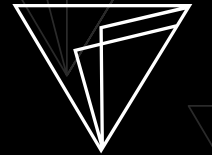# INTACT

*Why enterprise IT projects usually fail—***AND HOW TO MAKE YOURS THE EXCEPTION**

At a time when achieving digital transformation is critical, we believe "business as usual" is unacceptable.
We reject the mentality that change is too risky. Because "more of the same" has led our industry to a daunting data point:

68% of IT projects fail—even after successful implementations.

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WE BELIEVE YOU SHOULD EXPECT MORE

for your hard work, and, frankly, from your IT service provider.

That's why we have chosen a different path and a different model. And why we measure our success by one predominant metric:
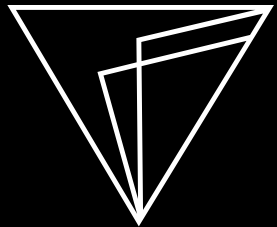
your success.

Intact Technology is so committed to promoting success, we're going to lay out a strategy to help you get the most out of your existing software and/or next deployment.

▶ **We'll explain why** powerful software so often begins losing value almost immediately after deployment.

▶ **And we'll show how to** get the outcomes you desire faster.

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1

A GREAT PIECE OF SOFTWARE CAN
TRANSFORM AN ORGANIZATION IN
EXTRAORDINARY WAYS. SO WHY
DOESN'T IT HAPPEN MORE OFTEN?

THE NEVER-ENDING SOFTWARE STORY

As an experienced IT professional, you've seen it happen more than once.

You deploy sophisticated new software to solve a problem or provide a new and critical capability to the business. The software represents a significant investment and takes months to deploy. If the new software helps you fuel growth, serve customers, and meet your mission, all your hard work will have been worth it.

Then the trouble starts.

The software doesn't quite meet expectations early on. Users are not taking to the software as you expected. Some avoid it entirely. You make adjustments. But you soon realize you can't keep up with everything that needs to be done. End users complain. As time goes by, you lose momentum and credibility.

As a result, you never get more than a fraction of the value the software is capable of delivering. And sure enough in two or three years it's tossed out and the whole sequence starts over.

It doesn't have to be that way.

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"Software is the only inanimate object in a solution, *so it's the easiest thing to blame* when business outcomes aren't realized."

JESSE WHITE | PRESIDENT, INTACT TECHNOLOGY

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CHAPTER

2

SOFTWARE INVESTMENTS FAIL FOR
MANY REASONS, BUT THE SOFTWARE
IS RARELY ONE OF THEM.

WHAT GOES WRONG, AND WHY

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Today's enterprise-class software is enormously powerful and has more capability than any one organization will ever use. And most vendors who perform the implementation are highly qualified experts.

The culprit in failed implementations is almost always the approach—in particular, the lack of strategy, planning, and investment in the processes and resources required to manage, enhance, and optimize the software after go-live.

After the implementation, problems quickly mount during day-to-day operations.

THE TOOL FAILS TO GROW WITH THE BUSINESS.

IN-HOUSE IT TEAMS CAN'T KEEP UP WITH THE ADDITIONAL WORKLOAD AND NEW, COMPLEX SOFTWARE.

SOFTWARE USAGE DROPS OFF, AS ADOPTION AND TRAINING ARE NO LONGER A PRIORITY.

"You can't measure what you haven't defined, *so spell out your goals*. We're talking here about business outcomes, not technical requirements."

DEREK TRUESDELL | CTO, INTACT TECHNOLOGY

CHAPTER

3

FOR TOO MANY IT CONSULTANTS, GO-LIVE DAY IS THE DESTINATION. FOR US, IT'S JUST TIME TO DOUBLE-DOWN. THIS IS WHERE YOU MAXIMIZE THE FULL VALUE OF YOUR TECHNOLOGY INVESTMENT.

HOW TO GET IT RIGHT

1. Form a steering committee for operations for the long haul

Sixty days before go-live, form a steering committee of key stakeholders from a wide range of IT departments, business units, and roles.

This committee will determine key metrics for measuring outcomes, prioritize enhancements included in the ongoing roll out, determine a standard way to submit inbound requests from the field to IT staff, and more. They'll also oversee the development of a communication strategy.
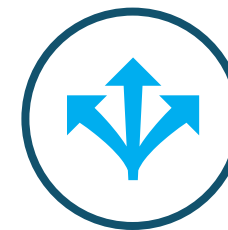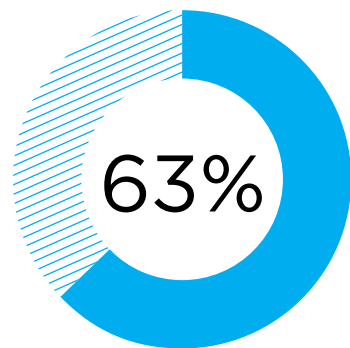
DETERMINE KEY METRICS ▶ **PRIORITIZE ENHANCEMENTS AND ROLLOUT** ▶ **DEVELOP COMMUNICATION STRATEGY**
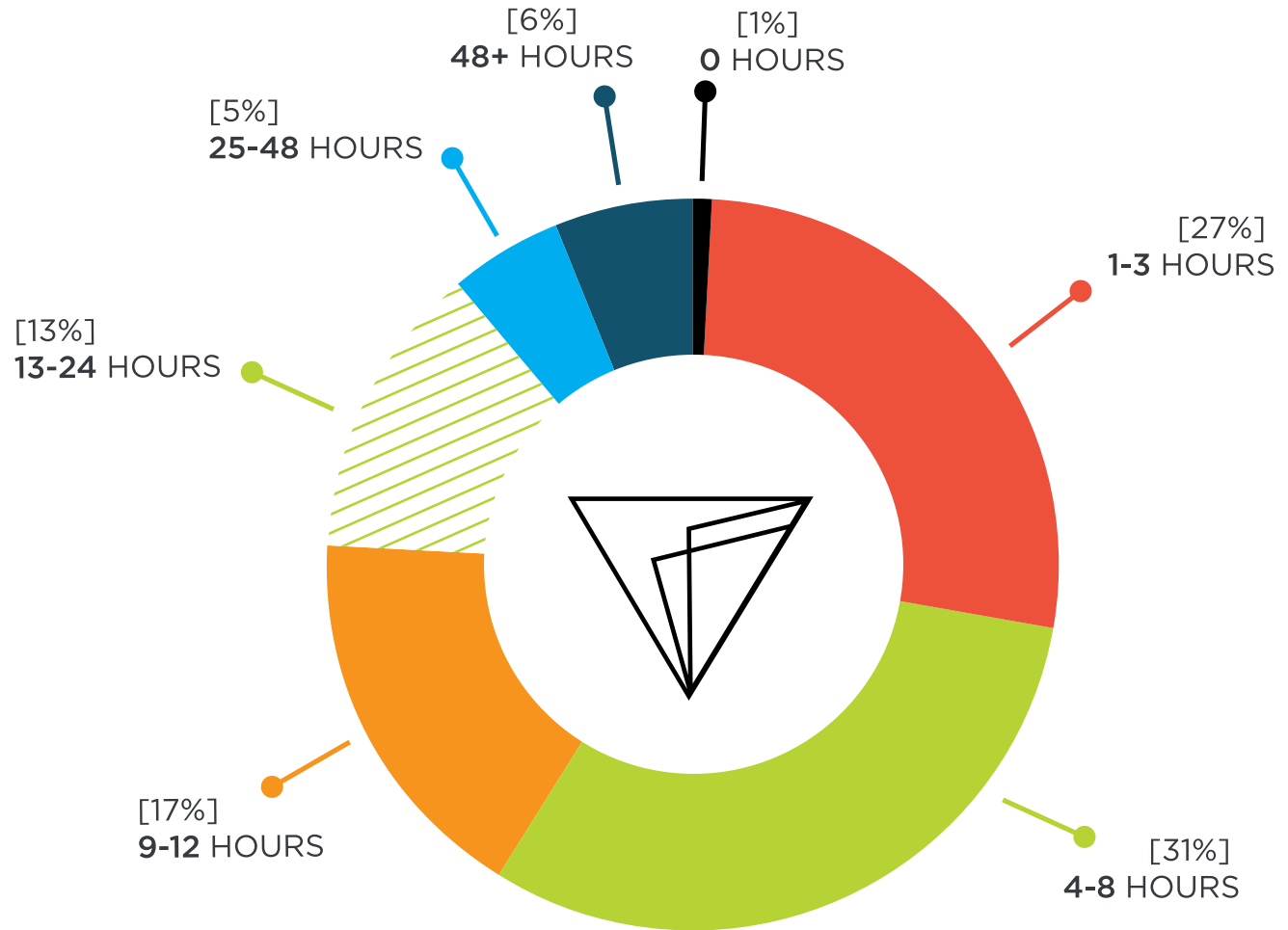
I n a study by MIT Sloan Management Review and Capgemini Consulting, the vast majority of managers said that "achieving digital transformation is critical" to their organizations. However, *63% said the pace of technological change in their workplaces is too slow,* primarily due to a "lack of urgency" and poor communication about the strategic benefits of new technology.

63%

When you ask 202 IT leaders how many hours they spend per month on dedicated IT communication activities, these are their answers. [Includes internal to the business, or external with media sources].

[6%]
48+ HOURS

[1%]
0 HOURS

[5%] 25-48 HOURS

[27%]
1-3 HOURS

[13%]
13-24 HOURS

[17%]
9-12 HOURS

[31%]
4-8 HOURS

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SOURCE: The Power of Effictive IT Communication Survey, 2015

2. Drive your adoption rate through the roof

People often prefer to stick with their old technology rather than adopt what's new. We've seen it many times, and we've developed some creative tactics for improving buy-in.

- **Set a high success metric.** Determine who should use the new software as a part of their job, and set an ambitious adoption goal (70 percent or more) for that group. Part of this entails educating your intended users on why they should adopt the new technology.

- **Develop and maintain a marketing-style communication strategy and plan.** Start by building a compelling plan to support the deployment, the go-live, and, this is key, the post-implementation operational roll-outs. Most "communication plans" we see boil down to twice-a-week meetings with key stakeholders to discuss the "status" of the project. Those meetings are fine and necessary, but they focus on what's going on. Your communication plan should focus on communicating the value of the new software, and addressing adoption challenges.

A comprehensive communication strategy requires considering all target audiences and all possible tactics, including everything from posters, e-mails and a page on the corporate intranet to training sessions, departmental open houses, and more.

Your strategy should focus on explaining the value of your solution in terms that your target audiences and the business will understand.

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Set an adoption goal of 70% or higher

*"**Adoption is the most important KPI**. In the end, technology only matters if it enables people to produce the outcomes they need."*
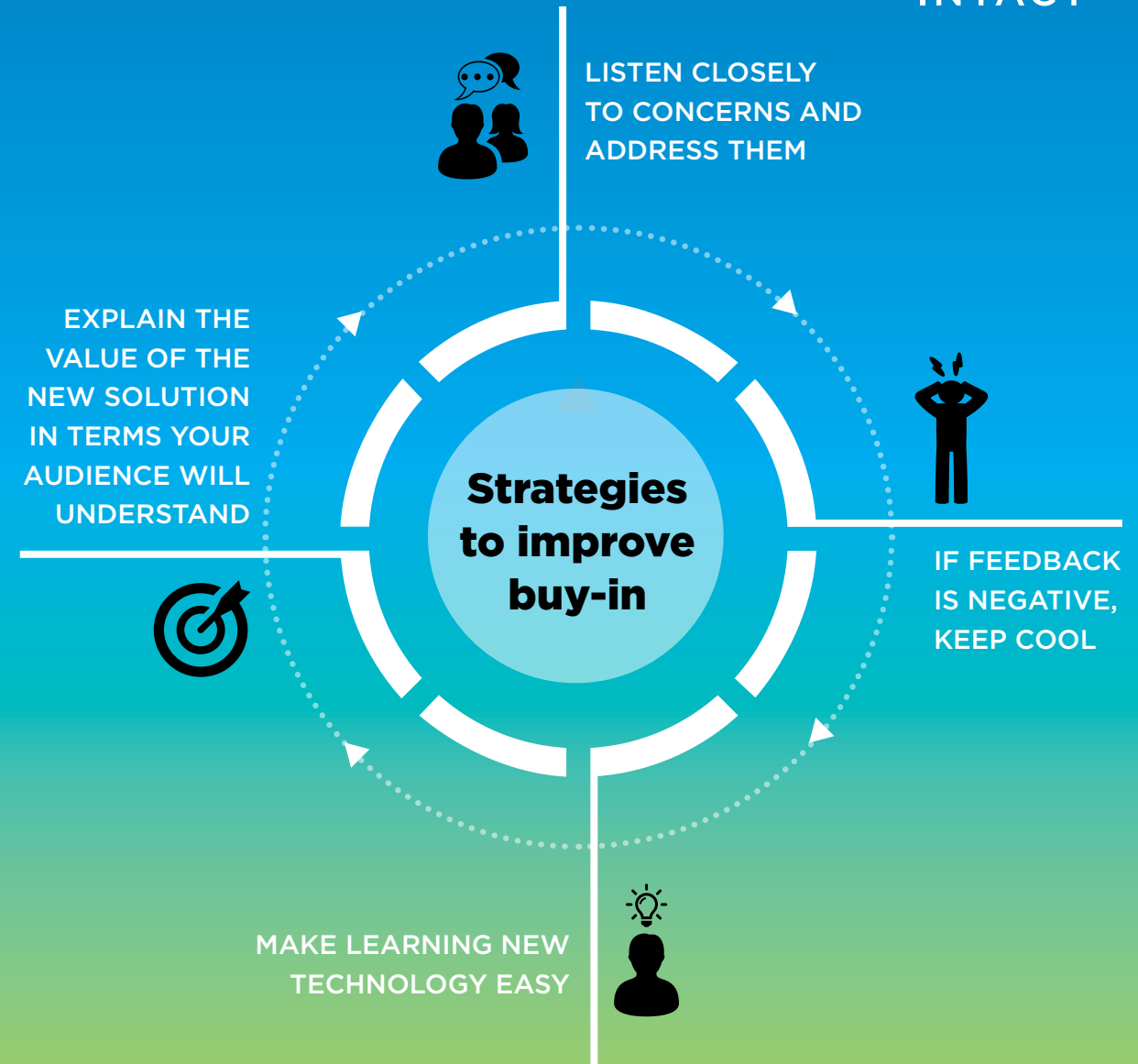
RICK FRATANDUONO | VP OF CUSTOMER SUCCESS, INTACT TECHNOLOGY

- **Understand why people are reluctant to adopt new technology.** People worry about how the new tool will affect them. Will it make their work harder? Will it make their job obsolete? Listen closely to their concerns and address them head on. And we can't say this enough: You need to communicate with your nontechnical colleagues in terms they understand. That means dropping the jargon and explaining exactly how the tool will help them.

- **Don't overreact to unpleasant feedback.** This often represents an opportunity to improve communication or processes, and should be expected in any transformation. Welcome the energy.

- **Allow all feedback to shape the discussion.** Small issues will be quickly worked out and larger issues can be addressed over time. And remember that not everyone will be won over: Some people just don't like change.

- **Provide smart, useful support.** Most people learn best from small blocks of information presented via video, forums or searchable help topics. Forcing someone to sign up for a class or handing them a 100-page handbook is a sure way to frustrate users. Set up easy ways to call or email with questions, and be clear that's part of your job. It is a great opportunity to engage with your users.

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Strategies to improve buy-in

LISTEN CLOSELY TO CONCERNS AND ADDRESS THEM

IF FEEDBACK IS NEGATIVE, KEEP COOL

MAKE LEARNING NEW TECHNOLOGY EASY

EXPLAIN THE VALUE OF THE NEW SOLUTION IN TERMS YOUR AUDIENCE WILL UNDERSTAND

3. Nurture power-users

Power-users are employees who learn the technology at a sophisticated level and use it frequently. Find and nurture power-users, because they'll help your post-deployment period immeasurably—by evangelizing the value of the new technology to their colleagues, and by helping to discover new ways to use the software that could potentially drive up your ROI.

It's usually easy to identify potential power-users; their enthusiasm for the software tends to give them away early in the process. Shower them with the resources, and recognize them publicly for their efforts.

4. Standardize requests

When you launch a new piece of software, you can expect plenty of "orders" from customers, whether they're salespeople, accountants, or organizational leaders. But restaurants have menus for a reason. From the day new software is launched, have a standardized list of what people can request. Custom orders may still be approved, but standards help set reasonable expectations.

Users sometimes resist this approach. Help them see the benefits: Deployment times and the risk of losing "institutional knowledge" can be reduced dramatically, while value can be delivered many times faster, even as the cost of improvement is pared down.

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Power-users can rev up your ROI

Effective long-term plans begin with tough questions

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5. Plan for the long haul

Build a plan for the six to 12 months after your go-live date that is at least as detailed as your plan for the deployment itself. Describe what employee capabilities should look like at different stages of that post-deployment period. Capabilities will be limited at the start, but give users support and training, and have them prove their proficiency over time. Training with no accountability can be a waste.

Your plan should also include an operations blueprint with details such as who is responsible for fixing bugs. Here's where you'll also want to evaluate your existing IT team's expertise: Are they capable of enhancing and optimizing the tool? Do they have the skills to make requested updates without causing unintended problems?

Most in-house IT teams struggle with this. That's because the technology being delivered is highly complex, and their experience with it is limited. You can try to find training for them, but it takes time to develop the needed level of technical proficiency to optimize most modern enterprise-class software products.

If need be, identify external resources. Would the vendor who installed the software keep certain technologists around post-deployment? Should you consider hiring additional staff? These options present challenges of their own. But you don't want to be caught trying to maintain an expensive and vital piece of software with underqualified staff.

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"I knew we'd succeeded when I overheard statements like *'This is a breath of fresh air!'* and *'This has made my life so much easier.'* I even smiled over the back-handed compliment, *'I never expected this to be so good.'* This is what success sounds like."

JESSE WHITE | PRESIDENT, INTACT TECHNOLOGY
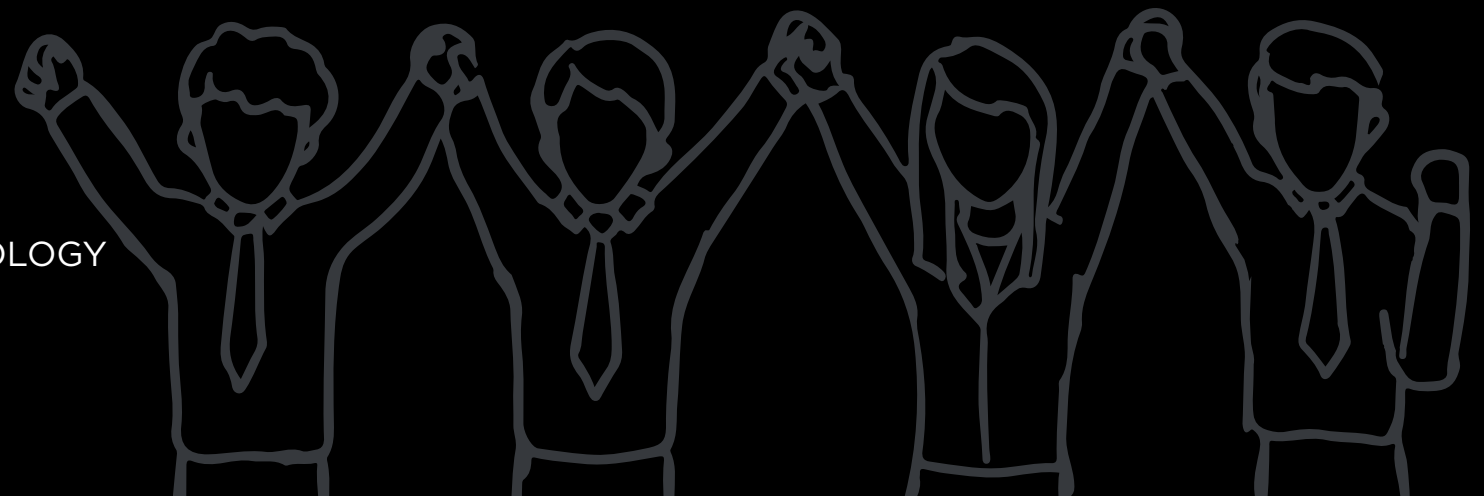
CHAPTER

4

AS THE MONTHS GO BY, THE LOOK OF SUCCESS WILL VARY FROM ONE ORGANIZATION TO THE NEXT. BUT THERE ARE A FEW POSITIVE DEVELOPMENTS YOU SHOULD SEE.

WHAT SUCCESS LOOKS LIKE

• **Adoption of the new software increases at a steady pace.** The ways your organization uses the tool grow steadily too. The software will become more valuable as you change, not less. Good technology should grow with you.

• **Your power-users' passion for the software and its benefits is contagious**, and they provide new ideas for improvement.

• **Your KPI's will improve consistently in the six months after go-live.** A great piece of software can transform your organization in extraordinary ways. But in the long run, success is up to you. So you need to own your deployment, own your operations, and work to make it a success.

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CHAPTER

5

WE HOPE IT'S VERY CLEAR THAT
PAYING CAREFUL ATTENTION TO
THE POST-IMPLEMENTATION PERIOD
OF NEW SOFTWARE DEPLOYMENT
IS CRITICAL FOR SUCCESS. THAT'S
WHERE WE COME IN.

WHY WE'RE DIFFERENT

Introducing our *secret sauce:*

ONPOINT
from INTACT

Intact Technology's core mission is to help you reliably produce outcomes. In a world where you need services designed to help you reduce operational complexity and cost, increase compliance, drive adoption, and ultimately achieve quantifiable business outcomes, implementation-focused solutions are no longer enough!

Our revolutionary ONPOINT service gives you everything you need to succeed, and nothing you don't want or need.

We help you successfully manage, enhance, and optimize your investment after the software goes live.

After all, software only matters if it produces an outcome. This is why we take a long view and have developed a repeatable methodology to help you address your post-implementation challenges. We build momentum through quick wins, operational improvements, and creative marketing-style communication.

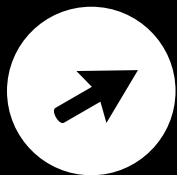# WHEN YOU'RE READY FOR A DEEPER CONVERSATION, GIVE US A SHOUT.

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