

Topi Tuominen

Adoption Process of New Working Practices

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This paper has been a culmination of a several-year-long personal process to get a Bachelor's diploma upgraded to Master's. There have been a million reasons why this own growth project has been postponed. Last year I finally decided to make this thing happen and stop pushing it forward. Even though I usually have many opinions and I have a tendency to share them with people, this has been hard for me. The writing has been especially challenging due to dyslexia that I've been suffering from for the whole of my life.

I want to thank my colleagues at work who have been helping me during these intense periods of working hard and studying at the same time. You have given me support to push through the tough times.

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Topi Tuominen

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<p>This thesis focused on creating an adoption process to onboard new teams to working with modern project management SAAS system. The new system is in use in core Marketing teams, and this process focused on making sure that the Business Intelligence team is willing and able to work in this new environment.</p> <p>This study is based on the conceptual framework that was created based on the literature — followed by a case study of a previous analogical system implementation process. The research was carried out through workshops and interviews as well as the co-creation workshops where the initial proposal was created.</p> <p>The study revealed that the methods of change management models are quite similar to aspects of IT frameworks. This led to focusing on the roles, communication, the future state and objectives and goals of the adoption process. These topics are universal and can be used in any change management situation.</p> <p>The outcome of this thesis was to create an adoption process that can be used to onboard new teams to a new way of working. This helps the case company to standardise change management situation.</p>	
Keywords	Change management, adoption process

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ABBREVIATIONS

Basware	Purchase invoice system
BO	Business Owner
Boomi	Dell's iPaaS platform
BI	Business Intelligence
CSA	Current State Analysis
DMP	Digital Marketing Platform
FM	Financial Manager
iPaaS	Integration Platform as a Service
ITIL	Information Technology Infrastructure Library
MDM	Master Data Management
Microsoft AX	Microsoft solution for financials and operations
MRM	Marketing Resource Management
PM	Project Manager
PM SAAS	Project Management SAAS platform
PO	Product Owner
PRINCE2	Projects in Controlled Environment
SAAS	Software as a Service
SAP-IP	SAP integrated Planning
SFMC	SalesForce Marketing Cloud
SoMe	Social Media
R&D	Research & Development
UK	United Kingdom

1 Introduction

The importance of handling increasingly complex projects has increased in the past decades in the marketing industry. The number of simultaneous projects is larger than it was previously due to the smaller size of each single project. At the same time, the complexity of the projects has also increased by several folds due to the fragmentation of the media landscape. This has forced project managers to adopt new tools and platforms to ease their work. In the past 20 years, different web-based project management tools have become standard practice to aid the management and increasing transparency through the teams. This allows people to work on the same project without the need to be in the same physical space.

In the case company's marketing department, essential core teams have implemented new Project Management systems for Marketing Resources Management. This change creates new opportunities to implement essential information as insight for the marketing teams.

1.1 Business Context

This study focuses on how effective distribution of information can be an essential factor in the low interest Fast Moving Consumer Goods (FMCG) industry. Companies that operate in the FMCG industry have many different functions such as logistics, procurement, R&D, Chain management, Advertising and Stores just to list a few. The focus in this thesis is on the process how to have up to date information through the operational chain.

In large organizations information is scattered through different communication channels and different organizational silos. This is due to the organization's size, number of legacy systems, the way the organization is structured, leadership and management practices as well as culture.

1.2 Business Challenge, Objective and Outcome

The marketing department of the case company is responsible for planning and implementing different Brand and Marketing campaigns to several different national brands. The Business objectives and Key Performance Indicators are given to the marketing team by the Business Owners who are internal customers. Finding answers to what and how is left for the marketing team.

For these operations, the marketing department is responsible for setting-up a centralized and transparent project management SAAS platform. This platform will be the central Marketing Project Metadata Master and thus holds all the necessary information from the campaign to be used in other platforms. Campaign metadata is information such as campaign dates, product categories, marketing budget, target audience, and media channel selection.

This Project management SaaS project is already on-going in terms of its configuration to the case context without any major problems and will be implemented within marketing key operations shortly.

Nevertheless, after being implemented within the key group, the marketing department needs to see to it that one of its key "external" stakeholders, the Business Intelligence team is able and willing to use appropriate parts of the new SAAS platform as well.

Accordingly, a careful process on how to adopt the new project management system into the Business Intelligence Team's practices is needed.

The objective of this study is to establish a practical process to adopt the new project management system into Business Intelligence team practices.

Outcome of this thesis is an adoption process.

1.3 Outline of the project management SAAS platform adoption process

This paper will conduct a literature research around topics of SAAS service IT implementation projects and possible pitfalls and Change management studies for people management purposes.

Following the literature search there will be a current state analysis through interviews and analysis on the previous analogical system that was implemented a few years ago.

Based on these, an initial adoption process will be co-created and reviewed. Based on the comments and findings the proposal for the project steering group will be co-created with the stakeholders.

2 Method and Material

This section describes how the research of this paper was conducted. It starts with defining the research approach which discusses what the pros and cons of different research approaches are. This is followed by the research design which outlines the thesis process and how the data was collected. The third subsection describes in detail how the three data collection stages were conducted and who were the informants in the theme interviews' co-creation workshops.

2.1 Research Approach

There are several different approaches to conducting a study. Different methods suit different purposes depending on the field of study, repeatability, source of data according to Kothari (2004: 2-6). Kothari (2004: 6) also states that the purpose of research differs by who is conducting the research. Master's students need research to improve their level of learning but analysts might need to try out new theories in a new way, Kothari argues (2004: 6).

The way that the process of research is conducted is essential. "The process has been given careful attention, the potential result is the production of a high-quality case study" Yin (2014: 199).

Quantitative approach or research is based on "hard facts", numbers and reports that are available or can be gained by new surveys or reports. This methodology suits research which needs to be repeatable or research which need to be simulated in a controlled environment (Patton 2014; Kothari 2004) hence the research variables need to be measurable like quantity or Booleans or similar.

Qualitative research is based on observation and interviews. Due to the nature of the research, this research needs to be designed in a structured manner to get quality to the data as Yin (2014) described. Qualitative research answers to the opinions or methods of behaviour (Kothari 2004).

Fundamental or pure research is focusing on the methodology of the research and how it is conducted for as applied research is trying to solve an acute problem. Pure research is well suited for the study of natural phenomena or mathematical problem. Applied research is better suited to human behaviour or into an environment of multiple variables that cannot be controlled or frozen. (Kothari 2004).

This study is focusing on creating an adoption process hence changing the way teams are working with data and with each other. For this reason, the qualitative approach and applied research will be used in this study.

A study of different best practices and case studies of similar IT implementation projects followed by change management project will be conducted as literature research. Papers from peer-reviewed authors are considered valid sources of information.

Project documents and interviews from the previous analogical system implementation will be gathered and analysed during the research. The pros and cons of that project will be included in a current state analysis.

2.2 Research Design

The research is conducted in four steps where the current process is analysed, the ideas and best practices are researched from literature, and the initial

proposal is improved towards the model that is to be presented to the project steering group.

Diagram 1 shows the research design of this thesis.

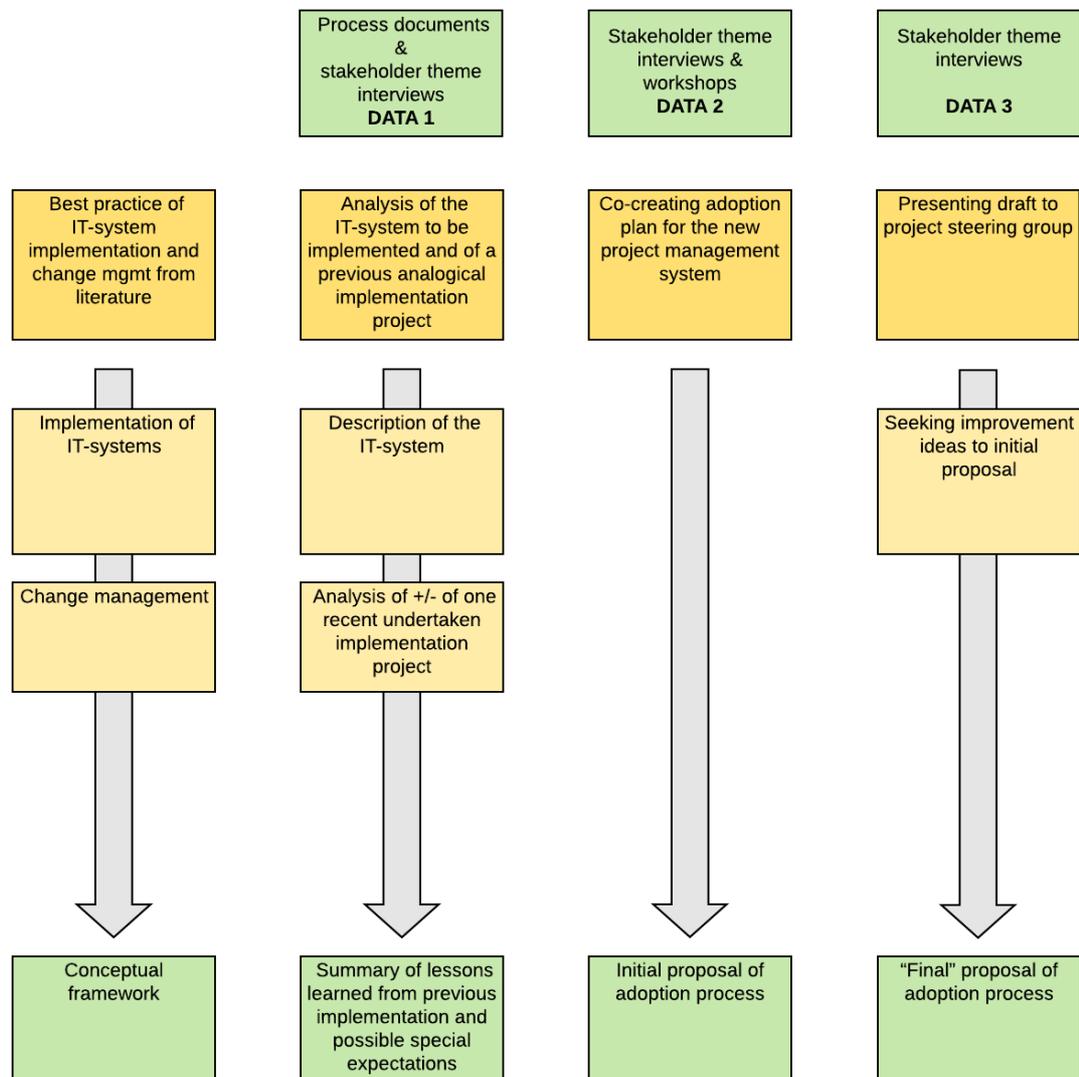


Diagram 1. Research design

As shown in Diagram 1, the adoption process focuses towards delivering a final proposal of an adoption process to project steering group for the decision how and when it should be implemented as a part of the greater Marketing insight process.

2.3 Data Collection and Analysis plan

The data collection was conducted in three rounds for five months starting from December 2018 and ending in April 2019.

DATA 1 was collected in theme interviews with stakeholders focusing on the analysis on the previous analogical IT system implementation which was carried out during the winter of 2014-2015. The adoption of that system was never finalised, and thus project learnings provide a valuable DATA 1 source.

DATA 2 was the co-creation of the adoption process for new project management system which is done in co-operation with all the actors that the new process flow will impact. These actors are Customer Insight Planners, Marketing Managers and Business Intelligence team analysts and data engineers.

The third part, DATA 3 was creating a Final proposition of an adoption process for the Project Management system's project steering group. This will build on top of the feedback collected in DATA 2, and it combines the feedback from the project sponsor. Table 1 shows the data collection process.

Table 1. Data collection

	CONTENT	SOURCE	INFORMANT	TIMING	OUTCOME
DATA 1	Description of the project management SAAS-platform Analysis of pros and cons of one recent undertaken implementation project	Stakeholder theme interviews Previous project documentation	Marketing Director Financial Manager Development manager Bi-Manager 2 team members	December 2018-February 2019	Current process strengths & weaknesses Summary of lessons learned from previous implementation
DATA 2	Co-creating adoption process for the new project management system	Stakeholder theme workshops	Planners Marketing Managers BI Managers	March 2019	Initial proposal of adoption process
DATA 3	Improvement ideas to initial proposal	Stakeholder 1to1 theme interviews And a steering group meeting	Marketing Director CTO Data 2 participants	April 2019	“Final” proposal of adoption process

As Table 1 describes, DATA was collected in three different phases, starting with the analysis of previous analogical project that was undertaken. It was followed by co-creation of the adoption process. At the end, the third data collection was the feedback from the steering group and hence creating the initial proposal of the adoption process.

The data for this paper was collected in three different stages, with different stakeholders involved in different data collecting points. Most of the interviews were either workshops or 1 to 1 interviews. As shown above, all the data was gathered over a five-month period in the winter of 2018-2019.

3 Best practice of change management, IT-system implementation and data-driven business from the literature

This section discusses best practices of change management, IT implementations and data-driven business approaches found in the literature. This literature search provides valid ideas to build a conceptual framework. The conceptual framework is the basis on which this thesis will reflect the findings in the next chapter which will cover analysis of a previous analogical IT implementation and change management project.

3.1 Change management

Change management is a topic which has been studied vastly among the scholars. Most studies of the topic are done in a business context by people like John P. Kotter (1996) or in behaviour sciences or psychology by people like Kurt Lewin (1947). Kotter takes a pragmatic approach how the business owners should approach a change management situation whereas Lewin discusses the social and behavioural viewpoint to change management.

3.1.1 8-step change management model

According to John P. Kotter's 8-step model (1996), there are eight steps to achieving change in the organisations. All starts from creating a momentum for the change followed by networking and involving and committing influencers as partners. By creating a goal or vision, the first change implementation team can be recruited. When change then starts to impact the organisation the impact should be amplified by removing obstacles and generating short term wins or goals to sustain the change. After these phases, the change should be brought back to the organisation and enforced to unlearn from previous practices.

Kotter's change model can be shown as a wheel of change as shown in diagram 1.

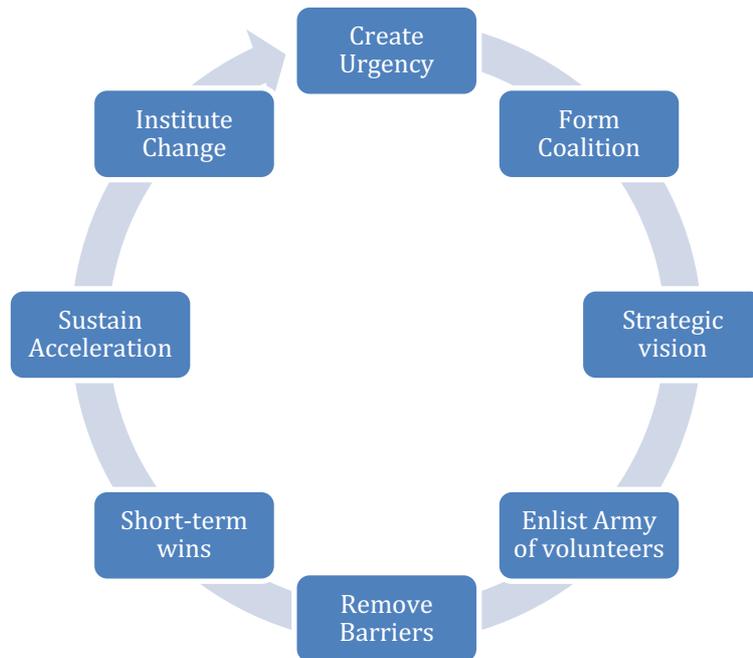


Diagram 2. Kotter's 8-step process

As seen in Diagram 2, the process starts form creating urgency and is followed by process steps such as form coalition, strategic vision, enlist army of volunteers, remove barriers, short-term wins and sustain acceleration. The process then ends with instituting change.

3.1.2 3-step change process

Psychologist Kurt Lewin (1947) defined a 3-step process as a model of changing human behaviour through social methods. Lewin defined these 3-steps as described in Diagram 2.



Diagram 3. Lewin's 3-step change process

As illustrated in Diagram 3, the first step of the process describes how the people and organization must first be prepared for the change by removing the counter forces and initial resistance prior to the actual change phase of the process. During the actual change process, the organization might lose the focus of what is actually being changed due to lack of perspective. Old routines are no longer valid and new routines not yet in place. When all the changed elements have been concluded the process must be frozen. The velocity of the change must end on a new, established way of working to end the change and remove the fog of change from the organization. (Lewin,1947)

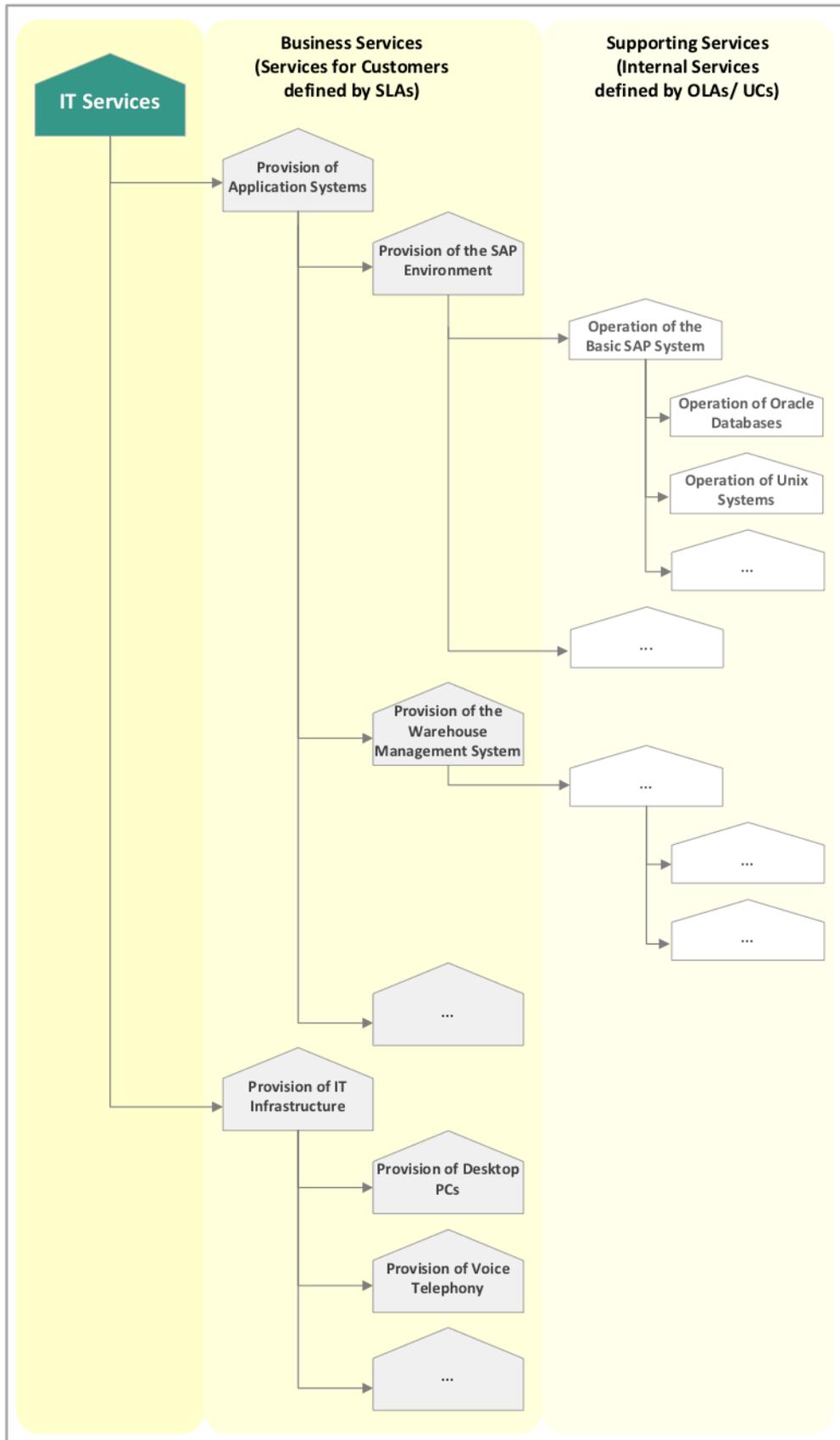
3.2 IT implementation practices

IT implementation practices vary depending on the environment and the purpose of the project. The practices vary whether the domain of implementation is in the sphere of product or software development or integrating and configuring existing platforms to use of the organization. In this section, the focus is on two common models of implementation, namely ITIL implementation model (ITIL 2011) and PRINCE2 (Axelos 2017).

3.2.1 ITIL implementation model

From the implementation model of ITIL can be derived best practices how a new system should be implemented. ITIL (ITIL 2011) itself defines having implementation process to have ten different steps, starting from Project preparation where key personnel should be familiar with the critical concepts behind ITIL implementation and process management. After the preparation phase, the IT service structure needs to be mapped. This mapping should indicate both Service business operations and supporting operation in the same diagram.

IT service structure template (ITIL 2011) is described in Diagram 4.



As described in diagram 4, the primary services and support services can be prorated in a clear hierarchical tree format. This format gives a clear visibility on the relations and logical hierarchy between different processes, subprocesses and supporting processes.

Following the mapping, the ITIL roles and role owners should be defined. In this, the different roles from ITIL roles list (ITIL 2011) should be selected based on the operations and owners for different roles should be assigned. For example, change management should be assigned to a change manager or an operations manager whereas financial management should be assigned to the financial manager of a department at hand.

Diagram 5 illustrates the roles and owners according to ITIL.

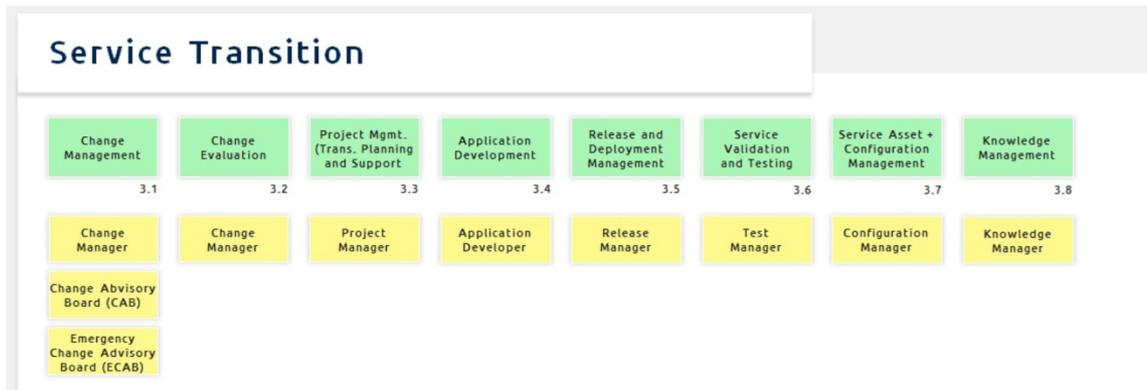


Diagram 5. Roles and owners according to ITIL

As shown in the Diagram 5, there are different operations and to these operations there are one or more roles connected. One role can be responsible for several different operations like shown here for Change Manager.

The roles and owners can be defined using a RACI (**R**esponsible, **A**ccountable, **C**onsulted, **I**nformed) model where the relations of different roles can be indicated.

Table 1. Example of a RACI model

	Manager 1	Manager 2	Manager 3	Manager 4	Manager 5	Manager 6
Task 1	R	I	A	C		
Task 2	I	R	I/C		A	
Task 3	I		C	C	R	A

As Table 1 describes, the RACI table indicates which manager has what role in each different task, process or project.

Building on the process map an As-Is process self-evaluation should be conducted. They are allowing the organisation to focus on the strengths and weaknesses of the current process and comparing these with industry best practices. This evaluation is a building block for the future state process plan. Future state is the objective where the processes will be developed increment by increment.

The next phase in the ITIL implementation model is processed interfaces. In this phase, the outputs from subprocesses will be defined. This defines clear roles and relationships between the main process and its subprocesses. Even if the subprocesses are not themselves completely well-defined, the interface definition gives enough information to place this subprocess to greater environment.

Establishing process controls will define what the Key Performance Indicators or goals against what the process performance is measured are. These will help to define objectively whether or not the process is performing expectedly or not. Some ITIL KPI's are Number of problems registered to the Problem manager, adherence to approved budget or capacity reserves (ITIL 2011).

Process in detail is the step where every sequence is defined in detail. According to ITIL here all subprocesses should be described accurately. This can be done at this stage due to the previously defined process interphases. There all

subprocess inputs and deliverables are defined. Building on those specific tasks and possible checklists will be defined.

Selection and implementation of application systems are where the systems and suppliers are selected to support the improved process. When the requirements of the new process have been defined, the list of requirements should be prioritised and ITIL (2011) state by using three categories by importance. With these prioritised requirements, the system(s) to support the process can be selected and technically implemented and documented.

After successful implementation of the supporting system(s) the improved process can be implemented, and the people trained to it.

3.2.2 PRINCE2 project management model

PRINCE2 is a framework created as a standard project framework for the UK government. The framework has a guideline to split projects into smaller more manageable and controllable sections.

PRINCE2 (Axelos 2017) defines six different project tolerances or Key Performance Indicators against which the project will be evaluated. These six tolerances are as follows: project scope, timescale, risk, quality, benefits and cost. The framework also defines seven principles that are not subject to tailoring in the projects. These principles are continued business justifications, learn from experiences, defined roles and responsibilities, manage by stages, manage by exceptions, focus on products and tailor to suit project environment.

PRINCE2 further on defines seven themes including risk, business case and change among them to keep the framework intact. These themes all relate to one or several principles as described above. For example, the first theme is the Business case which related to principle continuous business justification.

Also, PRINCE2 describes 26 different managed products or templates. These products or templates vary in character. Some of them are more abstract such as the business case or the communications management approach. However, there are also more technical elements in the list such as risk, the lessons learned and daily logs.

Products are a high-level description of the project model. The individual tasks or project sections can use a different methodology in its execution, such as Kanban or Agile.

3.3 Data driven business approaches

According to Redman (2018), one of the major problems is that most companies have poor data quality hence the conclusions from that data cannot be decisive. Another issue that Redman states is understanding the root cause of the problem, not merely the result. After the data quality is on an adequate level, the usage of the information is crucial. As Davenport et al. (2012) explain, the shift from Data Analyst to Data Scientist is taking place moving the analytical skillsets from IT department to be used in core business and key operations.

The key factor on the data steering of businesses according to Davenport and Dyché (2013) is to define the relations between different legacy systems and the data storage. IT takes much planning and defining to be able to gather all information into single data storage from where core business can visualise and use the data in their decision making.

Further on Davenport and Dyché (2013) describe the next steps of prescriptive analytics that will change the data usage in the companies. Then change is from reporting, looking in the history, to predictive that tries to predict the future ending in the prescriptive analytics. Prescriptive analytics will effect on the business processes and business focus areas as well as the critical skill sets that companies will acquire.

3.4 Conceptual framework

The conceptual framework of this paper is combining ideas from IT, Data and Change management. The framework contains five significant steps covering the whole project. The first step is the business case where the business need is evaluated with the stakeholders and based on available data. The second step is organisation and culture where the team and ways of working are detailed — followed thirdly by training the people and implementing the new process. The fourth step is the change from the old process to the new one. The last step is a retrospective where an open dialogue should be conducted and lessons learned should be indicated.

The conceptual framework is described in Table 2.

Table 2. Conceptual framework

	STEP 1 Business case	STEP 2 Organisation & Culture	STEP 3 Implementation & Training	STEP 4 Change	STEP 5 Lessons learned
Content	KPI Objectives and Quests CSA	Vision Roles Rational and emotional goals	Communicate Involve whole team Train Pilot and full implementation Break formal structures	Communicate Get involvement Short term wins Communicate on short term wins Repeat, repeat, repeat	Ask and listen – feedback loop Document
Roles & responsibilities (Anand et al. 2017, Kotter 1996)	Leadership team SVP/VP sponsor	Leadership team Low level managers	Leadership team Low level managers	Low level managers	Leadership team Low level Managers Teams

	Low level Managers				
Data-driven boost (Davenport et al. 2012, 2013, 2018)	BI data History campaign data Sales data		Process performance data		Process performance data Old vs new campaign data

The conceptual framework is split into five steps all including three different viewpoints, *Content*, *Roles and Responsibilities* and *Data-driven boost*. All these steps are described more thoroughly in the next chapters.

3.4.1 The business case

The First phase of the framework is defining the business case and its measurability. As described in ITIL and PRINCE2 frameworks the objectives and criteria of the evaluation should be defined beforehand. By adding the ideas from Kotter and Anand et al., similar analogical ideas can be seen under the term objectives or quests as Anand calls the objective. By introducing data from BI, the validation of the case can be stated.

3.4.2 Organisation and culture

The implementing organisation defines the culture and willingness to adopt new ways of working. From the start of the process modification plan the right people, from all levels of the organisation, should be recruited as Kotter defined, to ensure the willingness of adaptation. This aligns with Lewin's idea of removing the opposing forces, by recruiting them into the process as champions or contributors. These people are in a vital role in the communication of the change and making the change.

3.4.3 Training and implementation

Implementation and training of a new process are prominent elements in both change management and IT processes. Ideas behind this step of the conceptual framework can be found in ITIL, PRINCE2 and also Kotter's 8-step model. This phase includes training, communicating and getting people from outside the team, in addition to just the implementing team, involved in the process. This broader set of people will ensure that people are ready for the change. Unlike the IT frameworks, the Kotter's 8-step model suggests that to achieve the readiness for the change the formal structures should be broken. This unconventional way ensures that the right people are on board to make the change.

3.4.4 Change

The change as Lewin calls this phase of the model, is the phase where actual unlearning from the old and adapting to the new model is done. This requires a lot of further training, governance and multiple rounds of repeating. It is imperative to echoing the eventual goal of the change that it is clear for everybody. To keep people committed to a new way of working short term goals or low hanging fruits can be introduced and celebrated.

3.4.5 Lessons learned

As stated in Anand et al. (2017) the lessons from all processes should be learned and used to the data that is in hand. IT frameworks, ITIL and PRINCE2 have a so-called learning loop in them as a part of their continuous learning process. Lessons learned or different ways of logging the experiences, good and bad, are the only way of ensuring that the change is institutionalised as Kotter's model states.

3.5 Summary of the conceptual framework

This conceptual framework includes best practices from the common IT implementation practices ITIL and PRINCE2 and also the change management and behavioural frameworks from different authors. The literature search gave a grounded framework against which the analysis of previous analogical implementation project can be evaluated.

4 Analysis of the IT system to be implemented and of a previous analogical implementation project

This section discusses the findings of previous analogical project management SAAS platform implementation which took place in 2014-2015. The first part describes the outline of how the current state analysis was conducted. The second part describes how the previous implementation project was carried out. The third part discusses the plusses and minuses of the previous analogical system implementation. The fourth part concludes the chapter with lessons learned.

4.1 Outline of the Analysis of the previous analogical implementation project

The data for the analysis of the previous project was carried out in three different interviews. The interviews involved people who were either involved in the process or were working in the department during the time of the previous implementation project. Additionally, the project documentation was planned to be used during the analysis, but it was lost as will be explained in the following sub-sections.

4.2 Outline of data stage 1

The first interview focused on the business case and the roles of the team members of the project. This clarifies the reason for the previous project management SAAS platform implementation. The business case was based on the transparency of the work, improved usability of logging of billable working hours and how these create a base for invoicing can be transferred without manual labour to financial systems.

The second interview covered the process and how the financial system integrations were made. Along the side of the project manager, the project included an implementation consultant who was from the project management

SAAS platform supplier. Moreover, the roles of different actors in the project needed to be clarified. It was found out that the consultant had an active role in most phases of the implementation project. The communications plan was the last topic that was discussed in this meeting.

The third interview focused in detail on the financial integration and communications plan. The topic of implementing and training was the third topic of the interview. Since the project management system is a SAAS system, the training was the focus.

4.3 Detailed general description of the previous project management SAAS-platform

This section focuses on the four main areas of findings of the previous analogical implementation. The first section focuses on the Financial system integration and the requirements that it generates. The second part focuses on the roles and responsibilities of the team members. The third section focuses on the training and implementation of the project management SAAS platform. The section describes the communications plan of the previous project.

Table 3. The CSA information gathering meetings and topics

Date	Participants	Topics
7.3.2019	Marketing Director Previous implementation participant	Business case Roles and responsibilities
12.3.2019	Financial Manager Previous implementation participant	Financial integration Communications plan Roles and responsibilities
19.3.2019	Financial Manager Previous implementation participant	Financial integration Training and implementation Communications plan

As shown In Table 3, the CSA information gathering meetings and topics included three meetings where the listed topics were discussed. The meetings were held in three consecutive weeks.

4.3.1 Financial integration

The financial integration was one of the core requirements of the previous project management SAAS platform integration. The case company has several different financial and invoicing systems due to its size, history and operational differences in the divisions. These systems are maintained in the case company's Finance IT department and operated by Financial department. The Financial manager assigned to the Marketing department is handling the invoicing, general ledger and department-wide bookkeeping in the financial IT systems such as SAP IP, Basware and Microsoft AX.

Due to the complexity of the financial systems, the need for middleware was prominent. That was chosen to integrate project management SAAS, and finance platforms were iPaaS service Boomi.

Diagram 6 shows the high-level representation of the project management and financial systems integration

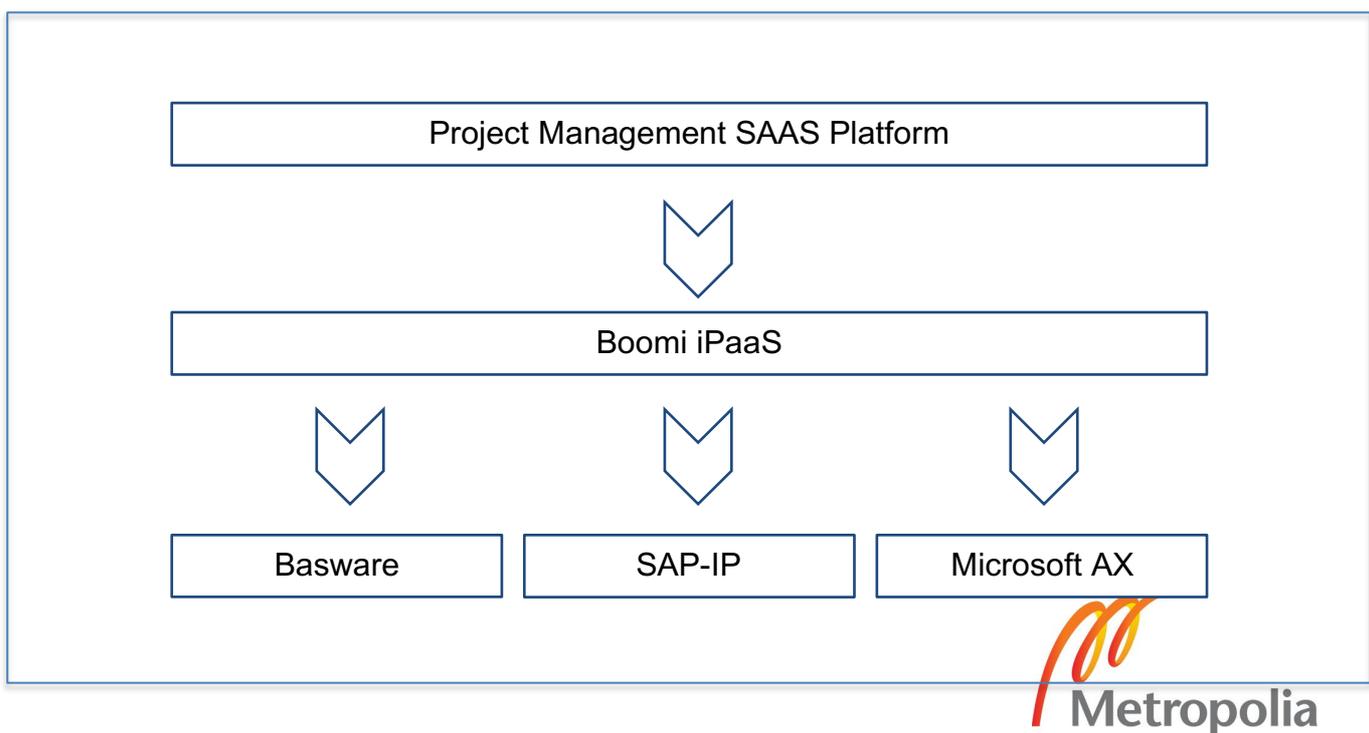


Diagram 6. Project management and financial system integration.

As described in Diagram 6, the integration from project management SAAS platform to finance systems is done by a middleware Boomi iPaaS. Boomi iPaaS is connected to more different systems than shown here.

The requirements for the integration were dictated from the financial practices of the finance department. The technical specifications and the configurations to Boomi iPaaS were implemented by an in-house IT team.

As the requirements were given to integration by the Finance department the way of working remained the same as it had been in the previous platform. The business challenge of better reporting and dialogue between marketing operations and finance team was not fully achieved.

4.3.2 Roles and responsibilities

There were only five different roles in the implementation team of the previous project management platform. The team members and roles were as described in the following paragraphs.

Business Owner (BO) was in charge of the whole project and was the initiator of the new project management platform implementation. BO's objective was to get a new Project management platform to increase the rate of billable hours in the marketing department. BO left the running of the project to the team.

Project Manager, was assigned to the team to handle the project coordination and to handle the communications between different stakeholders and handle the time and budget frame. The PM was an IT manager with limited knowledge of marketing or financial processes. The manager was acting as a bureaucratic manager to ensure that all governance best practices were met from an IT investment perspective.

The Financial Manager defined how the information should be structured after the records had been transported through the integration by Boomi iPaaS middleware. FM was a key decision maker and approved the integration after the testing phase was concluded.

The production team leader was part of the team to ensure that the new project management SAAS platforms usability was as expected. Also, the production team leader was participating because after the training and implementation period the team leader was the product owner and first line support of the new project management SAAS platform.

The Consultant was responsible for configuring the new project management SAAS platform as the requirements stated and conducting the training sessions for the users of the new platform. The consultant was the product owner during the implementation phase. After the implementation phase, the PO role was transferred to the production team leader.

4.3.3 Implementing and Training

The implementation phase from requirements to the beginning of the training phase took four months. The implementation was conducted in three phases with a waterfall project model, beginning with defining the requirements and creating the configuration and integration specifications. It was followed by configuration, implementation and testing phase. Also, the project ended with a training phase where all end users were trained to use the new project management SAAS platform.

The specifications for the configuring and the integration was in the domain of finance team. They contributed to the specifications, so the information was easily inserted to the finance systems. The main factor for this was the best practices bookkeeping practices in the case company.

The project management SAAS platform configurations were assigned to the consultant. This means the consultant configured the system without any cooperation from the rest of the team. After the configurations were done the IT integration team implemented the project management SAAS platform to financial systems integration with Boomi iPaaS tool.

The end user training took place in four different training sessions with the same content in each one. This was to guarantee that all end users could make it to one of the training sessions. The consultant was in charge of the training and the training materials.

4.3.4 Communications plan

The communications plan for the implementation project of the previous project management SAAS platform was based on ad hoc communications. There was no communications plan created.

The communications towards end users were mostly top-down info that the new implementation project was started. The next step in communications was the timetables of the end user training.

4.4 Analysis of +/- of one recent undertaken implementation project

The previous implementation of the project management SAAS platform had a great number of positive aspects. Nevertheless, there were lessons learned that need to be taken into consideration. This chapter discusses the plusses and minuses of each five steps described in the contextual framework of this paper.

The plusses of the business case phase are as follows. The owner of the project, Marketing Director, had a clear business objective to achieve and the mandate to initialise the change. The KPI's were set for the result of the project, increasing the rate of billable hours by a certain percentage. The faster the implementation project was conducted the faster it was possible to meet the KPI's. The minus of

the phase was the implementation schedule which was set at the beginning to be one month and ended to take close to half a year from start to finish. Also, a thorough CSA was never conducted nor documented. Lack of CSA forced the planning of the project to rely on the beliefs, remembering and shared knowledge. This does not give an accurate and reliable view on how the process or the systems are running.

“The information of a new system was announced during a monthly meeting, and the Director told us that the system would be in use in a month” – informant 1

The second phase of the CSA is named culture and organisation. This describes the project method and culture how the members of the project teamwork. This impacts the way how the rest of the organisation will embrace the change. The plus for this phase is that the BO had a clear vision about the result. In the beginning, the roles were not defined, nor was the project working methodology set. A lot of the project work was assigned to either the FM or the consultant. This was due to the project being focused mostly on the rate of the billable hours.

The implementation was done as specified due to a precise specification done in the planning phase. The fact that the information flow was only one way from project management SAAS platform via Boomi iPaaS to Financial systems limits the value of the integration. From the business case perspective, two-way integration would have been more beneficial. The ad hoc communication about the upcoming change was conducted this time through a department info meeting. The communication was top down, and it was done from the business case not the end user’s perspective. The lack of people involved in the project outside of the implementation team was pointed out by an informant.

"There was no transparency to the progress of the project. During one department info we were informed that now we start the training for the new project." – Manager informant

The training was held professionally by the consultant. The same content was repeated in several different timeslots allowing all end users to participate in the training. The new project management SAAS platform is widely used in Finland, and no bespoke configurations were done in the user interface; hence the system's UI had an intuitive way to use the system due to no change on the logic of how or why the system is used.

When the change from the old system to the new was taking place there was no pilot campaign where the new system was to be beta tested. All the projects were moved from the old system to the new one over a weekend.

"The first time we actually tested the system was when we needed to do invoicing for real" – informant 2

During the first month, the focus was to achieve the KPI of increasing the rate of billable hours by a specific percent. This goal was met. Moreover, the KPI was met in all consecutive months after the new system was introduced.

From the previous implementation, no lessons learned documentation was found. Also, the signed-off specification was lost after the implementation. There are two scenarios on why this happened, namely either the lessons were never gathered, or the results of the interviews were lost because the implementation PM left the company.

Table 4 describes in five steps how the implementation process was implemented. The pros or plusses and cons or minuses are listed underneath the heading. The Content describes the topics found in literature which are the basis of the conceptual framework of this thesis.

Table 4. The plusses and minuses of previous implementation

	STEP 1 Business case	STEP 2 Organisation & Culture	STEP 3 Implementation & Training	STEP 4 Change	STEP 5 Lessons learned
Content	KPI Objectives and Quests CSA	Vision Roles Rational and emotional goals	Communicate Involve whole team Train Pilot and full implementation Break formal structures	Communicate Get involvement Short term wins Communicate on short term wins Repeat, repeat, repeat	Ask and listen – feedback loop Document
Plus	+ Strong objective to change + KPI's + Sense of urgency	+ Strong vision on end result	+ Minimum training needed + whole team was involved	+ Short term wins => billing rate increased + need of change was communicated	
Minus	- Quite light CSA - Strict timetable	- No roles clear roles - No rational or emotional goals	- Communication was only one direction - No outside of the team members was involved	- Short term wins were only at the department level - No pilot, all teams were boarded at the same time	- Documentation was lost due to PM left the company

As described in Table 4, many plusses can be adapted from the previous project as well as some key findings that need to be considered later on. These are

Strong vision on the end result, sense of urgency, wide involvement of the team and celebrating short-term wins.

4.5 Summary of lessons learned from previous implementation and possible special expectations

The first lesson learned is early and open communication. One thing that the informants pointed out was the lack of transparency to the implementation. The business need and the project start was communicated, but the progress was not transparent for the end users. To remedy this deficit, active communications plan and practice is needed.

The second lesson learned is to assign correct roles for the team. The implementation team needs to have the correct number of people and correct roles in the team even though the utilisation of a particular role can vary during the project. In the last implementation, there were not all necessary roles involved in the project. The lack of roles led to a one-sighted view on the task at hand.

The third lesson learned relates to the second lesson to get people involved early on in the implementation from different positions and organisation levels. Not only the end users but the managers and directors need to be involved in the implementation process. The roles can be as a stakeholder in the steering group, the end user to give valuable information on how the actual work is carried out or an internal consultant from the perspective of a parallel business operation.

The last one is to adopt future end-user champion users to accelerate the adoption of the new system. These champions should be involved during the whole project, but their role increases in the testing and rollout phases. These champions have a better understanding of the system and can assist their colleagues.

Taking communication, team roles and broad involvement of the people into consideration in the future proposal for an adaptation plan will have a positive impact on its quality. The business case and objective setting are positive lessons from the previous implementation that the new adaptation plan can use as they were.

This section described in detail the previous analogical implementation project and the lessons learned from that. As discussed, these include open communication, clear roles, getting end users involved early and training proverbial standard-bearers, champions, to speed up the adoption process. Lessons learned provide a solid foundation for chapter 5 which describes the co-creating adoption process for the new project management system.

5 Co-creating adoption process for the new project management system

This section focuses on the adoption process which was co-created in four workshops with different stakeholders. The first part focuses on the process of co-creating the plan. The second part discusses the objective and KPI setting in the adoption process. They are followed by the third section concentrating on the roles and both team members and different systems in the ecosystem. The fourth section describes the principles of a communication plan and communication practices. The fifth part focuses on the pilot project on how that needs to be handled. The sixth part concentrates on sustaining the change with punctuating the short-term wins. This section ends with the summary of the adoption process.

5.1 Overview of the Proposal Building Stage

This section focuses on the process of the proposal building. The goal is to give a clear and understandable description of the steps that were taken during the workshops. The workshops had best practice themes which were identified during the literature search. During the co-creation, the team came up with an initial idea of how the adoption process should be structured. This is discussed later on in this section.

The proposal building took place in four co-creation workshops with marketing director, head of BI, strategist, financial manager, marketing manager and platform team leads focusing on the topics found from literature. The first workshop focused on the objectives and KPI's, and short-term wins. The second workshop focused on budget KPI's and roles of the team members and systems and choosing a suitable pilot. The third workshop's agenda was validating the pilot case defining the roles and starting with communications principles. The last meeting focused only on the pilot and the communication principles. Table 6 shows the workshop calendar and agenda.

Table 6. Workshop calendar and agenda

Date	Participants	Topics
7.3.2019	Marketing Director Strategist Head of BI	Objectives and KPI's
20.3.2019	Head of BI BI Specialist Financial Manager	KPI, pilot and roles
25.3.2019	Head of BI Platform Team lead 1 Marketing Manager	Pilot, roles and communication
27.3.2019	Head of BI IT manager Marketing Manager Platform Team lead 1 Platform Team lead 2	Pilot and communication

As Table 6, describes the four meetings were held in three weeks in March 2019. Each workshop focused on different topics and had different people involved, mainly directors, managers and team leads.

Based on the CFW the focus areas of the co-creating were as shown in Table 7. The different focus area headlines are listed in the individual cells and people who would contribute to that topic are listed in the cell below the content.

Table 7. The overview of the adoption process

	STEP 1 Business case	STEP 2 Organisation & Culture	STEP 3 Implementation & Training	STEP 4 Change	STEP 5 Lessons learned
Content	KPI and Objectives	Vision Roles Rational and emotional goals	Communicate Involve whole team Train Pilot and full implementation Break formal structures	Communicate Get involvement Short term wins Communicate on short term wins Repeat, repeat, repeat	Learning loop Document
Roles & responsibilities	BI Manager Marketing Managers	BI Manager Marketing Managers Platform managers Champions	BI Manager Marketing Managers Platform managers Champions	BI Manager Platform managers Champions	BI Manager Marketing Managers

Table 7 describes the findings from the co-creation of the adoption process. The roles of BI Managers and Marketing Managers are central in this adoption process with a strong focus on the roles and communications.

5.2 Defining objectives and KPIs

From the business goals derive projects objectives and measurable KPIs. Objectives and KPI's need to be stated before the implementation project and documented in a project document. Afterwards it is easy to go back to the documentation and remind the team about the original objectives. Objectives can be soft or hard goals. Soft objectives could be loosely described or hard to

measure, like "improve usability" which is a subjective view and is mostly influenced by the user's skill set. The hard objectives or KPI's are things that can be measured for example x% of the projects require services of the BI team.

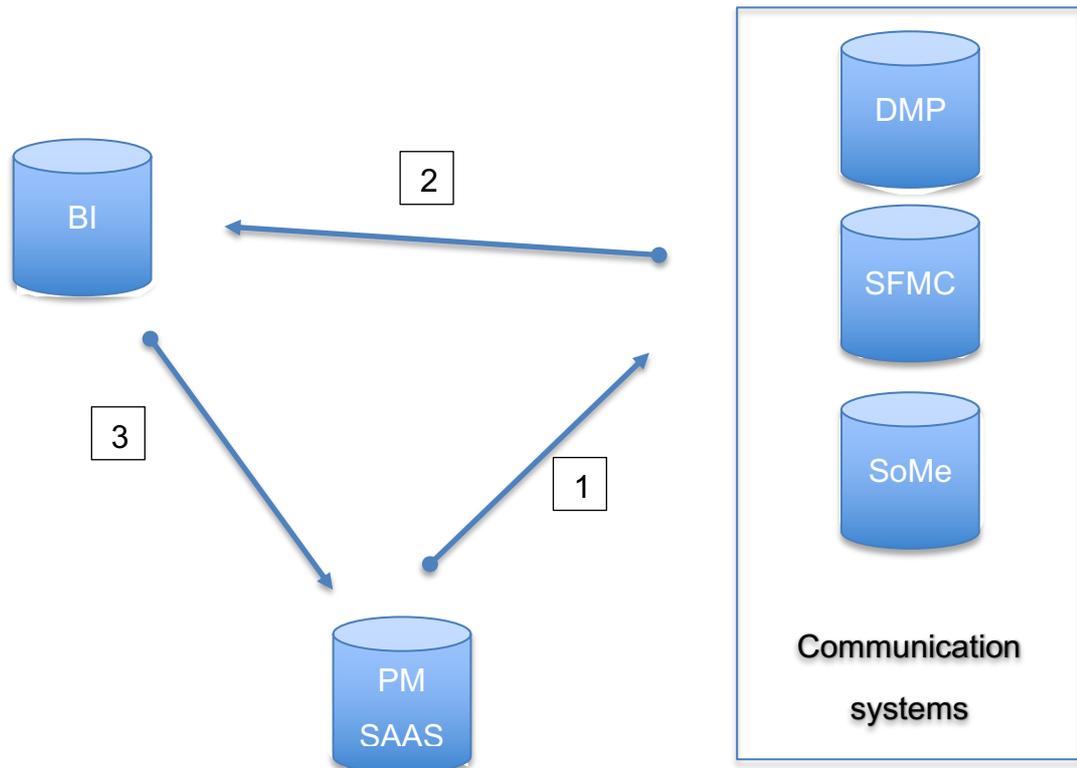
When the KPI's are defined, the BI team should be able to provide a benchmark or current state analysis. At the beginning of the change process, the benchmark indicators of the KPI's need to be documented and at the same time created an expected future state or objective KPI levels. This allows the project team to maintain the focus and measure the progress during the implementation process.

5.3 Defining the roles of team members and different systems

The core team should have clear roles and responsibilities defined at the beginning of the project. This allows the project manager to assign or in more agile ways of working team members to pick tasks that are best suited for the team member. When clear roles are defined in the project documentation or the project initiation document, the person responsible for resourcing can see which positions are assigned. On the other hand, some of the roles can be assigned to the same person. Clear roles also help the project team in problem-solving situations. Also, the same clarity is achieved in problem escalation situations. It is clear to the team whose primary job it is to handle specific kinds of situations.

The same role specification needs to be defined from the system perspective. All systems that are involved in the environment need to be defined from a high-level perspective at first and from a more detailed perspective later on. The relations and the roles of the systems need to be documented as well. This will give a clear view for example to which system holds what master data and which other systems use the data of the previous system in its operations.

Diagram 7. High level illustration on the roles of different systems



As diagram 7 portrays, there are three logical systems which are connected to each other. The PM system is the master record holder of the campaign data, and the communication systems interact with the customer and the aBI system combines campaign data, communication data and other data sources such as sales data to create campaign reporting.

In both previous situations, IT and team member roles, a simple organisation chart, RACI and service structure chart gives an adequate view on the roles and responsibilities.

5.4 Outline principles of the communications plan

The communication should start early and be continuous through the adoption process. The communication should involve all levels of employees and not only

people from the BI team. The communication should focus on future vision, progress, successes and achievements.

The future vision of the environment is an essential topic to communicate through the teams. This allows people to keep the focus on the objective and portray a vision of how the future operation will work. Even though the future vision might vary during the process this helps people to commit to the change and work towards a common goal. This future vision topic could be communicated every three to four weeks to keep the vision crystal clear.

The progress of the change needs to be communicated weekly to inform people who are not involved daily with the change process or adoption work. This creates general situational awareness and helps teams to prepare them to the change in good time.

When a milestone or low hanging fruit is achieved, this should be communicated in weekly communication. By actively communicating about achieved goals or milestones the progress can be maintained while monitoring the progress the velocity, as in getting things ready, of the adoption process is maintained. By noticing these goals, it creates a sense of achievement through the teams, even though the change is not ready as a whole. More substantial achievements should be celebrated. And the launch of the adopted way of working is a final milestone which calls for a special event.

5.5 Propose a pilot

The pilot phase is one of the crucial parts of adopting a new way of working. During this phase, it would be important to test the hypotheses how the working roles and systems are performing in a controlled environment. This phase should include several elements of the future system but in a limited way. In the case company, this means selecting a campaign with several streams of campaign elements. These elements are distributed in the PM system, SFMC and DMP

which themselves are connected into the BI system. By including these systems, the team members who operate these systems are included as well.

Depending on the focus of the pilot the integrations between systems are not necessarily in place. This allows the pilot to be tested on the sound information flow level not the technical integration level. By adopting this focus for the pilot, the testing of information and processes is validated followed by the IT integrations.

5.6 Foreseeable short-term wins

The short-term wins are the easy to reach goals what can be used to achieve velocity and progress on the adoption process. These short-term wins can be achieving objectives, hitting KPI's or they can be cultural or process related wins, getting a new person into the new way of working or changing the way of one member of the team committed to the change. One part of these short-term wins can be planned, these are more KPI and process related things, but some short-term wins are organic and they happen when a new person commits to the change.

Nevertheless, whether the short-term wins are planned or not these should be communicated and celebrated. As discussed in the communications plan outline sub-section this maintains the adoption process and increases the feeling of achievement within the teams.

5.7 Summary of the adoption process

This section focused on co-creating the adoption process with the stakeholders. The first sub-section focused on setting objectives and KPI's for the adoption process. The second sub-section discussed clear roles of the team members and different systems during the adoption process. The third sub-section's focus was on the communication and topics that should be communicated. The fourth sub-section discussed the pilot case where assumptions can be tested, and lessons

learned. The last sub-section focused on short-term wins and keeping the change process going.

The next section focuses on the feedback for the proposed adoption process from the project steering group.

6 Presenting and validating draft to project steering group

This section describes the DATA 3 part of this paper. In DATA 3 the adoption process was presented to the stakeholders in 1-to-1 meetings and in a group meeting. The first sub-section outlines the DATA 3 stage of the study. The following sub-section discusses the feedback that was received based on the presentation. The third sub-section summarises the corrected proposal.

6.1 Outline of data stage 3

DATA 3 was conducted through 1-to-1 interviews and a group meeting. The proposed adoption process was presented to the group and a discussion were held. Mostly the feedback was related to the topic and scope of this study, but some feedback was related more to the case company's internal governance and processes.

Table 8. The feedback on the proposal from the stakeholders

	Key focus area of the Adoption Process	Suggestions from stakeholders	Description of the suggestion
1	The Roles	<p>The integration structure and information flow need to be described in detail</p> <p>The role between BI and Insight team</p>	<p>The CTO pointed out that the roles of the different systems need to be determined by the system architect. Moreover, for this resource allocation Gate 0 proposal for IT project steering group need to be approved.</p> <p>In the new process the roles between BI and Insight planning team need to be stated. Where reporting becomes an insight.</p>

2	Communications plan	<p>How to make sure that all are informed about the progress</p> <p>Additional info channels are needed</p> <p>Vision of future state need to be commented through the adoption process.</p>	<p>Marketing managers were worried that the weekly process report in a department's weekly info is not enough and requested additional method, perhaps a weekly newsletter</p> <p>BI manager suggested that the project team can use an internal social media platform to communicate</p> <p>BI manager and Marketing Director wanted to keep teams reminded about the future state. This needs to be communicated through the process.</p>
3	Champions	Getting the right people to be champions	Marketing managers suggested 3-4 champions from different teams, people who are more willing to adopt new ways of working
4	Pilot project	One extensive campaign including all possible systems and communications channels	Marketing managers agreed which campaign should be used in the pilot and assigned the pilot to that team

As table 8 describes, there was only limited feedback from the stakeholders.

6.2 Feedback received

This sub-section lists the feedback that was received during DATA 3. The feedback is discussed separately in the following sub-sections. The first sub-

section talks about the roles, the second about the communications plan, the third about recruiting the champions and the last about the pilot project.

6.2.1 The roles

Two different roles clarifications were discussed. The first is the IT focus on the roles and the integration between the systems. Even though this off the scope of this study, the IT wanted to assign an IT system architect to define the integrations and thus the roles of different systems. This is because the case company has an IT-gate governance program in place where these kinds of resource allocations need to be approved.

The second is the role between BI and Insight teams. The BI team is controlling different data sources and combining them in to a reporting database. From this reporting database, the BI team is generating reports as requested. The Insight team, on the other hand, would like to receive more Insight-like input from the BI team. Team leaders pointed out that this discussion has been running for a while now.

“The definition of what is good insight is not objective engineer work and is different for each person.” -BI manager

6.2.2 Communications plan

The case company has had a culture of siloed information and informing on the result when it is ready. This was in focus when this current and continuous communications plan was planned. The marketing managers talked that the planned short report in the department's weekly info is not sufficient and wanted something that team members could check back if needed. Weekly email info was discussed.

The BI manager reminded that the case company is using a business social media platform that this kind of weekly reports could also be written. This would

leave a written document which could be read afterwards by people who were not available during the weekly info.

Additionally the BI manager and Marketing director reminded that the vision of the future state needs to be communicated repeatedly. This allows the teams to work towards a common future state without losing the focus during the adoption process. Accordingly, the future state vision helps teams to make independent decisions on how to prioritise other development projects or integration tasks to align with the current adoption process.

6.2.3 Champions

The Champion role was agreed by all that it is crucial during implementation and change to the new process. Marketing managers wanted to assign champions from different teams across the department. These should be the early adopters and social members of the teams who will in part help the teams to adopt new processes. The CTO pointed out that it would be better to recruit these future champions to assign them. By recruiting from the teams, it probably takes a bit longer time, but then the people are more committed to the change. All agreed that recruiting champions is the way to proceed.

6.2.4 The pilot

To test the new BI role and information role it was agreed that an extensive pilot campaign should be used. Extensive in a way that it would utilise as many of the platforms as possible. The campaign should have campaign information in the PM system, and activities planned to use PDM, SFMC and SoMe and KPIs that include sales activities in brick and mortar store. All these channels transfer the data to the BI platform, and the BI team can validate the data and start building the reporting and insights with the Insight team. One marketing manager offered to run an upcoming holiday campaign with these in focus and coordinate with teams how this manual “integration” will go. The campaign is planned to run in a month from the meeting.

6.3 Summary of validated process

Based on the feedback on the DATA 3 gathering the adoption process had some corrections and links to the case company's another governance practises. As described in previous sub-sections, the precise roles of both the teams and systems were pointed out. The Communication plan and methods are accordingly reviewed The Communication plan contains the progress and vision of the future state as a report in the weekly meeting and also a written post in a corporate social media platform. Table 8 describes the feedback that was received during the feedback process.

Table 8. Feedback received during feedback process.

	STEP 1 Business case	STEP 2 Organisation & Culture	STEP 3 Implementation & Training	STEP 4 Change	STEP 5 Lessons learned
Content	Define KPI and objectives for the change process by efficiency	Keep the future state vision communicate through the process Roles, both teams and systems	Communicate on weekly bases and establish a corporate social media presence Pilot manually the implementation in chosen campaign Break formal structures, recruit champions	Communicate about the vision and progress of the process Communicate on short term wins	Learning loop Document

Roles & responsibilities	BI Manager	BI Manager	BI Manager	BI Manager	BI Manager
	Marketing Managers	Marketing Managers	Marketing Managers	Platform managers	Marketing Managers
		Platform managers	Platform managers	Champions	
		Champions	Champions		

As table 8 describes, the communication, vision and roles were pointed out during the feedback gathering phase of this paper. The communication is planned to utilise different platforms to guarantee the information is transparent to the whole department. The next section presents the conclusions and finalises this thesis.

7 Conclusions and Recommendations

This section is focused on the conclusions and recommendations for the next steps. The first section is an executive summary of the findings of this paper, followed by the next steps and finishing with a thesis evaluation.

7.1 Executive Summary

This summary describes the objective and the business challenge of the thesis. It is followed by a brief description of the methods and data collection for this study. Next, the summary focuses on the findings from best practises from the literature and conceptual framework. The initial proposal is described in the next sub-section followed by the feedback. This section ends with the impact of the study to the business.

7.1.1 The objective and business challenge of this thesis

The business challenge was that case company's marketing department had implemented a new Project Management SAAS platform to maintain up to date information on the campaign production, objectives, KPIs and other critical information. This allowed to provide transparency to the marketing operation. The transparency enables new and improved ways of generating reporting and insights by getting BI team and BI platforms integrated to the new Project Management SAAS platform.

The objective of this thesis was to create an adoption process on how to onboard the next teams to use the new Project Management SAAS platform. This allows teams to have access to consolidated campaign master metadata that is maintained in the new PM SAAS platform.

7.1.2 The methods and data

This thesis opted to use applied research method and qualitative methods. This was due to the nature of the business problem to ensure new teams, the Business Intelligence team as the first one, will be ready and willing to use the new system in their day to day operations.

The first data was gathered by analysing the previous analogical implementation of a similar system five years ago. The information for that analysis was gathered by interviewing the people who were involved in the previous project implementation.

7.1.3 The Conceptual framework and best practices

The conceptual framework of this thesis was based on the best practises of Change management and IT implementations. Additionally, ideas and concepts were adopted from Big Data concepts as well. The main influences on the CFW were Kotter, Lewin, Anand, ITIL and PRINCE2, Redman and Davenport. During this study, the similarities of IT, change management and Data management practices became apparent. They all stated that active communication, clear

roles, objectives and KPIs, and learning during the process were keys to successful project implementation.

7.1.4 The Proposal of the adoption process

The proposal that will be presented to the Project Management SAAS platform steering group will define the adoption process for BI team. This adoption process creates a template upon which the subsequent team adoptions can be based. The crucial aspects of the adoption process proposal are clarifying roles of teams and different systems. The active communication on the future state of the working environment after the adoption process and weekly updates on the progress of the adoption process. The defining of objectives and Key performance indicators for the adoption process will define whether or not the onboarding was successful. A comprehensive pilot is good to use to acid test the new process before creating the IT integrations and to make sure that roles between teams or team members are defined. The findings of this study suggest that the short-term wins are an excellent way to make sure that the progress of the adoption is maintained and these wins also can be used in the weekly reports to inform about the progress.

7.1.5 The feedback from the stakeholders

Once the initial proposal was created, it was presented to stakeholders for the feedback. The feedback was useful and encouraging and helped to incorporate suggestions for the initial proposal into the final proposal. The feedback focused on communicating the future state more actively, how the implementation process of the different systems should be handled and how to recruit future champion users to the team early on. Additionally, the feedback was about how and in which channels the weekly reports should be delivered and which campaign should be used for the pilot campaign.

7.1.6 The business impact

The business impact of this adoption is two-fold. Firstly, it helps to reduce manual labour of sending emails between teams to deliver information or reports. Secondly, this process creates a template of how to adopt a new team to PM SAAS Platforms process and on a general level describes some aspects of how a change management process is implemented. By using methods described in this thesis, the case company can improve its efficiency in a complex project environment.

7.2 Next Steps and Recommendations toward Implementation

As the next steps, the following actions are recommended. First, assign BI manager to be the manager for the adoption process and assign team members of all involved teams to the project team. The teams are BI, Marketing teams, Insight team, channel teams (SFMC, DMP and SOME), Systems architect from the IT team.

Secondly, create a tangible future state vision of how the operation should look like after the BI team is included in the PM SAAS platform. By creating a future state, the future working environment can be communicated to the teams with a consistent message allowing to keep the focus of the people working on the team.

Thirdly, define high-level relations between different systems. By defining relations of the systems, it gives clarity to the roles of systems. After this, the IT systems architect can create a more accurate plan of information flow in the system integration plan.

Fourthly, go through the case companies IT purchase process to get permission to plan the integrations of different systems based on the high-level plan that was

created previously. This Gate 0 plan is the company governance requirement before the actual planning can begin.

Finally, start outlining the weekly communications plan and channels where communication is delivered. Communication should consider both internal team communication and department level communication. Both should have a focus on the future state and progress. Team internal communication can be based on daily scrums, but the department level report should be delivered in weekly meetings as well as a social media channel that needs to be created.

7.3 Thesis Evaluation

This thesis focused on creating an adoption process for BI and other teams to onboard to the new project management SAAS platform. For the process to be fully transferable and ready to use the process needs to be tested first in a simulation, then in a pilot and finally in operation to be robust and finalised. After this thesis, these tests and simulations start in operation.

The findings of this thesis can be transferred to similar team adoption situations in most parts. Shenton (2004) states that "the concern often lies in demonstrating that the results of the work at hand can be applied to a wider population. Since the findings of a qualitative project are specific to a small number of particular environments and individuals, it is impossible to demonstrate that the findings and conclusions are applicable to other situations and populations." The process co-created during this thesis fulfils Shenton's definition of the transferability.

7.3.1 Relevance

This thesis started with a literature research and creating a conceptual framework based on that. This gave a point of reflection for an objective analysis of the previous analogical implementation. It would have been better to gain more depth for the research by looking at least three different previous implementation

projects, one with IT focus, second with change management focus and third with combined IT + change management focus to observe the similarities and differences of these three different domains.

A similar process, based on the findings in this, should be considered when making changes to the working habits of the people especially when they all cannot be involved in the process creation.

7.3.2 Validity and Reliability Evaluation

Shenton (2004) states that for the confirmability an audit trail needs to be demonstrated for as well as recognising the shortcomings of the study methods. The audit trail is present in this thesis, but it could have been more prominent. The workshops and interviews have been regular meetings as the marketing department is concerned, but from the research point of view, they were not structured enough.

In qualitative studies, the expertise and background of the researchers will affect the data collection as Shenton (2004) states. To ensure that the data collected is as relevant as it could be, different theories were used to create the conceptual framework of this thesis. The conceptual framework joined together ideas and points of view from IT models, change management models and ideas from data-oriented models. Accordingly, different methods of collecting data were used, from interviews to workshops and case study.

7.4 Closing Words

This paper focused on creating an adoption process for getting a structured way to ensure new teams are willing and able to work with a new system. By creating this process, it can be argued that it is faster and more efficient to adopt new teams to work in the new process. After refinement, this adoption process could be used in the case company or its Marketing Department as a standard way of adopting new tools and ways of working. The ideas featured in this study can be

used in similar change management situations, regardless of the field that the company is operating.

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