



Planning for JDA Upgrade

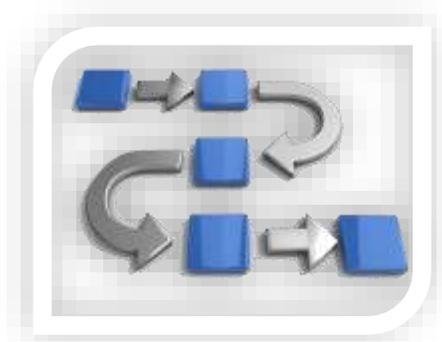
JDA Projects are hard enough; don't make yours harder by ignoring change management and data issues.

The single most important success metric for a technology implementation is whether the system is adopted by users, but sadly the activities that do the most to help ensure adoption are often underestimated and underfunded during implementation and upgrade projects. Systems can be technically designed and configured to perfection, but if the solution doesn't align with your intended business processes, if data flowing through the pipes is incomplete or incorrect, and if your team hasn't bought into using the software, your multimillion dollar investment can be for naught.

All too often, companies wait until the end of the project to address root causes of user adoption issues. This shortsightedness breeds frustration and requires significant incremental investments to resolve. Spinnaker helps clients deal with change management and data issues from project start to finish as a part of its standard implementation methodology. This approach helps companies to address their unique issues early and when costs are lowest. These issues are primarily centered around three areas:

I. Business Process and Solution Alignment:

Consultants love to talk about best practices – and Spinnaker is no exception – but when too little time is spent understanding business strategies, the interconnection between business functions and processes, and impact solution fit on corporate direction those so called “best practices” can lead to a system that is poorly aligned with actual business need. Taking a holistic perspective across the full spectrum of planning, execution, and systems operation will help ensure the solutions being implemented work together seamlessly.



While Change Management and Data Readiness are common on lists of “things we could have done better when implementing JDA”, ensuring that the business process and solution designs

align is perhaps even more critical to project success. Because it's difficult and costly to recover from a poor design, the art of developing accurate current and future state as a part of project blueprinting is a crucial first step. The committed participation of key business leaders, IT personnel, actual planners, and domain experts in the workshop design of upstream and downstream processes is critical to ensure understanding and alignment. Done well, this activity will reliably uncover problems that plague project success. Conversely, lack of discipline in these areas can lead to miscues that include: misaligned objectives, siloed understanding of business operations, poor assumptions in the design, and unique requirements that need to be accommodated. Unfortunately, simple specifications reviews and sign-offs often prove insufficient to un-earth many of the most nuanced business needs; this often leaves these key issues undiscovered until later.

By taking a critical look at the end-to-end processes and systems early, which include user adoption, you can help ensure that you don't uncover meaningful disconnects later when they're harder and costlier to fix.

II. Change Management, User Adoption and Training:

Change management and training are other areas where companies often look back and wish they'd invested more time and effort. Change is difficult. It is guaranteed that when implementing a new solution, people's daily job tasks will change and this change is often met with resistance. Let's face it, many companies' Subject Matter Experts are often torn between the demand of their day jobs and those of developing a new solution, and don't sufficiently provide attention to detail. Even in situations where the right key users are involved in the design and implementation, the total set of users who will touch the system day to day need to be engaged very early in the deployment process to ensure buy-in. Companies should plan for the possibility that people will resist the new technology and address this proactively, providing incentives for adoption and compliance. At one recent client, Spinnaker observed:



Spinnaker found that supply chain planners were exporting and manipulating Excel data unnecessarily, rather than using existing functionality. A training gap existed. The client didn't realize the full capability of the planning system and Spinnaker was able to simplify these processes and get their people up to speed.

To help your team prepare for the new solution, Spinnaker complements its reliable Change Management program with a comprehensive readiness assessment to benchmark your team's current knowledge and acceptance and, based on the output of this assessment, creates a training and change management plan to address potential issues.

Even after the most comprehensive training session, it's when people are working in isolation on the new system when they are most likely to hit roadblocks and forget aspects of training. Successful projects establish support teams and practice aids to reinforce training so that team members are never left struggling or to their own devices to solve a common problem. Combined, these efforts help ensure that the new solution is adopted so business benefits can be achieved.

III. Data Readiness, Reliability, and Governance:

We often see data readiness become a major focal point for JDA implementations – the typical problem is that this happens three quarters of the way through the project timeline and often just before go-live when there isn't enough time to understand and fix issues. Early on in the project companies often check the box for availability of the data without performing the necessary due diligence to ensure its reliability and accuracy. All too often, companies are surprised when initiation of their perfect business solution with the latest in integration technology is hamstrung by incomplete, inaccurate, and contextually incorrect data that can only be resolved through massive resource mobilizations and system redesign.



Spinnaker's methodology reverses this approach to prepare a full data set prior to Design Validation to ensure that the correct data is in place to enable the solution design. Long before design decisions are locked in and technical integrations are developed, data analysis is performed to identify major gaps and mobilize needed cleanup efforts well in advance of Build and Test related activities. With a deep library of standard validation queries and analysis tools, Spinnaker helps customize data governance business processes to support both this up front analysis and on-going business processes to ensure high levels of data quality.

Summary of Key Issues:

Spinnaker believes that for an organization to register an implementation as 'a success', it requires a holistic view to the current state of the business. In an age where new and ever more innovative solutions are being created, organizations must leverage scalable approaches to mitigate the impacts of some of age old issues that include Business Process Alignment; Change Management and User Adoption; and Data Readiness and Reliability that often derail projects no matter the capability of the tools and applications.

Spinnaker leverages its 5 Lenses methodology to provide a comprehensive focus on People, Process, Technology, Policies and Metrics. Because this approach permeates every aspect of our delivery methodology, it helps to mitigate the common pitfalls long before they create delivery issues.

We hope you found this information to be helpful. To access more Spinnaker thought leadership [click here](#) or to learn more about our services [click here](#).

About Spinnaker:

Spinnaker is a supply chain services company that helps clients grow, manage risk, reduce costs, and improve customer service by developing world-class supply chain capabilities. Our services help clients develop the right supply chain strategy for their business challenges and implement the process and technology solutions to improve Demand/Supply Planning, Procurement and Sourcing, Logistics and Warehousing, and Reverse Logistics business performance. Spinnaker offers a unique service delivery model that combines the strength of deeply experienced management and technology consultants with a seasoned team of business process outsourcing (BPO) and 3rd-party logistics (3PL) professionals. Founded in 2002, Spinnaker has offices in Boston, Columbus, Denver, Houston, Memphis, Pittsburgh, London, and Singapore.

Contact Us:



Phone: 877-476-0576



Email: info@spinnakermgmt.com