottlenecks and the fit/gap list. For each bottleneck and fit/gap, we determine the impact on the other Change Elements and the consequences. We record this in the impact list in the same way as we did when defining the Business Model. Using this impact list, we can then harmonize the Change Elements with each other. We record any discrepancies in the fit/gap list or, if they cannot be resolved, in the list of bottlenecks. If necessary, we also adjust the requirements.

This is also the moment when the desired situation is determined for the People Change Element. By this we mean the roles and function required to properly implement the business process. The basis for determining this desired situation is the impact list. In this list, we sort out all the rules that have an impact on the People Change Element. We then take from this sorted list those rules that can be linked to the functions/roles in the Business Process. Now, on the basis of this list we can determine the desired situation for the People Change Element. We record the requirements defined here in the requirements list.

Lastly, we map out the differences between the current situation and the desired situation for this Change Element and record them in the fit/gap list. The following is a gap list for the People Change Element.

**Table 4.5.** Example gap list People Change Element

Bp nr	S	Nr	CE	Description										
<b>118</b>				Purchasing process sales products will disappear from branches										
									Adoption	Participation	Communication	AO	Education	Documentation
Bp nr	S	Nr	CE	Impact on CE's desired situation	Consequence									
IO03 - I - 118 - Bp				Facility purchasing remains at branch	01 Possible erosion of functions			X	X	X	X			
IO03 - I - 118 - Pe				Some of the personnel involved at branches will lose their jobs	01 Unrest at branches			X	X					
					02 Retrain personnel (see target Business Case)						X	X		
IO03 - I - 118 - Cs				Management model for purchasing will change	01 Management must learn to deal with differently control information					X	X	X	X	
IO03 - I - 118 - In				Daily, weekly, monthly and annual reports change for every branch	02 Personnel/management will learn to deal with changed information				X	X	X	X	X	X
<b>69</b>				Purchase process in NL										
									Adoption	Participation	Communication	AO	Education	Documentation
Bp nr	S	Nr	CE	Impact on desired situation of CE:	Consequence									
IO03 - I - 069 - Pe				Aggravate role of purchasing employee NL	01 Agitation in NL			X	X	X				
IO03 - I - 069 - Cs				Control model Purchasing changes	01 Who is/becomes responsible for Purchasing proces				X	X	X			
				Day, Week, Monthly or Yearly reporting changes for all sites	02 Employees/management must learn to cope with changed information					X	X	X	X	X
Bp nr - Process number				Bp - (business)Process				In - Information						
S - Sort = Impact				Pe - People				Me - Means						
Nr - Serial number				Cs - Control (structure aspect)										
CE - Change Element				Cm - Control (methods & techniques aspect)										

By tuning the Change Elements and defining the accompanying requirements, we guarantee the necessary balance in Business and IT and the cohesion between the various Change Elements.

After tuning the Change Elements, we once again test whether there is a relationship (cohesion) with other requirements and whether this has been sufficiently taken into account. If the proper procedure was followed, most of this will already have been done while the previous workstreams were being executed. In this workstream, therefore, we limit ourselves to testing as an extra control mechanism so that we are not faced with any unpleasant surprises at a later stage in the change process.

Please note: In small-scale change processes, the tuning activities are already performed when determining the desired situation of the Change Elements. However, if we were to do this in a large-scale change process, we would lose a lot of time on mutual harmonization activities.

### ***Piloting***

Piloting is an activity that is not always necessarily performed. In some cases, a proof of concept of a Dynamics Solution is already drawn up before it is decided to purchase Dynamics. In that case, it would be superfluous to conduct a pilot again with Dynamics. So when is a pilot indeed conducted? Only if a change in the business process is critical enough and is related to the company's critical success factors and/or distinctiveness. Here, we can still decide just to conduct a pilot for the business process (process simulation) or a pilot using components of the Dynamics Solution (IT simulation).

The decision to conduct a pilot here, in the Dynamics Design workstream (IT simulation) or in the Business Modeling workstream (simulation process) differs for every change process and mainly depends on the impact of the change.

### ***Impact Analysis Change Process***

We now know which changes are coming. We have a good idea of the consequences of the change in the IT area. We have to do one more thing to set up a good business solution and that is conducting an impact analysis. By this we mean the impact of the changes on the company. In addition to the impact on employees, suppliers, and customers, this also includes the impact of the change on the business strategy and objectives, as well as on the culture and the testing of the business case. So this is not so much about the IT side of the change process, the hard side, but is more about the soft side of the change process.

Changing the current functions, for example, after a change in the Structure Change Element, has an impact on the People Change Element. Employees must be given extra training, or a more extensive or indeed smaller package of tasks. These activities have an iterative character until the Solution Design meets a company's requirements and expectations as recorded in the business case, or needs a proposal to change the business case.

The outcomes of the impact analysis also serve as input for the Implementation Strategy workstream so that it can be determined which implementation activities must be performed to make sure that the future users of the Dynamics Solution can and want to use them.



### ***Fit/Gap List and List of Bottlenecks***

Any fits and gaps discovered during this workstream are added to the fit/gap list. During this phase, the list contains both the functional and technical gaps. For every fit/gap, we determine whether it is included in the Solution Design or not. The reason for rejection or postponement is recorded in the list of bottlenecks. The final step is the approval of the fit/gap and list of bottlenecks.

### ***Fix Dynamics Solution Design***

As the final activity, the impact list and the Solution Design are fixed. At this point, it is also determined which items, as specified in the business case, are not included in the first release of the Dynamics Solution. All activities to be performed in this workstream are aimed at definitively determining *what* the change will be for each Change Element and the impact of that change.

### ***Products to Be Delivered***

- Document: Design Dynamics Solution;  
The Design Dynamics Solution in any case consists of the following:
  - Overall requirements list for each Change Element;
  - Fit/gap list;
  - Impact list;
  - Requirement list.
- Document: Unsolved bottlenecks;
- Document: Fixed first release document;
- Optional → Document: Adjusted Business Model and/or business case.

## **4.5 Implementation Strategy Process**

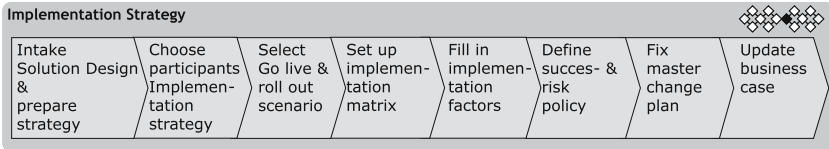
In the previous Solution Design workstream, it is determined *what* is going to change. In this Implementation Strategy workstream, it is determined *how* that will be realized by interpreting the Implementation Factors. Which activities do we perform and which activities do we not perform?

One objective way of determining which activities, and when these activities must be performed, is to hold an Implementation Strategy workshop. The first step is to determine according to which scenario the Dynamics Solution will be put into operation. After that the activities to be performed in the follow-up to the change process must be determined, after which we define the sequence of mutual importance and record it in

the implementation matrix. Using the implementation matrix, we conclude for each component whether it involves a success or risk aspect.

The result of the Implementation Strategy workshop is the basis for the master change plan and the detailed elaboration of the business case. The Implementation Strategy process contains a workstream.

### 4.5.1 Implementation Strategy Workstream



The Implementation Strategy workstream consists of the following activities:

- Intake Solution Design and prepare strategy;
- Choose participants implementation strategy;
- Select go live and roll-out scenario;
- Set up implementation matrix;
- Fill in Implementation Factors;
- Define success and risk policy;
- Fix master change plan;
- Update business case.

#### ***Intake Solution Design and Prepare Strategy***

The Implementation Strategy workstream starts with the intake of the solution design from the previous workstream. This is done to be able to determine the extensiveness of the Implementation Strategy workshop. For example, if the Dynamics Solution consists of a Dynamics module, implementation of the Select go live and roll-out scenario step will be different to when a Dynamics Solution consists of all the Dynamics modules, Add-ons and customization. The description of the activities below is based on a full-sized Dynamics Solution. In order to execute the workshop, we itemize the consequences of the change process according to the People Change Element (from the impact list) based on the impact it has on the Knowledge (K), Experience (E), Skills (S), and Attitude (A) of the target groups. We do this in the same way we created the target group survey input list. Besides the impact, we also record the target groups to which this applies. The following is an example of this list:

**Table 4.6.** Intake list of Implementation strategy

Bp nr	S	Nr	CE	Vn	Impact description	Consequence	Caused by CE	TGS on:				Impact			
								K	E	V	A	L/M/H	For TG		
IO03 - I - 118 - BP - 01					Purchasing process sales products disappears from branches	Possible erosion of jobs	Bp Facility purchasing remains at branch				X		High	INK-Md	
IO03 - I - 118 - Pe - 01						Unrest at branches	Pe Some of the personnel involved at branches will lose their jobs				X		High	INK-Md	
IO03 - I - 118 - Pe - 02						Train employees (see Business Case target)			X	X			Medium	INK-Md	
IO03 - I - 118 - Cs - 01						Management must learn to deal differently with control information	Cs Management model for purchasing will change	X	X				Low	INK-Mg	
IO03 - I - 118 - In - 01						Employees / management must learn to deal differently with changed information	In Daily, weekly, monthly and annual reports change for every branch	X	X				Low	INK-Md, INK-Mg	
IO03 - I - 069 - Pe - 01						Purchasing process centralized in the Netherlands	Unrest in NL	Pe More work for purchasing personnel NL				X		High	INK-Md
IO03 - I - 069 - Cs - 01							Who is/will be responsible for the purchasing process?	Cs Management model for purchasing will change				X		Medium	INK-Mg
IO03 - I - 069 - In - 01							Employees / management must learn to deal differently with changed information	In Daily, weekly, monthly and annual reports change for every branch	X	X				Low	INK-Md, INK-Mg

Bp nr - Process number  
 S - Type = Impact  
 Nr - Serial number  
 CE - Change Element  
 Vn - Serial number  
 Bp - (business)Process  
 Pe - People  
 Cs - Control (structure aspect)  
 Cm - Control (methods & techniques aspect)  
 In - Information  
 Me - Means

### Choosing the Participants

The Implementation Strategy is performed with a group of employees that is representative for the company. This selection is based on the target groups in the intake list. Other employees that do not belong to these target groups can also be approached, for example, because they are expected to possess specific knowledge of Dynamics. In addition to participants with sufficient power of decision (management), it is also important to select employees amongst the users and the IT department. This can also apply to external users such as customers and suppliers.

The participants must be able to think conceptually about the business operations and the underlying information supply. The participation of (top) management is important because, on one hand it stimulates an implicit awareness of the implementation problems, and on the other hand prevents the need for iterative meetings with BDM’s, for decisions made in the workshop.

To guarantee the success of the Implementation Strategy, the participants are informed in advance about the objective of the total change process and also about the objective of the Implementation Strategy. It must be clear to everybody what is meant by implementation, as well as what the participants in the Implementation Strategy are expected to contribute.

### **Select Go Live and Roll-out Scenario**

In order to successfully execute the Implementation Strategy workshop, we must determine in advance which scenario will be followed when the Dynamics Solution is being put into operation. Here we make a distinction between the go live and roll-out scenarios.

By go live we mean actually starting to work (go live) with the change (Dynamics Solution) in the company. Roll-out is only relevant if we want to start using the Dynamics Solution in several branches, or in several countries. In such cases, besides having to determine which go live scenario will be used for each branch, also must be decided which part of the Dynamics Solution is the same for all branches and which part is variable for each branch.

The various scenarios each have their own specific influence on the implementation activities to be performed. Not just when it comes to planning the required capacity, but also, for example, with respect to training courses and how the conversion and interfacing will have to be arranged. Both for go live and for roll-out, we can distinguish four scenarios, each with their own advantages and disadvantages:

- **Big Bang:** total switchover from old to new, all at one specific moment;
- **Phased:** gradual transition from old to new;
- **Parallel:** use old and new alongside each other for a certain period, and then switch over to new;
- **A combination** of the above three options.

In a workshop specially set up for this purpose, it is determined which scenario (go live or roll-out) will be followed. To prepare for this workshop, the technical specialists compile an overview, preferably for each scenario, with the answers to all possible questions in relation to interfaces, possible conversions, and modularization of the Dynamics Solution, technical infrastructure, and parameters. It is therefore advisable for at least some of the technical specialists to be present at the Implementation Strategy workshop. In addition, questions in the organizational sphere, are dealt with here, for example, questions about the timing (which might include seasonal effects in particular branches), the number of (available) users, and the link to release moments. During the workshop, all the scenarios are reviewed. The consequences of each scenario for the follow-up to the change process are indicated, including the advantages and disadvantages. It is not always possible to make a decision during this phase about which scenario is the most suitable. Particularly if the costs vary quite a lot, it is advisable to first determine this in detail for each scenario and then make a decision about which scenario should be followed.

## Operational Scenarios

### Big Bang

With a Big Bang scenario, there is a total switchover at a particular moment from the old system to the new system. In addition, the conversion must also be performed in one go. At the moment of Big Bang, the complete database that was converted from the old system and the new Dynamics Solution software come in contact with each other for the first time.

**Strategy of Introduction.** The transition from old to new takes place during a predefined time period in order to give the team the opportunity to execute all activities during which the regular automated systems are not in use. Use of the old system is stopped before the introductory activities are started. When all the data has been converted and entered in the new system, checks are performed to verify the validity of the new database. After the release of the converted database, the realized application and the infrastructure, the Big Bang can take place.

This means that the total system is released from that moment and that the corresponding changes in the administrative organization (AO) are applied in full. The throughput time for this approach is short; the extra work to be done is limited as far as the conversion and

**Table 4.7.** Advantages, disadvantages, and risks of the Big Bang scenario

Advantages	Disadvantages	Risks
<ul style="list-style-type: none"> <li>• once-off AO adjustment;</li> <li>• training in mixed mode is not necessary;</li> <li>• the user documentation does not need to be adapted in the meantime;</li> <li>• the application can be used across the entire organization;</li> <li>• the transition takes place all at the same time;</li> <li>• the moment is clear for everybody;</li> <li>• there are no special interfaces required.</li> </ul>	<ul style="list-style-type: none"> <li>• there is no time for adjustments;</li> <li>• the completeness and correctness of the converted data set has not been fully demonstrated;</li> <li>• any discrepancies with the application can seriously disrupt the introduction;</li> <li>• the operation is complex, particularly harmonizing all activities so that they take place at the same time: the Big Bang;</li> <li>• fall-back is difficult and could become even impossible the more time passes after the Big Bang;</li> <li>• there is a catch-up period;</li> <li>• vulnerable due to limited room to maneuver.</li> </ul>	<ul style="list-style-type: none"> <li>• the company is not yet ready;</li> <li>• an incorrect data set;</li> <li>• a hesitant IS, particularly due to a lack of experience and at the same time the occurrence of teething problems;</li> <li>• a badly functioning fall-back method.</li> </ul>

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the introduction are concerned. However, the work required to draw up an operational fall-back scenario and define the activities to create those operational scenarios is very considerable indeed.

### ***Phased Introduction***

With a phased introduction, there is a gradual transition from the old system to the new one. With this approach also the conversion is performed in phases. The new system is introduced per module or subsystem and the database involved is also converted and put into operation synchronously with this introduction.

**Strategy of Introduction.** The transition from old to new takes place in phases. Each transition preferably takes place during non-office work hours. This is necessary for the following reasons:

- to carry out the adjustments to the system (and possibly also the infrastructure) that may be required for the transition;
- a limited part of the conversion must be performed;
- a part of the database that is important for the new phase must be introduced.

The use of the old system will be less and less while the new system will be used more and more. To make sure that this approach is even possible, a well thought-out scenario for putting the system into operation must be in place both for the introduction of the application and for the conversions.

**Table 4.8.** Advantages, disadvantages, and risks of introduction in phases

<b>Advantages</b>	<b>Disadvantages</b>	<b>Risks</b>
<ul style="list-style-type: none"> <li>• the conversion takes place in stages; there is time for adjustments;</li> <li>• less impact of any discrepancies in the system;</li> <li>• no need for a catch-up period.</li> </ul>	<ul style="list-style-type: none"> <li>• several AO adjustments are necessary;</li> <li>• training in mixed mode is required several times;</li> <li>• the user documentation must be adjusted several times;</li> <li>• the new system only comes into operation gradually;</li> <li>• the transition requires a long time;</li> <li>• the completeness / correctness of the converted data set must be demonstrated more often;</li> <li>• fall-back is difficult and has limited time validity.</li> </ul>	<ul style="list-style-type: none"> <li>• the change process becomes unmanageable due to its complexity;</li> <li>• greater chance of errors due to the constantly changing AO;</li> <li>• major errors at a later stage are disastrous;</li> <li>• fall-back is no longer possible in a more advanced phase;</li> <li>• risk of fraud because checks do not work properly.</li> </ul>

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In addition, it is important to develop an AO introduction scenario that has been harmonized with this sequence. Finally the users must again be instructed before each step is executed.

### **Parallel Introduction**

With this form of introducing the system, both the old and the new systems run alongside each other for a predefined period (shadow run).

**Strategy of Introduction.** As soon as the newly developed solution has been accepted by the company, the parallel run is started up. This is followed during the conversion phase by a number of checks to find out whether the conversion has gone well. The next step can already be started before all the checks have been performed. During the conversion period, the company has to continue working completely with the old system. This gives rise to a catch-up period. The updates during this period are entered manually or automatically in the new system. A number of checks are also performed after this.

This is followed by a shadow-run period where initially, for example for a month, the old system predominates and after verification there is a transition period in which the new system predominates. After the total shadow run period, it is decided whether the new application will be put into operation. If so, the old system can be discontinued.

**Table 4.9.** Advantages, disadvantages, and risks of parallel introduction

<b>Advantages</b>	<b>Disadvantages</b>	<b>Risks</b>
<ul style="list-style-type: none"> <li>• extensively tested new IT solution;</li> <li>• relatively few risks;</li> <li>• users and administrators have time to become accustomed to the system;</li> <li>• gradual introduction (evolution);</li> <li>• fall-back risks are limited;</li> <li>• technically easy.</li> </ul>	<ul style="list-style-type: none"> <li>• Expensive;</li> <li>• training in mixed mode;</li> <li>• large amount of extra work (everything must be entered twice);</li> <li>• lack of clarity about putting the new application into operation;</li> <li>• resistance from employees if they have to work overtime for a longer period;</li> <li>• extra work on interfaces;</li> <li>• operation is very complex;</li> <li>• saving the updates for the fall-back takes a lot of time;</li> <li>• creation of double output.</li> </ul>	<ul style="list-style-type: none"> <li>• Change process fatigue among employees due to heavy burden borne by the company;</li> <li>• procedures get mixed up, giving rise to errors.</li> </ul>



## Combined Introduction

This scenario for putting the system into operation actually opts for the Big Bang approach. However, the disadvantages of the Big Bang are overcome by implementation of a semi-parallel procedure beforehand.

**Strategy of Introduction.** At the start of the introduction period, this scenario for putting the system into operation is based on the assumption that various activities have been performed or completed, for example, activities such as creating training materials, on-line help, making the infrastructure operational, the system and user acceptance test, etc.

The Big Bang only takes place after a trial conversion has first successfully been performed. The results of the trial conversion (which can be performed partly manually and partly automatically) are used to further examine the application software that has meanwhile been tested in a complete acceptance test, where real practical cases can be tested on a real data set with no risk. It is often not yet known how long the total conversion will take. This can give rise to a catch-up period.

**Table 4.10.** Advantage, disadvantages, and risks of combined introduction

Advantages	Disadvantages	Risks
<ul style="list-style-type: none"> <li>• system tested in a real-life situation;</li> <li>• once-off adjustment AO;</li> <li>• training in 'mixed' mode not necessary;</li> <li>• no need to adjust user documentation;</li> <li>• the new application put into operation throughout the organization;</li> <li>• the transition takes place all at the same time;</li> <li>• no special interfaces necessary;</li> <li>• conversion well tested;</li> <li>• teething problems largely removed during test phase;</li> <li>• application has been in contact with real data before introduction;</li> <li>• users and administrators have time to become accustomed to the system.</li> </ul>	<ul style="list-style-type: none"> <li>• there is a catch-up period;</li> <li>• it takes a lot of time to save updates for fall-back;</li> <li>• in case of parallel run during introduction, possible confusion about AO procedures;</li> <li>• possible higher costs in relation to phases;</li> <li>• longer throughput time.</li> </ul>	<ul style="list-style-type: none"> <li>• complex if fall-back has to be automated;</li> <li>• heavy burden for the company, particularly during parallel run.</li> </ul>



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Given the increased complexity, such a catch-up period must be avoided unless it is not possible for technical or organizational reasons. This means that the period must be limited to a dedicated time slot (a weekend, for example). An additional advantage of this approach is that it can be verified in advance whether the company and the people have progressed so much that a Big Bang would not be a problem for them.

The latter can be realized by including end users in the test phase. If the test results give cause for adjustments to either the conversion or the new application, depending on the significance of the adjustments it will have to be decided whether it is necessary to repeat the (trial) conversion and test (or a part thereof).

### ***Comparison of the Scenarios for Putting the System into Operation***

Comparison of the various scenarios for putting the Dynamics Solution into operation produces the following:

The great advantage of a Big Bang transition is that everything must be done at the same time and people will not be able to keep using the old system. The big disadvantage of this approach is that the converted data and the new system will really only come into contact with each other for the first time during the Big Bang. As a result, in addition to not being accustomed to the system users may also be faced with incorrect information and even with system crashes. With this approach, therefore, the risk of having to resort to a fall-back scenario cannot be ruled out. Moreover, a fall-back scenario for this approach requires a lot of work and is therefore expensive, and the question is whether sufficient coverage can be achieved with such a scenario.

A phased introduction is the most complex and therefore the most risky solution. For example, inconsistencies can arise in the database if an adapted and well conceived AO is not introduced during each phase.

The biggest disadvantage of a parallel introduction is that all transactions must be executed in both systems. This makes it necessary to have temporary access to double input capacity (staff). This can partly be resolved by hiring extra personnel, but it is still a burden for the company's own personnel, especially given the necessary creativity required to deal with the new system. A complicated period like this can take four to eight weeks.



In the combined mode, the advantages of the various scenarios for putting the system into operation can be utilized and the disadvantages reduced to an acceptable minimum. That is not to say that this is always the best method, but it has been found to be successful in practice.

### **Set up Implementation Matrix**

After it has been decided on the scenario to be used, all the ingredients that are needed to hold the Implementation Strategy workshop are available. Now it can be determined *how* the desired changes (Business ChangeD) will be realized. In short, *how* do you make sure that the Dynamics Solution is implemented successfully? The Implementation Strategy workshop begins by setting up the implementation matrix. The implementation matrix consists of the three Categories: Able; Willing; and Doing. The following table indicates which questions the categories must answer and with which workstreams in the Customize process cluster we can realize this.

**Table 4.11.** Table of categories for the Implementation matrix

<b>Component</b>	<b>Question</b>	<b>Workstreams</b>
<b>Able</b>	How do we make sure that the company <i>can</i> work with the Dynamics Solution?	AO, Training and Documentation
<b>Willing</b>	How do we make sure that the company wants to work with the Dynamics Solution?	Participation, Adoption, and Communication
<b>Doing</b>	How do we realize the Dynamics Solution?	Build, Customize, Test, Interfaces, Conversion, and Infrastructure

By ascertaining which workstream will be used, the scope of the Process Implementation Factor is determined (this includes the workstreams specified in the table).

**Able Category.** To define the implementation matrix for this category, we take the intake list as our starting point. From this list, we select all the rules for which the Knowledge (K), Experience (E), or Skills (S) impact codes have been filled in. Then for each rule we indicate how we can tackle it using the AO, Training, and Documentation workstreams. We can do this by realizing a workstream but also by using a combination of workstreams. However, this only involves finding out which workstreams we will use to answer the questions in the Able category, for example,

**Table 4.12.** Example definition of workstreams in the Able category

Bp nr	S	Nr	CE	Vn	Impact description	Consequence	Caused by CE	K	E	S	Impact L/M/H	Vn	A.O.	Education	Documentation	For TG:
IO03 - I - 118 - Pe - 02					Purchasing process sales products disappears from branches	Train employees (see Business Case target)		X		X	Medium	1		x		INK-Md
IO03 - I - 118 - Cs - 01					Purchasing process sales products disappears from branches	Management must learn to deal differently with control information	Cs Management model for purchasing will change	X		X	Low	1	x	x		INK-Mg
IO03 - I - 118 - In - 01					Purchasing process sales products disappears from branches	Employees / management must learn to deal differently with changed information	In Daily, weekly, monthly and annual reports change for every branch	X		X	Low	1			x	INK-Md, INK-Mg
IO03 - I - 069 - In - 01					Purchasing process centralized in the Netherlands	Employees / management must learn to deal differently with changed information	In Daily, weekly, monthly and annual reports change for every branch	X		X	Low	1			x	INK-Md
												2		x		INK-Mg

Bp nr - Process number  
S - Type = Impact  
Nr - Serial number  
CE - Change Element  
Vn - Serial number

Bp - (business)Process  
Pe - People  
Cs - Control (structure aspect)  
Cm - Control (methods & techniques aspect)  
In - Information  
Me - Means

changing the working method or the knowledge and skills, which can be tackled by means of training courses. The new working method can also be recorded in an AO manual.

**Willing Category.** We do the same for the Willing category. Where Able can be realized objectively, we need to be more subjective with Willing. Also, whereas with very small groups of interested parties we can still contact everybody individually, with larger groups we have to do things differently. We should make an assessment of what we must do to ensure that future users are willing to work with the change. To do this, we use the target groups as specified in the Target Group Survey workstream and the results of the Target Group Survey.

Based on the target groups, we select from the intake list all the rules for which the Attitude impact code (A) has been filled in. This produces an overview for each target group that specifies, for each group, which Attitude challenge we (will) have to deal with.

For each target group, we then assess whether the relevant target group is Willing, or not, to work with the Dynamics Solution and establish the reason why or why not. Depending on the size of the change process, we can do this for each business process or just once for the entire change process. If a full Target Group Survey has been conducted, we can make that assessment with a considerable degree of likelihood. Whatever the case, this component is always based on a certain amount of subjectivity. What this means is that we have to use the knowledge and experience of people who know the company well or who are very familiar with change processes.

We then translate this to the workstreams in the Willing category: Communication; Participation; and Adoption. In doing this, for each target

group we look at which target groups, in the context of Willing, must be actively involved (Participation) in the change process. We should also define which target groups we want to involve in the formal acceptance of the change (Business Change). For each definition, we communicate with every target group about the change process. We can do this differently in each case.

For the Participation workstream, for example, besides determining who we must involve in the context of Willing we also have to decide who we want to involve or deploy when developing the various deliverables (from all tracks).

We use the following template to record the manner we want to realize the various workstreams specified above, that is, Acceptance, Participation, and Communication.

**Table 4.13.** Implementation matrix for the Willing category

Target group	Bp nr	Impact description	Consequence	Impact L/M/H	Will/Will not		Vn	Participate	Adoption	Communication
					Y/N	Reason				
INK-Md	IO03	Purchasing process sales products disappears from branches	Possible erosion of jobs	High	N	Afraid to lose jobs	1			x
			Unrest at branches	High	N	Afraid to lose jobs	1	x		x
	IO03	Purchasing process centralized in the Netherlands	Unrest in NL	High	Y	More work for purchasing personnel NL	1	x		x

Bp nr - Processnumber  
 S - Type = Impact  
 Nr - Serial number  
 CE - Change Element  
 Vn - Serial number

Bp - (business)Process  
 Pe - People  
 Cs - Control (structure aspect)  
 Cm - Control (methods & techniques aspect)  
 In - Information  
 Me - Means

For sizeable change processes in which, in addition to the introduction of the Dynamics Solution, there is a major impact on the People Change Element, the target groups are again itemized. To do this, we divide the people in a target group into a matrix, for example, in which one axis indicates whether the people are in the Innovators, Adapters, Majority, or Laggards categories, and the other axis displays the typology of the people.

In the example (Table 4.14), Enneagrams are used to typify people. This differentiation enables us to work even more accurately when the workstream is being executed in the Willing category. Note that given the costs of determining this differentiation, it is only justified for sizeable change processes. In the relevant workstreams, we indicate how we can benefit from this itemization.

**Table 4.14.** Example: typify People in target groups

Target group	O/N	E/I	M/U		Total	Typology of People									
						V			A				K		
						2	3	4	5	6	7	8	9	1	
Mortgages	O	I	U	innovators	5			3			2				
				early adopters	29	1	2	7	3		6	2	5	3	
				early majority	67	5	7	6	14	7	8	11	6	3	
				late majority	75	10	6	4	7	10	2	5	12	19	
				laggards	35	7	8	2	4	1	4		6	3	
				<b>Totally</b>	<b>211</b>	<b>23</b>	<b>23</b>	<b>22</b>	<b>28</b>	<b>18</b>	<b>22</b>	<b>18</b>	<b>29</b>	<b>28</b>	
Front-end I	N	I	U	innovators	39	4	2	17	2		11	3			
				early adopters	211	8	12	48	24	3	38	18	39	21	
				early majority	531	33	58	44	119	59	66	83	44	25	
				late majority	528	72	38	31	55	59	19	28	89	137	
				laggards	249	48	49	18	31	9	24	2	39	29	
				<b>Totally</b>	<b>1558</b>	<b>165</b>	<b>159</b>	<b>158</b>	<b>231</b>	<b>130</b>	<b>158</b>	<b>134</b>	<b>211</b>	<b>212</b>	
Front-end I	N	I	M	innovators	3	1		1			1				
				early adopters	14	1	1	3	1		3	1	3	1	
				early majority	42	2	4	2	9	4	8	3	8	2	
				late majority	34	4	2	1	4	4	2	3	6	8	
				laggards	14	3	4	1			1		1	4	
				<b>Totally</b>	<b>107</b>	<b>11</b>	<b>11</b>	<b>8</b>	<b>14</b>	<b>8</b>	<b>15</b>	<b>7</b>	<b>18</b>	<b>15</b>	
Back-office I	N	E	U	innovators											
				early adopters	4										
				early majority	12										
				late majority	9										
				laggards	4										
<b>Totally</b>	<b>29</b>														

O/N - Old situation/new situation  
 E/I - External/Internal  
 M/U - Management/Users  
 V/A/K - Visual/Aural/Kinaesthetic

**Doing Category.** After we have filled in the matrix for the organization track, all we have to do now is fill in the matrix for the IT track. This relates to the following workstreams:

- Developing infrastructure;
- Customize Dynamics Solution;
- Build;
- Developing conversion;
- Developing interfacing;
- Test.

The workstreams have a strong interactive effect on each other. The important thing in the Implementation Strategy workshop is to determine the sequence in which the activities of the different workstreams are executed, not just the time sequence but also the realization of possible synergy advantages. For example, a Functional and Technical design is created in the Build, Developing Conversion, and Developing Interfacing workstreams. Depending on the size and impact of the change process, it might be possible to combine these activities. Besides reducing the costs, this can also save time. The following is an example of a possible process flow definition.

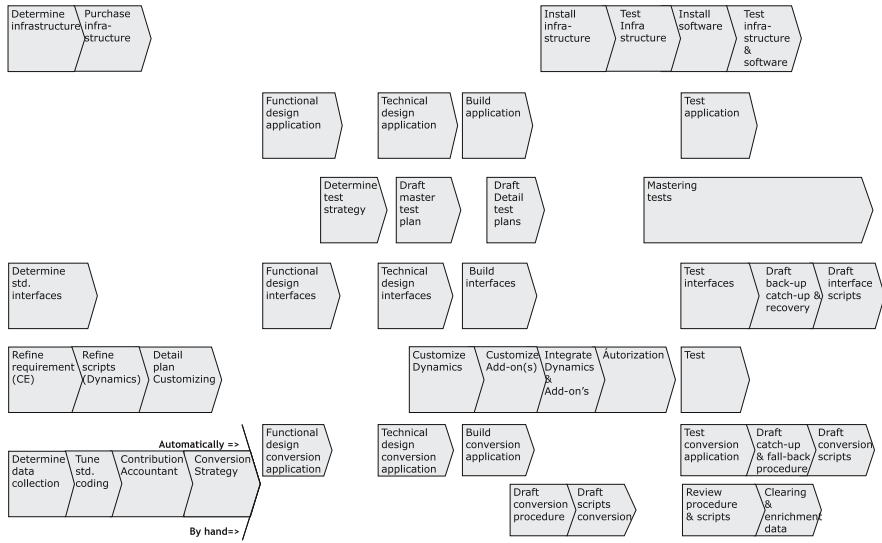


Fig. 4.4. Workstream process flow in Doing category

**Fill in Implementation Factors**

We now know which workstreams we will use. The workshop continues by working out the further details of these workstreams, which we use to define the Process Implementation Factor. For each workstream, we determine exactly what must be done. If we previously have decided that for instance training courses are required, we must now define *how* we will do this, that is, either individually, based on the train the trainer principle or by means of e-learning or other. The focus here is not on filling in the details, but more on the method to be used. This is because the method will have an impact on the time and the costs. This is done for every workstream, based on the Desired Situation of the Change Elements, the impact list, the bottleneck list, the fit/gap lists, and the intake lists. While we are doing this, we must take into account the chosen scenario for go live and the roll-out of the Dynamics Solution.

Important points of focus here are the possible synergy and re-use effects we can achieve by correctly defining the workstreams. For example, texts that are used for on-line help are also suitable for training courses and work instructions. Given the requisite expertise for determining how we define the different workstreams, this component of the workshop is often executed in parallel sessions.

Every session then defines its own workstream. These types of parallel sessions are particularly recommended for larger change processes. By determining the workstream, we realize the Process Implementation Factor.

In the same session, the other Implementation Factors are also defined on the basis of the workstream to be executed, that is, People, Information, Means, and Control. The following table displays the question to be answered for the relevant Implementation Factor.

**Table 4.15.** Questions to define the Implementation Factors

<b>Implementation Factor</b>	<b>Question</b>
<b>People</b>	Which roles are required to execute the workstream? Note that this refers to roles and not to individuals.
<b>Control (structure)</b>	How is the structure (for example, the organization) set up in order to manage the change process?
<b>Control (methods and techniques)</b>	Which method will we use to control the relevant workstream? For example, Prince2 as a project management method and DSDM for the Build workstream.
<b>Information</b>	Which information is required to adequately execute the workstream and which information about the change process is passed on to the company?
<b>Means</b>	Which resources do we need to execute the workstreams? For example, Process modeling tools for the AO workstream or a development environment for configuring Dynamics.

When filling in the different Implementation Factors, we also immediately define the requisite budget.

### ***Define Success and Risk Policy***

Now that we know the details of the Implementation Factors, we conclude the workshop by drawing up the success and risk policy. Unless the group of participants is too large, this is done jointly (all workstreams). We begin by determining the requisite budget (as budgeted for the various workstreams) and then test the total requisite budget against the available budget as specified in the business case.

In practice, the requisite budget will often be much higher than the available budget. Therefore, you must decide what you are going to do, that is, either increase the budget or define the workstreams in a different way. If decided on the latter, it may involve certain risks. For example, if we lower the budget of the Test workstreams by 30%, which risks are we then facing? Besides these types of risks, we also determine any other risks, for example, the influence of related factors such as the competition, or whether Prince2 is being used as the project management method and

the company has never worked with it before. For every risk that we record, we also determine which measures we will take to limit that risk.

Lastly, we define the success factors for the change process. The business case describes the result to be achieved by executing the change process. These are the basic success factors. They are supplemented with factors such as the level of involvement in the change process or the way the Build workstream is set up. These are actually the derived objectives for the different workstream. This gives us the points of reference we need to effectively manage the change process.

### Fix Master Change Plan

The results of the preceding activities are used as input for drawing up the Master Change Plan. Depending on the situation, this plan is sometimes drawn up after the business case has been approved, particularly if approval is still uncertain. The Master Change Plan includes information about which workstreams are not being executed. Figure 4.5, derived from Prince2, displays the mutual relationships.

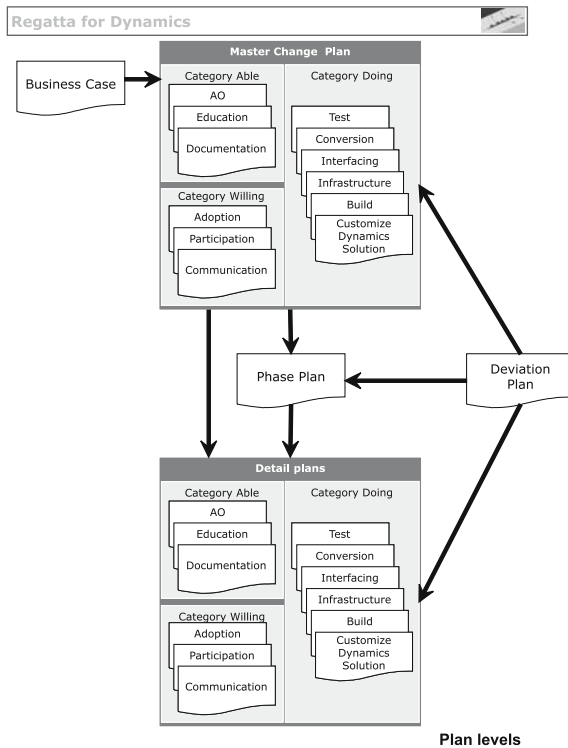


Fig. 4.5. Plan levels



The lines in the figure indicate the sequence, except for the deviation plan. If there is any deviation, it can relate to all the plans specified in the diagram. Note that the plans are on a global level, based on the results of the Implementation Strategy workshop. The details are worked out in the relevant workstream in the Customize process cluster.

- *Master Change Plan.* The Master Change Plan contains the general information about the change process, such as the target, scope and management of the change process. One important part of this plan is the description of the tasks, authorizations, and responsibilities, of both the company and the change process.
- *Master plans.* A Master plan is a global plan that indicates the main phases and products to be delivered. This plan also outlines the most important activities, time, money, quality, and requisite roles, and how the workstream must be prepared for implementation.
- *Phase plan.* A Phase plan contains the information required to adequately control the implementation of a phase. The Phase plan is also used in the decision process in order to authorize the start of the next phase and release the requisite resources.
- *Detailed plans.* A detailed plan contains all the information required to realize the relevant workstream. The structure is identical to the Master plan. The level of elaboration is more detailed.
- *Deviation plan.* If it is decided to adapt the business case and/or the Master Change Plan, for example, if a situation arises in which the change process exceeds the tolerance boundaries of time and money a Deviation plan could be created. If it is decided to adapt the relevant plan, a deviation plan is drawn up to replace it. The deviation report is also included in the deviation plan.

### ***Update Business Case***

Based on the data we have obtained, details are worked out for the business case for the activities to be performed, any adjusted objectives – approved by all parties, and the costs and benefits of this change process. Based on the Master Change Plan and a revised (detailed) business case, the company can now make a well-founded decision to start realizing and introducing the Dynamics Solution.

### ***Products to Be Delivered***

- Document: Overview of activities for each Implementation Factor (Process, People, Information, Means, and Control);
- Document: Fixed master change plan Dynamics;

- Document: Fixed success and risk policy;
- Document: business case (updated version).

## 4.6 Main Milestones of Map Process Cluster

The Map process cluster has the following milestones:

**Table 4.16.** Main milestones of Model process cluster

<b>Milestone</b>	<b>Who? (role)</b>
Set up scope target group survey	Implementation Manager
Results of target group survey available	Implementation Manager
Set up Organization requirements	Customer Project Manager
Define roles	Implementation Manager
Set up authorization matrix	Implementation Manager
Training for key users	Implementation Manager
Set up Dynamics scripts	Project Manager (IT)
Refine functional requirements	Project Manager (IT)
Design Infra model	Project Manager (IT)
Refine technical requirements	Project Manager (IT)
Pilot	Implementation Manager
Determine Solution Design	Implementation Manager
Implementation strategy	Implementation Manager
Set up master change plan	Implementation Manager
Approved master change plan	Implementation Manager

When drawing up the Plan of action to execute the Map process cluster, the end date and, where applicable, the start date is added to the above table.

## 4.7 Other Implementation Factors of the PC Map

The previous sections contain a detailed description of the Process Implementation Factor. In the following sections, we describe specific points of focus for the other Implementation Factors (People, Information, Means, and Control).

### 4.7.1 People Implementation Factor

The resource overview specifies all the roles that this process cluster involves in one way or another. Needless to say, the roles specified here provide an overview of the requisite expertise, that is, who is authorized to do what and who is responsible for what. For smaller Business change processes, several roles could be performed by one and the same person.

The resource overview of this process cluster already indicates who has which responsibilities and authorizations for what, that is, the knowledge, proficiency, and the requisite skills, to perform an activity. In this section,

**Table 4.17.** Resource table Map process cluster

<b>Regatta for Microsoft Dynamics resource-table Process cluster MAP</b>		<i>Target Group Survey</i>	<i>Roles, Authorisation, Security</i>	<i>Design Dynamics Solution</i>	<i>Design Infra</i>	<i>Solution Design</i>	<i>Implementation Strategy</i>
Organization track	Business Decision Maker					X	X
	Customer Project Manager	X				X	X
	Business Architect		X			X	
	Controller		X	X		X	
	Process owner	X	X			X	
	Key User	X		X		X	
	User	X					
	Functional Maintenance	X	X	X			
	Customer	X					
	Supplier	X					
Implementation track	Implementation Manager	X		X		X	X
	Organization expert	X					
	Communication expert	X					X
	Adoption consultant	X					X
	Participate consultant	X					X
	Process expert	X					
	Education specialist	X					X
	Information expert	X					
IT track	IT Decision Maker					X	X
	Project Manager		X	X	X	X	X
	Information Architect		X			X	
	Infra Architect				X	X	
	Technical Maintenance		X	X	X		
	Development Consultant			X			
	Infra specialist				X		
	Test specialist						
	Information Analyst			X			
	Functional Dynamics Consultant		X	X		X	
	Technology Dynamics Consultant		X	X	X	X	
Microsoft Architect				X	X		
Contractmanager							

we discuss a number of issues specific to this process cluster in relation to the People Implementation Factor.

Firstly, we cover the target groups. The point of focus is especially the way the target group survey is conducted, and particularly in the case of a survey into the type of people and/or attitude. This is because people find it difficult to answer questions about their own behavior. It is therefore important to communicate and consult with the relevant target groups before conducting the target group survey and to explain in each case why a survey into typology and/or behavior is being conducted.

A second point of focus involves determining the ultimate solution to be implemented. Where possible, it is important to involve people who will actually work with the solution. This avoids a lot of resistance from people when the Dynamics Solution is being introduced.

### **4.7.2 Information Implementation Factor**

In addition to the standard information, such as progress reports and time and resource schedules, other information that can be used in this process cluster is summarized below. This is next to the documents to be produced by the different workstreams, such as the Solution Design, Master change plan, and an adapted business case.

- Approval and discharge forms for the various components of this process cluster;
- Information towards the company and other parties.

### **4.7.3 Means Implementation Factor**

The following is a summary of the most important means (resources) that can be used in this process cluster:

- Regatta for Dynamics TGS application;
- Regatta for Dynamics scripting tool;
- Process modeling tools (including workflow tools);
- Microsoft design tools (for example, .Net and Morph X tooling);
- Microsoft Implementation Methodology Toolkits;
- Data processing tools;
- Standard office automation;
- Sizing tools and other tools for infrastructure design;
- etc.

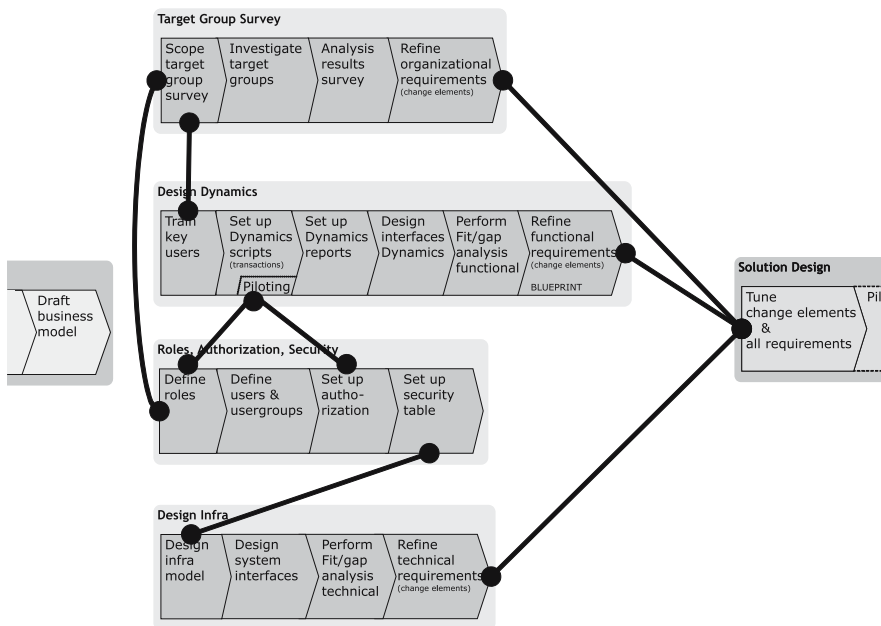
#### 4.7.4 Implementation Factor Control

The main control aspects for this cluster are:

- time sequence;
- cohesion between the Change Elements;
- power of decision in the Implementation Strategy workstream.

##### *Time Sequence*

As described for a number of workstreams, the sequence in which the different activities are executed differs for each change process. Especially when a Dynamics Solution change process involves a major impact or includes the People Change Element, it is important to first execute the Target Group Survey workstream. After all, its results have a major influence on the design workstreams. If this is done concurrently or if the Target Group Survey workstream is executed later than the design workstreams, it may mean that all kinds of activities, such as the screen design, for example, have to be performed again. This leads to all kinds of unnecessary extra costs. The following overview of the various workstreams displays the main mutual dependencies.



**Fig. 4.6.** Dependencies Map process cluster

### ***Cohesion Between the Change Elements***

This is the most difficult part of the whole process cluster. How do we ensure there is cohesion between the various Change Elements? This question is largely answered in the description of the Design Solution and Implementation Strategy workstreams. We would like to add the following comments in the context of control.

In practice, the available budget is not unlimited. The same applies to the available time. Therefore, concessions must be made with respect to a number of components. The concessions that are made will obviously be different for each change process. The point we want to make here is that every concession must be underpinned with arguments and must be recorded. Only then is it possible to adequately benefit from these concessions in the change process.

*Suppose we make a concession in the area of functionality. Due to the expected costs, it is not possible to realize all the desired functionality. The probable consequence of this concession is that it will cause a certain degree of resistance amongst the users. Particularly among those users who really feel they need the functionality. When we record this and justify it, in the follow-up procedure the person responsible for communication can take it into account and communicate at the right time. In addition, key users can divulge the necessary information about this to the other future users. If we do not do this, there will be discontent the moment the functionality is put into operation, with all the attendant consequences.*

The Business Decision Maker and the IT Decision Maker are jointly responsible for definitively determining and approving this cohesion and any concessions to it.

Another point of focus for this process cluster involves testing the results of the Design Solution and Implementation Strategy workstreams against the business case that was drawn up as well as monitoring the business case. By this we particularly mean the validity of the Business Change, objectives and the basic principles that we configured to achieve it. Are these still in place or should certain things be revised?

### ***Power of Decision in the Implementation Strategy Workstream***

The point we wish to convey here is probably self-evident. It is important to make sure there is power of decision in the Implementation Strategy workstream; power of decision in the sense that particular activities may or may not take place during the follow-up procedure. This includes authorization

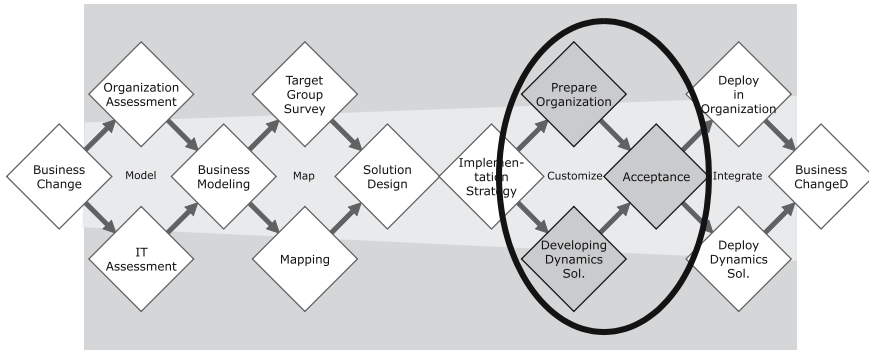
for the use of resources and the budget. Nothing is more frustrating for the participants in this workstream than the adjustment or rejection of the results. It is very bad for people's motivation. Moreover, a lot of extra resources, time, and money, as well as having to motivate people, will be required to put everything right again.

## **4.8 Result of the Map Process Cluster**

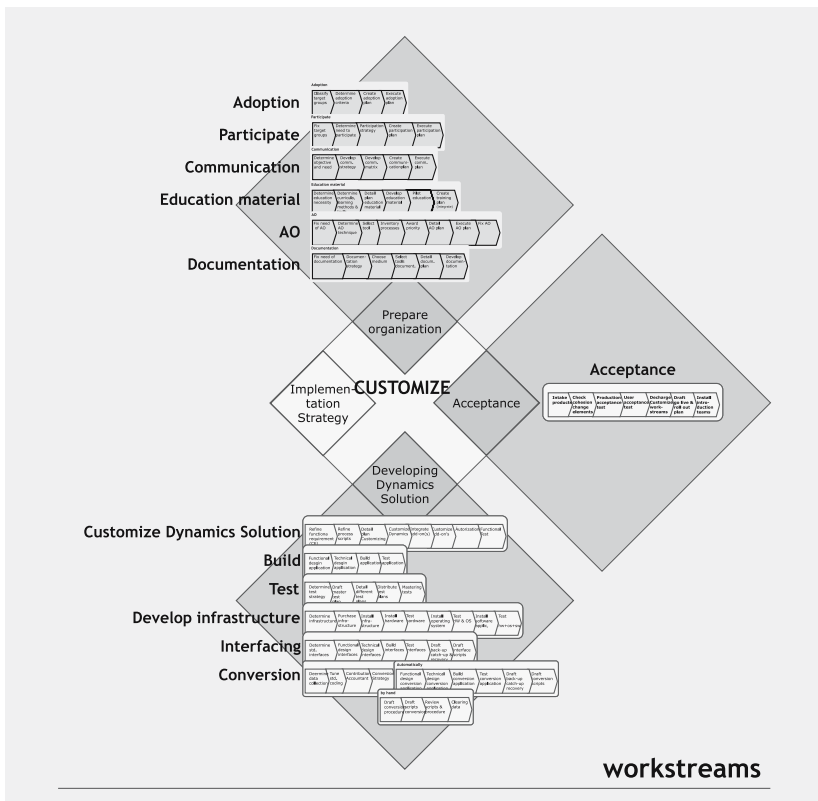
The result of the Map process cluster is a solution and approach that is supported by all parties concerned for the follow-up to the Business Model configured in the previous process cluster. Based on the Solution Design, the master change plan and the adapted (detailed) business case that has been developed, the company can make a well-founded a decision about how to continue the Dynamics Solution implementation. The people responsible have an insight into not only *what* will change but also *how* this change will be realized. Including an adapted overview of the costs and benefits.

In short, the company now knows exactly how the Business ChangeD will be successfully realized.

# Regatta for Microsoft Dynamics



**Customize process cluster**





## 5 Customize Process Cluster

In the Implementation Strategy workstream, a subdivision into categories has been made for the Process Implementation Factor. There are now workstreams in place that focus on the development of activities and products to ensure that, during the initial start of the Dynamics Solution, the company is willing and able to work with this solution. These workstreams are in the willing and able categories and are described in the Prepare Organization process. There are also new workstreams in the Doing category. These workstreams physically realize the desired Dynamics Solution and are described in the Developing Dynamics Solution process.

There is a strong interactive effect between the various workstreams. For example, in the Participation workstream it is determined which users assist with the various workstreams. In addition, many synergy advantages can be achieved by combining activities from the various other workstreams, for example, the description of work instructions that can also be used for training courses. Besides the description of the activities in the workstreams, these two points are highlighted.

The Acceptance workstream is the last workstream to be described in this chapter. In the Acceptance workstream, all the products realized in the various workstreams are combined and for the last time it is verified whether these products satisfy the specified requirements and whether all the necessary preparations were made to successfully put the Dynamics Solution into production.

In this chapter, the description of the objective of this Process cluster is followed by a description of the above processes, namely Prepare Organization, Developing Dynamics Solution and Acceptance. The chapter concludes with a description of how the other Implementation Factors are realized in relation to the workstreams in this process cluster.

### 5.1 Objective

The objective of this process cluster is to realize the Master Change Plan. The targets specified here must in any case be related to the general target

of this process cluster, which can be described for each category in the following way:

**Table 5.1.** Objective for categories

<b>Category</b>	<b>General objective</b>
Able	To realize products to ensure that the company is able to work with the Dynamics Solution in a predefined way
Willing	To realize products or develop activities to ensure that the company is willing to work with the Dynamics Solution in a predefined way
Doing	To realize products, whereby the products jointly make up the Dynamics Solution, according to the defined requirements

## 5.2 Prepare Organization Process

The Prepare Organization process has workstreams in the willing and able categories. The workstreams in the able category realize products that enable the company to work with the Dynamics Solution in the next process cluster (Integrate). This is somewhat different for the Willing category. The workstreams in this category also realize products, but they mainly focus on developing activities. The objective of these activities is to influence the target groups in such a way, or, put differently, to make clear what's in it for them, and that they are willing to work with the Dynamics Solution in the next process cluster (Integrate). The objectives and products to be realized are recorded in the Master change plan and are the starting point for the detailed definition and implementation of the various workstreams. The process is subdivided into the following six workstreams:

- Participate;
- Adoption;
- Communication;
- Develop Education;
- Documentation;
- AO.

A number of activities described in the various workstreams are already performed during the Implementation Strategy workshop. We have chosen to describe these activities in the workstreams in this process cluster and not in the Implementation Strategy workstream. This is done so that a con-

sultant, who may just need to execute the Communication workstream, for example, can refer back to the description of this workstream without having to go through the entire book to collect all the information on communication.

### Remark Willing Category

The workstreams in this category, Participation, Adoption, and Communication, are related to each other. The following figure displays this relationship in a diagram.

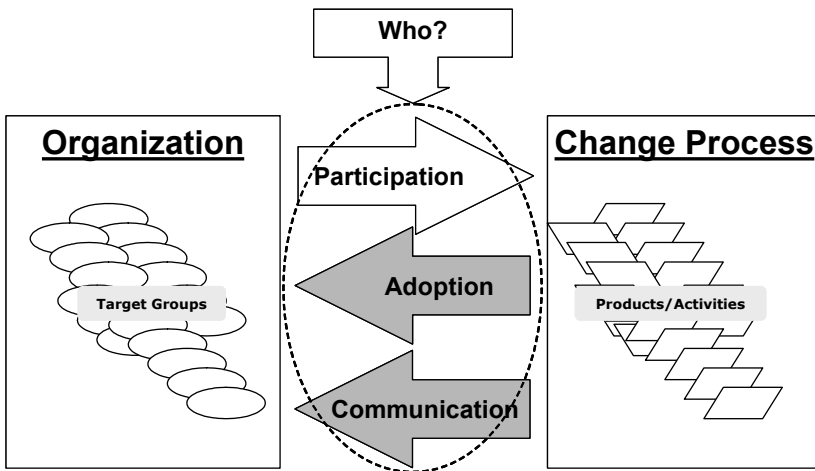
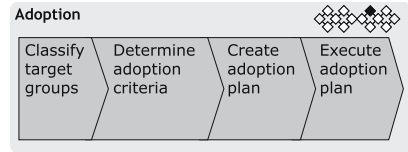


Fig. 5.1. Relationship between the workstreams

When the change process is being executed, various people are involved in the process. In the ideal situation, we would want to involve everybody in the change process, given that actively participating in the execution of the change process contributes significantly to adoption of the Dynamics Solution. Whereas this might be possible for smaller companies, for other companies another way must be found to involve people in the change process. In this context, we can speak of active and passive involvement. In the Participation workstream, we discuss active involvement, that is, who will help design and execute the activities in the various workstreams. In the Communication workstream, we describe how passive involvement is realized. The Adoption workstream is allied to these two workstreams. That is why we begin by describing the Adoption workstream. The workstream that is executed first in practice depends on the scale of the change process and the size of the company. This is determined during the Implementation Strategy workshop.

## 5.2.1 Adoption Workstream



Testing whether the realized Dynamics Solution satisfies the functional and technical requirements is an activity that is usually performed by setting up and conducting one or more types of tests, such as the Production Acceptance Test and the User Acceptance Test. People often think that conducting the latter test is enough to realize the adoption of the change of which the Dynamics Solution is a part. We do not believe that this is enough. That is why we have created a workstream that focuses on adoption of the change. The question to be answered is: “Who must adopt the change?”, after which it must be determined how this will be realized. The Adoption workstream consists of the following activities:

- Classify target groups;
- Determine adoption criteria;
- Create adoption plan;
- Execute adoption plan.

### ***Classify Target Groups***

To determine who must adopt the change, we use the implementation matrix defined for the Willing category in the previous process cluster. In this matrix, the changes are grouped for each target group and the impact of that change is estimated. The results of the target group survey are also used for this. The extent to which the target group survey is executed also determines the extent here. Sometimes it may be necessary to conduct extra research, for example, if no research was conducted during the target group survey into the willingness of employees to change. Here we assume that the full target group survey was executed.

The next activity to be performed is the classification of target groups. When the implementation matrix was being configured for the Willing category, it was estimated why a particular target group would want to work, or not work, with the Dynamics Solution. Here we have drawn up an estimate of the possible resistance to the business change. When classifying the target groups, the cause of this estimated resistance is assessed using Nadler’s classification.

- Economic uncertainty;
- Fear of the unknown;
- Threat to social status;
- Habits;
- No evident value;
- Happy with change.

We have added the last point to this classification. This is done because it is not only important to determine the target group(s) comprising the supporters of the change process. When applying this subdivision to the various target groups, we also find out the possible causes of resistance and can devise a remedy for every point to help remove this resistance or at least influence it. For somewhat smaller change processes, it is enough to find a remedy for each of the abovementioned points. For the more sizeable change processes, this is too imprecise. The following table displays a selection from a list that can be used to define the next activity:

**Table 5.2.** Selection from the classification target group list

Target group	Economic uncertainty	Fear of the unknown	Threat to social status	Habits	No evident value	Happy with change
VO01	×	×	×			
VO02		×			×	
VO03						×
VO04			×	×	×	

As can be deduced from the table, each target group may have several reasons for resisting the change.

### ***Determine Adoption Program***

Using the classification target groups list, a remedy is determined for every target group. How can we influence the target groups so that those target groups that oppose the change are nonetheless happy with the Dynamics Solution by the time it is put into production or in any case feel less resistance to it. There are many possible remedies. Here it is enough to indicate how the criteria are defined so that a remedy can be devised for one or more target groups. These criteria are taken from the results of the target group survey. They refer to such things as willingness to change, cultural aspects, leadership styles, and age (for a full overview of criteria, see Fig. 4.3: Elements of the Target Group Survey). What it now comes down

to is the employee's personal experience with this activity. This is because conclusions must be drawn from the results of the investigated target group elements. The following is a simple example by way of explanation.

*It has been determined for a particular target group that the cause of resistance is mainly due to fear of the unknown. A target group survey can reveal the following criteria: the relevant target group has an average age of 53, it involves an internationally oriented company in the transport sector, the company's capacity to change is low and the current working method will undergo major changes. On the basis of these criteria, a possible remedy might be to properly inform the target groups, while indicating that a good training program will be introduced and the new working method will mean less stress for the target group in question.*

*If the cause of the resistance is due to economic uncertainty and the criteria are the same, one remedy might be to tell people individually that there will be no dismissals or, if there are to be dismissals, to tell them that a good outplacement program will be set up and the relevant target group will be asked to help do this.*

As is evident from the example, every remedy overlaps with other workstreams (in the example, communication and training courses). This is therefore why the Customize process cluster starts with this workstream.

### **Create Adoption Plan**

Now that it is known which remedies will be used during this change process, the adoption plan can be drawn up. In this detailed plan, besides specifying the remedies that have been devised and the activities they have produced, it is also recorded who is involved (interaction with the Participation workstream) and what the planning schedule will be for the various activities. Special attention should be paid to incorporating an interim evaluation of the effect of the executed activities (remedies). This is certainly recommended for more sizeable change processes. It avoids situations such as being able to only specify in retrospect whether a remedy has had the intended effect or not.

Another important subject that returns in the detailed plan is the relationship between the activities specified here and the other workstreams. This means that the Adoption has an influence on activities that will be executed in the other workstreams.

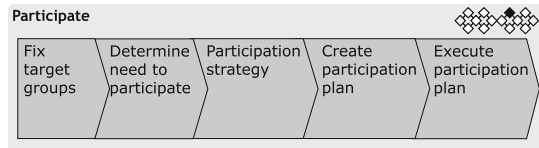
## ***Execute Adoption Plan***

The activities in the adoption plan are executed during the entire throughput time of the Customize process cluster in accordance with the defined planning schedule. All workstreams in the Willing category continue in the next process cluster (Integrate). These workstreams are only discharged in the Business ChangeD workstream, unlike the workstreams in the Able and Doing categories. The latter workstreams are executed in their entirety in the Customize process cluster. These workstreams are also discharged in the Customize process cluster.

## ***Products to Be Delivered***

- Document: List classification target groups;
- Document: List of remedies for each target group (including underlying criteria);
- Document: Adoption plan.

## **5.2.2 Participate Workstream**



At the start of the change process, people (team members) are selected to execute the activities in the Model and Map process clusters. The things to look out for when selecting team members are described in Sect. 3.7.1.: People Implementation Factor. The Participate workstream also focuses on the selection of the people who contribute functional, technical, or business knowledge in this and the next cluster. But this group of people just makes up a part of the total group of interested parties. It is important to know what to do to ensure that we also involve this group in the change process. Therefore, this question is dealt with in this workstream in addition to the selection of team members. The Participate workstream consists of the following activities:

- Fix target group;
- Determine need to participate;
- Participate strategy;
- Create participation plan;
- Execute participation plan.

## ***Fix Target Group***

For this activity, based on the target groups defined at an earlier stage we create an overview of which target groups are required for which workstreams so that they are executed successfully. One tool for this is the resource overview that is included with every process cluster in this book and that specifies the roles that are necessary for each workstream.

Make a distinction between active involvement and passive involvement. Except for the workstreams in the Willing category, in which all the target groups play a particular role, all other workstreams involve a subset of the target groups.

### ***Active Participation***



Active participation is when representatives of a target group are directly involved in executing one or more workstream activities, for example, in the role of implementer or in the role of decision-maker. Besides being involved when the workstream is being executed, this group also plays a key role in getting all the other people involved and keeping them involved.

### ***Passive Participation***

This includes all the people who are not directly involved in the implementation of the change process. They are therefore supporting the people who are directly involved. They have a role to play not so much during the implementation, but when the Dynamics Solution is being adopted.

When defining the above classification, it is not yet the right time to start selecting people; this is done in the next activity. However, it is determined here whether the target group is internal or external, which role is or will be played by the group, and why the group is being involved in the relevant workstream.

## ***Determine Need to Participate***

We now have an overview of which target groups are required to execute the activities in the workstreams. The reason we specify this as an extra activity is related to adoption of the Dynamics Solution. Given a particular resistance, it is sometimes useful to nonetheless actively involve one or more people of a target group in a workstream, even though at first glance



they may not necessarily seem to qualify for this. There is a strong interactive effect here with the Adoption workstream.

The next step involves the selection of people. Who will be asked to help execute the workstreams? It is important here to remember the points of focus specified in Sect. 3.7.1: People Implementation Factor related to the selection of Innovators or people from the Majority category. The people who are chosen are added to the overview of target groups for each workstream. This means that the full complement of people involved in the change process has now been mapped out.

### ***Participation Strategy***

The participation strategy focuses particularly on the group of people who are actively involved in the implementation of the workstreams in the Customize and Integrate process clusters. The Adoption and Communication workstreams discuss how to deal with the remaining group, that is, the people who are not actively involved. The focus is on how to effectively and efficiently organize the time of the selected team members. This organization includes the requisite time for executing an activity, full-time or part-time deployment of the team members, the arrangements to be made for the return of the employees after completion of the change process, and how synergy effects can be utilized by combining activities from the various workstreams. In fact, to a large extent the planning schedule for the change process is drawn up here. This means there is a strong interactive effect with all workstreams from the Customize and Integrate process clusters. Moreover, this is also greatly influenced by the chosen go live and roll-out scenario.

### ***Create Participation Plan***

The participation plan is created on the basis of the strategy outlined above. One important subject that must be included in this detailed plan is the relationship between the Participation and other workstreams. This means that the Participation plan has an impact on activities to be executed in the other workstreams.

In some cases, especially for the less sizeable change processes, all activities except the creation of a participation plan are executed in this workstream. If that is the case here, the deployment of the various people is also included in the detailed plans of the other workstreams.

### ***Execute Participation Plan***

During the entire throughput time of the Customize process cluster and the Integrate process cluster, the activities in the participation plan are executed

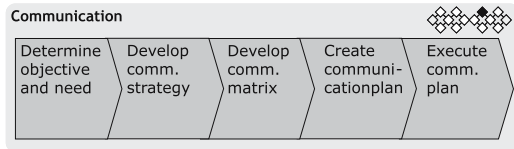
according to the planning schedule that was drawn up. This workstream is therefore only discharged in the Business ChangeD workstream.

Sometimes it is nonetheless necessary to make a distinction between participation in the Customize process cluster and participation in the Integrate process cluster. For example, this must be done if there are several roll-outs. We return to this subject in the Acceptance workstream when describing the Install introduction team's activity.

### **Products to Be Delivered**

- Document: List of target groups for each workstream;
- Document: List of team members for the various workstreams;
- Document: Participation plan.

### **5.2.3 Communication Workstream**



People communicate all the time, both formally and informally, so there is almost no workstream activity in which people are not passing on information to each other in one way or another.

*A Dynamics script cannot be created without consultation between the process owner, consultant, and user, and without a script there is no Dynamics functionality. The roll-out of a Dynamics Solution is not possible without consultation, and communication is also necessary when executing the business process.*

Whatever the form of communication, face to face, meetings, a newsletter, mail, or the Internet, it always involves the person who is communicating (the sender), the information (the message) being conveyed, and the person who must understand this message (the receiver). While a Dynamics Solution is being implemented, communication is an important tool for acceptance of the solution. If, as the sender, we want to put across our message clearly, we should realize that there are different kinds of receivers. Every receiver processes the message in his or her own way. This is influenced by such things as the receiver's memories, values and belief, knowledge, and training. In many change processes, these differences in interpretation lead to delays or even result in the failure of the change process.

This can happen, for example, due to miscommunication about the configuration of the Dynamics functionality or due to resistance to the change because users have been given incorrect information or no information at all. During a change process, therefore, the message must be properly tailored to the sender. We examine this in detail in this workstream. The Communication workstream consists of the following activities:

- Determine objective and need;
- Develop communication strategy;
- Develop communication matrix;
- Create communication plan;
- Execute communication plan.

### ***Determine Objective and Need***

The objective of the Communication workstream is to facilitate acceptance of the Dynamics Solution by providing everyone involved with comprehensive and correct information in due time. Communication during the change process has four goals: knowledge; skill; attitude; and behavior. These goals must be geared to the needs of the receiving party (the target groups of the change process). This dependency between the communication goal to be achieved and the relevant target group can be displayed in the following way:

**Table 5.3.** Communication goals vs target groups

<b>Goal</b>	<b>For each target group</b>	
	<b>Current situation</b>	<b>To be achieved</b>
<b>Knowledge</b>	Knows	Must know
<b>Skill</b>	Is able	Must be able
<b>Attitude</b>	Wants to/believes	Must want to/believe
<b>Behavior</b>	Does	Must do

In the first step, the communication goals for each target group are determined using the Classification list and the list of remedies in the Adoption workstream. This list is then used to create an estimate, included with a reason of the need to communicate for each target group. It must be remembered here that the important thing is to inform the relevant target group. When defining the goal and the need for information about the skill goal, for example, this does not refer to the goal and the need for training, but the need to inform the target group about the difference between able and must be able.

### ***Develop Communication Strategy***

Where possible, the objectives of the various target groups are clustered to prevent unnecessary costs. These objectives are then translated into a strategy aimed at influencing people's knowledge, attitude, and behavior and in that way realizing the communication goals. The degree of openness and orientation to the surroundings and the future is different for each communication strategy. The following are a number of strategies:

- *Closed-door strategy*: reveal as little news as possible to the outside world;
- *Door-ajar strategy*: occasionally release items of information to the outside world (ad hoc); manipulation-like approach to the surroundings;
- *Open-door strategy*: be as open as possible in order to render account to the surroundings;
- *Influencing strategy*: pursue an open communication strategy with the surroundings, but try to steer people's opinions in the desired direction as much as possible;
- *Anticipation strategy*: identify the needs and wishes in the surroundings and adjust communication accordingly.

The strategy to be chosen depends on such things as the scale of the change process and the corporate culture of the company. Based on the chosen strategy, it can be determined which messages are communicated. If a strategy is devised for several target groups, the messages must be worked out in more detail for the relevant target groups, where necessary.

### ***Develop Communication Matrix***

Using the information collected until now, we can now draw up the communication matrix. The following topics are determined in the communication matrix for each message and, where relevant, for each target group:

- Communication form/medium;
- Content;
- Frequency;
- Resources;
- Who is communicating?

Again, there is a strong element of interaction with the Adoption and Participation workstreams.

## **Communication Form/Medium**

In change processes, newsletters are a frequently used form of communication in addition to progress meetings. Ask yourself whether this is the most effective form of communication. How many of the newsletters you receive do you actually read? Due to a range of new technological developments, there are now many other worthwhile forms of communication, for example, mobile devices, video conferencing, and Skype. In short, there are many options available from which to choose the right medium for the message. The time frame plays an important role here, and the target group is a determining factor for the form of communication.

For example, more attention and money will be spent on the format and layout for external target groups than for internal target groups. It is important to determine whether the format is consistent with the receiver's perception. Information about this perception can be extracted from the results of the target group survey (for example, the Typology of people component).

### **Content**

When the message is about the progress of the change process, the content is relatively easy to formulate. It is a different matter, however, if it is necessary to communicate about a change in the working method. Such a change means that the content must be accurately geared to the various target groups in the change process.

To do this, the information obtained from the target group survey can be used (e.g., the average age of a target group) in order to find out which tone, terminology, and style should be used. For example, you gear the complexity of sentences and terminology to the academic level of the target group; the tone of address for young people is different to that for elderly people. On average, one-third of target groups are visually oriented. If possible, therefore, use illustrations and figures.

### **Frequency**

The frequency with which a message is communicated can have a big effect on the communication goal to be realized. A good message that is communicated at too low a frequency can have the opposite effect. The reverse is also true: if the frequency is too high, there is a risk of information overload.

### **Create Communication Plan**

The communication plan is drawn up on the basis of the results of the preceding activities. In this detailed plan, based on the communication matrix we determine which activities result from that matrix, who is involved (interactive effect with the Participation workstream), which resources are required to create the communication materials, and which planning schedule will be used for the various activities. This communication plan covers both the entire throughput time of the Customize process cluster and the throughput time of the Integrate process cluster.

### **Execute Communication Plan**

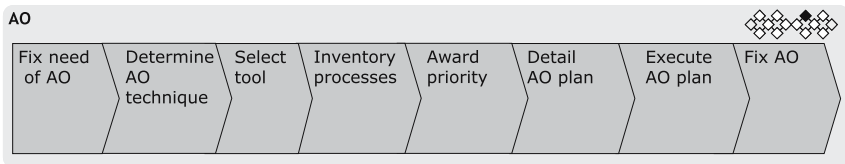
The activities in the communication plan are executed according to the defined planning schedule during the entire throughput time of the Customize and Integrate process clusters. This workstream is therefore discharged in the Business ChangeD workstream.

Studies into the effect of communication provide an insight into the extent to which the messages are conveyed and the intended communication goals are achieved. Therefore, an evaluation process is set up for that purpose. The communication plan is adapted if these interim evaluations demonstrate that there is a need for this.

### **Products to Be Delivered**

- Document: Communication matrix;
- Document: Communication plan;
- Document: Procedure interim evaluation communication.

## **5.2.4 AO Workstream**



The concept of administrative organization (AO) and the way it is recorded originate from the world of accountancy. It was used in that field to determine precisely how organizations work, without necessarily trying to introduce improvements. By clearly indicating which flows (goods and money) took which routes, it was easier to report on the organizations activities.

With the emergence of Basel II<sup>1</sup>, SOX<sup>2</sup> and related legislation, AO, that is, making the business process transparent for the outside world such as customers, suppliers, national banks and stock exchanges, is again receiving a great deal of attention. When implementing a Dynamics Solution, it is determined in the Implementation Strategy whether the AO will be recorded and, if so, for which processes. This means that the AO workstream is limited to the activities necessary to the AO. The AO workstream includes the following activities:

- Fix need or AO;
- Determine AO technique;
- Select tool;
- Inventory processes;
- Award priority;
- Detailed AO plan;
- Execute AO plan;
- Fix AO.

### ***Fix Need of AO***

It was already partly decided in the Implementation Strategy workstream whether there is a need for an AO or not. This activity definitively determines the need to record the AO and to which degree. For example, it might be necessary to record the AO because the company wants to be ISO certified for a particular process or because of legal obligations (such as SOX). Recording the AO can also be used as a tool for configuring the workflow in a Dynamics Solution or for providing support, on the level of work instructions, while the day-to-day tasks are being carried out. We use diagram techniques to record the AO. The following types of diagrams are possible:

- Organization chart (OSS);
- Function chart (FSS);
- Hierarchical process diagram (HPS);
- Complete overview of processes and departments (TPA);
- Global Process diagram (GPS);
- Detailed Process diagram (DPS);
- Corresponding work instructions.

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<sup>1</sup> Basel II is an International Convergence to revise the international standards for measuring the adequacy of a bank's capital.

<sup>2</sup> SOX stands for Sarbanes Oxley Act, a United States federal securities law.

In addition to these diagrams, internal control instructions (AO/IC) are also relevant. These control instructions describe all the control points that occur when the activities are being executed. These control activities are performed by someone other than the person performing the activity. The degree to which this is done is related to the objective of, or the reason for, recording the AO.

**Info*****Organization Chart***

The aim of the organization chart is to display the structure of the organization and the formal relationships between entities and departments. These relationships can be both hierarchical and functional. A functional relationship means that one organizational unit can issue binding instructions and/or guidelines to other organizational units.

***Function Chart***

The function chart displays the formal relationships between the functions of groups and function holders in a department. It gives an insight into the functional and hierarchical relationships between functions in an organizational unit.

***Hierarchical Process Diagram***

The hierarchical process diagram sorts the different processes into groups. The diagram gives an idea of the structure and composition of all the processes. The degree of detail of the hierarchical process diagram determines the number and complexity of the global and detailed process diagrams to be created. The hierarchical process diagram displays the functional breakdown of all processes in the organization. The word 'hierarchical' does not refer to the importance of the different processes but rather the grouping or breakdown of the different types of processes. The business processes must be viewed separately from the departments where the processes are being implemented. The hierarchical process diagram therefore displays (in a cluster) all activities in an organization, regardless of the organizational structure.

***Complete Overview of Processes and Departments***

The objective of the complete overview of processes and departments is to display the relationship between processes and (sub)departments.



**Info**

The complete overview can be used for the analysis of the following, among others:

- the relationship between processes and departments;
- the department(s) involved in a process;
- the nature of the tasks to be performed by departments during a process.

An analysis using a complete overview provides information about:

- responsibilities that have not been organized or that overlap;
- a lack of responsibilities;
- the degree of complexity of the process implementation;
- separation of functions for the implementation of a process.

Complete overviews are therefore a very useful analysis tool. One must be careful, though, to only include (sub)departments/groups and processes in such overviews. In addition, the processes and departments in the overview should be fully compatible with the hierarchical process diagram and the organization chart. In fact, this involves the integration and reflection of those diagrams.

### ***Global Process Diagram***

The global process diagram displays the sequence of the various elementary processes on a global level. It also shows which departments are executing these processes.

This diagram can be used as a table of contents of the process descriptions for which the detailed process diagrams will be drawn up. It provides the management with global information about the progress of the process and the departments involved.

### ***Detailed Process Diagram***

A detailed process diagram gives a detailed description of the sequence of the activities and the flow of documents within a process. In this way, the diagram serves as the basis for understanding and analyzing processes in order to control them better. The detailed process diagram and the corresponding procedure description also function as a guide for new activities, training new employees, integrating activities, recording the current situation for automation projects or transferring activities, and it can also be used as a tool to check whether the administrative organization is functioning properly. In a detailed process diagram for each activity, it is indicated

**Info**

which documents or files play a role. It is also recorded which employee performs the activity. This employee is displayed in a detailed process diagram by means of the function name.

**Work Instructions**

Work instructions make it clear to employees in a company which tasks are to be performed and which instructions are to be followed. The work instruction is a tool used for the transfer of knowledge that indicates how the various activities in a described activity must be executed. Work instructions are detailed descriptions of the activities (manual and/or automated) included in the DPS and the corresponding procedure description.

The way work instructions are recorded must satisfy very high requirements because each instruction has to only apply to one single explanation and may not be unclear in any way. Besides recording the how of the activities, aspects such as times, throughput times, forms to be used, and incidental activities are recorded. No procedures and exceptional situations must be described in the text. In addition, (calculation) examples must be included in the work instruction.

**Determine AO Technique**

To record the AO, we use recording techniques. By these techniques we mean the symbols, names, connection lines to be used, either function-related or role-related, and the internal control (IC) measures to be registered. If the company does not have its own recording technique, we use the TIPO technique (see Appendix B). To create an unambiguous format for describing processes, it is also necessary to agree on the recording method. This might include conventions related to the layout and the use of language, images and sound.

**Select Tool**

Which tooling will be used to record the AO? This question is answered in this activity. There are a range of specialized process modeling tools available, such as Visio, ARIS, and MAVIM. Even a tool like Microsoft PowerPoint can be used to record the AO. Some tools include more options than others. In this context, we would also mention the possibility of using workflow tools such as Tibco. The tools that are chosen depend on the reason for recording the AO. For example, if the recorded AO is only to be used for ISO certification, Visio or Microsoft PowerPoint will probably be sufficient. If the AO component is part of the workflow, ARIS, or

Tibco might be a more appropriate choice. The display and printing options are also important when choosing the right tool. Not every tool can immediately create HTML pages of the recorded AO.

It is not within the scope of this book to specify all the options and differences. We just wish to indicate here that the tool chosen to record the AO can also play a part in motivating users. Remember that when you purchase a tool, time and money must also be reserved for the training of the relevant team members.

### ***Inventory Processes***

In the Business Model workstream, it is determined which business processes are in scope. In the Design Dynamics workstream, a subdivision is made into scenarios (recorded in scripts) for each business process. This number of scenarios and/or business processes can be higher than the number to be recorded. The Inventory processes activity therefore focuses on determining, for each scenario, whether the relevant scenario will be recorded and to which degree. For example, for the end year closure business process/scenario it can be decided to record it up to and including the level of work instructions (because this scenario is executed just once a year); or if the enter sales order business process/scenario is limited, with respect to the way it is recorded, to the level of global process diagram.

### ***Award Priority/Complexity***

Now that it has been determined what will be recorded, it is time to appraise every business process or scenario. By this we mean determining the degree of difficulty of the business process. The following appraisal system can be used to do this:

**Table 5.4.** Appraisal system

<b>Simple</b>	A simple process consisting of a limited number of activities that are performed by 1 function/role
<b>Normal</b>	A process in which several people (from a department) are involved in the activities being executed
<b>Complex</b>	A process that covers several departments and people
<b>Very complex</b>	A process in which a number of scenarios are possible, that covers several departments and must be executed by several people

By applying this type of gradation, it is relatively simple to calculate the time spent on recording the AO (for a sample calculation, see Appendix B – TIPO).

### ***Detailed AO Plan***

On the basis of the results of the preceding activities, the detailed AO plan is drawn up for the execution and finalizing. This plan is the guideline for realizing the new or adapted AO. Besides the activities and planning schedule to be executed, it also contains an overview of the desired reviews, tests, and criteria according to which the AO can be tested. The latter are determined in consultation with the person responsible for the Test workstream.

### ***Execute AO Plan***

This activity involves the actual implementation of the detailed AO plan. In concrete terms, executing the AO plan means that, depending on the choices that were made, detailed process descriptions are created, work instructions are drawn up, tasks, responsibilities, and authorizations are worked out, and formats are designed.

### ***Fix AO***

The last activity of this workstream is the definitive approval of the AO. This takes place on the basis of the acceptance criteria drawn up in the Implementation Strategy workstream and an earlier activity in this workstream (fix need of AO). In addition, all the materials that have been realized, such as diagrams, manuals, and HTML diagrams, are completed for transfer to the Acceptance workstream.

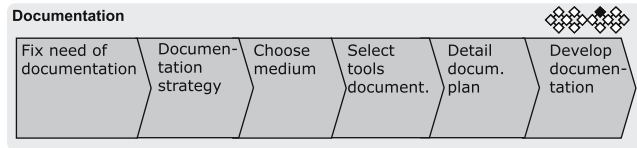
### ***Products to Be Delivered***

- Detailed AO plan.

The following products are optional. It all depends on the degree of detail and the chosen format.

- Organization chart (OSS);
- Function chart (FSS);
- Hierarchical process diagram (HPS);
- Complete overview of processes and departments (TPA);
- Global Process diagram (GPS);
- Detailed process diagram (DPS);
- Work instructions;
- HTML pages;
- etc.

## 5.2.5 Documentation Workstream



The purpose of documentation is to have a record of how the Dynamics Solution works as Education Material (learning aim) and as reference material. Especially the latter point cannot be emphasized enough. Here we are particularly referring to documentation about the configuration of the Dynamics Solution. Inadequate documentation can lead to irrevocable problems in the future when updating the Dynamics Solutions. The Documentation workstream includes the following activities:

- Fixed need of documentation;
- Documentation strategy;
- Choose medium;
- Select tools documentation;
- Detail documentation plan;
- Develop documentation.

### ***Fixed Need of Documentation***

In the Documentation workstream, a distinction is made between *Technical documentation*, such as Functional designs, Dynamics scripts, and Test plans, and *User documentation* such as manuals and reference charts. Process descriptions are also a form of documentation. Because of their specific character and the importance of business processes when configuring a Dynamics Solution, these are included in a separate workstream.

In the previous Communication workstream, the total information need of the target groups is determined. Based on the target of the Documentation workstream, which was determined when the Implementation Strategy workshop was being executed, a selection can be made from all those information needs. We are referring here to user documentation.

For technical documentation, the need is determined differently, that is, on the basis of the company's Architecture Principles. In a well set-up architecture process, the requirements for the technical documentation are available there. If these requirements are not known, the following rule of thumb can be used to determine which technical documentation must be realized.

**Rule of thumb for the need for technical documentation**

Which information do I need to develop, maintain, and change the Dynamics Solution now and in the future?

**Technical Documentation**

Technical documentation provides information on how the Dynamics Solution works technically and functionally. It is written in a system-oriented way, primarily for (and often also by) Dynamics consultants and administrators. Typical technical documentation includes: Dynamics scripts, the detailed design, the technical design, the data model, etc. It can be very dangerous if there is no technical documentation, for example, if there are software problems, or changes or maintenance to the system. We often see this in legacy systems, where it is often no longer possible to refer back to the developers who built the system. This can ultimately cost a lot of money, not just to identify the relevant functionality, but also because there is no adequate recorded source code, for example. The manageability and maintainability of the Dynamics Solution greatly depends on good technical system documentation. Another important point of focus in Dynamics is parameterization. The parameters should be recorded properly, particularly stating why particular settings were chosen.

The customization and choices that were made are recorded by means of scripting in the Mapping and Customizing workstreams.

**User Documentation**

Users need a manual that is compatible with their level of perception and experience and that is also easy to use. For user documentation, we make a distinction between *system-specific*, *function-specific* and *process-specific* documentation.

- *System-specific* documentation describes the functions of the Dynamics Solution, the use of particular function keys and buttons, and the way a particular screen must be used. It provides the user with information about the Dynamics options, but not in relation to the processes or the user's role. The on-line Dynamics help function is an electronic version of system-specific documentation.
- *Function-specific* documentation describes the tasks and system activities that a particular employee performs on a daily and weekly basis.



- *Process-specific* documentation describes how a particular business process is dealt with: which steps are executed in which sequence in the Dynamics Solution and which departments are involved? Here there is a clear link with the AO workstream.

## **Documentation Strategy**

Which documentation is created, which media are used to do this, must the user documentation be process-oriented or function-oriented, when must/can the documentation be created? All of these questions must be answered in the documentation strategy.

The information required to answer these questions is available from the results of the target group survey, the adoption plan, and the communication matrix. The strategy for developing documentation therefore involves nothing more than identifying the answers and creating an overview of the desired documentation. However, it is important to harmonize the development of system documentation with the Customizing Dynamics Solution process. In many cases, they can run parallel to each other. User documentation however can only be developed after complete Dynamics Solution functions or modules have been delivered. Another point of focus is the relationship with the AO and Education workstreams. As described earlier, the necessary synergy can be achieved here.

Texts that have been created for work instructions (AO) could also be used for reference charts. This saves a lot of money, not just for developing the materials but also for maintaining the documentation materials.

## **Choose Medium**

Depending on the objective and the specific conditions that apply to a target group, it is now time to choose the documentation medium to be used. The usage of documentation is directly related to the combination of format, content, and the target group. Questions covered here include: can the documentation be accessed quickly; is it flexible to adapt and will it be easy to use in the future (updates), which format is consistent with the need of the target group? Possible presentation formats are the traditional manual, paper/electronic, reference charts, CD-ROM, HTML, on-line help, FAQ, and knowledge base. The medium is determined for each documentation item, including the corresponding requirements such as the layout, style of writing, use of language, as well as the image and sound (international, different cultures) to be used.

### **Select Tools Documentation**

Depending on the chosen medium, one or more tools should be selected on their specified requirements. There are various tools and help resources available for creating documentation. These vary from the standard word processor packages such as MS Word to tools for creating electronic (HTML) versions with hyperlinks. There are also tools available for Dynamics that can execute the application design, the generation of the actual code and the documentation in an integrated way. The documentation delivered with these tools is often technically oriented, but it also provides a basis for certain user documentation. An important advantage of this type of tool is that changes are also implemented integrally in all documents (design, code, documentation).

One important consideration when choosing the media and tools to be used is maintainability. Does the administration department have the required knowledge and skills to maintain both the tools and the documentation?

### **Detail Documentation Plan**

Based on the results of the preceding activities, the detailed plan is drawn up for the development of the documentation. Besides the activities and planning to be executed, this plan also contains an overview of the desired reviews and tests and any criteria according to which the documentation can be tested. The latter is determined in consultation with the person responsible for the Test workstream and the Architecture department specified in this section.

### **Develop Documentation**

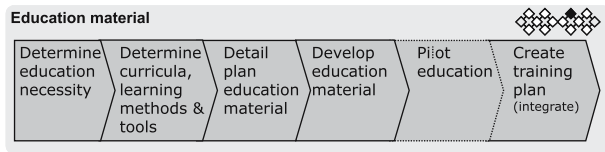
All the documentation is realized in this activity. There is a link here with the other workstreams. For example, the system documentation will often be developed in the relevant workstreams of the Customizing Dynamics Solution process. In that case, this activity is limited to reviewing the realized documentation. After the desired documentation has been delivered, it is presented to the Acceptance workstream, where it is tested according to the criteria that were drawn up.

### **Products to Be Delivered**

- Document: Detailed plan documentation;
- The documentation products specified in the detailed plan.



## 5.2.6 Education Material Workstream



Besides describing the business processes and developing user documentation, training users is another way of transferring the required knowledge and skills that enable users to work with the Dynamics Solution. When a change process introduces a changed working method as well as the Dynamics Solution itself, users may also have to be trained in other competencies, even in behavioral changes. All too often, too little attention is paid to this learning objective. This workstream focuses on developing education material for the various target groups. The actual training of users is not included in this workstream but in the Deploy in Organization workstream (in the Integrate process cluster). The Education Material workstream includes the following activities:

- Determine education necessity;
- Determine curricula, learning methods and tools;
- Detailed plan education material;
- Develop education material;
- Pilot education (optional);
- Create training plan.

### ***Determine Education Necessity***

To determine the need for education and training, we refer back to the results of the target group survey. That is where the existing knowledge and experience and attitudes in the company were mapped out. This information, together with the results of the workstreams in the Willing category (Adoption, Participate, and Communication), enables us to determine the need for training. Then the following subjects are examined, among others: make-up and coherence of the group; knowledge level of the group; basic skills; motivation and learning capacity; and the size of the group.

In training courses, we have to cater to different learning objectives. A distinction is made between knowledge, skills, and attitude. Sect. 4.2.1 contains a detailed description of what we mean by this. For the sake of readability, the following is a short summary:

**Table 5.5.** Summary learning objectives

<b>Learning objectives</b>	<b>Description</b>
<b>Knowledge</b>	Knowledge focuses on the cognitive objectives. Here a distinction is made between knowledge (memorizing) and insight (thinking). This is expressed in reproductive and productive skills
<b>Experience</b>	Experience is the extent to which individuals are given the opportunity to adapt their previously gained knowledge and skills
<b>Attitude</b>	Attitude is about wanting to: To what extent is the individual prepared to change? Here, both the cognitive and affective and social skills come together in particular desired behavior

### ***Determine Curricula, Learning Methods, and Tools***

To make sure that the content and form of the training course is compatible with the level of the target group(s), the target group survey is used to collect information about the level in question. With the result of this survey as the starting point, the curricula of the different target groups are determined. The curricula also include subjects such as the use of language, images, and sound (international, different cultures).

A training course is effective if it is geared not only to the learning objectives but also to the perception of the target group. Facts in themselves can easily be learned from a good textbook. However, learning to understand skills and a different work attitude is most effective when it is presented in an interactive working method. The following working methods are possible:

**Table 5.6.** Working methods

<b>Working method</b>	<b>Description</b>
<b><i>Group lessons</i></b>	These can be given by special trainers or can be based on the train-the-trainer-concept, where users in the same organization teach other users
<b><i>Individual</i></b>	Lesson materials are presented and employees undergo the training procedure individually
<b><i>On-the-job</i></b>	Direct application of the lesson material in a practical situation with the support of a coach

Thanks to technological developments, there are more and more teaching tools on the market, for example, tools for developing training courses but also tools for actually teaching the lessons. The tool(s) chosen by the

company depend on the learning objectives and the size of the group. For example, this type of tooling is more suitable for training hundreds of users rather than smaller groups. Particularly the involved costs plays an important role here.

### ***Detailed Plan of Education Material***

When the detailed plan for the Education Material is being developed, the learning objectives, method, requisite resources, planning schedule, and the requisite roles are indicated for each target group. In companies, the task of training is often assigned to the HR department, and within the existing HR department, the area of responsibility for training courses has often already been delegated. Use the people in the HR department as much as possible. They have the knowledge and experience required to train employees. It would be a waste not to take advantage of it.

### ***Develop Education Material***

During this activity, the Education Material is developed according to the specified requirements. If agreed and harmonized in advance, interim reviews can be held. These reviews are usually performed by colleagues with knowledge and experience in the field of training. We would like to focus here on a special form of review, that is, review by means of a pilot.

When conducting a pilot, the training course is held for a selection of the group of people to be trained. Needless to say, a pilot like this is only cost-effective if a large group of people has to be trained. Besides testing the teaching materials, pilots are particularly good for focusing on the student's perception and on testing the trainer's teaching skills. The student's perception relates to such things as how the user experiences the training course and whether it is properly attuned to the training objective. Given the fact that employees frequently give training courses to prepare colleagues for change processes, it is advisable to test whether those people have adequate teaching skills. A pilot is one of the ways of doing this.

After the desired education material has been delivered, it is submitted to the Acceptance workstream, where it is tested according to the criteria drawn up for the education material.

### ***Create Training Plan***

In this workstream, the education material is created. The users are actually trained in the Integrate process cluster (in the Deploy in Organization workstream). The reason for this is that the users are trained and, where relevant, the new working method is introduced just before the Dynamics Solution is

put into production. In that way, the subject material is still fresh in the users' memories and can be applied directly. In addition, training people just before the go live and roll-out also facilitates direct feedback from the day-to-day practical situation. This has the following advantages:

- The training activities can be spread over the course of time.
- Direct questions or problems from the practical situation are dealt with immediately.
- Bad habits that quickly creep in during an initial phase are identified and can be battled.
- Training participants are more motivated because the subject material is attuned to their own experiences.
- Direct feedback of the training result.

After the Dynamics Solution has been put into operation, follow-up training courses are held, when and where necessary. During this activity, the definitive plan for training the users is drawn up. This is the plan containing information about who will be trained where and when, and it includes information about locations, data, materials, and trainers.

### ***Products to Be Delivered***

- Document: Detailed plan education material;
- Products: Education material;
- Document: Pilot results (optional);
- Document: Training plan.

## **5.3 Developing Dynamics Solution Process**

The Developing Dynamics Solution process (DDS) includes the workstreams in the Doing category. These workstreams realize the desired Dynamics Solution in a functional and technical sense. In addition to Dynamics modules and other requisite applications, this process includes realizing the desired infrastructure. The objectives and deliverables to be realized are recorded in the Master Change Plan and serve as the starting point for the further interpretation and implementation of the various workstreams.

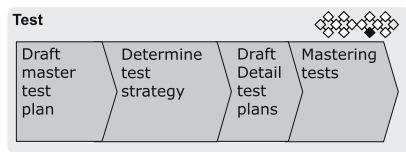
The process consists of the following six workstreams:

- Test;
- Developing infrastructure;
- Customizing Dynamics Solution;

- Build;
- Conversion;
- Interface.

Just as with the Prepare Organization process, a number of activities are executed during the Implementation Strategy workstream. For the sake of completeness and readability, we have chosen to describe them in the above workstreams and not in the Implementation Strategy workstream. The workstreams are listed in random order. The definitive sequence and possible parallel implementation of activities in the workstreams is determined with the implementation strategy. Because the Test workstream determines for all other workstreams whether and how testing is carried out, we start with this workstream.

### 5.3.1 Test Workstream



For all the products realized in the workstreams related to the Customize and Prepare Organization process cluster, it must be determined whether the relevant product satisfies the requirements that were drawn up. Besides this individual validation of the products, it must also be determined whether particular products work together and whether the quality of the product is such that the Dynamics Solution can successfully be engaged. For example, do the interfaces and customization work in combination with the configured Dynamics modules and does the Dynamics Solution run properly on the production infrastructure?

To perform these tests in a coordinated way, the Test workstream is executed. In this workstream, it is determined which products will be tested using which level of test and testing techniques. The basic principles for the execution of this workstream are determined during the Implementation Strategy workshop. For the somewhat less sizeable change processes, the first activity in this workstream, Draft master test plan, is also executed in this workshop. The Test workstream is based on our test method Test Management approach (TMap) [17].

The workstream consists of the following activities:

- Drafting the master test plan;

- Determine test strategy;
- Drafting the detail test plans;
- Mastering tests.

### ***Drafting the Master Test Plan***

Testing the Dynamics Solution is usually organized with a number of test levels. Each test level has a specific objective, e.g., establishing the correct operation of a component or the quality level of the Dynamics Solution. For each test level, after it is decided what will be tested, chances are that in the total picture of testing, certain components will be tested twice, or that specific components will be forgotten. Based on the total overview the approach should be reversed: a separation as to which level should be tested, and what should be tested when to test it and with what intensity tests should be performed.

The objective is to detect the most important defects as early and economically as possible. The agreed test levels are collected in the master test plan (MTP). This plan constitutes the basis for the detailed test plans. In addition, there are other reasons such as ensuring uniformity in the test processes (e.g., the defect procedures and testware management), availability, and management of the test environment and tools. The following subjects are described in the MTP:

- Determining of the target and scope of the test area (determined in de workstream Implementation strategy);
- Test strategy;
- Test approach;
- Test organization (who is responsible for what and when);
- Infrastructure;
- Threats, risks, and countermeasures (regarding testing);
- Overall estimated effort and planning (regarding testing).

Depending on the situation, the above points are worked out in more detail when setting up the detailed plans. For instance, in somewhat more sizeable change processes it can be indicated in the MTP that a particular testing tool must or could be used. The detailed plans then specify how this will be implemented. In somewhat less sizeable change processes, the detailed plans are included in the MTP.

### ***Determine Test Strategy***

Regardless of whether it is even possible to fully test all the products, the company must decide what will and will not be tested. This activity focuses

on answering the question: How can the testing activities be organized and distributed in such a way that the most important defects are detected as early and economically as possible? This refers not just to the testing costs only, as postponing the go live moment, is also expensive. Although the test strategy activity is part of the master test plan, we decided to describe this activity separately because of the impact this has on all the other work-streams.

The focus while determining what to test and how thoroughly is based on product risks, e.g., what is the risk to the company if the Dynamics Solution does not have the expected quality. A product risk can be defined as the chance that the product fails in relation to the expected damage of failure if this occurs.

In a product risk analysis the Dynamics Solution to be tested is analyzed with the objective of achieving a joint view of the more or less risky characteristics and parts of the Dynamics Solution the thoroughness of testing can be related to this view.

Assessing product risks is a complex task. Just brainstorming with a couple of people on product risks is unlikely to result in good risk coverage of all parts and aspects of the Dynamics Solution to be tested. The objective is not to think up as many product risks as possible, but to assess the risk for each part or aspect of the Dynamics Solution.

As the product risk analysis is primarily a tool for communication, a good way to start is from the perception of the acceptant of the Dynamics Solution, in other words from the perspective of what they believe to be important. These are called the test goals. A test goal is a goal for testing relevant to the customer, often formulated in terms of IT-supported business processes (ordering, invoicing), quality characteristics, user requirements or use cases to be implemented, critical success factors, change proposals, or defined risks to be covered.

In the following examples, we will use quality characteristics as test goals. A quality characteristic describes a property of an information system. They include aspects such as the capacity to integrate the solution, user-friendliness and re-usability. Because the value assigned to these quality characteristics is different for each company, the first step is to determine the risks of the quality characteristics for the Dynamics Solution.

In most cases, the characteristic functionality or correctness is a relevant one. It must be made clear that other characteristics, such as performance, user-friendliness, and security, can also be relevant for testing, depending on their risk. The following is an example:

**Table 5.7.** Relative importance of quality characteristics

<b>Quality characteristic</b>	<b>Damage</b>	<b>Chance of failure</b>	<b>Risk class</b>
Connectivity	M	L	C
Continuity			
Data controllability			
Effectivity	M	M	B
Efficiency			
Flexibility			
Functionality	H	H	A
Infrastructure	L	L	C
Maintainability	M	L	C
Manageability			
Performance	H	M	B
Portability			
Re-usability			
Security	L	L	C
Suitability			
Testability			
User-friendliness	L	L	C

The risk class is based on the estimated damage and chance of failure, using the following table:

**Table 5.8.** Risk class table

		<b>Chance of failure</b>		
		High	Medium	Low
<b>Damage in case of failure</b>	High	A	B	B
	Medium	B	B	C
	Low	C	C	C

After selecting the characteristics relevant for testing, the participants then split up the Solution into a number of object parts (or components) for each characteristic. The division into object parts makes it possible to make more refinements later when selecting the test coverage.

For performance, object parts may be online or batch. For user-friendliness, these may be data-entry screens or data-view screens. For functionality, these may be the subsystems, such as FIN, ERP, and CRM,



but also more detailed divisions are possible. For example, instead of ERP, Purchasing, Sales, Physical distribution and Production divisions are possible. The full Dynamics Solution is also regarded as a subsystem as this needs to be tested on integration aspects. If a conversion takes place, this is also considered to be a subsystem. The participants give the object parts a risk class, from low to very high, taking into account the risk of the object part for achieving the test goals. An example is given below:

**Table 5.9.** Characteristic: functionality

<b>Object parts</b>	<b>FIN</b>	<b>ERP</b>	<b>CRM</b>	<b>Dynamics Solution</b>
<b>Chance of failure</b>	H	M	M	L
<b>Damage</b>	H	M	L	L
<b>Risk class =&gt;</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>C</b>

Legend: H=High, M=Medium, L=Low

The result is incorporated in the (master) test plan and constitutes the basis for the subsequent decisions in the test strategy as to light, medium, and thorough (or not) testing in the various test levels of the Dynamics Solution. Then the testing of the combinations of quality characteristics and object parts is allocated to the various test levels. The following test levels to test the Dynamics Solution can be used. Depending on the situation there must be made a choice between these test levels.

- Unit test;
- Unit integration test;
- System test;
- Functional acceptance test;
- User acceptance test;
- Production acceptance test.

This form of allocation helps to determine which test level(s) will be used to test the selected quality characteristics/object parts. For each combination of quality characteristic, object part, and test level, the required thoroughness of testing has to be determined. By doing this, the testing activities of both the quality characteristic (what is to be tested) and the test level (how (often)) are specified. Table 5.12 displays an example of the Dynamics Solution test strategy matrix.

## Quality Characteristics

The following is a summary of possible quality characteristics for testing the Dynamics Solution:

**Table 5.10.** Explanation of the quality characteristics

<b>Quality characteristic</b>	<b>Description</b>
<b>Connectivity</b>	The ease of which an interface with another information system or within the Dynamics Solution can be created and changed
<b>Continuity</b>	The certainty that data processing can continue without interruption
<b>Data controllability</b>	The ease of which the correctness and completeness of the information can be verified (over time)
<b>Effectivity</b>	The degree to which the Dynamics Solution is tailored to the organization and the profile of the end users, including the contribution of realized business objectives
<b>Efficiency</b>	The relationship between the performance level of the Dynamics Solution and the volume of resources (CPU cycles, I/O time)
<b>Flexibility</b>	The extent to which users themselves can make additions or changes to the Dynamics Solution
<b>Functionality</b>	The certainty that the data is being processed correctly and in full accordance with the specified requirements
<b>Infrastructure</b>	The suitability of the IT hardware, the network, the system software, and the DBMS for the Dynamics Solution and the extent to which these infrastructure elements are compatible with each other
<b>Maintainability</b>	The ease of which the information system can be adapted to new user requirements and the changing external environment
<b>Manageability</b>	The ease of which the information system can be put into an operational status and kept in that condition
<b>Performance</b>	The timeliness of the Dynamics Solution when handling interactive and batch transactions
<b>Portability</b>	The diversity of the hardware and software platform on which the Dynamics Solution can run, and the ease of which the Dynamics Solution can be transferred from one environment to another
<b>Re-usability</b>	The extent to which parts of the Dynamics Solution or the design can be re-used to develop other applications

**continued on following page**

Info

<b>Quality characteristic</b>	<b>Description</b>
<b>Security</b>	The certainty that the data can only be viewed or changed by authorized users
<b>Suitability</b>	The degree to which the manual procedures and the Dynamics Solution interconnect, and the workability of these manual procedures
<b>Testability</b>	The ease and speed of which the functionality and the performance level of the Dynamics Solution can be tested (after each adjustment)
<b>User-friendliness</b>	The ease of operation of the Dynamics Solution for the end users

### **Test Levels**

The following is a short description of the various levels of tests for the Dynamics Solution:

**Table 5.11.** Explanation test levels

<b>Test level</b>	<b>Description</b>
<b>Unit test (UT)</b>	A unit test is a test carried out with the objective of demonstrating that a unit meets the requirements
<b>Unit integration test (UIT)</b>	A unit integration test is a test carried out with the objective of demonstrating that a logical group of units meets the requirements
<b>System test (ST)</b>	A system test is a test carried out with the objective of demonstrating that the developed system, or parts of it, meet with the functional and non-functional specifications and technical design
<b>System integration test (SIT)</b>	A system integration test is a test carried with the objective of demonstrating that (sub)system interface standards have been met and are correctly interpreted and correctly executed
<b>Functional acceptance test (FAT)</b>	The functional acceptance test is a test with the objective of demonstrating that the developed system meets the functional requirements
<b>User acceptance test (UAT)</b>	The user acceptance test is a test with the objective of demonstrating that the developed system meets the requirements of the users
<b>Production acceptance test (PAT)</b>	The production acceptance test is a test with the objective of demonstrating that the developed system meets the requirements set by maintenance management

**Table 5.12.** Example Dynamics Solution test strategy matrix

<b>Quality Characteristic</b>	<b>Risk class</b>	<b>PT</b>	<b>IT</b>	<b>ST</b>	<b>FAT</b>	<b>PAT</b>	<b>UAT</b>
Connectivity	C		•		•		
Effectivity	B				••		••
Functionality	A	••	•	•••	••		••
Infrastructure	C					•	
Maintainability	C	•		•	•		
Performance	B		•		•	••	
Security	C			•		•	
User-friendliness	C				I		••

As regards the depth of testing, a choice is made from the following possibilities:

- Thorough testing
- Average testing
- Light testing
- I Implicit testing

Testing in conjunction with another test type without making explicit test cases; only observable defects are documented.

If there is nothing in a cell, this means that the relevant test level can ignore the characteristic.

In the example above, the characteristic Functionality is considered to have the highest risk (class A). Therefore, most test levels cover testing functionality in some degree of thoroughness (very thorough in System Test, light in Unit Integration Test). The characteristic User-friendliness (of low risk class) is tested moderately in the User Acceptance Test and implicitly in the Functional Acceptance Test. Based on this test strategy matrix, the Master Test Plan can be drawn up.

### **Drafting Detail Test Plans**

It is now known which test levels test which combination of quality characteristics and object part at what thoroughness. In the detailed test plans, this thoroughness needs to be translated into actual test design techniques to be used.

Notes to Table 5.13:

Abbreviations used:

\* If the technique is adapted to some extent, this can be used to test the relevant quality characteristic

CKL Checklist

DTT Decision table test

DCT Data cycle test

DCoT Data combination test

**Table 5.13.** Example quality characteristics vs test design techniques

Quality characteristic	Test design technique		
	• / light	•• / average	••• / thorough
Continuity		RLT	RLT
Effectivity	UCT	UCT PCT*	RLT
Efficiency		RLT	
Functionality – detail	DCT	DCT ECT	DCT + boundary value ECT + boundary value DTT
Functionality – integration	DCT	DCT DCyT PCT*	DCT
Functionality validations	SYN	SEM	
Infrastructure (suitability for)		RLT*	
Manageability – installability	CKL	DCT	DCT
Performance		RLT	
Portability	CKL	Functional regression test	All functional tests
	Random sample functional tests	Important environment combinations	All the environment combinations
	Random sample environment combinations		
Security	CKL	SEM	Penetration test
Suitability	PCT test size 1 UCT*	PCT	PCT test size 3
User-friendliness	SYN	SYN UCT* PCT*	Usability test (if necessary in lab)

Notes to Table 5.13: *(continued)*

DCyT	Data cycle test	SEM	Semantic test
ECT	Elementary comparison test	SYN	Syntactic test
PCT	Process cycle test (depth level = 2)	UCT	Use case test
RLT	Real-life test		

For a comprehensive description of these techniques, please refer to TMap [17].

## Concepts used

- *Environment combinations*

In portability testing, it is examined whether the Dynamics Solution will run in various environments. Environments can be made up of various things, such as hardware platform, database system, network, browser, and operating system. If the system is required to run on 3 (versions of) operating systems, under 4 browsers (or browser versions), this runs to  $3 \times 4 = 12$  *environment combinations* to be tested.

- *Penetration test*

The penetration test is aimed at finding holes in the security of the Dynamics Solution. This test is usually carried out by an “ethical hacker”.

- *Portability – functional tests*

In order to test portability, testing random samples of the functional tests – in increasing depth – can be carried out in a particular environment, the regression test or all the test cases.

- *Usability test*

A test in which the users can simulate business processes and try out the system. By observing the users during the test, conclusions can be drawn concerning the quality of the Dynamics Solution. A specially arranged and controlled environment that includes video cameras and a room with two-way mirror for the observers is known as a usability lab.

Based on the above information and matrices, the various detailed plans for the tests can be drawn up.

## **Mastering Tests**

When the Customize and Integrate process clusters are being executed, various testing activities will be performed. These activities will take place in the different workstreams. In many cases, the guarding of these test activities is the responsibility of the staff member directly related to the workstream where the test is being performed. The Mastering Tests activity focuses on controlling the quality of the tests that are being performed and controlling time and budget.

By arranging and performing this centrally, at the end of all the tests a well-founded validation can be made of the quality of the Dynamics Solution.

In addition to monitoring the quality of the tests to be performed, the monitoring of all defects of the various tests are also dealt with in this activity. For the same reason that the quality is monitored centrally, this activity is also generally performed centrally.

### ***Products to Be Delivered***

- Document: Master Test Plan.

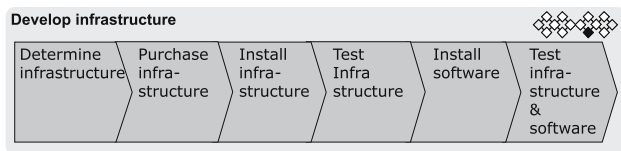
Optional, depending on test strategy:

- Document: Detailed plan unit test;
- Document: Detailed plan unit integration test;
- Document: Detailed plan system test;
- Document: Detailed plan system integration test;
- Document: Detailed plan functional acceptance test;
- Document: Detailed plan user acceptance test;
- Document: Detailed plan production acceptance test.

As described above, instead of a detailed plan for each test level, a detailed plan can be drawn up for each workstream.

- Document: Detailed plan conversion test(s);
- Document: Detailed plan documentation test(s);
- Document: Detailed plan AO test(s);
- Document: Detailed plan training test(s);
- Document: Detailed plan building test(s);
- Document: Detailed plan customizing test(s);
- Document: Detailed plan interfacing test(s);
- Document: Detailed plan infrastructure testing.

### **5.3.2 Developing Infrastructure Workstream**



The Develop Infrastructure workstream describes the activities to be executed in order to realize an operational infrastructure. The starting point is the Solution Design. The workstream consists of the following activities:

- Determine infrastructure;
- Purchase infrastructure;
- Install infrastructure;
- Test infrastructure;
- Install software;
- Test infrastructure and software.

Determine infrastructure and Purchase infrastructure are activities that may need to be dealt with during the selection process, for example, if the possible suppliers are asked to provide a turnkey solution.

### ***Determine Infrastructure***

The definitive infrastructure is determined on the basis of the Solution Design and the corresponding technical requirements. If necessary, in the case of new insights or requirements, any final adjustments can be made to the Physical, Hardware, and/or Infra software diagram at this point, and therefore also to the configured (technical) requirements. This might be the case, if it was, for example, decided at the last moment to realize integration with Outlook.

There is another type of adaptation to the various diagrams, that is, if there are workstreams in which tools are going to be used, such as a process modeling tool for recording the AO or an e-learning tool for the Training workstream. If these tools still have to be purchased, the requirements are determined here in consultation with the relevant workstream.

### ***Purchase Infrastructure***

An order is placed for the infrastructure specified on the basis of the requirements, not just the hardware components but also software components such as operating system(s), database(s), and the tools specified in the previous section. The important thing with this activity is the delivery time of the various components.

This has an impact on almost all the other workstreams and can cause delays in the other workstreams that still have to be executed. For this reason, this activity almost always starts immediately after the Implementation Strategy workstream.

### ***Install Infrastructure***

In this activity, in addition to the hardware the software required to enable the infrastructure to function properly is installed, for example, the operating system, printer drivers and backup/restore software. The sequence in which these components are installed is different in every situation. The point of focus in this activity is to make sure that the company's architecture principles are complied with at all times. This particularly relates to the capacity to integrate the hardware and software into the existing infrastructure, especially if the company has opted for separate development, testing and production environments. The other business software is not yet installed at this point because the infrastructure first has to be tuned.



### ***Test Infrastructure***

This testing activity has been inserted here to enable any performance problems to be swiftly located in the future. By conducting performance tests without business software, the source of any future performance problems can be located much faster.

In this activity, the installed infrastructure is tested in conjunction with the existing infrastructure. This is done using the test criteria configured in the Test workstream, plus the requirements. When testing infrastructure, (monitoring) tools and other testing tools are frequently used. This activity can also include tests for backup and recovery tools, for example. The defects of this testing activity are registered and if needed then resolved. The process is repeated until the infrastructure is up and running in accordance with the specified requirements.

### ***Install Software***

After the infrastructure has been installed and tested, the business software is installed on the infrastructure, in this case the Dynamics Solution. This also establishes the link with the other workstreams being used to realize this Dynamics Solution. Whether the company waits for the full Dynamics Solution, or whether the Dynamics Solution is installed and tested in parts, depends on the situation. This requires the necessary harmonization with workstreams such as Build and Customize.

### ***Test Infrastructure and Software***

These testing activities will also be performed according to the test plan drawn up in the Test workstream. When the infrastructure has been approved, it will be transferred to the Acceptance workstream, including all the relevant documentation.

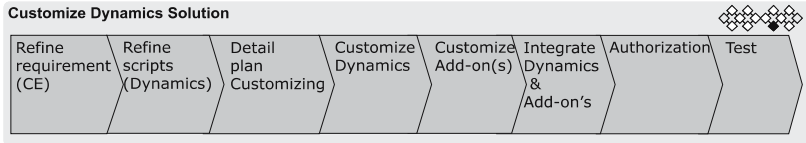
If the company is working with three environments (development, testing, and production environments), this workstream may occur three times in the Master Change Plan.

### ***Products to Be Delivered***

- Document: List of specified products/materials;
- Document: Purchase contracts infrastructure;
- Product: Hardware components (according to the list of specifications);
- Product: Software components (according to the list of specifications);
- Document: Refined Infra model (physical, hardware, and software diagram);

- Document: Refined system interfaces;
- Document: Refined technical requirement;
- Document: Installation manuals;
- Document: User manuals.

### 5.3.3 Customizing Dynamics Solution Workstream



This workstream comprises the activities required to enable the Dynamics Solution to function in a predefined way. The workstream is limited to one or more Dynamics components, where relevant, supplemented with Add-ons. The customization to be realized is described in the Build workstream. When customizing the Dynamics Solution, we make a distinction between parameterization and coding. Parameterization means getting the Dynamics Solution to function on the basis of parameters such as domains, country, stock processing, and tables of article groups and country codes, for example. Coding means that the relevant Dynamics code layers are programmed in a “hard” way.

The Customize Dynamics Solution workstream consists of the following activities:

- Refine requirements;
- Refine scripts (Dynamics);
- Detailed plan customizing;
- Customize Dynamics;
- Customize Add-on(s);
- Integrate Dynamics and Add-on(s);
- Authorization;
- Test.

#### ***Refine Requirements***

In the Implementation Strategy workshop, all the requirements were determined to realize the Dynamics Solution. The function of the Refine requirements activity is only executed if the Test workstream (which usually takes place earlier) has resulted in any additions. The objective of this activity is to make the requirement unique so that the Dynamics Solution

can be parameterized and coded correctly. To do this, a customer code, the name of the relevant Dynamics component and, where relevant, a serial number are added as a code to the relevant requirements.

This relates only to those requirements for the customization of the Dynamics Solution. Each requirement is made unique in this way so that while coding in the relevant Dynamics component (for example, in the AOT in the case of Dynamics AX), a remark line can be added that specifies the relevant code with the reason for the adjustment. In this way, for example, any adjustments can be traced quickly in an update or new release of Dynamics. Specific Microsoft guidelines are widely available as well.

### ***Refine Scripts (Dynamics)***

For the same reason as specified above, the requirements in question are linked to the Dynamics scripts. If this exercise shows that adjustments still need to be made in the script, they are made at this point. If pilots were used in the Design Dynamics workstream to design the Dynamics Solution, it is also determined here to what extent configured components can be transferred from that pilot activity. Particularly if a detailed pilot was executed, this can save a large amount of time and money.

### ***Detailed Plan Customizing***

Based on the scripts and the related requirements, it is now time to draw up the detailed plan for configuring the Dynamics Solution. Besides a planning schedule and the requisite roles for the further implementation of this workstream, this plan covers at least the following:

- interactive effect/harmonization with other workstreams;
- how requests for change are dealt with;
- how test scripts are created.

### ***Customize Dynamics***

As indicated above, when Dynamics is being customized a distinction is made between parameterization and coding. In practice, these two activities are actually carried out by different people. The Dynamics Solution is configured on the basis of the scripts. This configuration is an interactive process. This is because it is not always possible to predict, down to detail level, which settings are required in a particular situation. Any adjustments to scripts and/or requirements are recorded in customizing change

requests. Besides indicating the impact, such a request also indicates the amount of extra time and money to be spent on the relevant adjustment.

Not only adjustments to the script and requirements are recorded. The parameterization and coding must also be recorded correctly so that it is not difficult or indeed impossible to track changes in case of any update or new releases in the future. As indicated above, adjustments are made in particular layers of the Dynamics Solution (for example, the USR layer). One must ensure that the correct layer is being used.

The choices made during the test strategy determine whether the configured components of Dynamics are tested individually (unit test). The requisite test scripts for this test and the tests still to be conducted in the other workstreams are also drawn up in this activity.

### ***Customize Add-on(s)***

As with the previous activity, any Add-ons are also customized on the basis of the scripts and requirements. Add-ons are coded only under very exceptional circumstances. The choice made in the test strategy determines whether a unit test is executed for the Add-on.

### ***Integrate Dynamics and Add-on(s)***

In this activity, the Dynamics components are merged with the Add-on(s). This means that the two components are geared and adjusted to each other. To do this, cooperation with the Interfaces and Build workstreams is indispensable. Depending on the scale of customization and the tests that are executed, the Customize Dynamics and Customize Add-on activities and the integration of both components are also executed as an activity. The size of the total change process and the scale of the customization determine whether the realized customization is integrated into this activity.

### ***Authorization***

In the Roles, Authorizations, and Security workstream (Map process cluster), it is determined how the Dynamics Solution must be configured with respect to authorization and security. In this activity, authorization and security are linked to the screens and transactions of the various Dynamics Solution components. Depending on the Dynamics environment used (NAV, AX, SL, GP, or CRM), this activity can also be executed immediately during the customization. This environment also determines the sequence in which the abovementioned activities are executed in this workstream.

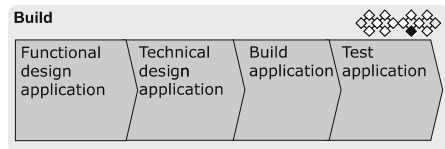
## Test

As the final activity in this workstream, the combined Dynamics Solution is tested. The test types and testing techniques to be used depend on the amount of parameterization and coding. When a Dynamics module is installed out of the box, for example, a different type of test will be executed than when the relevant Dynamics module contains a large number of coding. The test types and techniques to be used are determined in the Test Strategy activity in the Test workstream and any defects are registered. Where necessary, based on these defects, adjustments will be made to the parameters, code and/or authorizations and security settings. This will be repeated until the components to be delivered satisfy the specified quality requirements.

### Products to Be Delivered

- Document: Adapted requirements (customize coding);
- Document: (Adapted) Dynamics scripts;
- Document: Customizing change requests;
- Document: Roles, authorization, and security;
- Document: Test scripts;
- Document: Test defects;
- Product: Microsoft Dynamics;
- Product: Add-ons.

### 5.3.4 Build Workstream



In this workstream, the requisite customization is realized. This is functionality that will be developed and built onto Dynamics. The adjustment of field lengths, for example, comes under customizing because that adjustment is made in Dynamics. These are the approved gaps for which the requirements were recorded in the Map process cluster. The Build workstream consists of the following activities:

- Functional design application;
- Technical design application;
- Build application;
- Test application.

### ***Functional Design Application***

The way the functional design is created depends on the development method and development language to be used. For example, if an iterative development process such as DSDM is used, a different functional design is created to when a more traditional development method is used, such as the waterfall method (SDM).

Supplemented with the test criteria (from the Test workstream), the requirements from the Map process cluster serve as the basis for creating the functional design. For every functional design, whether it involves reports or applications to be developed, the objective of and reason for creating the applications are specified. By recording the reason in the functional design it can be determined faster when there are any updates and new releases, for example, whether the customization that was developed can be replaced by standard functionality.

A functional design is often regarded as something that is intended for IT staff. Often, it is not readable for users, although they still have to approve the functional design.

For large customization applications, in terms of both time and money — this should be taken into account — remarks such as “I didn’t know ...” or “But I thought that ...” can be prevented.

### ***Technical Design Application***

In the technical design, based on the functional design it is described how the application or report must be developed and in which development language. The way the technical design is created depends on the customization content and the development language used.

When formulating the technical design, a particular point of focus should be to determine where the intelligence of the Dynamics Solution is located. By this we mean the way the data integrity is handled. This can be in the applications of the Dynamics Solution or in the databases. If the intelligence is in the application, extra care should be taken. The integrity of the data must then be safeguarded by the application to be built. To do this, the business rule engine can be used, for example, in the case of Dynamics AX.

### ***Build Application***

After the functional and technical designs have been approved, it is time to start developing the customization.

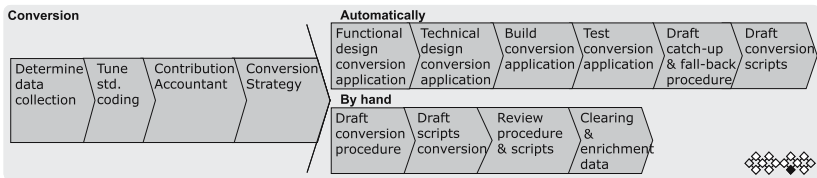
## Test Application

The interfaces that have been developed are tested according to the test specifications configured in the Test workstream. It is tested whether the developed application satisfies the requirements. In many cases, this is a Functional Acceptance Test. It is determined in the Test workstream whether testing tools will be used when the applications are being tested. When the application has been approved, it is transferred to the Acceptance workstream together with the test results.

## Products to Be Delivered

- Document: Functional design customization;
- Document: Technical design customization;
- Product: Customization applications;
- Product: Reports;
- Document: Test results;
- Document: Outstanding defects (optional).

### 5.3.5 Conversion Workstream



The conversion of data from existing systems to the new Dynamics Solution environment is often a complex task. Particularly the inconsistency of data in the current operational systems often produces unforeseen challenges. The enrichment of data in the current databases to make it compatible with the Dynamics Solution is also part of this workstream.

There are two types of conversion: automatic conversion, where the conversion process is automated using conversion applications or special conversion tooling that has been developed. The second type is manual conversion. To do this, procedures are drawn up and people follow those procedures and enter the data manually in the Dynamics Solution. This latter conversion type is preferable in cases of master data (for example, customers and products), not just in terms of costs but also, and especially, to safeguard the integrity of the data.

The actual conversion of the data, both automatically and manually, is not part of this workstream but of the Deploy Dynamics Solution workstream in

the Integrate process cluster. The Conversion workstream consists of the following activities, which, because of their large number, have been split into preparation conversion, manual conversion, and automatic conversion:

**Table 5.14.** Separation Conversion workstream

Preparation	Manual	Automatic
<ul style="list-style-type: none"> <li>• Determine data collection;</li> <li>• Tune standard coding;</li> <li>• Contribution accountant;</li> <li>• Conversion strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Draft conversion procedure;</li> <li>• Draft script conversion;</li> <li>• Review scripts and procedure;</li> <li>• Cleaning data.</li> </ul>	<ul style="list-style-type: none"> <li>• Functional design conversion application;</li> <li>• Technical design conversion application;</li> <li>• Build conversion application;</li> <li>• Test conversion application;</li> <li>• Draft back-up, catch up, recovery.</li> </ul>

**Determine data collection**

The Conversion workstream begins by examining which data is relevant and which data is not. A distinction is made between three types of data. The data related to the company (for example, department and country), master data (for example, customers and products), and transactional data (for example, orderlines, and invoices). Here, particularly for the latter type, an extra subdivision can be made into current and historical transactions.

The process starts by creating an overview of the tables and files in the Dynamics Solution to be used. Then it is determined which data will be used to fill these tables and files. To do this, an estimate of the convertibility of the data is also provided. Table 5.15 displays an example of a data conversion overview.

Lastly, the tables in which data must be refined, are added to this overview so that it is compatible with the Dynamics Solution. While doing this, it must also be examined whether this requires the solution to be adjusted.

**Table 5.15.** Data conversion overview

ID	Tabel	ID	Tabel	# records	MG	Description
.....						
HQ-NCR-AR	Customer Header	KL-K-01	Customer	?	H	Must correspond with HQ-NCR-SAL
HQ-NCR-SAL	Customer Address Header	KL-K-01	Customer	?	H	
HQ-NCR-AR	Cust. Open Entry Detail	OE-2342-H	Open entry header	124000	M	
		OE-2342-D	Open entry detail	250,000	M	
HQ-NCR-SAL	Order			?	M	
HQ-CLIP	Quote Information			?	M	
HQ-CLIP	Order Information			345.432	H	
NCR-HQ-INV	Inventory			127355	M	
HQ-DINV	Product Information			675	L	
HQ-RAWM	Item			923		



### ***Tune Standard Coding***

When the scripts for the configuration of a Dynamics Solution were being designed, it was decided which codes were going to be used for the master data. This master data includes among other, the country code, article code, region code, debtor number, and billing schedule. At best, the coding used in the old situation was taken into account in that workstream. This makes the conversion easier. During this activity, a list is drawn up with the new code to be used instead of each old code. We will return to this subject when we discuss the Cleaning Data and Manual Conversion activities.

### ***Contribution Accountant***

Laws and regulations such as SOX, Basel II, and IFRS<sup>3</sup> have given rise to all kinds of new rules and requirements to be complied with by the company and its reporting procedures. In addition to these international agreements, national or even local requirements with respect to these reporting procedures also apply. All of this also has an impact on the data to be converted. If, for example, the traceability of data has to be guaranteed, the accountant has an important role to play in verifying the converted data. In some cases, it may even be necessary to ask for approval.

### ***Conversion Strategy***

The conversion strategy to be pursued is determined on the basis of the conversion data overview drawn up in one of the previous activities. To do this, one of the following three options can be chosen for each table to be converted:

1. Do not convert;
2. Manual conversion;
3. Automatic conversion.

Do not convert is an option that is not always looked into properly. It can be a useful option for historical data, for example, especially if there are large tables with historical data that is not used or displayed so often. It is then worth finding out whether this historical data can be accessed using BI/DW<sup>4</sup> tools instead of having to convert and view the data using the Dynamics Solution. This saves time and also reduces costs.

The same applies to manual conversion. If, for example, it is decided to manually enter all master data such as articles, debtors, and ledger accounts,

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<sup>3</sup> IFRS stands for International Financial Reporting Standards and are a set of accounting standards.

<sup>4</sup> BI/DW stands for Business Intelligence/Data Warehouse.

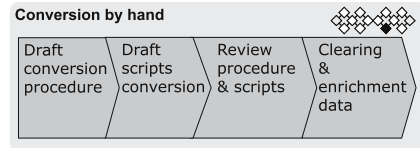
one of the advantages is that the users learn on the job how the Dynamics Solution works. This can generate cost savings on the training side.

Another important point when deciding on the conversion strategy is which back-up and recovery procedures will be used. In many cases, the standard back-up and recovery procedure used in the company does not meet all the requirements for the conversion period. A separate back-up and recovery procedure is therefore prescribed for the conversion period.

Another item that has a major impact on the conversion strategy is the choice of the go live and roll-out scenario. If a parallel scenario is opted here, it means a double investment has to be made because data must be converted both at the start and at the end of the parallel period.

### ***Products to Be Delivered for Preparation***

- Document: Overview data to be converted;
- Document: Back-up and Recovery procedure.



It is now known which strategy will be pursued for each data table. Following this, the manual procedure is worked out and the conversion applications are created if applicable. The relevant consequences for the workstream are described one after the other, starting with the manual conversion.

### ***Draft Conversion Procedures***

A procedure is drawn up for every table that is to be manually converted. Besides a description of how the data must be entered, this procedure also specifies from where this data must be obtained and how it must be verified. During the last step, a distinction is made between checking the data in advance (input) and checking the data afterwards (output). The test type to be used for this is determined in the Test workstream and largely depends on whether the data is imported using the Dynamics Solution or whether it is entered directly into the database. The procedure is described up to the work instruction level. The procedure optionally includes information on how the data must be refined, cleaned, or modified. This is determined for all the data, that is, both for the data that is converted manually and for the data that is converted automatically. To do this, the standard codes drawn up during the Tuning standard coding activity are used.

## ***Draft Script Conversion***

As described above, the actual conversion is executed in the Deploy Dynamics Solution workstream. The scenario is compiled in the Draft Scripts Conversion activity. This scenario records such things as the sequence in which the manual conversion must take place and the level of interaction with the automated conversion. The sequence is determined on the basis of the three items described earlier: company; master; and transactional data.

If manual conversion is used as a training mechanism for the users, it is determined at this point when and who will enter the data.

## ***Review Procedures and Scripts***

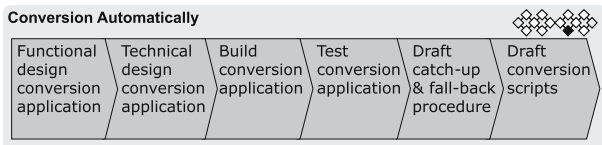
After the procedures and the scripts have been drawn up, they are reviewed and tested. As indicated above, the reviewing and testing methods are determined in the Test workstream.

## ***Cleaning and Enrichment of Data***

This is the last activity in the Manual Conversion workstream. To prevent data from being converted incorrectly or incompletely, the data is first cleaned. Particularly fields in the tables in the free category (tables in which no automated checks are performed on the data when the data is being entered) require the necessary attention. Data is cleaned according to three criteria: the validity of the data; the accuracy of the data; and the relevance of the data. The procedure for cleaning and enriching data is formulated in the Draft Conversion Procedures activity. The timing of the Cleaning and Enrichment activity is different for each change process. In many cases, it starts in this process cluster.

## ***Products to Be Delivered for Manual Conversion***

- Document: List standard coding;
- Document: Manual conversion procedure;
- Document: Manual conversion script(s).



In the following sections, we look in detail at the descriptions of the activities for automatic conversion. We start with the description of the functional design of the conversion application.

### ***Functional Design Conversion Application***

The conversion strategy produces an overview of the tables that must be converted automatically. A functional design is created for every table to be converted.

Every functional design contains information about the objective of the conversion application to be created and the requirements it must satisfy. A number of these requirements, such as the capacity to verify the data and the correctness of the data, originate from the Test workstreams (for example, whether to use hashing or not). All the other requirements are defined in this activity.

The structure of the functional design depends on the development method to be used, among other things. However, the Functional design should be formulated in such a way that it is readable not only for technical consultants but also for users. This prevents misunderstandings at a later stage.

### ***Technical Design Conversion Application***

In the technical design, based on the functional design it is described how the application must be developed and in which development language. The way the technical design is created depends amongst other things on the following: the types of databases involved (both input and output); the development method used; and whether tooling and/or Dynamics applications are used. It is also important to confirm, as is the case when building customization, where the intelligence of the Dynamics Solution is located, in the application layer or in the database layer.

### ***Build Conversion Application***

The designs for the conversion software are developed as soon as they have been approved.

### ***Test Conversion Application***

The developed applications are tested on the basis of the test specifications that were configured in the Test workstream. The application itself is tested to check whether the application meets all the specified development requirements. There is a trial conversion, however. Depending on the amount of data to be converted, this is done for the complete dataset or we choose a random number of tables. When both the application and the executed trial conversion have been approved, the applications are transferred to the

Acceptance workstream. The actual, automatic, conversion takes place in the Deploy Dynamics Solution workstream in the Integrate process cluster.

### ***Draft Catch-up and Fall-back Procedure***

When the data is being converted, the time aspect plays an important role. We mentioned above that a separate back-up and recovery procedure must be drawn up in many cases. This has to do with the chosen scenario for the go live and roll-out activities and the corresponding conversion period. In addition to this time aspect, the time taken by the conversion also plays a role. When testing the conversion software, in many cases a representative part of the data is tested. To do this, measurements are performed to determine how long the conversion will ultimately take. If this demonstrates that all the data cannot be converted within the permitted time (for example, a weekend), there is a catch-up period. This is the period between the download from the old database and the upload (conversion) to the new database. Until the Dynamics Solution is released for input, the updates in the old systems are either entered or saved up. To guarantee the integrity of the data, these updates will have to be entered in the Dynamics Solution manually or using extra conversion applications that will have to be realized.

Although everything should be tested thoroughly, it is always possible for something to go wrong in the go live and roll-out activities. It might even be so serious that the company must decide to return to the previous (old) situation. This is called the fall-back scenario. Below we discuss the procedure if things go wrong. The following two fall-back periods are possible.

**Table 5.16.** Explanation Fall-back periods

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#### **Fall-back period I**

This is the period between going live and the transfer to the line organization. During this period, the introduction team is responsible for deciding whether to apply the fall-back or not. To make sure that any fall-back progresses in an orderly fashion, a scenario must be drawn up for it

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#### **Fall-back period II**

As difficult as it is to return to the old situation during fall-back period I, during fall-back period II this is even more complex. The period during which it is possible to return to the old situation after transfer is often very short. The old system has been dismantled and is therefore no longer available. During this period, fall-back period II is replaced by formulating back-up scenarios. This makes it possible to return to a particular period, but no longer with the old system

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The fall-back procedure describes a set of measures to reverse one or more activities. Each fall-back scenario contains at least the following information:

- under which conditions the scenario must be executed; these are preferably measurable facts;
- who has the power to decide whether the scenario is executed or not;
- how long that execution will take;
- who will be informed when the scenario is executed;
- which time schedule there is for the scenario or, in other words, which activities will be executed, by whom, and how long they will take;
- how the scenario will be tested.

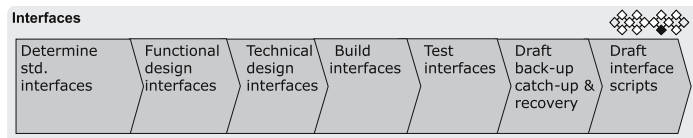
### ***Draft Conversion Scripts***

This activity is comparable to the activity in the manual conversion part of this workstream. The same rules and conditions apply to formulating the scenario for executing the automatic conversion as they do for the manual conversion.

### ***Products to Be Delivered***

- Document: Functional design conversion program;
- Document: Technical design conversion program;
- Document: Script implementation automated conversion;
- Document: Back-up and recovery procedure;
- Document: Catch-up procedure (where applicable);
- Document: Fall-back procedures;
- Products: Conversion software.

## **5.3.6 Interfaces Workstream**



In this workstream, the requisite interfaces are realized. The company can do this by developing (building) interfaces itself, using tooling, or using the standard interfacing options in the Dynamics Solution. In the descriptions of activities, a distinction is made between technical interfaces, such as those between servers, databases, and bridges, and functional interfaces,

such as those between Dynamics and other applications. The Interfaces workstream consists of the following activities:

- Determine standard interfaces;
- Functional design interfaces;
- Technical design interfaces;
- Build interfaces;
- Test interfaces;
- Draft fall-back procedure;
- Draft interface scripts.

### ***Determine Standard Interfaces***

In the Design Infra and Design Dynamics Solutions workstreams (in the Map process cluster), all the functional and technical requirements for the requisite interfaces are formulated. In this activity, it is determined how the interfaces will be definitively realized. It will be determined whether the interfaces:

- will be realized using the standard Dynamics Solution functionality;
- will be realized using special interface tooling;
- will be developed by the company or partner itself (build).

This is done not just to make sure that the functional and technical designs are drawn up correctly, but also so that if the costs are too high, it can be decided to use other interface technology. This happens quite often with the middleware tools in use.

### ***Functional Design Interfaces***

Based on the requirements for the various interfaces, a functional design is created for each interface. Just as with the functional design for conversion applications, this design contains information about the objectives of the interface and the requirements it must satisfy, mainly the requirements in the Map process cluster plus requirements such as the controllability and connectivity of interfaces from the Test workstream. The other requirements are defined in this activity, requirements to be met by the functional design for the tooling to be used, for example. The format of the functional design depends on such things as the development method and/or tooling to be used.

### ***Technical Design Interfaces***

In the technical design, it is described how the application must be developed based on the functional design and in which development language.

The way the technical design is created depends on things as the type of interface to be developed in combination with the development language or middleware environment. It is also important to determine, as is the case when building customization, where the intelligence of the Dynamics Solution will be located, that is, in the application layer or in the database layer.

### ***Build Interfaces***

After the designs for the interfaces have been approved, they are developed, customized or parameterized, depending on the nature of the relevant interface.

### ***Test Interfaces***

The developed interfaces are tested according to the test specifications configured in the Test workstream to check whether the interface meets all the specified development requirements. Once the interface has been approved, it is transferred to the Acceptance workstream. In some cases, particularly for interfaces with external environments, it is difficult to perform enough tests. This is because not all companies are inclined to cooperate when it comes to testing interfaces. In such a case, extra attention must be paid to the fall-back procedure.

### ***Draft Fall-back Procedure***

As is the case in the Conversion workstream, things sometimes go wrong (see also the point of focus under Testing Interfaces) in this workstream. A fall-back procedure is also set up here. The way this is done and the applicable conditions are identical to those in the Conversion workstream.

### ***Draft Interface Scripts***

This activity describes the working method with respect to how and when the interfaces can be installed and put into operation. This latter point deserves particular attention if it involves an interface with the outside world and a parallel go live scenario. In such a case, it may first be necessary to work with the old interface for a while. After the Interfaces scenario has been completed, it is transferred to the Acceptance workstream together with the interfaces.

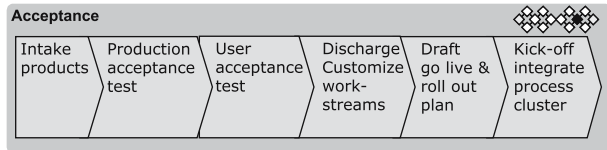
### ***Products to Be Delivered***

- Document: Functional designs interface(s);
- Document: Technical designs interface(s);



- Document: Back-up and recovery procedure;
- Documents: Overview test results (for each interface);
- Document: Fall-back procedures;
- Product: All technical and functional interfaces;
- Document: Scenario interfaces.

## 5.4 Acceptance Process/Workstream



The acceptance of all deliverables from the workstreams in the Customize process cluster is centralized in the Acceptance workstream. Whereas the products in the workstreams have largely been tested individually, in this workstream the Dynamics Solution and the other products, such as Education Material and AO, are tested in relation to each other.

The objective of this workstream is to determine whether all the products delivered are collectively of sufficient quality to go live. The focus is particularly on this relationship between the products. Lastly, this relationship between the various Change Elements and therefore the reparation of the balance between Business and IT is a determining factor for the ultimate result of the change process. The first three activities in this workstream have a strong iterative character. The Acceptance workstream consists of the following activities:

- Intake products;
- Production acceptance test;
- User acceptance test;
- Discharge customize workstreams;
- Draft go live and roll-out plan;
- Kick-off Integrate process cluster.

### ***Intake Products***

The relevant product goes through an intake procedure in accordance with the acceptance protocol that has been drawn up for that product. This means that it is tested whether the product satisfies the requirements and therefore the objective as recorded in the Master Change Plan.

It is also tested whether the results of the tests undergone by the product satisfy the criteria formulated in the Test workstream. The defects that emerge during the intake are recorded in an intake defects overview. In this overview, it is specified for each delivered product whether and, if so, to what extent the product satisfies the specified requirements and criteria. If the product is rejected, it is returned to the relevant workstream. In that case, the defects are specified with addition of what needs to be resolved or adapted.

### ***Production Acceptance Test***

The production acceptance test (PAT) only applies to the IT products to be delivered. For example, no PAT is executed for Education Material or AO descriptions unless Education Material has an IT component, such as an e-learning module. The objective of this test is to discover the extent to which the delivered IT product satisfies the operational criteria. These criteria therefore relate particularly to subjects such as manageability, security, maintainability, and continuity. The IT products are first subjected individually to a PAT.

After all the IT products have gone through a PAT, an integrated PAT is performed that particularly tests the stability, integratability, and continuity of the products. The various PATs are conducted according to the PAT detailed plan formulated during the Test workstream. Just as with the previous activity (intake product), the defects are recorded. In the PAT overview, it is recorded whether the company approves the relevant IT products, including the degree to which it does this. When defects are made in the category “not an obstacle to development”, for example, the company can decide to still go live with the product and in the meantime resolve the relevant defects.

If the IT product does not satisfy the specified criteria, which is the case when a defect is in the “showstopper” category, the product is returned to the workstream and must be adapted or resolved there, after which it is again presented to the Intake products activity.

### ***User Acceptance Test***

The user acceptance test (UAT) is an important tool for the adoption of the Dynamics Solution and, where relevant, the changed working method resulting from the Business Change. The objective of conducting this test is to demonstrate that the Dynamics Solution and other products, such as user manuals and work instructions, satisfy the requirements and criteria that were drawn up. These are the functional, technical, and organizational

requirements from the Model and Map process clusters and the criteria as drawn up in the Test workstream. The criteria are often related to user-friendliness, flexibility, security, portability, and re-usability.

The UAT is generally oriented towards the business process. This means that test cases are drawn up based on the business process to be implemented. The corresponding products (both IT and other materials that were delivered) are then tested. This is also a good opportunity to engage employees from the specific business process so that as large a group as possible is involved in the UAT, resulting in a positive impact on the adoption of the Dynamics Solution.

Defects are again recorded during this activity. This time the defects are recorded in the UAT overview, which specifies whether the relevant products are compatible and to which extent. When defects are made in the category “not an obstacle to going live”, for example, the company can decide to still go live with the product and in the meantime resolve the relevant defects. If the product does not satisfy the specified criteria – which is already the case, for example, if there is a defect in the “showstopper” category – the product is returned to the workstream and must be adapted there, after which it is again presented to the Intake products activity.

Except for the people who worked on realizing the Dynamics Solution, for all other people working on the UAT this is often the first time they come in contact with the Dynamics Solution. In this case it really does hold true that “well begun is half done”. If the Dynamics Solution reveals a lot more defects when the UAT is being performed, particularly defects in the “showstopper” category, people’s confidence in the Dynamics Solution diminishes. The effort that it costs to restore this confidence does not balance out against the savings apparently made by not performing adequate tests. Which test, PAT or UAT, comes first, is depending on the situation.

### ***Draft Go live and Roll-out Plan***

In practice, the starting point for this activity is often immediately after creating the Master Change Plan. The reason we describe it here is only because the last changes to the go live and roll-out plans to be delivered can only be made at this point because of the UAT and PAT.

The go-live plan describes all the activities to be performed to successfully go into production with the Dynamics Solution and, where relevant, the changed working method. These activities include integrating the Dynamics Solution in the existing application environment and training the employees.

The roll-out plan describes how the Dynamics Solution organizes the roll-out of the “Kernel” and location-specific components of the Dynamics Solution at the various locations. Whether in such a case location-specific go-live plans are drawn up depends on the individual situation and on the size of the location-specific components. For example, if the roll-out is to take place in several countries and only the language and laws and regulations are different (such as VAT), a go-live plan will be sufficient.

The following overview describes a number of subjects that must in any case be dealt with in the go live and roll-out plans.

**Table 5.17.** Overview of the go live and roll-out plan

<b>Go-live plan</b>	<b>Roll-out plan</b>
Installation task force go live	<i>General (all locations):</i>
Overall activities planning	Description Dynamics Solution Kernel
Arrange support during go live	Planning
Arrange calamities procedure	Support (technical/organizational)
Organize celebrations	Installation roll-out teams
Clear up old situation	Procedure roll-out
	<i>For each location:</i>
<i>Optional:</i>	Description Dynamics Solution location specific
Fall-back procedure	Procedure roll-out specific

### ***Discharge Customize Workstreams***

Given that the organizational structure for the next Integrate process cluster is different to the organizational structure in this process cluster, now all the workstreams are discharged. The only workstreams that continue in the Integrate process cluster are the workstreams in the Willing category, that is, Adoption, Participate, and Communication.

By issuing the discharge, the company lends its formal approval to the products that were delivered and therefore grants it permission to go live with the Dynamics Solution. Discharge therefore involves more than just somebody signing a document. In order to make sure that this decision is well founded, an acceptance walk-through is organized.

This walk-through is not a test but more a formal demonstration of the Dynamics Solution and the other products related to the business case. During the walk-through, it is demonstrated how the Dynamics Solution supports the business processes and satisfies the requirements that were

formulated. The relationship between the Dynamics Solution and the business objectives to be realized is also displayed. If it involves a large-scale change process, in the walkthrough the emphasis is on those points identified during the Implementation Strategy workshop as success factors for the change process.

In addition to the Dynamics Solution walk-through, the results of the Production Acceptance Test and the User Acceptance Test are presented, including defects that still have to be resolved. As described above, there may no longer be any defects from the “showstopper” category at this point. It is also indicated for all the defects how they are to be resolved. It is up to the company to decide whether to resolve these defects before or after going live. The final step in this discharge activity is the presentation of the go live and roll-out plan.

### ***Kick-off Integrate Process Cluster***

This activity signals the formal start of the Integrate process cluster. The go live team is installed and the kick-off meeting is organized. The meeting is attended by everybody with a role in the go live and/or roll-out plan. In order to show their involvement, it is recommended that the decision-makers in the change process also attend this meeting. At the meeting, the go live and roll-out plan is presented so that everybody knows what is going to happen and when. After the meeting, the formal start of the Integrate process cluster is a fact.

### ***Products to Be Delivered***

- Document: Formal product acceptance;
- Document: Results production acceptance test;
- Document: Results user acceptance test;
- Document: Introduction plan Dynamics Solution;
- Document: Overview intake defects;
- Document: Production Acceptance test overview;
- Document: User acceptance test overview;
- Document: Go live plan;
- Document: Discharge form(s) workstreams.

## 5.5 Main Milestones in the Customize Process Cluster

The Customize process cluster includes the following milestones:

**Table 5.18.** Main milestones Customize process cluster

<b>Milestone</b>	<b>Who? (role)</b>
Detail plans workstreams	Implementation Manager a.o.
Roll-out plan	Implementation Manager
Go live plan	Implementation Manager
Intake product all workstreams	Business Decision Manager and IT Decision Manager
Discharge workstreams	Business Decision Manager, IT Decision Manager and Implementation Manager
Kick off Integrate Process cluster	Implementation Manager
The above mentioned milestones will differ for each change process	

When the Plan of action for executing the Customize process cluster is being drawn up, the end date and, where applicable, the start date, are added to the above table.

## 5.6 Other Implementation Factors of the PC Customize

The Process Implementation Factor is described in detail in the previous sections. In the following sections, we describe specific points of focus for the other Implementation Factors (People, Information, Means, and Control).

### 5.6.1 People Implementation Factor

The resource overview specifies all the roles involved in this process cluster. The roles specified here provide a summary of the requisite expertise, who is authorized to do what and who is responsible for what. For smaller Business change processes, several roles could be combined for the same person. Given the number of workstreams in this process cluster, three resource summaries are included. First, a resource overview for the three

processes in this cluster and then a detailed resource overview for the Prepare Organization process and for the Developing Dynamics Solution process.

**Table 5.19.** Resource overview Customize process cluster

<b>Regatta for Microsoft Dynamics</b>  <b>resource-table</b>  <b>Process cluster Customize</b>		<i>Prepare Organization</i>	<i>Developing Dynamics Solution</i>	<i>Acceptance</i>
<b>Organization track</b>	Business Decision Maker	X	X	X
	Customer Project Manager	X	X	X
	Business Architect	X		
	Controller			
	Process owner	X	X	X
	Key User	X	X	X
	User		X	
	Functional Administrator	X	X	
	Customer			
	Supplier			
<b>Implementation track</b>	Implementation Manager	X	X	X
	Organization expert	X		
	Communication specialist	X		
	Adoption consultant	X		X
	Participate consultant	X	X	X
	Process specialist	X	X	
	Training specialist	X		
	Information specialist	X		
<b>IT track</b>	IT Decision Maker	X	X	X
	Project Manager	X	X	X
	Information Architect	X	X	X
	Infra Architect	X	X	X
	Technical Administrator	X	X	
	Development Consultant		X	
	Infra specialist		X	
	Test specialist	X	X	X
	Information Analyst	X	X	
	Funct. Dynamics Consultant	X	X	
	Techn. Dynamics Consultant	X	X	
	Microsoft Architect		X	X
Contractmanager				

**Table 5.20.** Resource overview II workstream Prepare Organization

<b>Regatta for Microsoft Dynamics</b>  <b>resource-table Workstream Prepare Organization</b>		<i>Adoption</i>	<i>Participate</i>	<i>Communication</i>	<i>AO</i>	<i>Documentation</i>	<i>Education material</i>
Organization track	Business Decision Maker	X	X	X			
	Customer Project Manager	X	X	X	X	X	X
	Business Architect				X	X	
	Controller						
	Process owner		X		X	X	X
	Key User	X	X	X	X	X	X
	User						
	Functional Maintenance		X		X	X	X
	Customer						
	Supplier						
Implementation track	Implementation Manager	X	X	X	X	X	X
	Organization expert				X		
	Communication expert	X	X	X			
	Adoption consultant	X	X	X	X	X	X
	Participate consultant	X	X	X			
	Process expert				X		
	Education specialist						X
IT track	Information expert					X	
	IT Decision Maker	X	X	X			
	Project Manager				X	X	
	Information Architect					X	
	Infra Architect					X	
	Technical Maintenance					X	
	Development Consultant						
	Infra specialist						
	Test specialist				X	X	X
	Information Analyst				X		
	Funct. Dynamics Consultant				X	X	X
Techn. Dynamics Consultant					X	X	
Microsoft Architect							
Contractmanager							



**Table 5.21.** Resource overview III workstream Developing Dynamics Solution

Regatta for Microsoft Dynamics  resource-table Workstream Developing Dynamics Solution		Test	Developing Infrastructure	Customize Dynamics Solution	Build	Conversion	Interface
Organization track	Business Decision Maker	X		X			
	Customer Project Manager	X	X	X	X	X	X
	Business Architect						
	Controller						
	Process owner						
	Key User	X	X	X	X	X	X
	User					X	
	Functional Maintenance	X		X	X	X	X
	Customer Supplier						
Implementation track	Implementation Manager	X	X	X	X	X	X
	Organization expert						
	Communication expert						
	Adoption consultant						
	Participate consultant	X	X	X	X	X	X
	Process expert			X		X	X
	Education specialist						
Information expert							
IT track	IT Decision Maker	X	X	X	X		
	Project Manager	X	X	X	X	X	X
	Information Architect		X	X	X		
	Infra Architect		X				
	Technical Maintenance		X	X	X		
	Development Consultant			X	X	X	X
	Infra specialist	X	X				X
	Test specialist	X	X	X	X	X	X
	Information Analyst			X	X	X	X
	Funct. Dynamics Consultant	X					
	Techn. Dynamics Consultant	X	X				
	Microsoft Architect		X				
	Contractmanager						

**Organizational Structure Integrate Process Cluster**

When completing the Customize process cluster, a large number of workstreams are discharged. For the more sizeable change processes, this also means that some of the people who helped realize the solution will be discharged from these activities. In the example of a change process in which five Dynamics Consultants worked to realize the Dynamics Solution, it makes no sense to deploy all five consultants to execute the activities in the Integrate process cluster. Therefore, to execute this cluster an organizational structure different from that of Customize process cluster is set up.

The organizational structure chosen here involves task forces. Two task forces are set up, one for the Deploy in Organization. And one for the Deploy Dynamics Solutions workstream. Every task force consists of a team of specialists that perform the various activities during the go live and any roll-out(s) involved. An additional advantage of this is that if there are any calamities the task force can be quickly deployed to resolve them.

### **5.6.2 Information Implementation Factor**

Besides the standard information such as progress reports, time and resource schedules and the documents to be produced by the various workstreams such as the Functional and Technical designs, AO descriptions, and Education Material, other information can also be used in this process cluster. The following is a summary of such information:

- Approval and discharge forms for the various parts of this cluster;
- Manuals for standard use of Dynamics;
- Existing process and procedure descriptions;
- Existing training plans and procedures;
- Templates for functional and technical designs;
- Information to be provided to the company and other parties.

### **5.6.3 Means Implementation Factor**

The following is a summary of the main resources that can be used in this process cluster.

- Regatta for Dynamics target group survey application;
- Regatta for Dynamics scripting tool;
- Process modeling tools (including workflow tools);
- Microsoft development tools (for example, .Net and Morph X tooling);
- Conversion tooling;
- Development tools;
- Test tools;
- E-learning tools;
- Communication tools.

### **5.6.4 Control Implementation Factor**

The main control aspects in the cluster are incorporated in the following points of focus:

- Power of decision;
- Time sequence.

#### ***Power of Decision***

At the start of the Customize process cluster, the Solution Model and the Master change plan are approved. It is therefore possible, in the process cluster, to allocate the power of decision over any adjustments to the relevant workstream. Only those adjustments that are outside the scope and objectives specified in the Master change plan are then presented to a higher echelon. This avoids delays in the decision-making process. For example, imagine a situation where, when the purchase process is being parameterized in Dynamics, it is found that the obvious solution for a particular component cannot be realized according to the configured scripts. If a higher echelon has to be consulted for these types of parameterization topics, there will be delays. Not just delays for the relevant workstream but also, in many cases, delays in other workstreams.

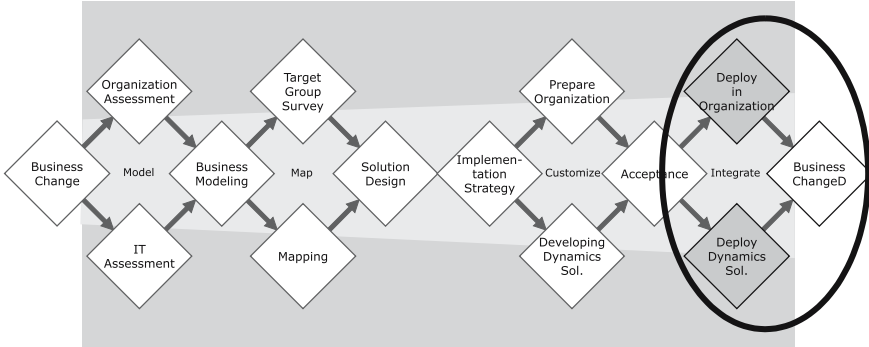
#### ***Time Sequence***

There are various dependencies between the different workstreams. The main dependencies are displayed in the diagram and overview in section 4.5.1, Figure 4.4. However, this is not to say that the same sequence of implementation can always be used. It depends on the chosen go live scenario as well as on the chosen Dynamics Solution. During the Implementation Strategy workshop, the ultimate sequence of execution is determined.

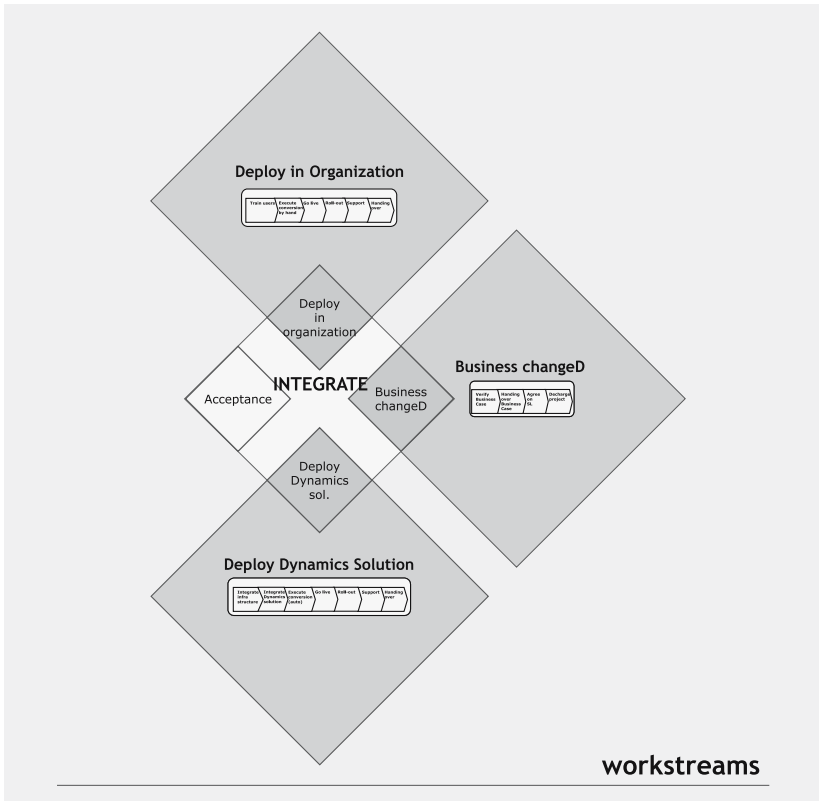
## **5.7 Result of the Customize Process Cluster**

All the activities in this process cluster generate a large number of documents and products. In the Prepare Organization process, everything is done to make sure that the organization is properly prepared for this during the total integration so that the Dynamics Solution can be embedded in the company. Once the Dynamics Solution has been realized in the IT track, there is nothing standing in your way of successfully integrating and embedding the Dynamics Solution into the organization and that the organization is willing and will soon be able to work with the Dynamics Solution.

# Regatta for Microsoft Dynamics



**Integrate process cluster**



## 6 Integrate Process Cluster

Now that all the preparatory tasks have been completed, the Dynamics Solution can be put into production. To steer this process in the right direction, two Deploy processes have been set up – one Deploy for the Dynamics Solution on the business side and one Deploy for the Dynamics Solution on the IT side. Both deploy processes start virtually at the same time. The two processes do interact. For example, when the business side wants to go live, on the IT side the Dynamics Solution must have been integrated into the company's current software environment. For the sake of readability, we have decided to describe in each workstream activities that occur in both workstreams, such as go live and handing over. For somewhat less sizeable change processes it is often decided to merge both processes together.

The introduction of the Dynamics Solution is followed by the transfer to the maintenance department. The Integrate process cluster concludes with the Business ChangeD process, in which the result of the change process is tested once again against the business case, after which the change process is discharged.

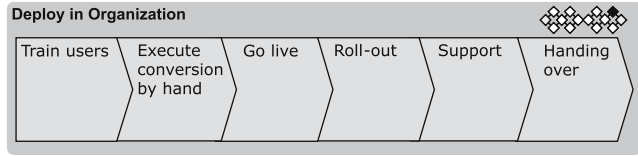
The description of the objectives of this process cluster is followed by a description of the processes specified above: Deploy in Organization; Deploy Dynamics Solution; and Business ChangeD. This chapter concludes with a description of the other Implementation Factors in relation to the workstreams in this process cluster.

### 6.1 Objective

The objective of this process cluster is to realize the go live plan and, where applicable, the roll-out plan. Whatever the case, the objectives specified here must be related to the general objective of this process cluster. This general objective is:

- To successfully put the Dynamics Solution into operation for the company in such a way that the company is willing and able to work with it successfully and that it contributes to realizing the business objectives.

## 6.2 Deploy in Organization Process/Workstream



The Deploy in Organization process consists of activities that guarantee that the Dynamics Solution can be successfully embedded in the company. This particularly involves embedding the Dynamics Solution on the business side. The activities in this chapter are described just briefly. When describing all the (preparatory) activities in the previous process clusters we dealt in detail with the choices that have to be made. This workstream therefore has a high execution content based on the plans that were drawn up. The process consists of one workstream and includes the following activities:

- Train users;
- Execute conversion by hand;
- Go live;
- Roll-out;
- Support;
- Handing over.

### ***Train Users***

This workstream starts with training the users who will ultimately work with the Dynamics Solution and, where relevant, with a changed working method. The training courses are held on the basis of the training plan drawn up in the Develop Education Materials workstream. That training plan also specifies all the materials required to hold the training courses. The throughput time of this activity can be relatively long and can even extend to after the Go live, especially if there are large groups of users or several Roll-outs. Each training course is evaluated and, if necessary, adapted for the next Roll-out or for new employees.

### ***Execute Conversion by Hand***

The manual conversions are performed according to the script that was drawn up in the Conversion workstream. Every procedure that was recorded in this script is tested after execution. The way this is done is determined in the Test workstream. Any defects resulting from this test are

resolved immediately, if possible. In many cases, this activity must be performed before the automatic conversion can take place (see the Execute Conversion (Auto) workstream).

### ***Go Live***

This activity coincides with the go live activity in the Deploy Dynamics Solution workstream. After all the preparations and checks, it is finally time for the go live signal. The company will start to work with the (changed) business process, supported by the Dynamics Solution. During the entire go live period (up to the Handing over), it is constantly measured whether the achieved results satisfy the requirements and criteria recorded in the go live scenario. In the unlikely event that anything should go wrong any necessary action can therefore be taken immediately. To make this possible, the old system is kept up and running, although no more updates or physical entries are executed. During this time, it must be possible at all times to decide to return to the old situation. The fall-back scenarios for this eventuality were drawn up in the Customize process cluster.

As described above, the workstreams from the previous process cluster (Adoption, Participate and Communication) continue on into this process cluster. During the go live activity, special attention must be paid to adoption of the Dynamics Solution, that is, adoption of the changes on the business side and the changes on the IT side. The result of the preparatory adoption activities can end up being completely null and void if the company does not focus sufficiently on this subject during this activity.

### ***Roll-out***

The roll-out scenario arranges the go live of the various locations. This scenario also specifies the differences for each location in the go live activity. In fact, the go live activity is executed  $x$  number of times on the basis of this scenario. Special attention is required here for the evaluation procedure for every go live. This has to be set up in such a way that it allows for the possible adjustment of the go live scenario and sometimes the roll-out scenario. Besides processing the defects made during a go live period, the focus here is especially on gaining time. Where and how can the roll-out process be speeded up? Practical experience has shown that when drawing up the scenario, it is almost impossible to take into account all the possible problems that can occur. By setting up the evaluation procedure properly, growing pains troubles, and other possible problems can be prevented during subsequent roll-outs.

## ***Support***

This activity starts with the go live and lasts up to and including the transfer of the Dynamics Solution. During this period between go live moment and the moment at which the Dynamics Solution goes into actual production (handing over activity), support is provided by the task force. The duration of this period depends on the individual situation.

From a participation perspective, and therefore also from an adoption perspective, as many users as possible are deployed to provide support at the workplace. Not just to provide direct support but also to distribute user documentation and work instructions, for example. The task forces are still responsible at this point for the Dynamics Solution. In addition to the abovementioned activities, the task force also focuses on resolving minor malfunctions and on monitoring the go live and the roll-out scenario, where relevant.

After every go live, this period is evaluated and the go live and roll-out scenario are adjusted, when applicable. During the go live and roll-out phase, the final adjustments are made so that all the developed products can be adequately transferred to the current standing line organization. These are the products that were realized by the workstreams in the Organization and Implementation track. Depending on the situation, the management procedures configured by the company are retained or new management procedures are drawn up. The latter is done for example if new products are created for the company for which no management procedure has yet been drawn up.

## ***Handing Over***

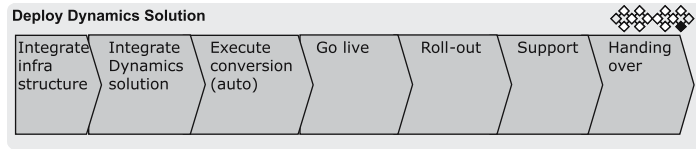
As soon as the go live activity has been completed, all products that were realized are transferred. If it involves a roll-out, in many cases after the go live of every roll-out the relevant roll-out is discharged. Amongst other reasons, this depends on whether the management of the products has been allocated centrally in the company or not. In the case of local management, special attention is required for the management procedures to be developed in order to facilitate future updates and new releases.

## ***Products to Be Delivered***

- All products and documents from the Organization and Implementation tracks, for example training materials, user documentation, scenarios, evaluation forms, the defects administration, and any list of outstanding bottlenecks.



## 6.3 Deploy Dynamics Solution Process/Workstream



This workstream, which due to the integration of all infrastructure and software usually starts a little earlier than the Deploy in Organization workstream, includes all the activities required to successfully put the infrastructure and software into operation in the company's existing environments. This workstream consists of the following activities:

- Integrate infrastructure;
- Integrate Dynamics Solution;
- Execute conversion;
- Go live;
- Roll-out;
- Support;
- Handing over.

### ***Integrate Infrastructure***

It depends on the individual situation whether the integration of the new infrastructure in the existing infrastructure takes place in this activity, or whether it took place during the production acceptance test in the previous process cluster. In general, it can be stated that in the less sizeable change processes integration takes place during the production acceptance test. If there are roll-outs involved, this is not possible and integration takes place for each location. Moreover, the integrated infrastructure is also tested for each location. This must be taken into account in the Test workstream. In addition, the choice of the go live and roll-out scenario plays an important role here.

### ***Integrate Dynamics Solution***

The working method described in the previous section also applies to integration of the Dynamics Solution in the existing environment. The main point of focus during the integration of the Dynamics Solution particularly involves the software interfaces, especially in the case of a parallel scenario or a roll-out. Alternating interfaces can be active during a particular period, with part of the location(s) still working with the old interfaces and part with the new ones.

Another point of focus involves the location-specific components of the Dynamics Solution. It would not be the first time that a location-specific component was installed at the wrong location or even that it was forgotten to integrate a location-specific component.

### ***Execute Conversion***

This activity is executed based on the script drawn up in the Conversion workstream. There are two aspects that should be highlighted one more time: testing the (converted) data and the catch-up period.

For large conversions, a period during which no IT is available or during which people still have to work with the old system must be taken into account. After the data has been downloaded from the old system, it is important to register what will be changed in the old system so that these updates can be entered in the Dynamics Solution after the conversion. To do this, an adequate procedure must have been set up to prevent the loss of data. Here we would like to add, that no financial periods should be closed during this period. In many cases, data can no longer be retrieved if anything should go wrong with the conversion.

With regard to the tests, we wish to emphasize that the download of the data from the old system must also be tested. Companies sometimes neglect to do this, with all the attendant consequences. Then “rubbish in” really does also mean “rubbish out”.

### ***Go Live***

This activity coincides with the go live activity in the Deploy in Organization workstream, where the going live of the infrastructure and software is often the first step. As with the above activity, during the go live of the infrastructure and software it is monitored whether everything meets the requirements and criteria that were drawn up. As with the Integrate Dynamics Solution activity, the interfaces are a point of focus in this activity. Some interfaces can only be tested for the first time the moment they go live. In the Customize process cluster, fall-back scenarios are specified in the unlikely event that anything should go wrong during the go live period.

### ***Roll-out***

This activity is executed in the same way as the roll-out activity in the Deploy in Organization workstream. What sometimes occurs with this activity is that the infrastructure is different for each location. When all locations switch to a new integrated environment, this certainly merits the necessary attention when drawing up the roll-out scenario, particularly the location-specific components.

## ***Support***

With this activity, the task force focuses on resolving minor malfunctions and monitoring the go live and, where relevant, the roll-out scenario. In contrast to the activity in the Deploy in Organization workstream, additional tools are often used, particularly in relation to performance. After every go live, the go-live period is evaluated and the go live and roll-out scenario is adjusted, where necessary. During the live and roll-out phase, the final adjustments are made so that all products that were developed can be adequately transferred to the standing line organization. These are the products that were realized by the workstreams in the IT track. Given that the implementation of a Dynamics Solution almost always involves a new IT solution, the management procedures for the Dynamics Solution are drawn up during the support activity in the IT track.

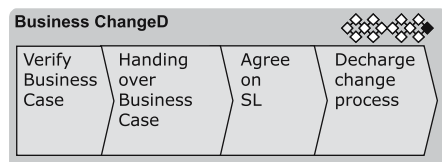
## ***Handing Over***

As soon as the go-live activity has been completed, the products that were realized are transferred. Just as with the handing over in the organization activity, here too it is examined whether discharge takes place after every roll-out or at the end of this roll-out.

## ***Products to Be Delivered***

- All products from the IT track. In addition to the Dynamics modules, these also include conversion software, Add-ons, interfaces, and infrastructure, for example.

## **6.4 Business ChangeD Process/Workstream**



This is the final workstream for the successful implementation of the Dynamics Solution. This workstream verifies the results of the change process based on the business case, after which the change process is discharged. The process is composed of a workstream and consists of the following activities:

- Verify business case;
- Handing over business case;
- Agree on service level;
- Discharge change process.

### ***Verify Business Case***

Now that the Dynamics Solution has been implemented, all that remains to be done is to test the result of the change process against the business case. The result is first tested for each Change Element. To what extent were the specified goals realized for each Change Element? Any deviations to this are registered, stating whether the goals are to be realized at a later stage (after completion of the change process) or will not be realized at all. It must be remembered that not all the goals can be realized. These deviations are recorded in the Deviations business case document. Then the Change Elements are examined as a whole. The question to be answered here is: To what extent has the balance between the Business and IT been repaired? Input required determining this, includes the Master Change plan, the requirements, and the defects administration.

Verification of the business case can include an evaluation conducted among the users. Particularly if the change has a major impact on the People Change Element, an evaluation can provide an insight into the degree of acceptance. And it can therefore also reveal the extent to which the necessary balance has been realized. This in turn provides an understanding of whether activities such as extra support during a particular period are desirable, for example.

### ***Handing Over Business Case***

In addition to the business case, the list of bottlenecks and the list of deviations are handed over to the responsible organizational units. Based on these transfer documents, (follow-up) agreements are made with all the parties involved (both internal and external). Such an agreement might state of comprehend how to improve a number of matters.

### ***Agree on Service Level***

The degree to which the supplier of the Dynamics Solution will service the product was already arranged during the selection process for the Dynamics Solution. The agree on service level activity is therefore a concluding activity in which all the loose ends are tied up. Agreements are made here about matters such as help-desk support, updates and new releases, maintenance to infrastructure, guarantee periods, and response times.



When making agreements about Dynamics Solution updates and new releases, make sure you take the hourly rates for consultancy into account. In many cases, these rates are excluded in any contract/price negotiations.

### ***Discharge Change Process***

This is the final activity of the change process. In this activity, all the products are transferred to the line organization. This is the time to evaluate the entire change process. What went well and what can be done better next time? Based on the insights obtained here, during subsequent change processes the company can execute the change process better, faster, and more effectively.

At this point, the task forces are formally discharged by filling in and signing the discharge form.

### ***Products to Be Delivered***

- Document: business case;
- Document: Deviations business case (optional);
- Document: Evaluation report (optional);
- Document: Discharge form;
- Document: Service Level Agreement (optional).

## **6.5 Main Milestones in the Integrate Process Cluster**

The Integrate process cluster includes the following milestones:

**Table 6.1.** Main milestones Integrate process cluster

<b>Milestone</b>	<b>Who? (role)</b>
Train key users	Implementation Manager
Conversion executed	Process owner and Project manager
Hardware installed	Project manager
Software installed	Project manager
Go live	Implementation manager and Customer project manager
Roll-out	Implementation manager and Customer project manager
Handing over business case	Business Decision maker
Service lever agreement	Business Decision maker and IT Decision maker
Support time	Implementation Manager

When drawing up the plan of action for implementation of the Integrate process cluster, the end date and, where applicable, the start date is added to the above table.

## **6.6 Other Implementation Factors of the PC Integrate**

The Process Implementation Factor was described in detail in the previous sections. In the following sections, we describe specific points of focus for the other Implementation Factors (People, Information, Means, and Control).

### **6.6.1 People Implementation Factor**

The resource overview specifies all the roles involved in this process cluster. For smaller Business change processes, several roles could be performed by one and the same person.

### **6.6.2 Information Implementation Factor**

In addition to standard information, such as progress reports, time/resource planning schedules and documents to be produced by the various work-streams, including the business case and the deviation form the following is a summary of other information that can be used in this process cluster.

- Approval and discharge forms for the various components of this process cluster;
- Information to be provided to the organization and other parties concerned.

### **6.6.3 Means Implementation Factor**

The following is a summary of the main resources that can be used in this process cluster. This actually includes all the resources that were used in the previous process clusters.

- Regatta target group survey application for Dynamics;
- Regatta Scripting tool for Dynamics;
- Training resources;
- Process modeling tools (including workflow tools);
- Microsoft development tools;
- Microsoft Implementation Methodology Toolkits;

- Conversion tooling;
- Development tools;
- Performance tools;
- Test tools;
- E-learning tools;
- Communication tools.

Table 6.2. Resource overview Integration process cluster

<b>Regatta for Microsoft Dynamics</b>  <b>resource-table</b>  <b>Process cluster INTEGRATE</b>		<i>Deploy in organization</i>	<i>Deploy Dynamics Solution</i>	<i>Business Changed</i>
Organization track	Business Decision Maker	X	X	X
	Customer Project Manager	X	X	X
	Business Architect	X		X
	Controller	X		X
	Process owner	X		X
	Key User	X		
	User			
	Functional Administrator	X		X
	Customer			
	Supplier			
Implementation track	Implementation Manager	X	X	X
	Organization expert			
	Communication specialist	X	X	X
	Adoption consultant	X	X	X
	Participate consultant	X		
	Process specialist			
	Training specialist	X		
	Information specialist			
IT track	IT Decision Maker		X	X
	Project Manager		X	X
	Information Architect		X	
	Infra Architect		X	
	Technical Administrator		X	
	Development Consultant		X	
	Infra specialist		X	
	Test specialist		X	
	Information Analyst			
	Funct. Dynamics Consultant		X	
	Techn. Dynamics Consultant		X	
	Microsoft Architect		X	
Contractmanager			X	

### **6.6.4 Control Implementation Factor**

The main control aspects in the Integrate process cluster are dealt with in the following points of focus:

- Mandate task force;
- Time sequence.

#### ***Mandate Task Force***

During the go live and roll-out period, it is hard to think of everything. This process can be completed successfully provided it is thoroughly prepared using the right products and the right people. Besides the known planning and control activities, in this context we want to highlight one aspect in particular: the task force. The task force, whether it involves two task forces or one for both Deploy workstreams, is responsible for executing all the activities during the process. Therefore, it is often a subset of the organization that was set up for the Customize process cluster.

The only thing that differs is the management and the mandate of the task force. When the change is going live, decisions have to be made very quickly if any problems occur. If the task force's mandate is insufficient, this can have large consequences. Because of this, the preferred solution is to designate the responsible line manager (for example, the process owner) with the role of Introduction Manager (Business Project Manager). That makes the line organization not just the receiving party but also the interested party.

An Introduction Manager appointed by the line organization is responsible for managing the entire go live process. In that way, he or she has a pilot function. The change is picked up offshore as it were, and is guided right up to the quay, where it is moored. Although the captain of the ship (the change process) is still responsible for what happens on and in the ship (crew, cargo, and machines), the pilot is responsible for steering the ship. They are jointly responsible for quickly mooring the ship in the right place. The Introduction Manager's task is to look for the location and the course to be followed, and the captain's task is to make sure that the right machines are operated by the right people at exactly the right speed.

#### ***Time Sequence***

There are various dependencies between the various workstreams. The main dependencies are indicated in the diagram. These dependencies are influenced by the chosen go live and roll-out scenario and whether there is going to be a roll-out.



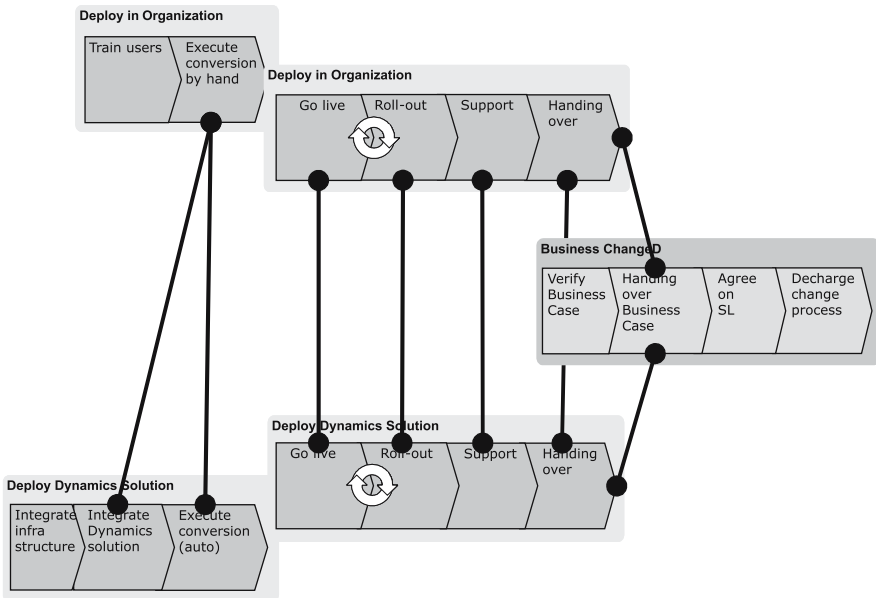


Fig. 6.1. Dependencies of PC Integrate workstreams

## 6.7 Result of the Integrate Process Cluster

Thanks to the structured approach, there is now a Dynamics Solution in operation that adequately supports the company's business operations. Moreover, it is a solution with which the users can and want to work. In short, the cohesion and balance between the Business and IT has been restored and the business has been changed.

# Appendix A – The Factors Explained in Detail

In this book factors are used, on one hand, to map *what* is changing (described in this book as Change Elements), and on the other hand, *how* to realize those changes (Implementation Factors). This appendix includes background information about classification into the different factors. When zooming in on the areas, Business and IT, you encounter the following factors: Process; People; Information; Means; and Control (Fig. A.1.).

It should be noted that the Control factor is split into two control elements: Structure as a control element for the Business Area and Methods and Techniques as a control element for the IT area. Like rowing in a boat, you are able to realize mutual cohesion and balance by correctly interpreting the Change Elements (the *what*) and the Implementation Factors (the *how*). You do not only remain on the right course, you should also increase your chance of success.

In the following sections, we expand in detail on the different factors for each Area. For each factor, presented first is a general description and then, for both the Change Element and the Implementation Factor, we provide the specific interpretation.

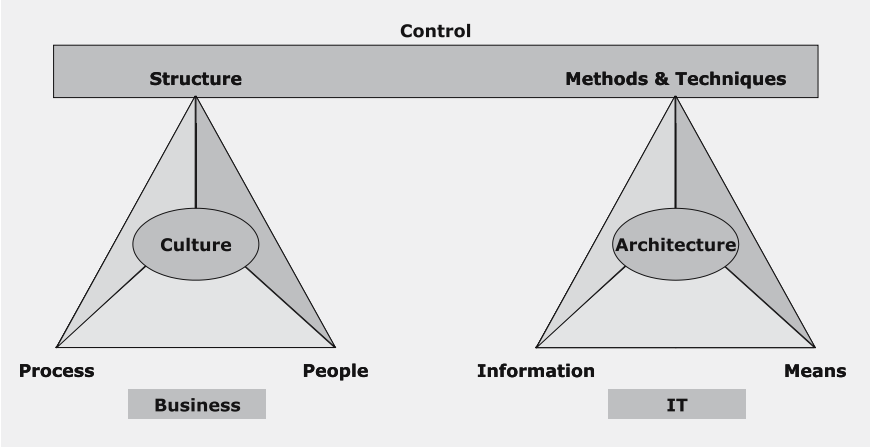


Fig. A.1. The Balance between Business and IT

## Business Area

The Business Area can be characterized as a goal-oriented *cooperative relationship* in which interested *parties* or *participants work together* in a coalition to achieve a joint objective, but also to *realize* their own (individual) objectives.<sup>1</sup>

People are involved in one way or another in the Business Area (parties/participants) in which there are one or more processes (cooperation, realization). In order to achieve objectives in a cooperative relationship, it is necessary to create some structure (cooperative relationship/coalition). Structure, Process(es), and People together make up the Business Area. The mutual cohesion is displayed in Fig. A.2.

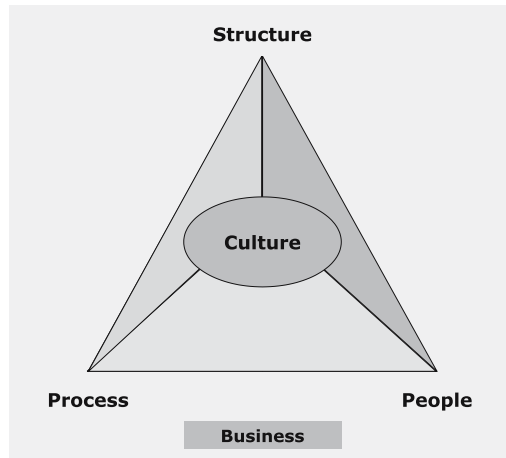


Fig. A.2. The factors of the Business Area

### The Process Factor

To make sure there are no misunderstandings from this point onward, the following definition is formulated for a process:

*A process consists of one or more successive activities, the result of which produces something valuable for the customer.*

<sup>1</sup> From: Management en Organisatie, Keuning/Eppink [16].

The customer can take up both an internal position (in the subsequent process) and an external position (as the purchaser of a product or service). A distinction can be made between primary and secondary processes. A *primary process* is considered to be an activity in order to provide a product or service to the customer/market. Primary processes contribute directly to realization of the business objectives. *Secondary processes* are activities that are performed to support the primary process. This usually involves processes that have been assigned to staff departments, for example, finance or HR.

- **Change Element**

The Process Change Element involves the company's business processes. Which business processes changes due to the introduction of a Dynamics Solution?

- **Implementation Factor**

The Process Implementation Factor includes those processes to be performed in order to implement the Dynamics Solution successfully. The Process Implementation Factor can differ for each implementation. In the Implementation Strategy process, we determine which processes will be performed.

## **People**

People are an important element when realizing (business) objectives. When companies are being set up, roles are described based on the defined process. Job descriptions include not only the tasks to be carried out, but also criteria that determine who will occupy the position. Topics such as training, and general skills such as communication, are taken into consideration. From a rational perspective, this can easily be realized when defining those positions.

However what if the personal objectives of an employee deviate from this, and consequently these employees are not motivated to fulfill this position? The degree to which a company can satisfy the personal needs of its employees ultimately determines not just the motivation of employees, but even more their commitment towards this project. It is therefore also important to map out the needs of employees, such as the employer–employee relationship, involvement, and motivation.

- **Change Element**

The People Change Element includes all roles and positions that have been identified within the organization. Basically, all employees involved in the change as a consequence of the Dynamics Solution implementation. Hence, motivated employees rarely offer any resistance,

and are a crucial part of the change process. However, dealing with objections is really just handling the symptoms, it is not a solution. Objections are often based on one of the three so-called negative emotions: anger, fear, or grief. To make sure the change process will be fully executed, it is necessary to identify the causes of this resistance. To do this, we must make a detailed characterization of the people involved in the change process. There are different ways of characterizing people, not general characteristics such as age, gender or place of residence, but rather what motivates and drives people.

• **Implementation Factor**

The People Implementation Factor is a subset of the People Change Element. This can include key users, process managers, testers but also the customer and/or supplier. Possibly an employee belongs to the People Change Element but is also part of the People Implementation Factor. This is usually the case for the key users. Based on their daily tasks, they belong to the group of people that will be affected by the changes as a consequence of the Dynamics Solution implementation. However, they also contribute to the framework of that same implementation, such as providing input on business processes, testing, and acceptance.

## **Structure**

The structure of a company has a huge impact on its performance. Badly organized companies work inefficiently and are less effective. Processes and procedures are not geared up for working together and people work in an unorganized way. With the structure of a company is meant:

- the manifest of the company;
- the communication channels and other linking mechanisms.

### *Manifest of an Organization*

Different manifestations of companies can be identified, for example: hierarchical; matrix; or functionally specialized. In principle, every company is a line organization. Based on the tasks to be performed and the management of those tasks (authorizations and responsibilities), one or more differentiations are used. Besides the manifest, the company's growth and life cycle phase is also important during the implementations.

### *Communication Channels and Other Linking Mechanisms*

When the manifest has been defined, it must be determined how communication will be arranged. Communication in this is the method of redirecting tasks to subordinates. In other words, how does an manager get things done? This involves communication between managers and staff performing the

task, on all levels. By other linking mechanisms is meant the style of management.

- **Change Element**

The Structure Change Element relates to how the tasks, responsibilities, and authorizations are managed so that the business processes can be managed adequately. This also includes the communication channels inside and outside the company.

- **Implementation Factor**

The Structure Implementation Factor includes the tasks, authorizations, and responsibilities related to the change process. In addition, the Structure Implementation Factor can return with a manifestation project, unlike the Structure Change Element where this is almost never the case.

## ***Culture***

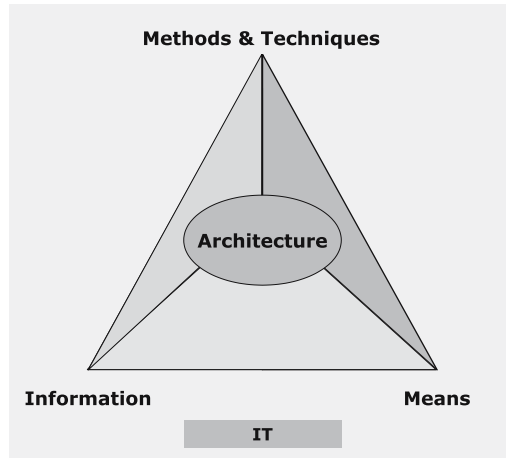
Culture is a intangible concept. it can be defined in dozens of different ways. Nearly all those definitions refer to assumptions, history, behavior, procedures, and role models. Many companies are not aware of these cultural phenomena, although they apply them unconsciously. This includes recruitment profiles and selection interviews to find out if one fits the company profile.

What is striking about the definitions is that they are influenced and formed by one or more of the factors of Structure (= control), Process, and People. Put another way, the degree of attention given to these three factors ultimately define the culture of a company. A culture therefore cannot be changed in itself, and this is a pre-condition for a Dynamics Solutions implementation. This applies to both the Change Element and the Implementation Factor.

## **IT Area**

The IT Area can be characterized as a context in which, based on conditions (Architecture) defined by the organization, hardware and software and other resources (Means) are developed and used in a controllable and measurable way (Methods and Techniques) in order to support the company (Information) in realizing its business objectives.

Methods and Techniques, Means, and Information together make up the IT Area. Architecture creates the framework and is therefore both the starting point and the result. This playing field defines conditions for realizing the Dynamics Solution, but on the other hand, these conditions also



**Fig. A.3.** The factors of the IT Area

influence the change process. This is the case, for example, with business rules. IT has a direct relationship between the different elements. In addition, the degree of IT maturity as indicated by Nolan in the 1980s has an influence on the total change process.

### ***Information***

Ultimately, when developing a Dynamics Solution it is all about the result. Not only should the business processes be supported by the chosen Dynamics Solution, it should also provide the information that enables to manage and control the business processes. That information must be accurate and accessible.

- **Change Element**

With the Information Change Element, we make a distinction between the information for managing, controlling, and executing business processes, geared to the different target groups.

- **Implementation Factor**

The Implementation Factor comprehends information that is required by the change process and its underlying processes in order to realize products that meet the specified requirements. This is the case with the functional requirements list used as background information for the customization of Dynamics. Characteristics of target groups as input for a number of processes, such as communication and training, are also a variant of information.

## ***Means***

In our model, the Means factor mainly includes the software and hardware (infrastructure) available in the company and affected by the change process. Companies often have guidelines for the use of means, and these are recorded in architectures. For example, the company has prescribed that new projects are always built in a Microsoft or Oracle environment, servers from HP or IBM are used, and the network is created with UTP cables or wireless. In addition to software and hardware, also buildings and geographical aspects are considered to be Means. In the event of very critical changes, it is also important to record how procedures operate in the case of calamities and how is dealt with fall-back capacity in such cases.

- **Change Element**

With the Means Change Element is considered to be a collection of tangibles that make it possible to run a company.

- **Implementation Factor**

The Means Implementation Factor contains all the means that are necessary for the execution of the change process.

## ***Methods and Techniques***

When the Dynamics Solution is being formulated, the use of the methods and techniques is one of the first determining factors for implementation. Methods and techniques does not only refer to the accurate use of the chosen methods and techniques, but also to the selection of the proper methods and techniques. When will particular methods and/or techniques be chosen? Depending on the situation in the company, the existing IT solution, the available knowledge and experience, and the existing help resources, there are specific methods and techniques that are obvious solutions, for example, DSDM in a RAD<sup>2</sup> project. Methods and techniques are also used in systems that have been devised spontaneously. However, important IT solutions do not generally occur spontaneously and are based on a thorough use of methods and techniques. It is important to realize that the chosen methods and/or techniques will be used to control the development of an IT solution.

- **Change Element**

The Methods and Techniques Change Element is supporting the management and execution of the processes. For example, methods for executing the style of leadership or for process-oriented working.

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<sup>2</sup> RAD stands for Rapid Application Development



- **Implementation Factor**

The Methods and Techniques Implementation Factor is used for adequate execution of the change process. The Regatta for Dynamics approach or DSDM, for example.

### **Architecture**

Just as Culture connects People, Process and Structure, Architecture could be considered as a connecting element between Methods and Techniques, Information, and Means. Each change in one of the Areas has an impact on the architecture. Like Culture, Architecture is a precondition for a Dynamics Solution implementation.

In summary, the factors are illustrated in the table below:

**Table A-1.** Summary of factors

<b>Factor</b>	<b>Change Element (<i>what</i>)</b>	<b>Implementation Factor (<i>how</i>)</b>
<b>Process</b>	Which <b>business processes</b> are affected by the change?	Which process clusters do we use and how deep should we go?
<b>People</b>	Who are involved in the change process (from both an internal as an external viewpoint)?	Who are involved internally in the change process? This might include Dynamics consultants, suppliers, and key users but the change process Manager is also part of this.
<b>Information</b>	What information is required by the company? (and its customers and suppliers)	What information does the change process require in order to execute the process and what information about the change process does the company need?
<b>Means</b>	Which resources support the operational management (for example, applications and technical infrastructure)?	Which resources support the change process (for example, modeling and test tools, testing, and production environment)?
<b>Control</b>	Which management and control takes place on the above “Change Elements”?	Which management and control do we set up in order to execute the change process successfully?

## Appendix B – TIPO

TIPO (Technique for Interactive Process Design) is a method (developed by Sogeti) that can be used to map out and analyze business processes and the related information supply. This interactive approach, in which the people executing the processes play a central role as material experts, often results not just in more active involvement among the employees. It also helps them to better understand each other's role.

As mentioned above, TIPO is interactive. The processes are mapped out in workshops. Based on a fixed method, the process is formulated in cooperation with several process experts (business professionals). This is done on large (metaplan) boards so that all the participants can keep track of what is changing in the process. There is a process supervisor, the "moderator", who has the task of effectively and efficiently supervising the process. Besides the process flow, topics such as the limit and scope of the process, functions and AO/IC measures are also recorded on the metaplan board. The following sections describe the phases, including the activities to be executed and the process diagram to be used, as well as the symbols.

### ***Phases***

The following phases are used to map out processes:

**Preparation Phase.** The main activities during the Preparation phase are:

- **Specify processes:** Which processes will be mapped out?
- **Evaluate processes:** Classify the process according to the degree of difficulty. The planning is set upon this classification (see also Planning and Control). For example: the process can be classified using the gradations simple, normal, complex, and very complex.
- **Select participants:** When selecting the participants, the objective is to find a mix of expertise in the different areas of Business and IT. To avoid any delays, it is necessary that decision-makers are included as participants.
- **General and technical matters:** These include all matters of a general and technical nature, such as organizing the locations and metaplan boards and sending out invitations asking people to take part.

**Execution Phase.** The main activities during the Execution phase are:

- **Workshops:** Execution of the workshops.
- **Record process:** This involves recording the process diagrams in a tool. The particular tool to be used depends on the organization. The following tools are often used: Sedaris, Bwise, Mavim, Testbed, Protos, and Tibco.
- **Work instructions:** Drawing up work instructions is an optional activity. For example, no work instructions are drawn up for mapping out the current situation and the bottlenecks. However, the bottlenecks can often be worked out on the basis of the process diagrams.
- **Review process:** In every case, the recorded process is reviewed by the participants in the workshop. If decision-makers are not involved in the workshops, they should review the processes afterwards, too are given the processes to review.
- **Adjust process:** Based on the review, any necessary modifications are made to the process diagrams and, if relevant, the work instructions.

Recording, reviewing and modifying activities can be an iterative process, particularly when it involves mapping out the desired progress of the process.

**Conclusion Phase.** The main activities during the Conclusion phase are:

- **Evaluate:** The TIPO process is evaluated during the workshops as well as afterwards, when execution of the workshops is finished. The results are recorded and used as input for subsequent projects.
- **Transfer:** As soon as the diagrams and, if relevant, the work instructions are ready and approved, they are communicated to the line organization (in this case, the Process Management department).

**Planning and Control Phase.** Besides monitoring the total process, another activity in the Planning and Control phase involves drawing up the planning schedule. The included averages are Based upon previous experiences on executing TIPO sessions. The following is an example from a real-life situation.

**Starting Principles.** The following table was used to calculate the total number of requisite hours:

**Table B.1.** Example calculation numbers TIPO sessions

Complexity Process	Prepare workshop	Execute workshop*	Record	Re-view*	Adjust	Work instruction
Simple	0.5	1	1	0.5	0.5	4
Normal	0.5	2	2	1	0.5	8
Complex	1	3	3	1.5	1	12
Very complex	1	4	4	2	1	24

\* Hours per person

Attention: amount are in hours for each sub-process

The table displays the number of hours required for each component per attendee. If, for example, ten employees take part in the workshop, the number of hours must be multiplied by ten. This is a point to when considering the costs. In general, a workshop would have an average number of five participants (including the moderator).

**Interpretation.** The following is an example from a real-life situation. The starting principles in the previous figure are translated here into the number of processes.

**Table B.2.** Example calculation TIPO session

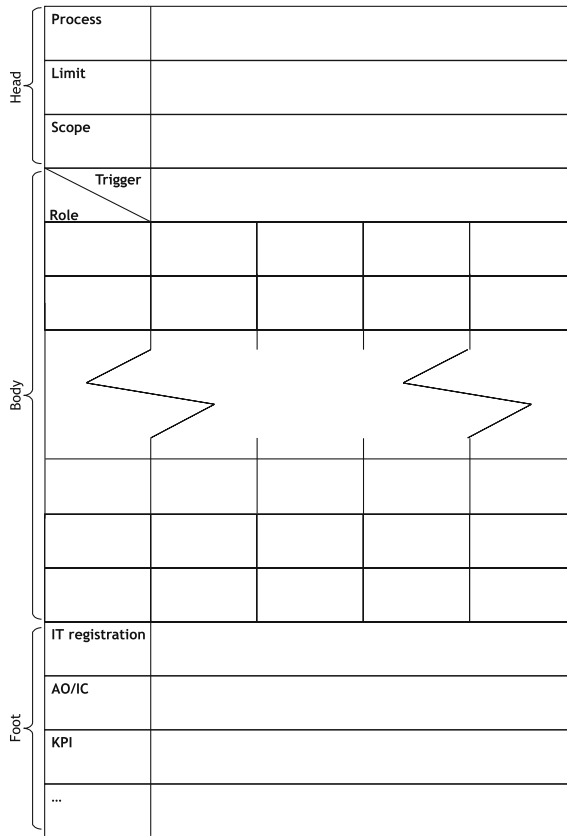
Process name	Complexity	Number of participants incl. Moderator	Hours for each participant	Total hours workshop	Process diagrams	Work instructions	Number of reviewers	Hours review per person	Total hours reviews	Change diagrams and work instructions
Change policy	Normal	4	2	8	2		3	1	3	0.5
Gather extra information	Normal	4	2	8	2	8	3	1	3	0.5
Reject application policy change	Normal	4	2	8	2		3	1	3	0.5
Grant cover	Complex	5	3	15	3	12	7	1.5	10.5	1
Process block./ debl. prol./ extension order papers	Simple	3	1	3	1			0.5	1	0.5
Process order produce insurance papers	Simple	3	1	3	1		2	0.5	1	0.5
Reduce annulment statements	Simple	4	1	4	1	4	3	0.5	1.5	0.5
Prognosis settlement policies	Very complex	7	4	28	4	24	10	2	20	1
Settle policies	Complex	5	3	15	3	12	6	1.5	9	1
				92	19	60			52	6

### Process Diagram

One of the reasons for the success of TIPO, besides its interactive character, is the layout of the process diagram and the colored symbols on the metaplan board. Such a layout makes it possible to view all the necessary information at a glance. This visual aspect not only gives a better insight into where bottlenecks occur, it also enables employees to arrive at solutions faster. The figure below displays the layout on the diagram board. The diagram can be divided into three parts: head, body and foot.

- **Head**

- Process:** The name of the main process and the sub-process.
- Limit:** Where does the process begin and end?
- Scope:** What is the scope of the process?
- Trigger:** What or who is causing the process to start?



**Fig. B.1.** Example layout diagram board


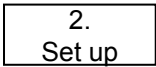
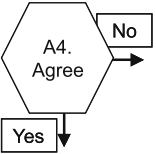
- **Body**

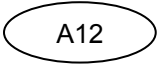
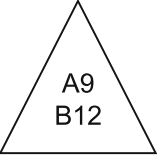
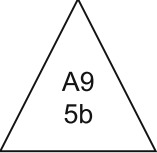
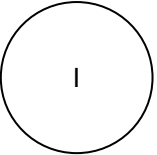
- a) **Function:** Who is executing the activity?
- b) **Activities:** Activities and decision moments are displayed in the diagram by means of symbols. The specified bottlenecks end up being displayed in the body and are linked to one or more activities.

- **Foot**

- a) **(IT) Registration:** What application(s) are used for the relevant activities?
- b) **AO/IC:** What Internal Checks must be included in the process?
- c) **KPI:** What Key Performance Indicators are assigned to the process?
- d) **...:** Option to add extra information to the process, for example, extra bottlenecks, etc.

The normal direction in which to read the diagram is along the line from top to bottom. A change in this direction is indicated with arrows. It may be that during the implementation of one process another process must first be executed and the initial process continues after the necessary activities have been executed. This is then displayed by a line with an arrow at both ends. These arrows mean that you must return to the first process after executing the activities. In every sub-process, every component has a unique position number. This number consists of a letter from the sub-process and a serial number. Various symbols are used in a process diagram, each with their own particular meaning. The symbols are described in the table below:

Name symbol	Description	Symbol color	Symbol
<b>Initiator</b>	The process starts at the top with the initiator of the process. This can be a person or a time in the agenda. The initiator is displayed by means of a circle. This same symbol is also used to indicate the end of a process. In this case, the word “stop” is displayed in the circle or the destination of the output is indicated	Purple	
<b>Activity</b>	After a process has started, an implementer can perform an activity. An activity is displayed by means of a rectangle	Yellow	
<b>Choice</b>	The implementer has to make a decision. A decision is displayed by means of a hexagon. A decision means that a yes-or-no choice must be made. Depending on the answer, the next step can be executed	Green	

Name symbol	Description	Symbol color	Symbol
<b>Output</b>	Products (output), such as documents, that leave the process are displayed by means of an oval, for example, a contract sent to a customer. Output also includes documents that are the result of a process and that serve as input for another process, for example, a dossier	Blue	
<b>Process reference</b>	<p>The result of a process may be that another process should be started up immediately. This is displayed by means of a triangle. The unique position number (A9) is displayed at the top of the triangle. Underneath, the number and the name of the process being referred to is displayed. If it involves a sub-process within the same process, the position number is specified (B12). When a (sub)process outside the referring process is being referred to, only the number of the process and the letter of the sub-process being referred to are specified, for example</p> <p>When another process does not start up immediately – for example, when you have to wait for a reaction from a customer – there is no process reference. You then use an ordinary reference symbol. In that case, the word “stop” is displayed the reference symbol</p>	Red	 
<b>Page reference</b>	Sub-processes may continue on different pages. In that case, a reference is made using a page reference. At the top of the page reference, a unique number is displayed and at the bottom the page is specified where this number can be found. On that page, therefore, you can find the same number except that then the bottom number refers to another page	Purple	

# Glossary

<b>Term</b>	<b>Description</b>
Architecture (technical)	An orderly arrangement of principles and models that serves as the guiding principle for an organization's technical environment. It is the element that binds Methods and Techniques, Information, and Means in the IT Area
Areas	The deviation for the company's business operations: Business and IT
Bottleneck	A bottleneck is a situation or condition of a Change Element that stands in the way of realizing the desired situation, a restriction
Business Case	Prior to the start of the change process, the Business Case is used to demonstrate what results may be expected from the project. In a Business Case, the global solution approach, the impact of that solution, the consequences and the financial basis are described
Catch-up period	Period during the transition from the old situation to the Business ChangeD, where the old situation is no longer in production and the Business ChangeD has not yet been realized. All input must be saved until it is released for the introduction
Change Elements	The Process, People, Means, Information, and Control factors that are used to apprehend what is changing due to the implementation of the Dynamics Solution
Change process	The change process is part of the Regatta for Dynamics model. This process ultimately leads up to the actual introduction and embedding of the Dynamics Solution in a company
Culture	Norms and values, history, behavior, procedures, and role models in an organization. Culture is the binding element between the Structure, Process, and People in the Business Area



<b>Term</b>	<b>Description</b>
Discrepancies	The differences between the desired situation and the existing situation in the Business and IT Areas
Dynamics Solution	Dynamics Solution means a Solution consisting of one or more Dynamics modules, Add-on(s), other MS products and customized solutions
Gap	The required conditions related to the Change Elements after implementation of the change that are missing in the current situation
Go live	The moment at which the Business ChangeD will become part of the total business operations, including new working methods. During this period, responsibility is still borne by the project
Going into production	The moment the new Dynamics Solution is transferred to the line organization
Impact analysis	Determines the degree of influence of the chosen solution in the Business and IT areas
Implementation	An implementation is the practical application of a methodology or solution
Implementation Factors	The Process, People, Means, Information, and Control factors that determine how the change process can be realized
Implementation Strategy	Determine what and how the implementation project must be executed. The result is recorded in the Master change plan
Implementation Track	This track monitors the relationship between all IT and organizational activities, secondly the track ensures that the Dynamics Solution can be introduced, embedded, and secured properly
Initial starting scenario	A proposed way of starting to use the Dynamics Solution that is consistent with the nature, scale, and situation of the organization
IT Track	The IT track includes activities that lead to the desired technological value of the Dynamics Solution
Master Change Plan	The approach to the total implementation project. The plan is crucial as a frame of reference for the various detailed implementation plans

<b>Term</b>	<b>Description</b>
Milestone	A milestone is the achievement of an important circumstance or event that signals the completion of an important accomplishment or a set of mutually related accomplishments. A milestone enables to validate the project. Milestones are also often GO/NO GO decision moments
Organizational track	The organizational track includes all activities required to realize changes in the company
Primary business process	By primary process is meant those activities to be performed in order to provide the customer/market with a product or service. Primary processes contribute directly to the realization of the business objectives
Process cluster	A process cluster is part of the Regatta for Dynamics model. The model has a total of four clusters. A process cluster is composed of a number of processes that individually lead to a pre-defined result that jointly realizes the aim of a process cluster
Roll-Out scenario	A proposed way of rolling out a Dynamics Solution implementation that was already executed earlier in other business units
Scenario	Document in which all activities are described, which must be executed in order to actually start using the chosen solution according to the agreed introduction scenario
Secondary business process	Secondary processes are activities that are performed to support the primary process. This usually involves processes that have been assigned to staff departments, for example, finance
Target group	A group of individuals that in one way or another is involved in or is affected by the change as a consequence of the Dynamics implementation.
Tertiary business process	The tertiary processes have an administrative character. In other words, the tertiary processes provide the planning and management information and the control mechanisms for the secondary and primary processes
Workstreams	A workstream is part of the Regatta for Dynamics model. It is the lowest level on which activities in the change process are described. A group of workstreams that belong with each other collectively make up a particular process

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