



Keys to Managing Technical and Business Visions - Sustainability Factors

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March 28, 2013
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Highlights

- Five sustainability factors:
 - Vision
 - Communication
 - Standards
 - Validation
 - Human Resources

Vision Roadmap

- Develop a clear vision of the future from both a technical and business perspective
- Develop a strong business case supporting the visions
- Establish a detailed technical and implementation roadmap to support the business case
 - Clearly identify each stage of the implementation and its value in the chain
 - Have measurable milestones for each stage, and show how they feed the succeeding step.

Communications

- Develop a plan to communicate the business case and the roadmap within the organization
 - There needs to be different plans for different audiences
 - Don't forget the benefits
- The roadmap provides the backbone and the structure for sustained growth.

Standards

- Leverage National and International Standards
 - Helps deploy commonly available and supported solutions
 - Eases partnership with solution providers
 - Uses economy-of-scale beyond the project size
- Simplifies project specifications and communication
- Standards can support solution longevity
 - Usually provide transition path as technologies approach obsolescence

Validation (Proof-of-Concept Facility)

- Need to address “system” challenges in an efficient and cost-effective way without impacting the production system
- A proof-of-concept (POC) facility needs to be engineered and architected as close to the production system as possible.
- Serves to
 - Resolve interoperability issues
 - Minimize field testing time and cost
 - Train and educate all stake-holders
 - Trouble-shoot any issues discovered in the field
 - Pilot enhancements before introduction into the production system.

Training and Know-How

- Human resources and training
 - Essential elements of any sustainable technical and business vision realization
 - Make sure there are elements of the new process that can be exercised on a daily-basis
- Focus on process and process refinement
 - Not just technical solution refinement
- Sustainable knowledge pool
 - Have a diverse pool of expertise to sustain the know-how
 - Consider both internal and external resources
 - Internal champions are key to sustainability
 - Establish partnerships with strategic solution providers

LMD Equation for Sustainable Change

- $C = f(V, P, D)$ where $D > R$

C = level of change

V = vision

P = plan to achieve vision

D = dissatisfaction with present state

R = reluctance to change

Summary

- Establish a well-communicated business case and implementation roadmap
- Leverage National and International Standards
- Establish and maintain a proof-of-concept (POC) facility
- Focus on human resources, training and retaining know-how