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Choosing agile or plan-driven ERP implementations: 21 projects from 20 companies

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The hype of agile

- ⊗ Agile = good?
- ⊗ The Manifesto/principles
- ⊗ Operationalization
- ⊗ Does agile work?



Does agile work?

- ⊛ Yes, according to Serrador and Pinto (2015).
- ⊛ Overall stakeholder satisfaction and project efficiency are higher (N=1002 projects)





Doing scrum or being agile?



- ⦿ The core of agile is responsiveness to change.

The ERP context?

- ⊗ Success factors (Bradley [23]):
 - ⊗ (1) choosing the right full time project manager
 - ⊗ (2) training of personnel
 - ⊗ (3) the presence of a champion

- ⊗ The implementation projects are different.



Research question

- ❖ Can decision-makers separate between how agile and plan-driven good-fit projects differ in their strategic characteristics in the ERP domain?



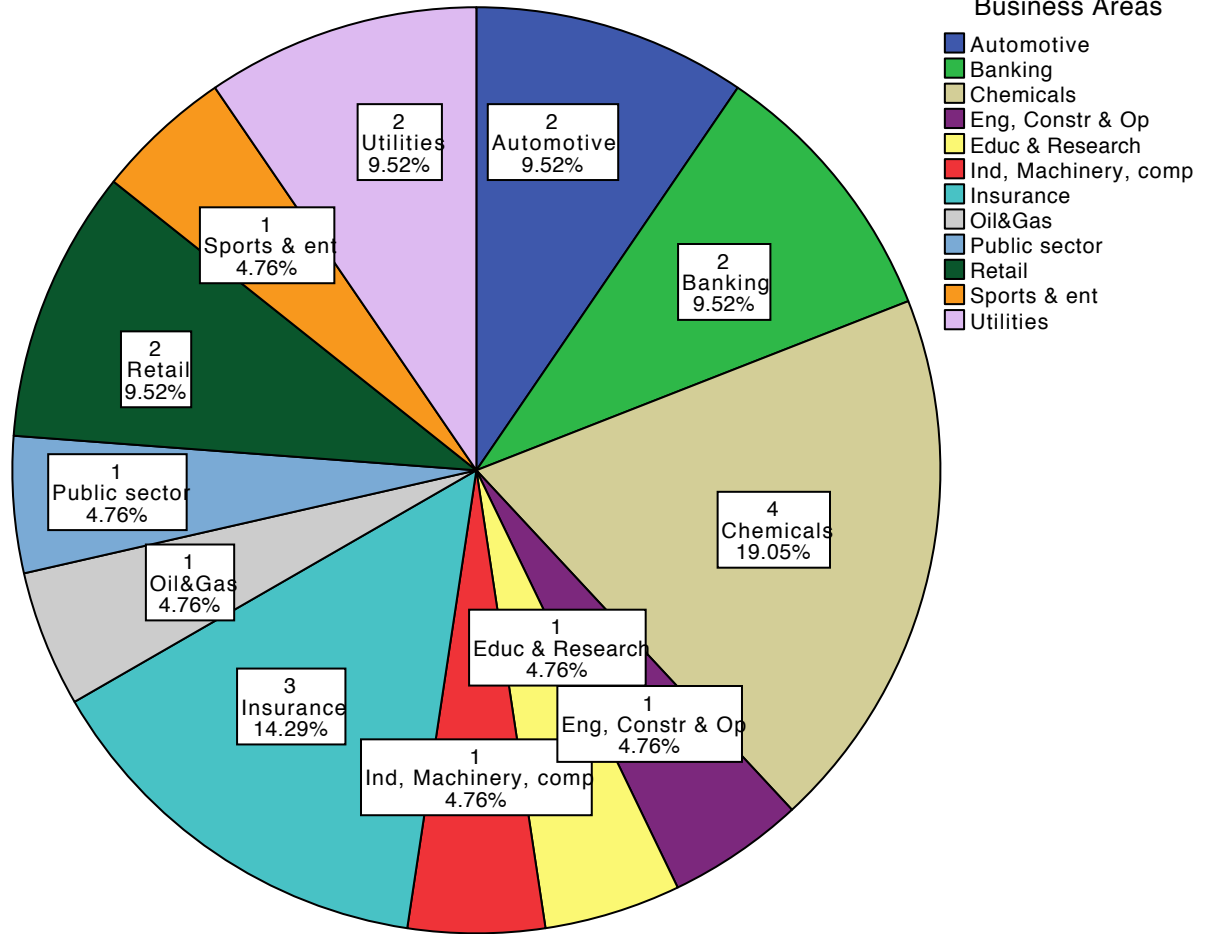
Method

- ✧ Selected only borderline projects assessed as good fits for agile or plan-driven.
- ✧ Survey based on previous studies
- ✧ At what premises did the strategic decision-makers select between the two methods? Are they founded in how agile and plan-driven project differ?



Sample

4 different continents



Results

- ⊗ Agile chosen to cut costs (agile increases customer satisfaction and project success [6], it's not a cost-saving endeavour).
- ⊗ Agile projects were discontent with the previous process. Good ground for an org. change?
- ⊗ Logistic regression support system completely failed...



Formal organization: Goals, strategy, structure, systems and products and services, financial resources, and t.



Informal organization:
Values, attitudes and beliefs
Leadership style and behavior
Organizational culture and norms of behavior
Power, politics and conflicts
Informal groupings and leadership

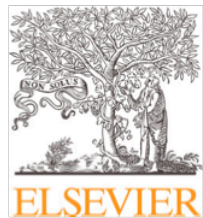


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My main research



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Group development and group maturity when building agile teams: A qualitative and quantitative investigation at eight large companies



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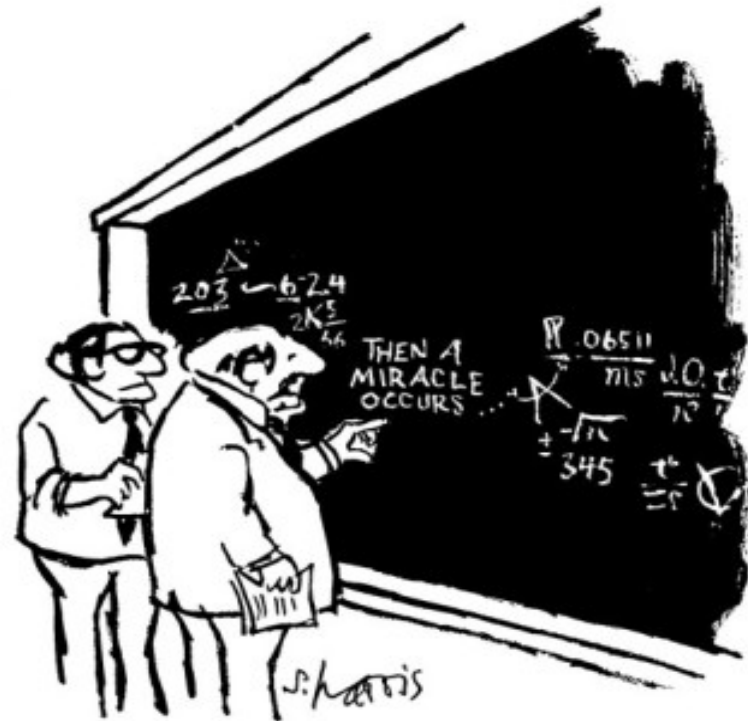
Thanks!



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"I think you should be more explicit here in step two."

CN
COLLECTION