

# **Business Change Management in ICT Customer Projects - Systematic planning and implementation of business change management – Case ICT Service provider**

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Master's Thesis  
Degree Programme in  
Information Systems Management  
2018



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<b>Degree programme</b> Master of Business Administration in Information Systems Management	
<b>Thesis title</b> Business Change Management in ICT Customer Projects - Systematic planning and implementation of business change management – Case ICT Service Provider	<b>Number of pages</b> 23 + 12 pages from appendices
<p>Purpose of this study is to improve the deployment of the services for customer's end users by creating a systematic Business Change Management model for the customer projects.</p> <p>Research focused on following research questions:</p> <ul style="list-style-type: none"> <li>- What kind of change management model fits for target organization's customer projects?</li> <li>- What can be learned from piloting the model?</li> <li>- How to empower the deployment of the model for customer projects?</li> </ul> <p>Customer projects need a systematic way to support the end user training and communication for the service deployments. Overtime the complexity and difficulty of the services and the implementation projects of the services have increased. At the same time the projects have to be more efficient regarding to human resources in use and executed with top quality. This leads to projects having increased need for support in engaging the key stakeholders and for efficient well-aimed end user change communication and training. BCM aims to engage important stakeholders to the project work in order to meet the project objectives. Special situations and target groups can be recognized, analyzed and actions will be taken in order to lower the possible change resistance and to accelerate the change.</p> <p>Business change management is more than usual change management. Communication and user training are very important parts of BCM, but in order to be proactive and exceed customer's and end users' expectations BCM should include as well expectation management, measuring the implementation from vision to deployment, stakeholder management &amp; analysis, analysis of human response to change communication, and analysis of business change in customer's environment.</p> <p>In programs BCM model is implemented usually by a dedicated change manager in cooperation with program manager. In turn in projects the business change management is on project team's, mainly on customer's project manager's responsibility.</p> <p>Business change management model created by this study gives a systematic method, tools and templates for five focus areas: Stakeholder management, Change communication, Ensuring the roles and responsibilities, Training and Controlling the change. During the study the model was piloted and further developed by two different kind of customer projects.</p> <p>The model was found to fit well for the needs of the target company's Project Management Office.</p>	
<b>Keywords</b> Business change management, BCM, project, program, management, customer, end user, communication	

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## **Abbreviations**

### **BCM**

Business Change Management (BCM) means the systematic planning and implementation of the change. The BCM model consists of the activities explained in this study. The study focuses on projects but the same model can be applied to any small scale change initiatives as well.

### **BCM model**

BCM model offers BCM tools, templates, guidance and best practices for the project organization. The model supports organization's project model, and systematic project management is key to project success.

### **Business change manager, or change manager**

Business change manager is responsible for defining the benefits, assessing progress towards realization and achieving measured improvements in business operations. Change manager operates as a 'business side' to bridge between the program or project and business operations. (Department of Finance, 2018)

### **Customer**

Customer in this study is an organization or company which purchases ICT services from the target organization. Customer usually outsources as well the maintenance or gets the service as SaaS (Software as a Service) based delivery.

### **End user**

End user is a person working in the customer organization and using the services provided by customer's IT department.

### **ICT**

Information and communication technology is extensional term for information technology (IT) which highlights the role of unified communications and the integration of telecommunications, such as telephone lines and wireless signals, computers, software, storage, and AV systems, which enable users to access, store, and transmit information.

### **Key User**

A key user is a representative of its own business processes and they have a leading role within system or service implementation. They represent during and after the project the processes in which they are involved. (Bouwmeester, 2016)

## **Program**

PMI (Project Management Institute) defines a program as “a group of related projects managed in a coordinated manner to obtain benefits and control not available from managing them individually. Programs may include elements of related work outside of the scope of the discrete projects in the program. (PMI, 2004)

The OGC defines a program as “a temporary flexible organization created to coordinate, direct, and oversee the implementation of a set of related project and activities in order to deliver outcomes and benefits related to the organisation’s strategic objectives” (Office of Government Commerce, 2007)

## **Project**

An individual or collaborative enterprise that is carefully planned to achieve a particular aim. (Oxford Dictionaries, 2018) It is a set of interrelated tasks to be executed over a fixed period and within certain cost and other limitations. (Business Dictionary, 2018) This study focuses on projects made for target organization’s customers.

## **Project management Office, PMO**

Project Management Office is a centralized unit of professionals within a organization that is responsible for installing structured leadership, methodology, and practices for programs and projects to make the best use of a company’s time, money and human resources. The objective of the PMO is to promote and drive consistent and repeatable project management practices within an organization. (Martinelli, Waddell, Rahschulte. 2014, pp. 330-331). The PMO of the target organization has 45 project managers leading on average 250 ongoing customer projects.

## **Project manager**

Project manager leads the project to ensure that the project objectives are met as planned and agreed with the project owner and customer. Project schedule, expenses, human resources and quality are the key performance indicators which project managers of the target organization are proactively managing.

## **Stakeholder**

A stakeholder is defined as anyone who has a vested interest in a program or project. A key stakeholder is anyone who can influence, either positively or negatively, the outcome of the program. (Office of Government Commerce, 2007)

# 1 Introduction

The thesis is done as a development project for the target organization to improve the deployment of the services for customer's end users by deploying a systematic Business Change Management model for the customer projects.

Target organization's Corporate customer PMO and the projects did not have a no certain way for executing business change management. Change management has been on customer's project manager or organization's responsibility. If the customer's organizations do not follow or have a business change management model, then the change management executed varies or in most cases does not exist.

The issues following:

- The services do not get deployed for customer's end user's efficiently
- Customer satisfaction suffers, both project owner and end users
- Project does not meet its expectations although the project met its technical requirements and objectives
- Customers does not get the value they have been promised or they have understood from sales, or they do not know how to measure the value
- The lack of model or systematic way leads into variations and "waste" as LEAN models would describe extra work before, during and after the project by all stakeholders

Projects are being measured mainly on time and money and this leads to quality assurance to focus on minimum amount of technical errors, fails and deviation.

The purpose of this study is to improve the deployment of the services for customer's end users by developing and deploying a Business Change Management model for the customer projects. This model will help the project management to deploy the services by taking care of the needs of different stakeholders.

Value creation of the study:

- To improve the customer experience and end user satisfaction
- To develop the quality of project management service
- To increase target organization's corporate customer services and project management service sales

## **1.1 Target organization and author's contribution**

The target organization is a well-established European ICT service provider originally founded over a century ago. The name of the company and specific details are not disclosed due to confidentiality. This study serves corporate customer's department.

The author worked as project manager in the target organization's PMO and was promoted to PMO manager during this study. The author worked with the support of the PMO director and other team members were usable for support. Author was responsible of the development project and created all the materials delivered by the project.

## **1.2 Development objective**

Main objective and the development task of this development project is to create and communicate a model for systematic business change management in ICT delivery projects.

### **1.2.1 Research objective**

Create a business change management model that fits target organization's customer projects' needs.

### **1.2.2 Research questions**

1. What kind of change management model fits for target organization's customer projects?
2. What can be learned from piloting the model?
3. How to empower the deployment of the new model for customer projects?

## **1.3 Scope and limitations**

Scope of this thesis is business change management in ICT projects. The BCM model is created in order to support the customers in project work and end user communication and training. The main tasks were to plan the development project, create the model, pilot the model with customers and introduce the model for PMO project managers.

The work does not focus in best practices of change communication or solution training in deploying new services or solutions. Neither the study focuses on training the model.



## 2 Business Change Management

### 2.1 John Kotter's 8-Steps to Accelerate change

John Kotter's international best seller *Leading Change* has been described as the most important work in change management.

Kotter's message is:

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*"YOU CAN LEAD CHANGE. HERE IS HOW TO DO IT."*

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Kotter International have enhanced their 8-Step process to give organizations additional capabilities to lead change under the particular conditions of today's world. (Kotter International, 2017)



Figure 1: Kotter's 8-Step Process for Leading Change (Kotter International, 2017)

#### 2.1.1 Step 1: CREATE Sense of Urgency

For people to create and maintain a change there has to be higher need for it. This is to get people out from their comfort zones. In order to create readiness and lower the change resistant the first step is to create the sense of urgency. The top leaders must

describe an opportunity that will appeal to individuals' heads and hearts and use this statement to raise a large, urgent army of volunteers. The change should be understood as an opportunity usually either to increase profits / decrease costs or become more effective / more efficient, or both.

### 2.1.2 **Step 2: BUILD Guiding Coalition**

Empowerment of people is crucial factor in making the change happen. This army of empowered volunteers needs a coalition of effective people, coming from its own ranks, to guide it, coordinate it and communicate its activities. Real collaboration is about stepping outside of traditional institutional structures to focus on results. As result the cornerstone of your entire transformation is in place: an accountable, diverse group bound by opportunity, strategy and action. This motivated group of people preferably coming from across the organization needs to engage a formalized network to take on innovative change initiatives. Guiding coalition's mission should be to institute the specific attitudes and practices necessary to launch, drive and sustain change via communication and engagement in most often hierarchical and silo-based organizations.

### 2.1.3 **Step 3: FORM Strategic Vision and Initiatives**

Dr. Kotter defines strategic initiatives as targeted and coordinated "activities that, if designed and executed fast enough and well enough, will make your vision a reality."

#### **Change Vision:**

- people aligned around a single idea that inspires them to do things that move ideas forward
- people within the organization speak about the goals in the same way with the same priority
- a single vision of the future with a credibility and authority that comes from being crafted by a diverse set of employees and validated by senior leaders

The better people can understand where they are going, the better they can focus on specific initiatives that will make that vision a reality. The strategic initiatives best positioned to capitalize on the change should be prioritized and staffed with engaged cross organizational teams.

### 2.1.4 **Step 4: ENLIST Volunteer Army**

In often hierarchical and silo-based organizations, as is the target organization of this study, the biggest challenge in driving the change is to get employees engaged and exited to the change. Change can only occur when employees connect under a common opportunity and drive in the same direction and feel they have permission to step forward and

act. The best results are achieved when you have engaged volunteers excited, willing and able to take action on critically important initiatives linked to your business strategy. Create an environment to ensure that the successes are repeatable.

### 2.1.5 **Step 5: ENABLE Action by Removing Barriers**

Kotter names as most usual organization's barriers to prevent cross-organizational cooperation and change implementation: silo narrow-mindedness, pressure to make quarterly numbers, complacency, rules and procedures, a limited number of change leaders and that management strategies are too bureaucratic and inefficient. Over time, the hierarchies that serve organizations so well in terms of efficiency and order can limit transformation.

Removing barriers such as inefficient processes or hierarchies, leaders provide the freedom necessary for employees to work across boundaries and create real impact on making innovative ideas reality by working together. The cross-functional Guiding Coalition should work together with hierarchical management to help change leaders overcome barriers.

### 2.1.6 **Step 6: GENERATE Short-term Wins**

A change vision can take a long time to achieve. Successful initiatives should be collected, correlated, communicated and all wins celebrated early and often to track progress and energize your volunteers to drive change.

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CELEBRATING WINS ALONG THE WAY IS VITAL TO ACCELERATION TOWARDS  
AND FOCUS ON THE GOAL. (KOTTER, 2017)

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Form a body of victory data that tells the story of your transformation is validated, quantifiable and qualifiable terms.

### 2.1.7 **Step 7: SUSTAIN Acceleration**

Change leaders must adapt quickly in order to maintain their speed. Whether it's a new way of finding talent or removing misaligned processes, they must determine what can be done — every day — to stay the course towards the vision.



Figure 2: Balance the change management with change leadership (Kotler, 2017)

As result you have confirmation of organizational fitness and stamina that enable the reinvigoration of your mission and help you and your employees stay the course of change over time.

**2.1.8 Step 8: INSTITUTE Change**

Collective recognition that your organization has a new way of working with speed, agility and innovation that directly contributes to strategically important business results.

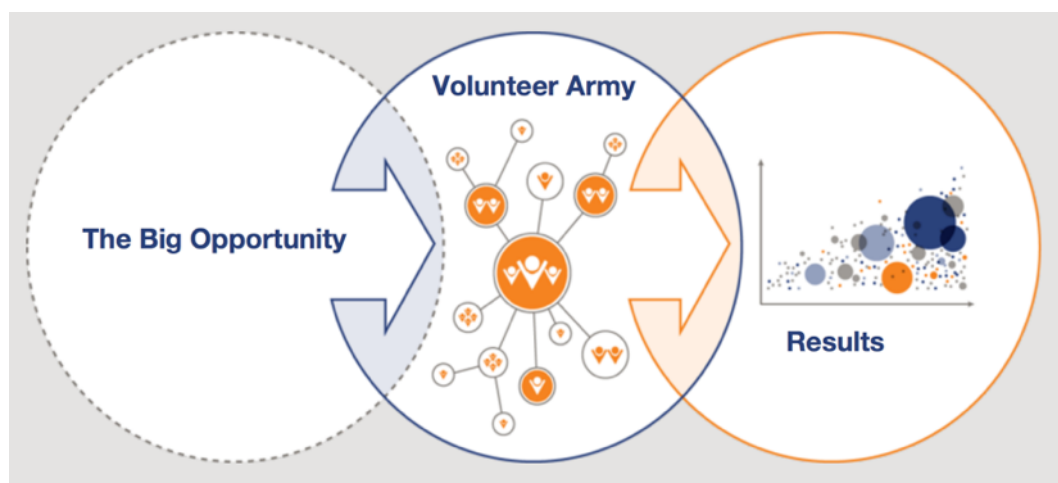


Figure 3: How can you institute the change? (Kotter, 2017)

Ensure and audit that new behavior and ways of working are repeated over the long-term. Both systematic communication and celebration of change victories are the key to connect the new ways of working to organization's success.

### **2.1.9 Accelerate the change**

Kotter gives four guidelines for executing the 8- Step Process to get accelerated results in change leadership:

- run the steps concurrently and continuously
- form a large volunteer army from up, down, and across the organization to be the change engine
- function in a network flexibly and agilely outside of, but in conjunction with, a traditional hierarchy
- constantly seek opportunities, identify initiatives to capitalize on them, and complete them quickly

## **2.2 Change management vs Business Change management**

It is important to define business change management and to distinguish business change management (BCM) from change management. Hedeman and Seegers (2012, pp. 61) define change in the following way. An issue is a relevant but unplanned event that has happened, and requires management action. A change is the alteration of a baseline, where the baseline is a reference level against which an entity is monitored and controlled. By, therefore, a change is a sub-set of an issue.

Change management in programs can be defined as a critical practice necessary to control the strategic direction and scope of a program. Changes that impact programs can originate at the business, program, and project level. Generally, project-level change focuses on realignment to the program plan. All other types of program changes need to be assessed as to their impact on the business benefits and program objectives. (Martinelli, Waddell, Rahschulte. 2014, pp. 137-138)

By business change management is meant in this study as the act of making changes in a planned and systematic fashion to achieve a desired impact in customer's organization. Word business has been added to emphasis the difference of traditional change management.

Change management is the application of a structured process and set of tools for leading the people side of change to achieve a desired outcome. Change management emphasizes the "people side" of change and targets leadership within all levels of an organization including executives, senior leaders, middle managers and line supervisors. When

change management is done well, people feel engaged in the change process and work collectively towards a common objective, realizing benefits and delivering results. (Prosci, 2014)

### **2.3 Stakeholder engagement**

In business change and project management, in addition to defining the objectives one has to have deep understanding and engagement of key stakeholders. Key stakeholder analysis is must element and analysis should be made in the very beginning of the project.

According to Verzuh (2012, pp. 82-83) it is always people – stakeholders – who make the technology profit. The first task of a project manager is to identify project's stakeholders. These people are making important decisions during the definition and planning stages of the project. Verzuh (2012, pp. 82-83) continues that many projects fail to involve one or more critically important stakeholders during project definition and planning. One of the five main areas of Business change management is stakeholder management. Right kind of stakeholder management helps to engage the right people to serve the purpose of the project.

### 3 Methodology

This is an action research which is a systematic approach to investigation that enables people to find effective solutions to problems they confront in their everyday lives. It aims to reveal effective solutions to issues and problems experienced in specific situations providing the means by which people may increase the effectiveness and efficiency of their work. It also seeks to build a body of knowledge that enhances professional practices and works to increase the well-being of the people involved. (Stringer, 2014)

The development project uses the lean start-up model which main idea is to remove the uncertainty by testing, piloting and developing the services or features with the users, the customers. As a result, lean start-up method leads into a learning process which forces the service developers to the right direction (Parantainen, 2012)

The allure of qualitative research is that it enables you to conduct in-depth studies about a broad array of topics, including your favorites, in plain and everyday terms. (Yin, p. 6)

Study uses complementary qualitative data collection methods:

- literature review
- case study

This study uses mixed methods and it is interpretivist. The interpretive research is characterized by a need to understand the world as it is from a subjective point of view and seeks an explanation within the frame of reference of the participant rather than the objective observer of the action. (Ponelis, 2015).

<b>Objectives</b>	<b>Methods and deliverables</b>
Existing business change management models	Literature and documentation review
Creating a BCM model based on key findings	Development project to create the BCM tool and materials by using lean start-up practice. Described in chapter 4.
Testing and developing the BCM model	Implementing two pilots in customer projects, feedback and lessons learned on the change management model based on the pilots. Described in details in chapter 5.
Communicating the BCM model	Focus group session with PMO project

managers (Six hats method), internal wiki page for PMO project managers, describing BCM as part of project management service in PMO sales presentation. This is described more in detail in chapter 6.

In pilots the most important aspects were the feedback gathered from the end users and the lessons learned. These as Appendices 2A & 2B. Focus group session with PMO project managers was done in order to get genuine thinking process, conversation and commitment among the main users for this model. Documentation from the focus group as Appendix 3. Internal wiki page for PMO project managers was created to support the deployment and usage of the new model.

### 3.1 Lean Start-up

Approach chosen was Lean Startup methodology, which aims to get ideas in minimal time into use to create value.

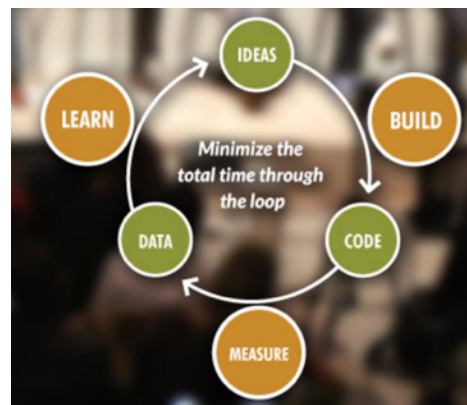


Figure 4: Lean Startup process diagram (Ries, 2018)

Important aspect of Lean Startup is to iterate the product with the customers by feedback and ideas from them.

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*Use customer feedback to improve the solution, repeating the process to rapidly create an effective solution that meets the customer service need. (Ries, 2011)*

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## 4 New Business Change Management model for ICT customer projects

The objective of this study is to develop, deploy and communicate a Business Change Management model for the customer projects. This chapter presents the result of this study, the new BCM model for the target organization.

Business Change Management (BCM) means the systematic planning and implementation of the change. The BCM model consists of the activities shortly explained below. Here the reference are projects but the same model can be applied to any small scale change initiatives as well. Target organizations BCM model supports the project model in use, and systematic project management is key to project success.

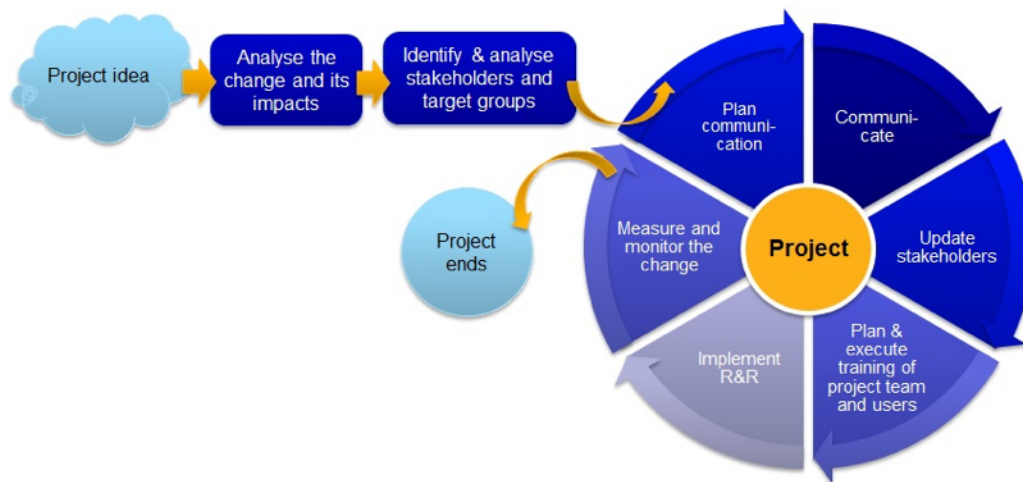


Figure 5: Main tasks of the new Business Change Model. This picture has been created for communicating the new BCM model.

### 4.1 Analyze change

Business Change activities must start by carefully analyzing the magnitude, scope and effects of the change. No matter how small the change is, the key changes analysis should always be done. Analyze how the change affects people, organization, processes, systems and data. The results of the analysis are used for defining project targets and scope, analyzing risks, as a basis for detailed deployment, as well as planning communication, training and other business change activities. Update the analysis as the project proceeds.

## **4.2 Identify and analyze stakeholders**

One needs to understand all the different individuals and groups who can influence the change, or have some kind of a role or interest, or who should be kept informed about the project. Stakeholder management is only helpful if it is based on up-to-date information, so update the analysis as the project proceeds.

## **4.3 Roles & Responsibilities**

It is important to define roles and responsibilities, and nominate persons for the new roles after the project is completed. Also make sure that the new roles are taken into use based on new ways of working. The same applies to any other small scale changes in line organizations. Ensure that roles and responsibilities are defined and clear to everyone in the project team.

## **4.4 Plan the schedule for BCM activities**

Careful schedule planning is essential for managing any project. Make sure that the BCM activities are synced with the overall project schedule. You can use the BCM plan template or e.g. MS project GANTT to visualize the schedule.

## **4.5 Communication**

Well-timed and accurate communication with all stakeholders helps to reduce change resistance and increase stakeholder commitment. Remember that good communication works two ways. Use your findings from key changes and stakeholder analysis when you are planning the communication activities.

## **4.6 Training**

Training often plays a crucial role in implementing the change. Check the training needs of the project team and all relevant stakeholders to ensure that everyone has the skills and competence they need.

## **4.7 Monitor the change**

To ensure that the target of the project is implemented successfully you need to monitor how the change is received. Make sure that monitoring continues after the project is completed. How else will you know if the project targets were actually reached? If you monitor the change throughout the project, you will also get feedback about e.g. communication and training, and are able to apply corrective actions on time.

BCM model and tools as Appendix 1.

## **5 Piloting the Business Change Management model in two customer projects**

As it is important to test any service or product in practice before launching it officially, this study piloted the model in two different carefully chosen customer projects. The following two chapters describe the pilot projects, how BCM model was used and which were the benefits of the model in supporting the customer in business change management. End user feedback from pilot A and the lessons learned from pilot B as appendices 2A and 2B.

### **5.1 Description of pilot A: Business change management in collaboration solutions transformation project**

Pilot project A was a Contact center and mobile phone switchboard renewal project for a large Finnish electricity company. Contact center solution for the customer service and mobile phones for all the employees of the company are critical for the customer's business this made the business change management an important part of the project. This pilot focused on using new BCM tools in project work, change communication and solution training in order to reduce change resistance and for efficient deployment for the end users. Project communication and training was appointed on Change manager's responsibility in order to support both project managers in business change management. The BCM activities were systematically implemented thru the project but the most important and useful additional value given for the project was change analysis followed by stakeholder action and communication plan. All info materials, guides and training included specific information on what is going to change, when and what is going to remain untouched by these changes. All the information was channeled and designed to meet the certain target groups view points and needs to avoid them to receive too much information. The material created in this pilot has successfully been used in other projects as templates.

Pilot project formally asked – for the first time – feedback from both customer's project group members and customer's end users. Before this pilot the satisfaction surveys were limited for project group and steering group members.

Feedback received for the project end report from the customer's project group members was following:

- Straight and open communication from both parties eased the implementation and deployment
- Project roles and responsibilities were clear
- The solution trainers were professionals, good and they gave good practical answers and help for unclear issues

- All phases of the implementation went as scheduled, without any major problems
- Demonstrating services was a good operating model
- Matters were discussed and clarified until all guides and instructions were clear. Thanks to project group for this
- The schedule was kept on both parties and managed services deployment well. The project and implementation support staff were very knowledgeable

Feedback from the customer's end users was neutral in overall which is a positive reaction taking in consideration that the changes for end users were significant and affected their everyday working.

The end user survey and feedback received is as Appendix 2B Pilot B Lessons Learned.

## **5.2 Description of pilot B: Business change management in data network transformation project**

Data network solutions renewal project for a large dairy company. Data services such as corporate WAN, LAN, WLAN, VPN and firewall solutions are critical for the customer's business. The project's objective was to renew customer's network solutions at 20 factories, which most of them are running in three shifts 24/7, and at the headquarters. Early stage of the project both the customer and supplier raised the issue of change resistance and high risk on lack of commitment from the factories based on previous change project. This created a perfect opportunity for the target company to pilot the new BCM model to create engagement and excellence in change communication.

Project used the following combination of BCM tools and Kotter's 8 step model in leading the business change.

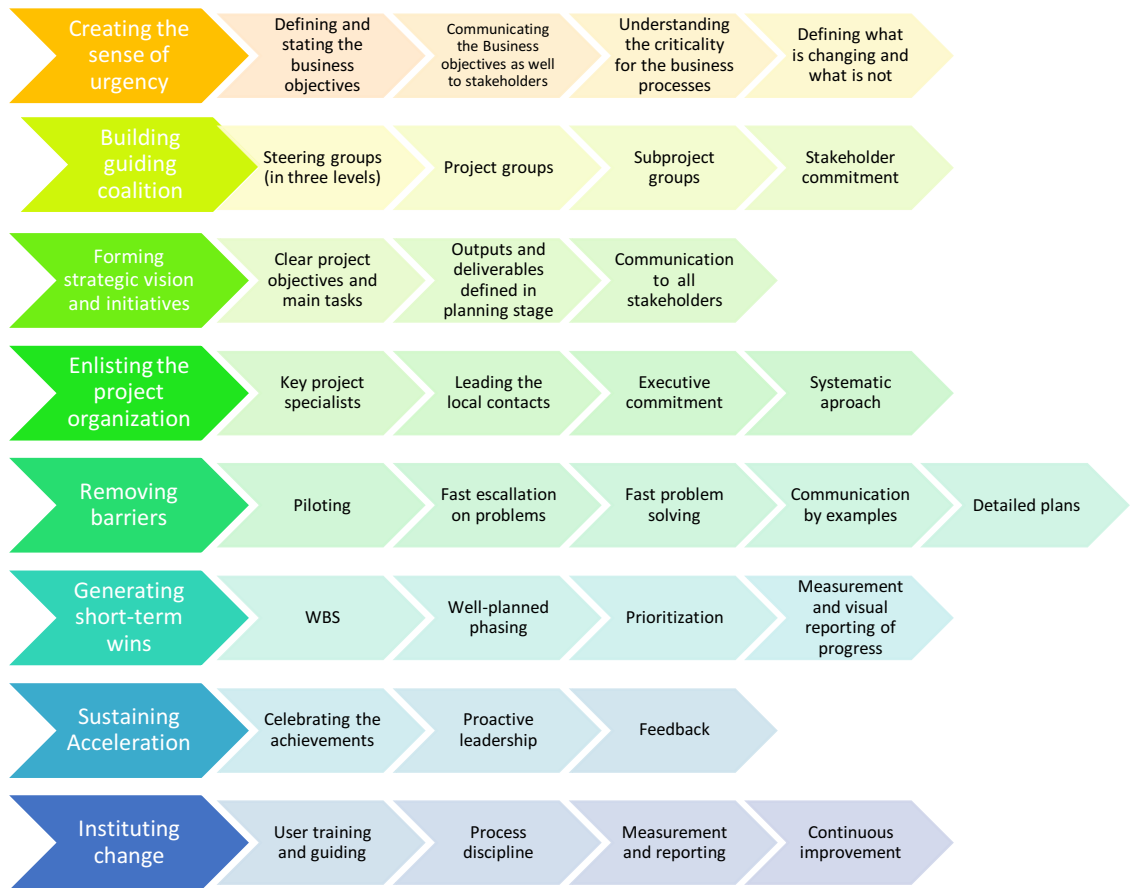


Figure 6: Business change leadership in customer project, pilot B. The figure was created based on the lessons learned from the pilot B.

Customer feedback from the project group, steering group and stakeholders was excellent enough to create an important reference project of target organization’s project management work. The reference was added to PMO’s latest sales presentation and goes with title “Tour de force of project expertise”. See Appendix 2B Pilot B Lessons Learned for Lessons Learned from this pilot, which were presented and discussed in PMO team meeting for the peer project managers in the name of leaning by success.

## 6 Communicating the Business Change Management model

After creating and piloting the model the focus of the development project moved to communicating the business change model to the PMO's project managers, sales and to customers.

### 6.1 PMO Focus group session on new BCM model and tools

Project managers have always been doing business change management activities with the customer to support the deployment of new services for the end users. This model was created to make visible the good work done and to create a standard model to systemize the work done to create uniform quality. This was the message in the PMO focus group session which was help with Six Hats –method to present and engage the model for the project managers.

The session was held as part of team development and well-being day in order to have inspired and open conversation on the topic to create natural engagement among the project managers. Edward de Bono's Six Thinking Hats is a tool for group discussion to promote individual thinking involving six different aspects of thinking. Feedback from the team was mainly positive.

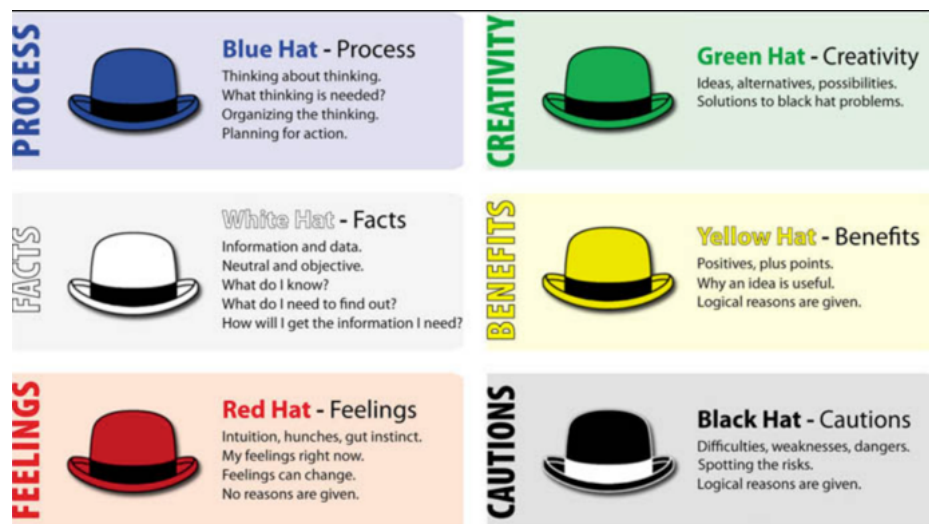


Figure 7: De Bono's Six Hat method (Highland Literacy, 2014)

Out-puts from the focus group were that BCM model got introduced and actively discussed with the team, the model and tools were accepted as useful, and feedback for further development was collected. Moreover, the most important output from the focus group discussion was that the future users for the tools got the possibility to discuss and

give feedback in the early stage of the model. For more detailed information, see the minutes from the focus group discussion as Appendix 3.

## 6.2 Wiki page on BCM for PMO project managers

Target organization's PMO has all its guides, best practices, templates and tools maintained in PMO's internal SharePoint –site. New BCM model and tools were communicated for project managers via dedicated BCM sub site. This was an efficient way to ensure the model and tool to be available and accessible online 24/7. Site offers BCM description, tools and ready-to-use templates by services. See the wiki page from appendix 1.

## 6.3 BCM as part of project management service

As it more common that customers do not have spare resources in reserve for ICT projects and tendering also done by consulting companies the requests for offer often have requirement for supplier to describe their business change management models it was important to add BCM also in to target organization's Project management service's service description. Top level description was as well created and added to PMO's Sales presentation to persuade to customer to choose target organization as their supplier. BCM activities have been implemented to project management service as billable work as any other project managers' responsibilities.

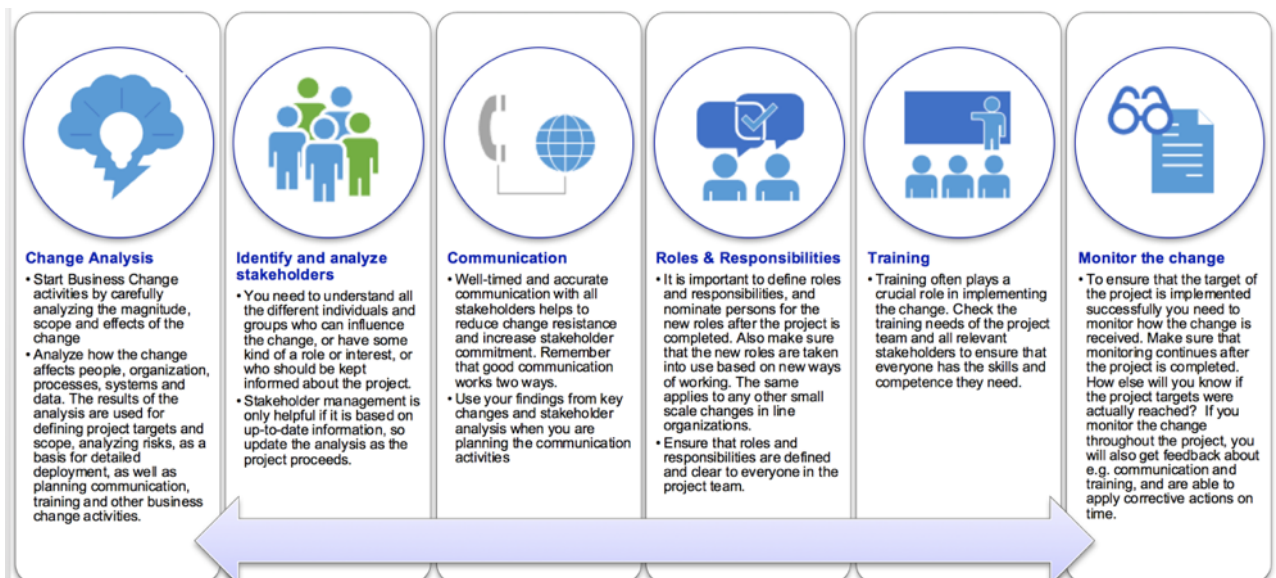


Figure 8: BCM one-slider in PMO sales presentation which was created as a part of this development project.

To make BCM known to target organization's Sales BCM was added to sales' training program and was included in training and to agenda of large-audience info events. PMO sales presentation as Appendix 4.

## 7 Summary

The objective was to create a business change management model that fits target organization's customer projects' needs using lean start-up method.

The deliverables of this development project were

- new piloted business change management model, tools and templates
- support SharePoint –page for the users of the model
- experience, development ideas and lessons learned from the pilots
- empowered and committed project managers for using the model
- model communicated in corporate customer's Professional Services and Project management offices Sales Presentation for the customers

Based on the customer pilots and PMO focus group it can be said that the new model fits target organization's needs. The client of this development was the director of the Project Management Office and the feedback received was purely positive. The project achieved the objective given and deliverables met the needs, consequently this development project was successful.

Research questions were

1. What kind of change management model fits for target organization's customer projects?
2. What can be learned from piloting the model?
3. How to empower the deployment of the model for customer projects?

First question was answered by understanding the needs, then studying the literature and last created the model by combining the results. After creating the BCM model it was piloted in two carefully chosen customer projects to test how it works and to receive customer and end user feedback for further development. Important aspect was to present, and discuss the model for the PMO project manager to get the new model in usage.

The research questions have been answered in details in chapters 4, 5, and 6.

### 7.1 Suggestions for development and further work

While this study created the model, tools and templates for BCM in customer projects in general, the next step is to create ready-to-use templates by each high volume service to make the project work even more efficient and to increase the customer satisfaction. The value creation of such templates could be measured by Customer Effort Score (CES) results. CES is already been measured in the target organization's customer projects, so the effect of the templates could be seen by reflecting the future score on the current one. The template creation requires workshops with product or business managers and project manager to reach the best quality possible.



In the model the BCM tasks have been described in the business change management plan as a separate task list. The next step will be to integrate the BCM tasks to the existing technical project tasks lists. This to truly integrate business change management to technical ICT service projects.

This BCM model is aimed for the customer's and PMO project managers in project group level. The next step is to widen the scope of BCM to project owners and directors to steering group level. This is to create BCM support material and best practice for them to support their decision making process, support and guiding given for the project, especially in the early stage of the project work, in establishing the project and the business objectives

## **7.2 Conclusion**

This development project successfully met the objective and answered the research questions. The deliverables of this development project have been used in the target organization, the model has given value more than planned and BCM material created are being used more widely than planned.

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## Appendices (Partly Confidential)

### Appendix 1. BMC Model with Tools and PMO BCM SharePoint –site

Appendix\_1\_BCM\_Model\_and\_Tools.zip (Confidential)

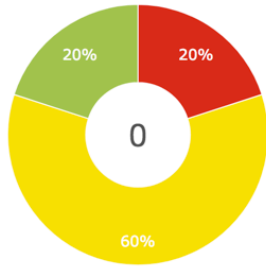
### Appendix 2. A: Pilot end user feedback, B Lessons learned

Appendix\_2A\_Pilot\_A\_End\_user\_survey\_and\_results.ppt

#### Survey



#### Results



How likely is it you would recommend our company to a friend or colleague?



"Miten arvioisit muutoksen sujuvuutta asteikolla 1-10 (huono - erinomainen)?"			
Koska	Puh.Numero	Arvosana	
poistettu	poistettu	8	10 vastausta
poistettu	poistettu	6	22 % vastausprosentti
poistettu	poistettu	8	46 lähetetystä
poistettu	poistettu	8	kpl
poistettu	poistettu	8	%
poistettu	poistettu	9	Tyytymättömät 1-6 2 20 %
poistettu	poistettu	1	Tyytyväiset 7-8 6 60 %
poistettu	poistettu	8	Erittäin tyytyväiset 9-10 2 20 %
poistettu	poistettu	8	
poistettu	poistettu	8	
poistettu	poistettu	9	
poistettu	poistettu	8	
Arvosana: Avoin palaute "Missä olisimme voineet parantaa / onnistuimme?"			
8	Lähetettävällä edellisen arviointi kyselyn sitten kun on hiukan enemmän käyttökokemusta		
6	Mozilla ja chrome asennukset on hoitamatta ja kaikilla ei ole admin tunnuksia että voisi hoitaa itse. Onko riski kun jokainen lataa selaimen netistä itse?		
9	Tiedottaminen toimi hyvin		
1	Opastus ennen käyttöönottoa riittämätöntä. Puhelinlaitteet ja tunnukset saatiin viimetingassa. Järjestelmän käyttöä olisi pitänyt harjoitella ennen käyttöönottoa.		
9	Ei ongelmia käyttöönotossa. Ohjeet ja koulutus. Yhteyshenkilöt valmiiksi info yms.		
Yhteenveto:			
Kysely oli aktiivisena käyttöönoton jälkeisestä päivästä kaksi arkipäivää. Vastausprosentti oli 22 % (10/46)			
Saadun palautteen perusteella muutoksen toteuttamistapaan ollaan tyytyväisiä. Huonoja arvosanoja (1-6) tuli kymmenestä kaksi kappaletta.			
Avoimien palautteiden perusteella onnistumisia oli tiedottamisessa, ohjeissa sekä koulutuksessa, havaittavissa ei ole systemaattista ongelmaa / epäonnistumista.			

Appendix\_2B\_Pilot\_B\_Lessons\_Learned.ppt



Appendix\_2B\_Pilot\_B\_Lessons  
\_Learned.pptx

Alex Vorobjeff / 27.5.2018



PMO läpikäynti

## TIETOLIIKENNEPALVELUIDEN UUDISTUS –PROJEKTIN BCM OPITUT ASIAT

### Lessons Learned, Onnistumisia

- **Määrittelyvaihe (Luotiin tärkeys & kriittisyys)**
  - Tavoitteiden asettelussa huomioitu liiketoimintatavoitteet sekä Asiakkaalta kanssa sovittu priorisointi
  - Ymmärrettiin heti Toimittajan tietoliikennepalveluiden suora yhteys Asiakkaan liiketoimintaprosesseihin eli tehtaan tuotantoon & logistiikkaan
- **Suunnitteluvaihe (Luotiin ydin ryhmä, valtuutus & vastuut, tavoitteet, mittarit)**
  - Asiakas lanseerasi termin "Osallistuva ohjausryhmä", vaativa sekä ideoiva. Tämän eteen asiakas teki organisaatiomuutoksia
  - Esittelimme Muutoshallinnan & viestintä -osaprojektin sekä otimme sen osaksi
  - Säännölliset BCM palaverit 1h / viikko, jossa pohdittiin & suunniteltiin miten tehtaita tulee lähestyä => Luotiin malli
  - Asiantuntijat vastuutettiin mukaan & vastuu kuvattiin mahdollisimman tarkasti ("vastuuväännöt" tehtiin heti alkuun)
  - Luotiin ositus, vaiheistus, välitavoitteet (Short term Wins)
- **Pilottivaihe (Mahdollistettiin itse muutokset)**
  - Käyttöönottosuunnitelma & viestintä tehtiin tarkoituksella "yli laadulla" etukäteen suunnitellusti sekä seurautusti
  - Pilotin perusteella tehtiin tarkennukset tehtävälistaan sekä vastuihin

## Lessons Learned, Onnistumisia

- Toteutus
  - Toteutusvaiheessa on jatkettu tekemistä luotujen hyväksyty todistettujen mallien mukaisesti Muutosviestintä & infot tehdään edelleen systemaattisesti sekä tekemistä seurataan jatkuvasti
  - Pidetty huolta että dokumentaatio päivitetään, avoimet tehtävät viedään loppuun asti
  - Uusien järjestelmien koulutus & ohjeet (Cisco Prime, PaloAlto Panorama)
- Seuranta
  - Kokemukset on pyydetty suullisesti suoraan tehtaiden vastuhenkilöiltä sekä johdolta: Saatu palaute on käyty läpi projektiryhmässä, ohjausryhmässä, Toimittajalla sisäisesti
    - Projektista on ehdotettu palkitsemisia linjausmiehien kautta
    - Negatiivista palautetta on tarpeen mukaan käyty rakentavasti avoimesti läpi ja varmistettu, että asiat korjaantuvat
  - Asiakkaan & Toimittajan johdon mielenkiinto & osallistuminen ovat säilyneet aidosti kiitettävällä tasolla
    - Säännölliset läpikynnit, isänä läpikyntien välisen keskustelut

4

## Lessons Learned, Kehitettävää, huomioitavaa jatkossa

- Ajatusmaailman saaminen myös asiantuntijoille
- Työkalujen jalostaminen / helppo monistaminen
- Vastu rajat muuttuvat häilyvimmiiksi vrt aikaisempaan tekemiseen
- "Tuotteistaminen" & myynnille myyminen käynnissä
  - Treenit (Lounge)
  - Kilpailukykyklinikka

5

### Appendix 3. PMO focus group on BCM Model

Appendix\_3\_BCM\_PMO\_Focus\_Group\_Six\_Hats.ppt

# Appendix\_3\_BCM\_PMO\_Focus \_Group\_Six\_Hats.pptx

Alex Vorobjeff / 27.5.2018



1  
3.6.2018

Muutoksen johtamismalli (BCM) Asiakasprojekteissa

**Työyhteisön- ja hyvinvoinninkehityspäivän (TYKY) työstön  
6.-7.5.15 alustus, muistiinpanot, yhteenveto sekä  
kehityskohteet**





## Yhteistyötä tiimeissä: Tehtävänanto

- Tarkastelkaa BCM-mallia eri näkökulmista n. 4-5 henkilön ryhmässä
  - **Faktoihin perustuen** Mitä tietoa sait ja mitä jäit vielä kaipaamaan?
  - **Tunteet** Mitä tuntemuksia BCM herättää?
  - **Optimismi**. Miksi BCM on hyvä juttu ja miten auttaa meidän ryhmää & asiakasta?
  - **Pessimismi** . Miksi BCM ei ole hyvä juttu, uhkat?
  - **Mahdollisuudet, mielikuvitus, kasvu** Mitä mahdollisuuksia BCM tuo tullessaan?
  - **Prosessit** Miten tehdään systemaattisesti sekä käytetään jo olemassa olevia prosesseja (ProMet)
- Vapaata ideointia miten / millä eri keinoilla BCM kaupallistetaan?
- Jokainen ryhmä kirjaa ajatukset ylös ja purkutilaisuus klo 13-14.

3

## Ryhmä1: Yhteenveto

- **Faktat:** Oliko tarkoitus tuotteistaa ja tehdä maksullinen palvelu asiakkaalle? Miten käytännössä vaikuttaa PP:n töihin? Eri projekti tyypit A-D, miten istuu?
- **Tunteet:** Lisää töitä PP:lle. Helpottaako jotain? Mikä muuttuu? Paljon ns. Projektinhallinnan perusasiaa.
- **Optimismi:** Projektin scopen kirkastaminen yhdessä Asiakkaan kanssa käynnistys vaiheessa.
- **Pessimismi:** Laskuttamattoman työn määrä lisääntyy. Pitäisi ensin saada projektitoiminnan ymmärtäminen linjaorganisaatioon juurrutettua. Tällä merkittävä vaikutus Projektin tiedottamiseen ja Asiakkaan sisäisen viestinnän selkeytymiseen. Mm. Aikataulut ja projektin muutokset. Pahimmillaan kaksi PP:tä kiinnitettyinä yhteen toimitukseen?
- **Mahdollisuudet:** Projektin lähtötilanne selkeämpi. Vs. Vaatii projektin käynnistysvaiheeseen ennen kick-offia reilusti enemmän aikaa!
- **Prosessit:** projektinhallinnan viitekehys, BusinessCase ja projektin omistajuus pitää saada mukaan!
- **Kaupallistaminen:** Vaatii todella paljon mm. viestinnän suunnittelua että voisimme kaupallistaa tämän. Tarkoittaa käytännössä viestintäkonsultointia asiakasorganisaatiolle.

4

## Ryhmä 2: Yhteenveto 1/3

- **Faktoihin perustuen** Mitä tietoa sait ja mitä jäit vielä kaipaamaan?
  - Pintaraapaisu BCM-mallista
  - Kaivataan aiheeseen syventymistä
- **Tunteet** Mitä tunteita BCM herättää?
  - Huoli, miten roolitus tullaan organisoimaan?
    - Muutama projektipäällikkö syventyy aiheeseen ja osallistuu projekteihin ko. roolissa?
    - Olisiko kyseessä muutosjohtamisen konsultin rooli?
  - Epävarmuus asiantuntemuksen haltuun oton suhteen
  - Hyvä juttu, suunta on oikea. Antaa mielikuvan, että Toimittaja välittää asiakkaistaan.
- **Optimismi** Miksi BCM on hyvä juttu ja miten auttaa meidän ryhmää & asiakasta?
  - Muutoshallinta on tärkeä asia
  - Projekti ei veny tarpeettomasti muutosvastarinnasta johtuen, kun asiat on osattu tiedostaa ja viestiä oikea-aikaisesti
  - Lisämyyntiä ja tulosta projektinnille ja koulutusliiketoiminnalle
  - Sitouttaa asiakasta toimittajaan
  - Antaa mahdollisuuden päästä näkemään lähemmin, mitä asiakkaan liiketoiminta oikeasti on

5



## Ryhmä 2: Yhteenveto 2/3

- **Pessimismi** Miksi BCM ei ole hyvä juttu, uhkat?
  - Projektien kestojen pidentyminen
  - Pällekkäinen tekeminen, jos roolitusta ei ole sovittu selkeästi
  - Osaamisemme ei alkuun vastaa asiakkaan odotuksiin, miten ne lunastetaan ja miten ammattitaito saadaan oikealle tasolle
  - Osataanko huomioida oikea hinnoittelu? Ei ns. normaalin projektin kylkeen kuuluva tekeminen.
  - Onko markkinat kypsä ostamaan tätä palveluna?
- **Mahdollisuudet, mielikuvitus, kasvu** Mitä mahdollisuuksia BCM tuo tullessaan?
  - Lisämyyntiä ja tulosta projektinnille ja koulutusliiketoiminnalle
  - Onnistuessaan parantaa toimittajan mainetta toimittajana

6



## Ryhmä 2: Yhteenveto 3/3

- **Prosessit** Miten tehdään systemaattisesti sekä käytetään jo olemassa olevia prosesseja (Projektiviitekehys)
  - Mallintaa tarkemmalle tasolle, ohjeistaa, konkretisoida, analysoida soveltuvuus toimintaamme
  - Kun mallinnettu, on pilotoitava useissa caseissa ja analysoitava tehty työ ja tulokset
  - Tukihenkilöt BCM-mallin filosofiaan ja teoriaan tarvittaessa tarjottava
- **Vapaata ideointia miten / millä eri keinoilla BCM kaupallistetaan?**
  - Voidaan paketoita eri kokoluokan projekteihin tämän htp-arvio erikseen kuitenkin huomioiden
  - Hyödyt tuotava asiakkaalle esiin
  - Myynnin koulutus ja jalkauttaminen, jotta osaavat myydä ko. palvelua

7

## Ryhmä 3: Yhteenveto

- Jämme kaipaamaan konkretiaa siitä, että miten tekeminen profiloidaan asiakkaan hommaksi tai miten saadaan asiakas tästä maksamaan tai miten saadaan meiltä ilmainen resurssi. Asiat muuten hyviä ja itse asiassa semmoisia joita on jo toteutettukin.
- Pelkoa taas lisääntyvästä dokumentoinnista, joka jää seuraamatta ja tekemättä. Ollaanko tekemässä karpäsestä härkästä ja ylilaatua. Asiat tosiaan tärkeitä, mutta työkalut aika raskaita valtaosaan toimituksista
- Parhaimmillaan vähentää muutosvastarintaa ja osoittaa asiakkaallekin, että otamme homman tosissaan, antaa laadukkaan kuvan tekemisestämme, loppukäyttäjät saavat muutoksen tehokkaasti käyttöön jne.
- Ei kai tästä nyt mitään haittaakaan ole. Pahimmillaan kuitenkin johtaa tilanteeseen, jossa tehdään "paperisaastetta" lisätyöllistämme itseämme. Asiakkaan nähdessä hienot dokumentit, ne muuttuvat vaatimuksiksi.
- Mahdollisuuksia? Ei kai tässä oikeasti mitään niin uutta ole?
- Hyödynnetään systemaattisesti (mutta järkevässä mittakaavassa) tuotettuja työkaluja

8

## Ryhmä 4: Yhteenveto 1/2

- **Faktoihin perustuvat (Mitä tietoa sait ja mitä jäit vielä kaipaamaan):**
  - Jäimme kaipaamaan taustaselvitystä mahdollisesta busineksesta,,,onko tällaiselle markkinaa/ onko tällaista helppo myydä?
  - Saimme hyvät perustiedot
- **Tunteet (Mitä tuntemuksia BCM herättää?):**
  - Periaatteessa hyvä mutta voi olla vaikea myydä asiakkaalle, asiakas odottaa muutenkin meiltä laadukasta projektointia eikä halua maksaa laadusta lisähintaa
- **Optimismi (Miksi BCM hyvä?):**
  - BCM työpaketti nostaa muutoshallinnan - viestinnän jne - tarpeellisuuden esille jo projektin alkuvaiheessa ja pitää ne esillä läpi projektin.
  - Projektissa esiin tulleet asiat ovat kerätty nyt lomakkeisiin ä eivät unohtu projektin aikana.
  - BCM auttaa ymmärtämään asiakkaan liiketoimintaa

9

## Ryhmä 4: Yhteenveto 2/2

- **Pessimismi (Miksi BCM ei hyvä?):**
  - BCM downgreidaa käsityksen projektipäällikön osaamisesta. BCM-asiat isolta osin otetaan jo nyt muutenkin projekteissa huomioon, nyt näitä ei otettaisi pp:n toimesta, jollei siitä makseta.
  - BCM kesken
- **Mahdollisuudet, mielikuvitus, kasvu (Mitä mahdollisuuksia BCM tuo tullessaan?):**
  - Laadukkaampaa viestintää
  - Loppukäyttäjän parempi huomioiminen
  - Antaa projektitoiminnasta ammattimaisemman mielikuvan
  - Antaa myyntivaiheesta ammattimaisemman mielikuvan
- **Prosessit (Miten tehdään systemaattisesti sekä käytetään jo olemassa olevia prosesseja?):**
  - Käytetään samoja pohjia, ei soolollua dokumenttien kanssa ä toimintamallimuutos

10

## Ryhmä 5. Yhteenveto

- **Faktat:** Hyvä yhteenveto ja kattava kokonaispaketti. Toimi muistutuksena mitä kaikkea on hyvä huomioida ja soveltaa omissa pienissä projekteissa. Ei jääty kaipaamaan mitään lisää. Pienissä projekteissa kasvattaa työmäärää.
- **Tunteet:** positiiviset
- **Optimismi:** Laajoissa ja kompleksisissa projekteissa hyvä tuki ja malli. Asiakkaan ja projektin kannalta tunnistettu muutokset ja suunniteltu & huomioitu riittävästi.
- **Pessimismi:** Jos myydään pienimpiin projekteihin, niin työmäärä kasvaa -> tunnistettava myyntivaiheessa mihin projekteihin sopii
- **Mahdollisuudet/mielikuvitus/kasvu:** -
- **Prosessit:** Tehtävälistaan lisättyä muutoshallinnan kohdat.
- Lisämyynti projektin alkuvaiheessa, jos/kun projektipäällikkö tunnistaa asiakkaan organisaation haastavaksi

11

## Kokonaisyhteenveto TYKY Päivältä 1/3

- Yleisesti positiivinen vastaanotto ja herätti innokasta keskustelua
- Hyödyiksi koettiin:
  - Muutosvastarinnan välttäminen
  - Systemaattinen dokumentoitu malli tehdä tuttuja asioita
  - Asiakkaan tukemisen mahdollistaminen konkreettisilla työkaluilla
- Mahdollisuuksia:
  - Tuki projektille
  - Lisää asiantuntijatyö myyntiä mm. koulutus, viestintä, BCM, projektointi, sekä myös muut palvelut kun asiakkaan tarve ymmärretään paremmin
  - Kumppanuus
  - Laatu
  - Tavoitteiden selkeyttäminen
  - Maksullinen muutoshallinta myös menetettyihin asiakkuuksiin? (saattohoito)

12

## Kokonaisyhteenveto TYKY Päivältä 2/3

- Mahdolliset haasteet
  - Näitä asioita tehdään jo kaikissa projekteissa.
  - Liika byrokratia, tehdään turhia dokumentteja?
  - Lisää työtä, mutta ei lisää laskutusta?
  - Aiheuttaako päällekkäistä työtä?
  - Vaikea myydä kun pitäisi jo kuulua osana projektitoimintaa?

13

## Kokonaisyhteenveto TYKY Päivältä 3/3

- Mitä seuraavaksi:
  - Käytännönläheiset myyntiargumentit, takuu, RACI matriisin kaltainen taulukko
  - Analysoitava miten sopii asiakastoimitusprojekteihin (xBU,A,B,C)
  - Koulutusta ryhmälle, tästä pitää saada ammattimaista toimintaa
  - Asiakkaan sekä Toimittajan Business case mukaan vahvemmin projekteihin
  - Lessons learned systemaattisesti mukaan projekteihin
  - Työkalujen hallittu jalkauttaminen

14

## BCM-kehitysaihiot

- Kehitys liiketoiminnan & tuotevastuullisten kanssa
- Kehitys muiden PMOiden kanssa
- Kehitys projekteissa
- Koulutus
- Valmiit pohjat käyttöön



## Appendix 4. PMO sales presentation

Appendix\_4\_Project\_Management\_Office\_Sales\_Presentation.pptx (Confidential)