Change and Improvement Management

A case study on Project Management at Ericsson Corporation

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1 Introduction

The following chapter describes the background to the thesis and the problem it aims to explore. Furthermore it presents the purpose of the thesis together with the scope and deliverables of the project that has been run by Ericsson Corporation.

1.1 Background

Telefonaktiebolaget LM Ericsson is a global telecommunications company operating in 180 countries. LM Ericsson offers hardware as well as software and services, such as network roll out and network operation.

LM Ericsson has been evolving through out time like any other large company, from its first foundation in 1876 until today. Change and improvement have been key success factors for Ericsson in all areas to sustain its leadership position in the market. One of the key player areas in Ericsson is Project Management. There is no doubt that a project management system is an important element of the overall project management effort, this is why Ericsson needed to emphasize the focus and orient its attention to improve the Project Management information system to better control projects and improve margins.

1.2 Purpose

The Telecommunication industry has placed growing importance on project management over the past few years. Project management is the application of modern management techniques and systems during the execution of a project from start to finish. Project management aims to achieve the predetermined objectives of scope, quality, time and cost, to the great satisfaction of those involved.

Telecommunication management firms and teams are usually requested to use project management systems to assist projects in reaching goals, such as finishing on-time and within budget while producing a high-quality result. Therefore, the purpose of this thesis is to develop and introduce a solution model for Project Management at Ericsson.

1.3 Scope

Project management systems are very useful in assisting project managers in effectively managing engineering projects; however, there are still areas open for improvement. Traditional project management systems mainly provide text, basic graphs, and complicated network schedules for controlling projects and making decisions. Today's projects are becoming evermore complex and time-driven, especially as the amount of project information and active project participants' increases. Thus, we require more effective project tools for integration, management and communication. The question then arises about multi-dimensional information integration, management, and visualization of engineering projects. It follows from what has been mentioned earlier that an effective project management system should not only provide sufficient and comprehensive information to facilitate project management, but also provide the various visualization tools to assist with information distribution and communication.

As a result of the issues mentioned above, this thesis aims to introduce an improvement to the project management within Ericsson; a common Project Portfolio Tool that can assist Ericsson in registering, tracking and following-up all ongoing and upcoming projects. This improvement requires a change management in the organization. Change is not generally easy to cope with, so the scope of this thesis is to show and describe all the steps and methods used to implement a successful change and therefore a successful tool adoption.

1.4 My Professional Experience

My Name is Rajae Mnioulat, I am currently working in Ericsson Morocco, specifically in the Service Delivery Management function, where I am responsible for Processes, Methods and Tools for the Project Office Maghreb in the Mediterranean region. I have worked at Ericsson for five years, with three years in my current position.

As part of my role, I am in charge of ensuring that we correctly implement and monitor in the Maghreb region the corresponding Project Management tools and processes as well as ensuring that we achieve our balanced score card goals by reaching the targets in our key performance indicators.

Every experience, every situation and every task accomplished teaches us a lesson.

Sometimes, a lesson learned can make us stronger, smarter, more cautious, or careful, as we face other situations; a lesson, especially a painful one, can make us want to give up, when something is not working out.

When I started working with Ericsson as a project administrator, which was my First multinational professional experience, I learned a basic lesson of never asking questions. While it may appear too self-confident, I learned that trying to uncover the essence of the situation or find the solution to a problem I can enrich my knowledge and polish my skills than situations when I ask numerous questions and get detailed guidance on how to act, what to say, and how to start. Nevertheless, sometimes it is important to ask in order not to fail.

Working in different roles for five years within Ericsson, I received various tasks that I had to accomplish on my own. One of my primary responsibilities was and is to drive change and manage performance and improvement in Project Office organization. I have learned that in order to implement a successful change and improvement, one has to believe in both. In other words, one must believe in what he or she is doing or changing in very real terms.

I started working with Ericsson with no previous experience and with a completely different background than telecommunications or business management; it was very difficult for me to understand how the business operated and how the projects ran. I was constantly afraid of failure and under-estimating my capabilities and competencies. From one perspective, being afraid of failure indicated that I lacked confidence in

myself. From the other side, it gave me a chance to work hard on improving myself and learning to become knowledgeable in my area; this was a valuable effort and lesson.

I always wanted to show that I was capable of doing the job with which I was entrusted. I was and I am a very ambitious person, this always makes me quite open to learning and improvement. I believe being able to achieve success in professional life is being able to change and improve. This is the reason why the management team has recently given me the opportunity to work in different organizations out of Morocco and Maghreb.

My recent overseas assignment was in Ericsson France where I have been working and helping the organization in a change management project, the second assignment was in Ericsson Italy where I have been working in governance and performance management. The two experiences have been very rich, both professionally and personally.

Being able to work in different environments, get out of my comfort zone and build-up new relationships has been a success for me, in addition to the knowledge and expertise gained from these experiences.

2 Company Descriptions

In this chapter, an introduction to LM Ericsson, the company on which this thesis will focus, is given. Furthermore, LM Ericsson's distribution structure and the history around it is presented. Finally the regional distribution hubs are discussed in a more detailed manner.

2.1 General company description

Telefonaktiebolaget LM Ericsson was founded in 1876 when Lars Magnus Ericsson opened a telephone repair workshop in Stockholm, Sweden. Today the company is one of the leading suppliers of telecommunications equipment and associated services. LM Ericsson has more than 600 customers in 180 countries world wide, including the 10 biggest mobile operators in the world.

2.2 Early Company History and Foundation: Ericsson the Man

The industrialization process in Sweden, as in other countries, was started and driven by a generation of innovators and entrepreneurs, as we call them today. The innovators provided the products and ideas. The entrepreneurs built businesses out of them. Lars Magnus Ericsson was one such person – an innovator.

The sixth in a family of nine children, Lars was born on 5th of May 1846, on a small farm in the village of Vegerbols in Varmland – a country in the Western part of Sweden, on the border of Norway. He lost his father when he was twelve, and at fourteen years of age began working as a Smith's apprentice in Norway. He also worked for a while as a miner, and as a labourer building railways. During this time, he realized that he must have further training, especially in the mechanical field, and at the age of twenty he moved to Stockholm and was taken as apprentice with an instrument-maker, A.H. Holler. The Oller workshop manufactured telegraph instruments for Telegrafverket, the state provider of telegraph services in Sweden.

On Oller's recommendation, Ericsson received a government grant which made it possible for him to travel, and to work and study in other industrially more developed countries in Europe. He spent three years in Germany and Switzerland, studying electrotechnology, including periods of work with Siemens & Halske in Berlin and Hasler in Switzerland.

Soon after his return to Sweden, he left his employment at Oller's and together with a fellow worker from that firm, Carl Johan Andersson, started an engineering workshop on Drottninggatan, in central Stockholm. The firm was named LM Ericsson & Co. Its business was the manufacture and repair of telegraph instruments. This is where Lars Magnus Ericsson's journey started to evolve into one of the world's largest companies in the telecommunications industry today.

2.3 Recent Company History: Ericsson the MNC

As the 80s began, it was clear that the whole world of information management and movement had wakened to new ways – digital ways – of doing things. It was still early days for digital telephony, but IBM was about to introduce the personal computer. Nearly twenty years later, the seismic shocks that followed its introduction are still being felt.
There were structural shocks to absorb as well. Though the privatization of British Telecom was not to happen until 1984, even the discussions on the way led to an all-pervasive restlessness. Like several other industry leaders, Ericsson also foresaw the convergence of the telecom and computer worlds, and was eager to be involved at the beginning – prematurely, as it turned out.

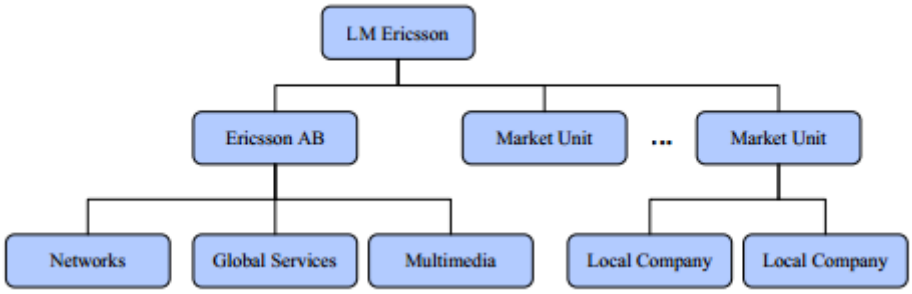
'Change' began to appear as a factor in every industrial analysis, every report from management consultants, every strategy and every mission statement. On 1st of January 1983, just seven years after its 100-year anniversary, a transformed LM Ericsson demonstrated its response to this changing world.

Thought the official name remained Telefonaktiebolaget LM Ericsson, the Group began to project itself simply as 'Ericsson', with a new symbol (a stylized E), and a completely new organizational structure.

In the 90s, we started to see how the company and its business developed as a whole during the last decade of the millennium. We can examine in turn Ericsson's overall strategy, its markets, its customers, its competitors and the way in which it is structured to face the future.

In spite of a widespread economic downturn during 1991 and 1992, the 90s was a decade of altogether exceptional growth for the company. Annual net sales increased from 45.7 Billion SEK in 1990 to 215.4 Billion SEK in 1999. Income before taxes grew from 4.9 billion SEK to 16.4 Billion SEK during the same period. At the end of 1990 Ericsson was employing just over 70,000 people worldwide, by the end of 1999; this number grew over 103,000.

In 2001, LM Ericsson entered into a joint venture with the Japanese electronics giant Sony and the segment of consumer products was transferred to Sony Ericsson Mobile Communications AB, which now is one of the leading companies in cellular phone manufacturing. In 2007, LM Ericsson had 74,000 employees and a turnover of 187 billion SEK. LM Ericsson organizationally was divided into a central unit, Ericsson AB, and a number of Market Units (MU), as can be seen in the below figure.



Since January 2007, however, Ericsson AB's business is divided into three Business Units (BU): Networks, Global Services, and Multimedia. Networks incorporates communications infrastructure and related deployment services; Global Services consists of managed services, services for network systems integration, consulting and education and customer support services; while Multimedia includes networked media and messaging, enterprise applications, revenue management, service delivery platforms and mobile platforms.

In 2010, a new remarkable change in Ericsson's structure appeared. Hans Vestberg, who took the reins at Ericsson on January 1st of that year, announced a new regional structure for the company, which involves streamlining 24 market units into 10 regions.

Today there are 10 Regions whose primary function is marketing and selling the products and services of LM Ericsson. Each Region represents either a single Customer Unit or a group of Customer Units that represents either a single country or group of countries, depending on the extent of LM Ericsson's business in that region or customer unit.

The aim from reducing the number of market units and creating regions is to increase the customer focus as well as enabling stronger regional and ultimately also global strategies. The new regions are as follow:

- **North America**
- **Latin America**
- **Mediterranean (including Maghreb)**
- **Western & Central Europe**
- **Northern Europe & Central Asia**
- **Middle East**
- **Sub-Saharan Africa**
- **India**
- **South East Asia and Oceania**
- **China & North East Asia.**

The majority of the regions operate through local subsidiaries in the form of Local Companies (LC) in each country. LM Ericsson has undergone vast changes during the last two decades. In the 1990s the company was vertically integrated with a production focus. Large parts of the supply chain were a part of LM Ericsson in the sense that they produced many components from scratch and that they produced stock. As globalization evolved and market changed, LM Ericsson was forced to rationalize their processes and chose to outsource a large part of its production of these components. Increased customer demands regarding customization and increased global competition also pressured the company to make a shift towards producing to order. This development continued in the early 2000s as the logistics functions were outsourced. Today a lot of the production is performed externally and LM Ericsson's primary focus is on assembling components and modules supplied by external suppliers and performing software configuration.

2.4 Distribution Company Portfolio

At Ericsson, we are making the Networked Society a reality, where anything that can benefit from being connected is connected. To realize this vision, we provide industry-leading network equipment and software, as well as services for network and business operations. Our portfolio also includes products for the enterprise, cable, mobile platform and power module markets.

Our products and Services

Networks

A society is only as strong as its connections. And those connections need reliable networks. Mobile communications – and particularly mobile broadband – are at the heart of today's Networked Society. Ericsson is the world's biggest supplier of mobile networks, chosen by approximately half of the world's operators with commercial mobile broadband networks.

The leader in the development and deployment of LTE systems around the world, Ericsson is also continuing research into innovative solutions for GSM, which still provides voice and data services for billions of people; WCDMA, which brought mass mobile broadband to the world; and CDMA, which now provides cost-effective mobile-data connections. And our mobile broadband modules are connecting a growing range of devices, systems and even vehicles to the internet.

Besides mobile networks, Ericsson is a strong player in Core networks, microwave transport, Internet Protocol (IP) networks and fixed-access solutions for copper and fiber. In addition we keep these networks running at optimal efficiency with our portfolio of operations support systems (OSS).

With communications playing an increasing role in our Networked Society, communications networks are expanding beyond the traditional telecom sphere. Our energy-efficient networks and solutions are contributing to sustainable growth for societies around the world by making telecommunications accessible and affordable for all. Currently, networks account for about 55 percent of Ericsson's net sales.

Services:

People are at the heart of our services business: 57,000 professionals in 180 countries, including more than 20,000 employees outsourced to Ericsson in managed services contracts. Most of our customers are operators, but we also work with other adjacent industries such as TV and media, public safety and utilities.

We combine local capabilities with global expertise. That means we base our competences and delivery resources close to our customers, while our global processes, methods and tools allow us to move our competences anywhere in the world, maximizing global learning and knowledge-sharing.

Our four Global Services Centers – in China, India, Mexico and Romania – house Global Network Operations Centers, which in combination with our local and regional centers manage networks for 900 million subscribers. The Global Services Centers also develop competence to support our regional service-delivery organizations in delivering professional services for the ICT sector in areas such as complex consulting, IT, system integration, network rollout and customer support.
With our people, processes and partnerships, we help customers expand their businesses and keep pace with the latest industry developments. Operators can maximize network quality and performance, and focus on their customers, by having Ericsson integrate equipment from multiple vendors, handle multi-technology change programs, design and integrate new solutions, and manage their operations.

Our services business accounts for about 40 percent of Ericsson's net sales. We are also among the world's top 10 IT service providers.

Support Solutions

Business unit Support Solutions develops and delivers software-based solutions for operations and business support systems (OSS and BSS), real-time, multi-screen and on demand TV and media solutions as well as solutions and services for the emerging M-commerce eco-system.

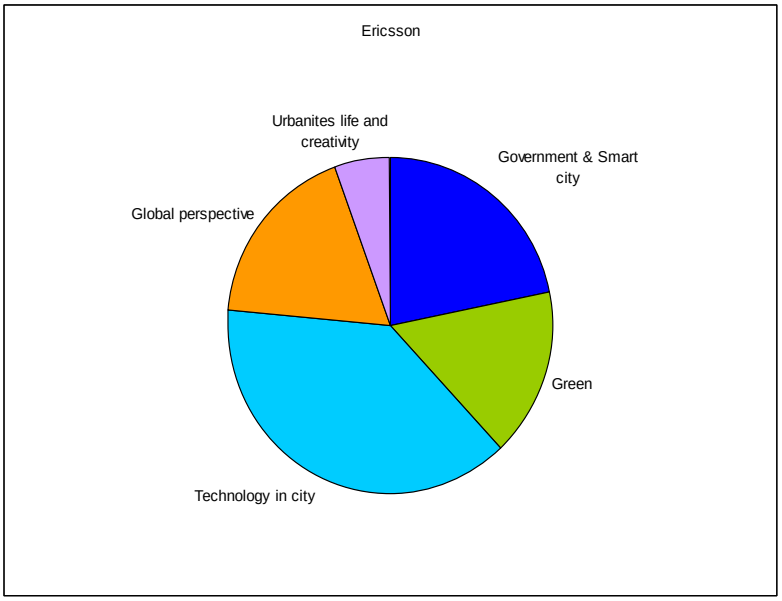
2.5 Company Competitors and Strategies

From Ericsson's point of view, the main competitors are still the classic telecoms manufacturers, all of which are constantly restructuring to meet changing conditions. In mobile systems, or cellular infrastructure, the leaders are well-known – Ericsson, Huawei, Alcatel-Lucent, Nokia Siemens and Cisco. Ericsson is the leader in the market for mobile data networks.

Ericsson had dominated the global market for equipment for wireless telecom networks, selling the biggest share of gear to mobile phone operators around the world. But last year something happened that even the longtime market leader, had never faced. The competitor, Huawei, pulled even in overall sales. This was a shock in Stockholm ad shows the importance of emerging economies such as China and India.

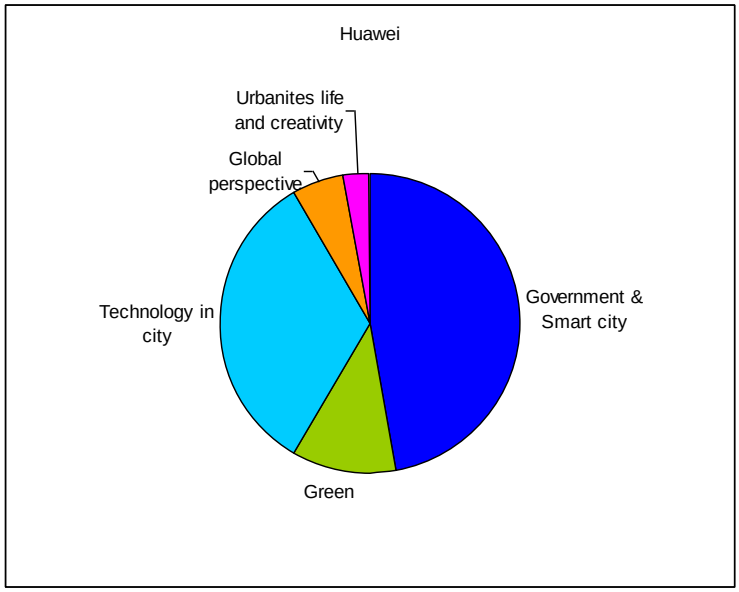
Ericsson

Ericsson has been operating in the area of Smart Cities and Government for some years. The main focus has been on networks that reduces carbon emission. Ericsson has, with other words, had a focus on the technology that contributes to a green environment. Ericsson also focuses on technology and network solutions in Smart Cities and between cities referd to as the connectivity.



Huawei

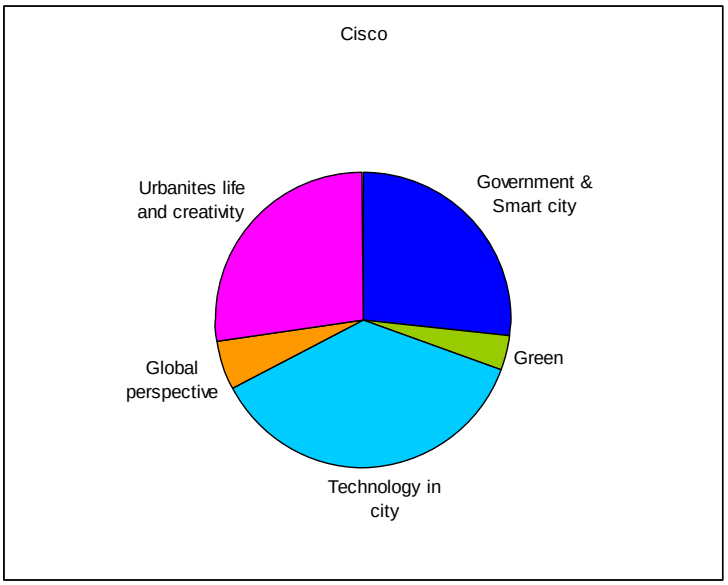
Huawei has a clear focus on networks and the technique behind. The main focus is the systems in the city and not on the habitants living, thus they operate most under the *Government and Smart City* field. Examples of the company's city solutions are the network infrastructure in the education industry, the education metropolitan area network solution, railway solutions, industry solutions for transport, e-health care solutions and e-government solutions. They were the main sponsor at the e-Government National Conference 2010 in the kingdom of Saudi Arabia. Huawei uses the Smart City concept when presenting the companies city solutions and includes smart energy in the definition.



Cisco

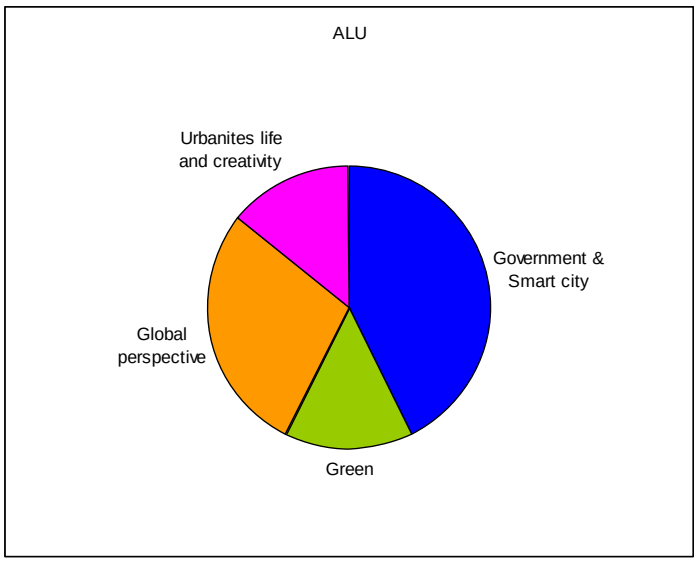
The major competitor for packet data-communication systems is the US Company Cisco, from its original base as supplier to private networks and enterprises; Cisco is increasingly driving the explosion of Internet services in the public networks, but is increasingly being challenged by Ericsson and other rivals.

Cisco is operating under a number of the above described areas in their market communication. The two fields where they operate most frequently are the *Government and Smart City* field and the *technologies in the city* field. They have been working from an urban perspective for years and are partners to many *Smart Cities* around the world for example Songdo, Incheon, King Abdullah Economic City (KAEC), Smart City Malta and Paredes. Cisco's role is to fertilize the innovation and create one network with the existing different systems.
Cisco's key concept is *connected + smart cities*. When screening the internet it is apparent how Cisco has been following a clear strategy when establishing the concept in people's mind, performing a number of actions inline with it. The *smart + connected concept* is focused on the systems within the Smart City and not so much on the individuals.
The year of 2009 Cisco launched the *intelligent urbanization*, a global initiative to help cities around the world use the network as the fourth utility for integrated city management, better quality of life for citizens, and economic development. The aim with initiative is that everything will be connected and the initial focus is on global sustainable solutions for public safety and security. In line with this concept Cisco had a pavilion at the world expo 2010 with the theme *"Better city, better life"*. Cisco's pavilion showed how a more connected city can lead to better lives for the citizens by presenting the intelligent urbanization vision, the connection of utilities.
Cisco has a position as a company that stimulates urban innovation and operates in the fields of *urbanites' life and creativity*. Actions performed to get to this position is among others a publishing of a book called Thought Leaders: Essay from Urban Innovators, participation in the Global Conference Partnership for Urban Innovation 2010 and the open innovation project, I-prize. I-Prize is an event where Cisco looks beyond its own resources and turns to the global community, the Human Network, to identify its next major business opportunity. Participants are invited to submit ideas.



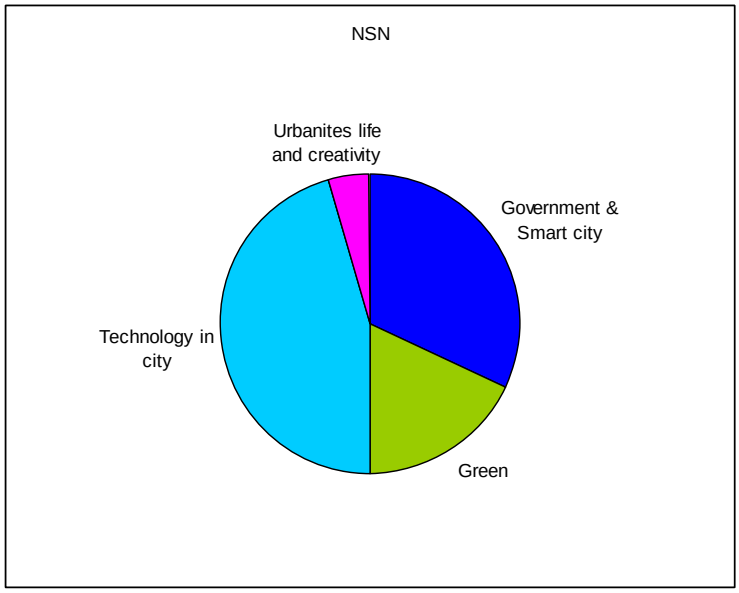
ALU

Alcatel Lucent positions as high technology leaders. From the urbanization perspective ALU focus on the individuals' well-fare by initiatives such as mobile money services which help people who work in urban areas to bring the money they earn in the city home to their family in the countryside. ALU also helps the increasing numbers of street kids in Cairo. ALU works with the smart green solutions such as smart grid and smarter energy management. Because of this the field that gets most attention is the *Government and Smart City* field.



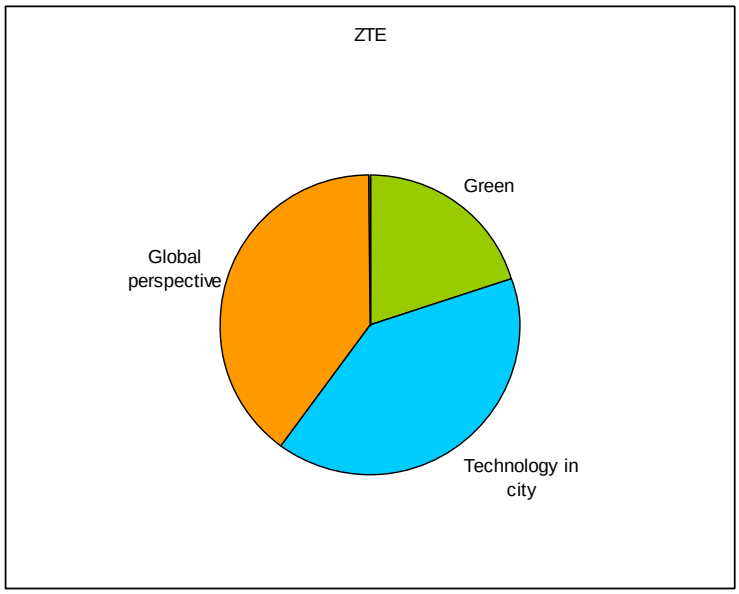
NSN

NSN focuses mostly on the technologies that should be provided in the future city. They are most associated with connectivity and innovation by their concepts *Network, connect everywhere* and *Broadband revolution.* NSN are partners for high-technology cities and claim that connectivity is the fundamental reason behind the Smart City success.



ZTE

ZTE argue that they meet the increasing urban demand with the mobile communication and the ICT technology. ZTE operates in China and that's probably why they don't seem to have a global perspective. They are involved in different projects in China and Nepal and got a green perspective talking about pollution, water waste and environmental protection.



Over the last few years, Ericsson has been under increasing pressure to defend its position as the world's largest provider of technology and services to telecom operators. This comes as competition from Chinese rivals; Huawei Technologies – one of China's biggest telecom equipment makers, an upstart founded in 1987 initially to resell telephone switches in rural China, and which became a global peer of equal scale, matching Ericsson with $35.7 billion in total sales – grows in intensity around the world.

Ericsson's worldwide sales decreased 9 percent last year due to the global economic slowdown, according to company figures. But its Asia Pacific sales increased 4 percent last year, boosted by major rollouts in countries like China, India and Japan. The rivals have different business mixes – Ericsson makes 43 percent of its sales by managing wireless networks, whereas Huawei also sells smartphones and corporate communication grids. Clearly, Ericsson must both consider focusing on emerging markets and developing economies, while distinguishing itself from its Asian competitors by focusing on slightly different products and services, always at higher quality.

Ericsson's strong focus on telecom service providers as its core customer group has been underlined in three key points. The first point was Ericsson's extensive efforts to avoid undermining telecom companies, with the company going to great lengths to refrain from actions that would put it in direct competition with telecom companies. This is unlike some other vendors, which provide enterprise and carrier products and services that are in direct competition with telecom customers. Ericsson's second point was its positioning as the vendor with the broadest set of products and services that also looks to be the "best-in-class" in each of its service lines. While these goals make sense in light of Ericsson's heritage, we expect that they will be increasingly tested by internal and competitive pressures.

The third point was Ericsson's decision to take a globally focused approach in presenting its product and service development and delivery, and not places a specific emphasis on emerging markets as a distinct geographic or customer segment. In fact, many of the topics and customer case studies presented by Ericsson were from mature markets in Europe and Asia.

Ericsson was keen to underline its mobile infrastructure technology leadership, particularly in LTE However, as mobile is the dominant access technology in emerging markets, it was surprising that Ericsson did not seek to highlight its emerging market propositions. We believe that this was because the intense price-led competitive pressure from Chinese vendors such as Huawei and ZTE in emerging markets is heavily influencing Ericsson's positioning of its mobile infrastructure portfolio. As a result, Ericsson has emphasized its LTE leadership position, and the technology's superior network performance, flexibility, lower energy consumption, and reduced space requirements. From this strategy, it is evident that Ericsson is positioning itself as a high-quality, premium vendor, and by implication looking to define its competitors as lower-quality less advanced alternatives.
It is still uncertain which approach will prevail, with Ericsson, Huawei, and ZTE all reporting strong mobile infrastructure growth in recent quarters. In emerging markets in Africa and Asia-Pacific, the intense competition mean that service providers will want high-quality services, but will often only be able to afford a lower-priced solution. We believe that Ericsson isn't ready to respond with a "value" proposition of its own. Instead, the company insists that the higher performance and lower energy consumption of its solutions will ultimately work out to be cheaper in terms of total cost of ownership. The jury is still out on this premise, and the consistently strong growth rates reported by Huawei and ZTE in emerging markets demonstrate that there is considerable demand for their low-priced solutions among emerging markets operators.

In clear terms, Ericsson is focusing on next generation, highest quality solutions. Because these high cost products and services are generally for the most advanced nations and economies, Ericsson is potentially loosing sales in the hotter market of developing countries. This is alarming as the global economic crisis is especially causing expenditure cutbacks in the most developed countries, which have traditionally being Ericsson's primary markets. I find these issues especially relevant since I work in the Maghreb region.

3 Research Method

This chapter presents the theories that will be relevant for this thesis. To begin with, an improvement Management process is presented, compared and synthesized. Thereafter a number of assessment methods including the Change Management Process, the DMAIC Methodology and e-Props Model are described and discussed.

3.1 General Approach

Change management is a systematic approach to dealing with change, both from the perspective of an organization and on the individual level. A somewhat ambiguous term, change management has at least three different aspects, including: adapting to change, controlling change, and effecting change. A proactive approach to dealing with change is at the core of all three aspects. For an organization, change management means defining and implementing procedures and/or technologies to deal with changes in the business environment and to profit from changing opportunities.

Successful adaptation to change is as crucial within an organization as it is in the natural world. Just like plants and animals, organizations and the individuals in them inevitably encounter changing conditions that they are powerless to control. The more effectively you deal with change, the more likely you are to thrive. Adaptation might involve establishing a structured methodology for responding to changes in the business environment (such as a fluctuation in the economy, or a threat from a competitor) or establishing coping mechanisms for responding to changes in the workplace (such as new policies, or technologies). As will be discussed, Ericsson is no exception. The telecom industry is in constant change, meaning that Ericsson must manage change at every moment.

Why Change???

In today's business world organizational change is a requirement for success. Organizational change is needed to address innovations, new technology, shifting customer demands, and other business critical issues.

"It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change"
Charles Darwin (1809 – 1882)



"What brought us here will not keep us here"
Carl Henrik Svanberg

"Each of us much strive for continuous improvements"
"Innovate. Every day"
"It begins with us…"

"Change is good. You go first!"
Dilbert

3.2 Improvement Management Process

The improvement management process takes an end-to-end approach on improvements – from selecting an area with a need for improvements (Define), investigating this in order to find the right solutions (Measure-Analyze), implementation (Improve) as well as the ensuring that the improvements stick (Control).

The improvement management process can also be used for implementation of already known solutions, proven to work, by using only the Define, Improve and Control phase, "just-do-it" or DIC (!) approach – from local transfers of good practices to global roll-outs of common solutions.

There is a full integration of the operational and the behavior change aspects of improvements, with activities and tools in each step that addresses both aspects. The structural sources for these two areas are 'Key success factors to change" from John kotter and the DMAIC model widely used globally, originating from Six Sigma programs from e.g. General Electric.

The improvement management process is scalable for different types of improvement, from global improvements programs to local continuous improvements/mindset.

The improvements management process can be used both as an integrated part of process, line activity or driven as a project/program of various size.
The implementation methodology to be used is an application of the DMAIC model developed by LM Ericsson and it includes activity lists that are to be fulfilled for different phases in the implementation. Below illustrates these different phases and activities; they are discussed more thoroughly in the following section.

Common key success factors to successful deployment and integration of the improvement management process in any organization are:

- Competence and commitment for management/sponsor level, drivers/managers etc
- Management and governance (roles, portfolio management, follow-up/visualization etc)
- Integration in common processes/ways of working

3.3 Change Management Process

Engaging workplace change can be an unpredictable experience, because processes and people evolve in diverse ways as they undergo change. No two individuals will respond in exactly the same way to workplace changes. Identical changes implemented in multiple areas of an organization can produce distinctly different outcomes. The change management process will vary from a project to project depending on:

- Local company needs and negotiations
- Size of company including number of end-users
- Technical scope of ONE implementation
- Project structure and organization

The change management process should follow the below steps:

1 Alignment and integration with overall project plan, especially business adaptation tasks
2 Identification of dependencies
3 Co-ordination and monitoring of responsibilities and tasks to be completed by stakeholders such as project team members, local company management and all potential ONE end-users
4 Clear identification of responsibilities and deliverables
5 Communications plan
6 Training plan
7 Successful user mapping to correct ONE access
8 Evaluation and reporting

Ericsson France has acquired a new company called IT Solutions and Services (ITSS) that is located in three different locations across France and has around 400 staff. The sites were operating in common system Oracle

I was working in the integration project during my assignment period in Ericsson France, and one of the primary milestones of this project was to introduce Ericsson's tools, processes, methods and ways of working to the new employees, which requires an appointment of a project change manager that is the local company/ branch office owner and driver for the change management function.

The main drivers for the project analysis phase are to prepare an implementation plan for SAP/ONE System (a tool to record financial information about the projects as well as about resources) and to align the global processes including the concept in ONE, as well as aligning the system landscape according to the global landscape to ensure that the set up of ONE and the related systems can fulfill the ITSS needs.

Detailed planning is a key success factor to any change management project, and specifically to ONE implementation. This is the reason why we tried as much as we could to ensure that the plan included the following element:

1. Obtaining and maintaining visible senior management and line management sponsorship of the change to ONE.
2. Adopting a supportive and responsive project change management structure and style which is openly communicated and participative, addresses company and personnel issues, and encourages commitment to the project goal.
3. Analyzing, preparing and monitoring stakeholder readiness for change.
4. Effective communications plan which first promotes awareness of the need for change, supports participation in change, provides information on how change will be managed, facilitated and supported, including details on training, and finally manage expectations.
5. Effective business adaptation process involving process mapping, gap analysis, issue identification, ITM demands, process change and job role change.
6. Effective ONE training program which provides ONE users with the required skills, knowledge and ability to change.

3.3.1 Change management plan builder

The 'Change management plan builder' is a practical spreadsheet tool to help you quickly build a change management plan. It is a series of task checklists from which you can choose change management tasks, then copy and paste them to create a change management project plan.

See attachment number 1 in the appendix.

In addition to the 'Change management plan builder', the remainder of this document provides practical advice and tips on developing, managing and implementing your change management plan.

3.3.2 Change management co-ordination and responsibilities

The following table shows how change management is co-ordinated by listing the responsibilities and activities for project team members and local company personnel:

In recent months and through various projects, I have employed this rubric to manage change. In the analysis section, I will explore positives, negatives and some basic on-job realities concerning project management coordination and change issues.

Personnel	Responsibilities	Activities / Tasks
Project Sponsor	Sponsors and requests commitment to change	• kick-off commitment to change message • Steering Committee involvement
Project Manager	Works closely with Change Manager	• supports Change Manager • reports all change management issues • measures progress
Change Manager	Responsible for co-ordinating all change management activities and promoting commitment to change.	• co-ordinates all personnel to deliver change management outcomes • works to maintain commitment from all stakeholders
Training Manager (Can be same person as Change Manager)	Responsible for training needs analysis, delivery, logistics and evaluation	See Training section below
Communications Manager (Can be same person as Change Manager)	Responsible for informing and confirming information essential to support change management	See Communications section below
Project team members and consultants	Responsible for communicating change management issues to Change Manager and seeking change management support where necessary	• ensure Change Manager is informed about all business adaptation issues affecting change management and training • seek Change Manager support if issue arises impacting expected functionality, process change, job change, documentation and/or training

Personnel	Responsibilities	Activities / Tasks
Business Process Owners, Business Process Experts, Line Managers	Commit to change Responsible for working closely with Change Manager to link project team to the business and end-users. Facilitate two-way communication, feedback, information gathering	• communicate project information to business and end-users • confirm that end-users are informed or not receiving or understanding information • co-ordinate collection of information and feedback from the local company and end-users; and then communicate it to the project team. This includes user mapping to GAC roles.
End-users	Commit to change Co-operate with line manager and project requests for project participation	• attend project presentations and training • read project email and check project intranet site regularly • provide feedback to line managers and project team on issues of concern
Local company IT and Facilities	• Support project IT and logistic requirements	

3.3.3 Responsibilities and deliverables checklist

In order to precisely clarify Change Management responsibilities and deliverables, the Change Manager should:

- Select from the following checklist to identify outcomes for which the Change Manager is primarily or partly responsible
- Ensure that other project members or local company managers are designated as responsible or partly responsible for any outcomes not performed by the Change Manager
- Reflect the above management decisions in the actual project plan

Change management related Outcome	Change Manager's Responsibility level (suggested)	Comment / Activities
Business adaptation		
Process mapping	Participate/Receive	Must be aware of outcomes
Gap analysis	Participate/Receive	Must be aware of outcomes
Issue identification	Participate/Receive	Must be aware of outcomes
ITM demands	Participate/Receive	Must be aware of outcomes
Process change	Co-ordinate	Primary responsibility to identify and co-ordinate with other project members and business representatives
Job changes	Co-ordinate	Primary responsibility to identify and co-ordinate with other project members and business representatives
Communications	Co-ordinate	Change Manager is also the Communications Manager. (May be delegated on large project)
Project 'Kick-off' or 'Roadshow' presentation	Co-ordinate	Develop slides, co-ordinate presenters, co-ordinate invitations, and facilities with local company
Email broadcasts	Co-ordinate	Write, seek, review and approve content. Seek Project Manager approval of content
Project intranet site	Co-Ordinate	Design, write, seek, review and approve content. See input from other contributors. Seek Project Manager approval of content
Commitment	Co-Ordinate	Promote and obtain commitment to the project deliverables and organizational and system changes from: • local company senior management • Project Sponsor • Steering committee • project team members • local company line management • all potential ONE end-users
Manage expectations	Co-ordinate	

Change management related Outcome	**Change Manager's Responsibility level (suggested)**	**Comment / Activities**
Training	Co-ordinate	Change Manager is also the Training Manager. (May be delegated on large project)
Training needs analysis	Co-ordinate	
Documentation	Co-ordinate	
Training materials	Co-ordinate	
Training enrolments	Co-ordinate	
Training delivery	Co-ordinate	
User Access	Co-ordinate	
Provide information	Co-ordinate with LAA	
Maintain user mapping	Participate/Advise	Co-ordinated by Local Authorisation Advisor (LAA), Local Role Owners (LRO), and Line Managers
Go Live Support	Co-ordinate	
Progress evaluation	Co-ordinate	
To Change Management project plan	Co-ordinate	Mandatory
To Scorecard	Co-ordinate	Optional

3.3.4 Business adaptation

Business adaptation is not the sole responsibility of the Change Manager. Other documents and workshops regarding implementation approach, business assessment, business blueprint, roll-out kits and process mapping include business adaptation information and tasks. The Change Manager will be responsible for some business adaptation activities, participate only in others, and rely on receiving information from other people for some others. Regardless of how the Change Manager is involved, he or she must be aware of the outcomes of all business adaptation activities. A successful manager must always balance allocation of responsibilities and delegation of tasks with keeping a general sense of control, knowledge of key details and ultimate responsibilities.

At Ericsson a successful change manager must use these charts as a guideline or tool to help focus on both micro-level details and meta-level policies and ultimate goals. Of course, charts policies and tools ultimately exist to bring about successful change, limit potential liabilities, and increase bottom line profits. Change management tools must be about actually helping make change, not about just adding useless bureaucracy and endless papaerwork.

Business adaptation activities include:

1 Project impact

2 Process differences and gaps

3 Process changes

4 Job changes

5 Issue identification

6 Demand identification and logging

7 Negotiation and agreement

8 Commitment and buy-in

3.3.5 Communications plan

The essential components of an effective communications plan are listed below. The local company intranet site is the central and most important component of the project communications plan.

3.3.6 Communications timeline

The communication plan timeline will vary from one project to another. Below is a suggested timeline:

Activity	**Who**	**Objectives**	**Channel/Media**	**When**
Launch communication strategy	Project Sponsor Project Manager Change Manager	Inform all employees about what is coming	Broadcast email	
Overview of project	Managing Director	Provide an overview to all employees of this change & show high level support	All Employee Seminar One slide, max. 4 points	
Business consultation	project team leaders with senior management across the company	Provide info on the chang, gain buy-in for change, understand each area's business requirements	Face to face meetings	
project kick-off	Project Manager Change Manager	Provide further details on the change Launch project intranet site	Face to face briefings Locations to be determined Intranet	
Train potential users	Trainers	Provide users with the specifics	Formalised class room training	

Again, one must view these guidelines as policies or tools to guide the manager towards success on every level. If properly employed and consistently referred to, these charts can inspire or spark "red flags" or "wake-up calls" for potential problems which must be addressed, confronted and solved. Charts and protocols should not just exist for the sake of existing, but to aid actual change and success.

3.3.7 Evaluation and reporting

Change management plan - simply use the status column in your change management plan to monitor and report progress. On a daily basis:

- Refer to your plan to monitor and administer the tasks
- Update the status in your plan
- Make sure your change management plan is archived and key company and project personnel have the link so that at any time they can access the plan and see the status
- Please refer to conclusion part 2 on the importance knowledge management

Consider having the link on the project intranet site to maximise communication to all company and project personnel. By doing this, you are setting an example for open information flow and timely status reporting. All stakeholders can also check the plan, understand the activities to be done, and get back to you with any issues or questions.

Change management scorecard - The 'Change management scorecard' is an optional tool which can be used to document and communicate progress with change management deliverables at a higher level than the project plan status column. See Change **management scorecard** example. You may wish to create your own format or standardise with a format adopted for the project**.** Please see appendix B.

3.4 DMAIC Methodology



DMAIC methodology is an abbreviation of Define, Measure, Analyze, Improve and Control. It is used when an existing product, process or service is not meeting customer specification or is not performing adequately. There is a logical flow of activities and these are backed up by suitable tools. The Model can help leaders prepare for change, engage their employee through the change, and drive positive outcomes. This model allows leaders to take a structured approach to organizational change, while maintaining flexibility in implementation.

DMAIC is generic but not standardized. On the highest level the five phases always have to be conducted in all types of improvement objectives but the tools used in every phase are dependant on the task and are not always the same.

Phase 1: Define – Understand need of change.

Phase 2: Measure – Understand reality.

Phase 3: Analyze – Identify root-causes.

Phase 4: Improve – Make it happen.

Phase 5: Control – Make it stick.

3.4.1 Phase 1: Define – Understand the need of change

3.4.1.1 Why do we need to Change?

Explain in simple terms why this change is needed, connected to the reality and to important performance indicators, customer needs etc. Key is that people that will be involved and affected by the change can understand the need. This is a critical element; in other words, asking why requires an element of critique and thought. If managers do not ask why and even why not, the company runs the risk of failure, or, at least waste and inefficiency.

Why ?

- To be able to create a **sense of urgency**, a **common understanding** and **buy-in** among all stakeholders
- To create ability to **prioritize** – is this important enough?

How ?

- A problem/opportunity statement is a short statement that describes **why the change is needed**. It should include:
    - **Consequence** if we do not improve
    - How the **customer/business** is affected by this problem/opportunity
    - How this is connected to our **strategic direction**
    - **Baseline** on current performance
    -

The statement should be **easy to understand** for persons on all level
If possible try to **visualize** the problem/opportunity to get an instinctive understanding

3.4.1.2 What's the Goal?

Describe what this improvement will achieve – in terms of performance improvements, e.g. reduced number of faults, shorter lead-times, higher delivery precision.

Why ?

- A clear goal statement creates a common understanding of direction as well as measurable exit criteria
- A clear goal statement provides a guide to find the right solutions

How ?

- The goal statement is a short and specific statement describes **what we would like to achieve**
- The goal should be **result-oriented**, focus on **performance results** that we want to achieve, not just state the activities/solutions that we are planning to implement
- It should clearly **address** the situation described in the **problem/opportunity statement**
- Use **SMART** check (Specific, measurable, achievable, Relevant, Time-bound)
- If needed to **avoid sub-optimization**, set **conditions** that need to be fulfilled. When reducing e.g. cost or time you often need to balance your goal with conditions like maintained performance in quality/customer satisfaction
- Remember to state what scope the goal is including, e.g. Customer X, Product Y, organization Z

3.4.1.3 Who needs to be involved?

List those who will be affected by the change and decide on how to involve them in the improvement: who will be involved in developing and implementing the solution: all affected (for smaller teams) or some of them (key persons).

Why ?

An early **identification** and **involvement** of key people that **will be affected** by or **may affect** this improvement is crucial.
The communication and involvement ensures that we find the **right solutions** and get a **smoother improvement** and implementation

How ?

- Brainstorm and list all **key stakeholders**, then evaluate **authority** and **interest**
- The analysis should be made by a **limited but knowledgeable group**, and does not need to be open to people outside this team, if sensitive
- Communication and involvement plans will be based on
    - **Authority/interest** per individual
    - **Individual needs** (motivators, personality)
    - **Change barriers** in organization

A communication plan defines **what** information needs to be given, **to whom** and **how frequently** as well as what **information channels** and forums to use
The stakeholder analysis and communication plans should be kept **alive** and **updated** throughout the entire improvement, since there are different needs in different stages of the improvement.

There is a political element to these issues of authority and interest. An experienced manager knows what to say, when to say, how to act and when to wait.

3.4.2 Phase 2: Measure – Understand Reality

3.4.2.1 What's the current way of working?

Decide on how you will find out what the reality looks like, what your sources are. Some of the ways of finding out are: workshops with affected, walking the process/activity flow, data/performance analysis.

Why ?

To be able to address the **real critical issues** it is essential to get a **common understanding** of the **true situation**, **process**, and **procedure**

How ?

- **High-level** process mapping can be made to get a better **overview** of the process
- Process mapping both serves as **framework** for needed **measurements** and a **map** for **prioritizing improvements areas**
- More detailed types of process mapping are e.g. value-stream mapping where you directly find areas for improvements such as
    - **Non-value-add** activities, **feedback loops and hand-over** situations
    - **Data flows**, **decision points** and **communication interfaces**

When mapping the process ensure that you take the **customer** point of view and always involve the **true key users/owners** to get an insight and consensus on the current **true way of working**
Existing process flow **descriptions** can be used as an **input** to the process mapping, but do **review** that these are reflecting the **true way** of working

3.4.2.2 Can we re-use findings/solutions from others?

Search other teams/organizations/processes to see if they have had similar improvements and study what they have found and done. Maybe you can "steal something with pride".

Why ?

- To ensure that we **re-use** the **findings** and **solution** from other organizations, processes and/or companies if relevant. This saves time and money and also creates a type of informal company policy or procedure.

How ?

- Find other **organizations** or **companies** that are **high performers** within this area, and/or have **actively worked** with **improvements**
- Understand what the other companies or organizations or organizations have found as their **key causes/contributors** that lead to their solutions, to see if we can find **similarities** in our improvement area
- Perform a **well delimited benchmark** using the "as-is" **process** and potential **causes**, **CtQ** tree, from the own improvement
- Ensure to **include** relevant **learning's** and **findings** from others into your potential **causes/**data collection plan and **potential solutions** in the future **improve** phase

Concerning information from competitors, Ericsson, like all large multinational corporations, must have solid intelligence. However, knowing what the competitor does is not always the solution concerning what Ericsson should do. In any case knowing competitor strategy is always valuable.

3.4.3 Phase 3: Analyze – Identify Root-Cause

What are the root-causes?

Look at your input with an open mind and ask the question why, why, why…five times. What seems to be the key pain points/improvement opportunities or root-causes in the area you have looked at?

Why ?

- To identify **true root-causes/contributing factors** and enable to let the **solutions** address the **right areas**
- To create **evidence** and **commitment** for future solutions

How ?

- Study the **gap** between your "as-is" situation and **wanted** position, using the **data/information** collected in the Measure phase and **CtQ** tree made. In my position, I always ask where we are and where we should we.
- **Break down** the current performance to identify the real root-causes to the problem-and/or the key contributors to high performance
- Typically the analyses will be **performed in steps**, where each analysis lead to the next, from **high level to drill-down** understanding the different layers of causes
- The **five "Why"** – technique, **fishbone analysis** or **Apollo** are methods that can support these steps
- **Evidence** for the analysis can be found in the **quantitative** analysis including everything from simple **graphs**, to more complex **statistical calculations**
- **Evidence** can also be found in qualitative analysis including summary/conclusions of **surveys**, **interviews**, **observations**, **workshops**

3.4.4 Phase 4: Improve – Make it happen

3.4.4.1 Will you fulfil the goal with selected solution?

Decide how you best can address the root causes/key improvement areas found in the Measure/Analyze phase. Brainstorm many solutions and select the ones with highest effect and feasibility.

Why ?

- To secure that the most **efficient** solutions to our problem/opportunity is identified, **addressing** the true **causes/key contributors**

How ?

- Use identified key **root causes/contributors** as **input**
- Identify **alternative ideas**/concepts/solutions by promoting "**out-of-the-box**" – **thinking**, using e.g. **Six Thinking Hats**, **7MT** or other brainstorming techniques
- Stress the need to come up with many ideas of various types, keep an **open atmosphere**, **avoid criticism** in discussions
- Include ideas found in **benchmarking activities** with other organizations/processes/companies in the list of potential solutions
- Before moving on to prioritization and combination of ideas, map them vs. the **key root causes** – are the ideas **addressing all causes**?
- **Prioritize** your ideas vs. **effect and feasibility** using e.g. **Tree or Matrix** diagram
- More **complex** solutions can be prioritized, combined and optimized using tools like **Pugh** concept methodology

3.4.4.2 How do you implement this with people commitment?

Define how your solutions will be implemented in order to secure that they actually happen. Define if you need to communicate, train, document.

Why ?

- To ensure that the solutions are being introduced in an **efficient** way and to secure **short**- and **long term results**

How ?

- **Input** to the implementation plan is of course the **selected solutions**, but also **change readiness/barrier analysis** made
- The plan for implementation should list **activities**, **responsibilities**, **time** schedule, and **checkpoints** for the entire Improve phase
- The implementation plan should cover the selected solution as well as the areas needed for the solution to be effective, e.g.:
    - **Competence**: How to meet competence needs
    - **IT/System** support needed
    - **Documentation**: Integration in existing ways-of-working, processes, mgmt systems etc
- If not made in separate plans, the implementation plan should also include **communication** activities and actions to address the major **hinders/risks**
- Critical to success in implementation is to be **responsive** to the situation, the plan needs to be **continuously reviewed** and **updated** to fit the situation

3.4.5 Phase 4: Improve – Make it happen

3.4.5.1 Has the Goal been fulfilled?

Check whether you have achieved the goal you defined. Schedule this checkpoint a suitable period of time after the implementation, when there should be a result visible.

Why ?

- To be able to judge whether we are **ready to end** the implementation and to **realize the effects** in the business
- Provides **clear feedback** to stakeholders and organization on **effects achieved**

How ?

- **Validation** of the improvement effects includes measuring:
  - The **performance results vs. the goal statement**
  - The **business gains** made **vs**. the **business case** made in Define & Improve phase
- Validation of results should be based on:
  - **Reliable** measurements
  - **Adequate amount of data** and time span
  - **Input** from the **right people**/organizations
- Improvement effects/performance improvements **not planned for** should also be included in the validation. (See conclusion part 4 on unintended consequences).
- Since there are very often **contributing/**outside factors that may have **affected** the improvement results positively or negatively, this should be noted in the validation

3.4.5.2 How do you secure that the implementation will stick?

Secure that this implementation will stick using working procedures, people competence, performance measurements etc. Also: How will you continue to improve this area?

Why ?

- To **avoid** that the new **performance** and positive **effects** drop after improvement initiative is closed and to ensure that **improvements** needed **onwards** are being driven

How ?

- The **indicator** in the **goal statement** should be kept/entered as a (key) **Performance Indicator** for the **receiving organization**, process etc
- There should be a **clear ownership for the performance indicator**, including **responsibility** to **drive improvements**
- A leader must take responsibility for both successes and failures. The concept of clear **ownership** relates to **leadership**.
- **Mechanisms** to **track deviations** from the new level should, if possible, be put in place
- Plan for **future visualization** and **communication** of results, to demonstrate the continued importance of this area

3.5 E-PROPS Methodology

Lastly, E-Props methodology is an application of the PROPS model developed by LM Ericsson to be used for internal project management; it includes activity lists that are to be fulfilled for different phases in the implementation. The Figure below illustrates these different phases.



4 Case Study

The aim of this case study is to show how a successful implementation of change would help a company in going along with market changes. Ericsson, as mentioned in the company description section, has 10 regions, previously each region used to manage its project portfolio in local systems, which are not strong enough to help in managing complex projects. This is the reason why Ericsson has decided to have one centralized tool to record detailed project data globally in a manner which also respects the Company's mandatory project process flow from PROPS-C, this makes process adherence more easily achievable for the Customer Project Managers "CPMs" and thereby increases the quality of the project

4.1 Project Background

Global Clarity is a powerful web based tool for Project & Portfolio Management, it will improve efficiency in ways of working through a standardized tool, a common Project Portfolio Tool with a built-in project process flow will improve PROPS-C (Ericsson's Model for project management) adherence and facilitate spotting weak areas in the ways of working and the process itself. The historical information built up over time will allow for continuous improvements of the processes leading to positive impacts on business, and will help also in defining clearer roles and accountabilities within the organization which will improve communication and governance.

The Maghreb, which is composed of three countries: (Algeria, Morocco and Tunisia), is one of the customer units in the Mediterranean region; the region has five customer units: Iberia, France, Maghreb, SCM, and South Eastern Europe. Each customer unit is composed of a set of countries, except France, which is a standalone customer unit due to its massive business activities and infrastructure.

On the 16th of March 2012, The Head of Operations in the Mediterranean region has signed off with Ericsson Corporate Global Clarity deployment Program Manager, on behalf of the region to deploy the new Project Portfolio tool, Global Clarity, in a fast and efficient way.

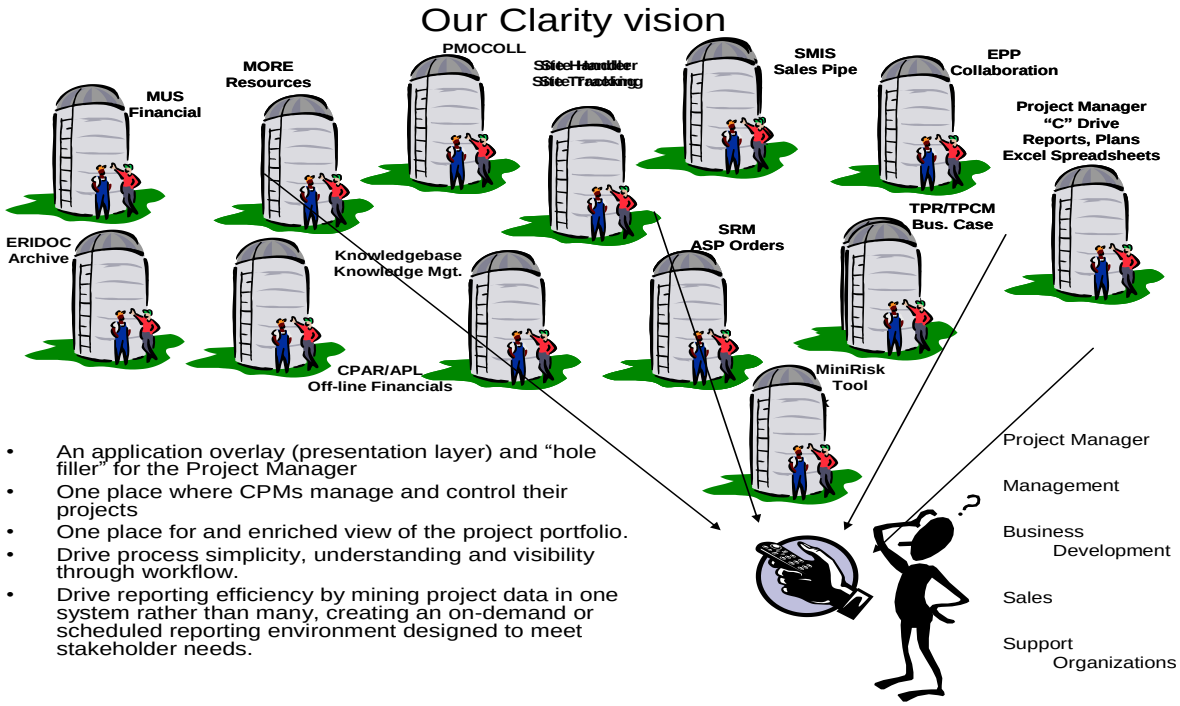
I have been appointed as the project change manager for the implementation of Clarity, the Project Portfolio tool, in Maghreb. This case study describes first how the implementation was done while following all change and improvement processes and methods, as well as the difficulties and issues that have been faced during the deployment.

The Project Portfolio Tool will allow the different Leadership Team levels to have greater and more complete access to specific project and portfolio information:

- Customer Project Manager "CPMs" – easier understanding of ways of working through process led data entry flow.
- Performance Management Responsibility: up-to-date information more quickly available; full regional project data available on line allowing more proactive actions if projects are off track; standardized project reporting formats.
- Leadership Teams: Greater Visibility leading to improved project control and business results.
- Value to own organization: In today's competitive world it is necessary to control margins and provide customer satisfaction in order for a company to secure current market position as a world leader.
- Value to Stakeholders: More complete and reliable data available regularly permitting leadership teams to be fully informed on project and portfolio issues, thus allowing them to take action when necessary.

4.1.1 Clarity Vision:

The below picture/flow chart summarizes today's Customer project managers situation and the solution that can help to manage projects/portfolios in a more efficient way.



Customer Project Managers are faced with various IT systems, lots of rules, many processes and procedures. When we start looking at the number of the tools they touch from initiation of projects to closing to put their projects together, to do their reports and to assess the health and status of their projects, we notice that it is too much; they use between 20 to 40 tools and when they are asked for the status of their projects, they always need to go back to all these systems. Only they know the information and where to find it, which means that it's not transparent to the rest of the organization. The purpose of Clarity is to establish a single, end to end enterprise project management application that can serve as a single place for customer project managers to manage and control their projects. This enables reporting efficiency by having all project data in one system rather than many (no more data lost), which will also enable the management to conduct an efficient governance and take actions when needed and therefore achieve transparency in health and status of projects. As explained in the analysis and conclusion, this program is basically a form of modern knowledge management protocol.

4.1.2 Implementation Requirements:

Clarity has many integration and configuration capabilities to adapt to many firm requirements; The example of Ericsson follows.

Ericsson's fundamental requirements:

A Workflow System that automates the business processes, managing review and approvals, guiding CPMs as to the next steps and providing good project status visibility to stakeholders.

- Automation of the PROPS-C and change request processes guide project leadership in execution of key project processes.
- Improved understanding, usage and visibility to these foundational ways of working.
- An Integration Capability to extract information from the various IT Systems such as SAP, Primavera, Documentum, Site Handler, MSP and others via web services type interfaces.
- Consolidation of many local reports and databases.
- An Integrated Project Management Application where CPMs manage and control their projects using tools such as: Schedules, Tasking and Teams, Risk, Issues, Action Item and Change Request registers and workflows, and Collaboration.

- A Highly Configurable Project Portfolio System capable of displaying integrated IT systems data as well as project governance information for a rich source of insight into project, program and portfolio performance.
- Configurable Portlets that allow graphical and tabular display of information, filtering, drill-down capability, export and action by the CPM or stakeholder.
- An Intuitive User Interface that is easy to use and configurable based on how one works
- A Responsive Web Interface
- A Flexible Report Generator that leverages integrated data from our IT systems and project tools and provides on-demand or scheduled reporting based on stakeholder needs.

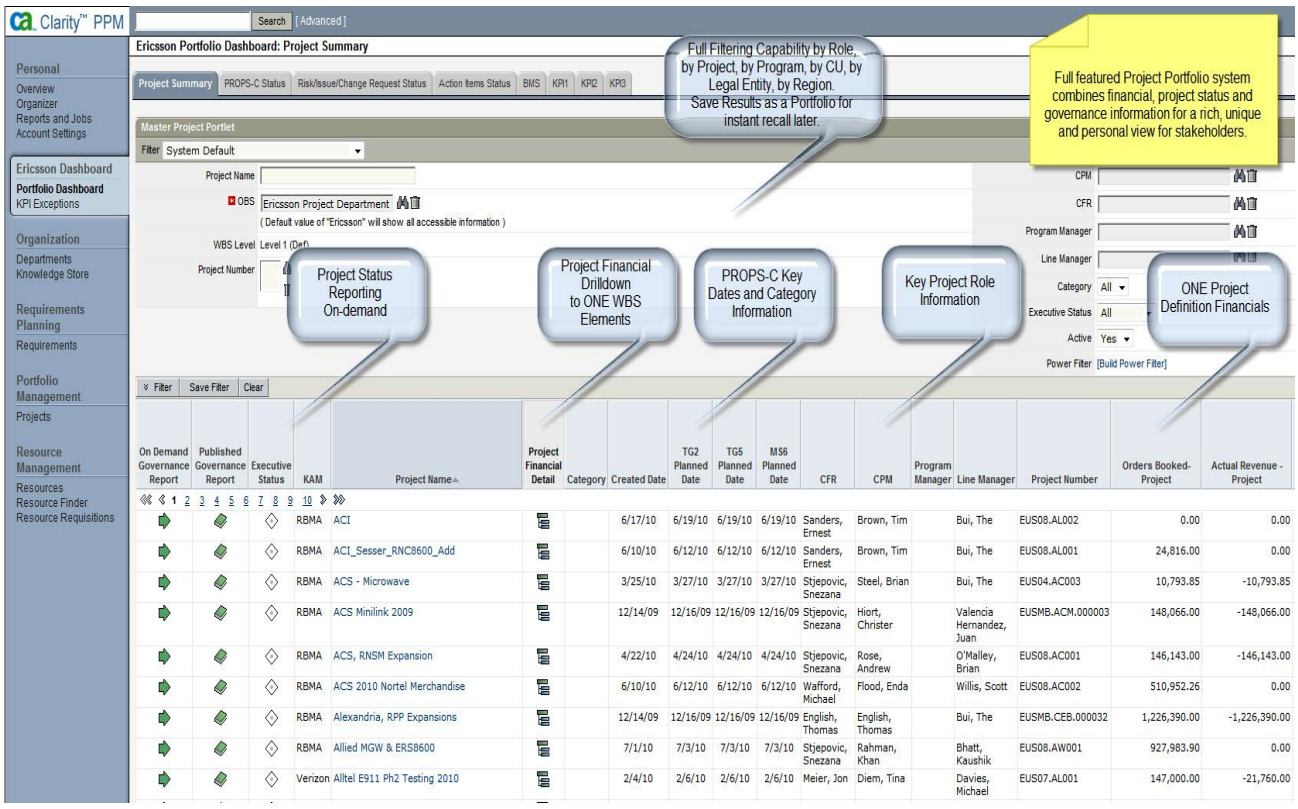
4.1.3 Design and Implementation:

The main set of functionality designed and implemented in Clarity will be demonstrated in this section. We can divide the functionality of Clarity into the following categories:

1. Project Portfolio Management

Integrating MUS project financials along with project governance and status reporting for an entirely new and unique visibility of the project portfolio at all levels.

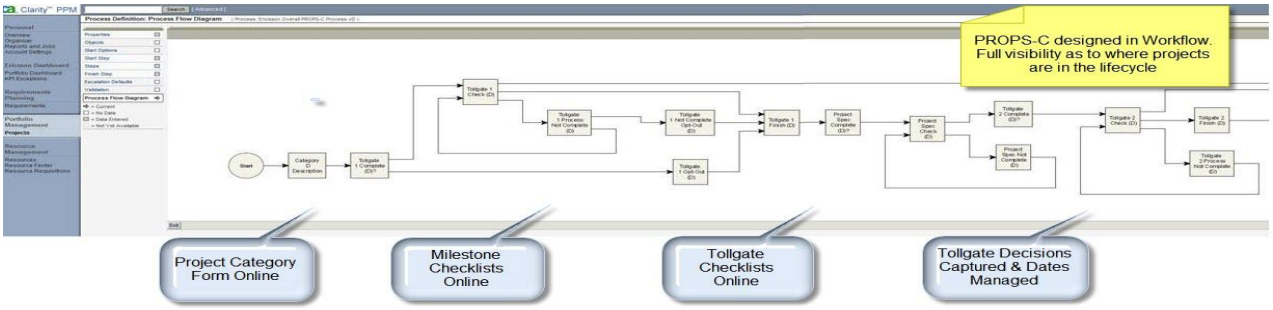
Project Portfolio Management



2. Workflow

Automation of the PROPS-C and change request processes guide project leadership in execution of key project processes. Improves understanding, usage and visibility to these foundational ways of working.

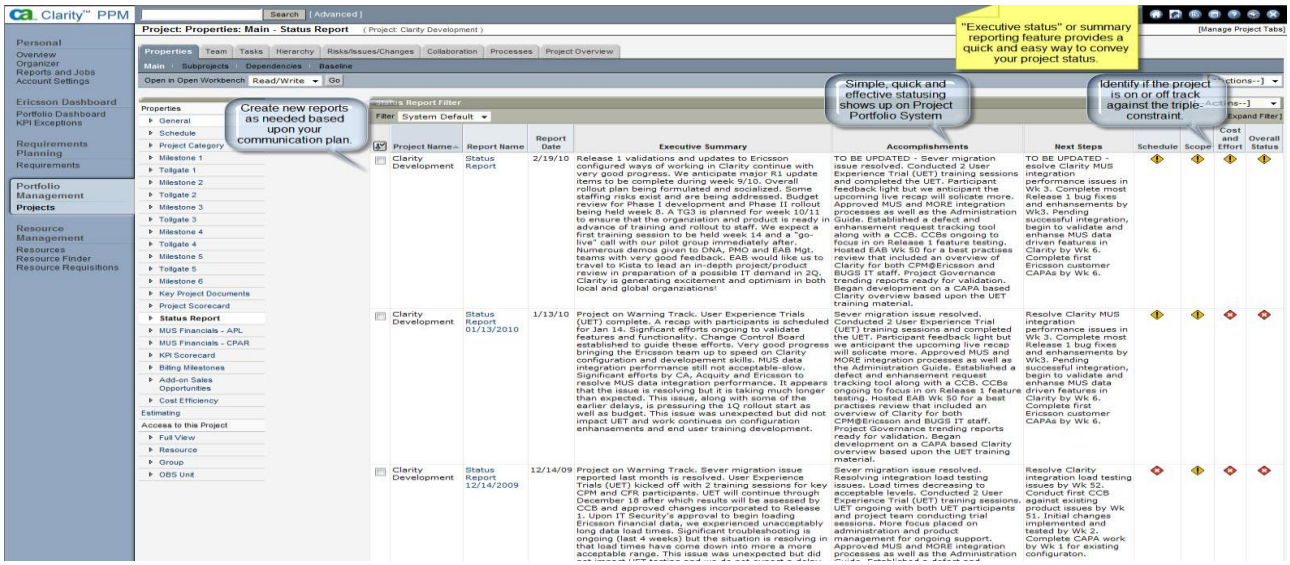
PROPS-C Workflow



3. Governance & Reporting

An Integrated PM Centric toolset helps Customer Project Managers (CPMs) better manage & control projects, get insight to their own and other similar projects, produce reports based on their governance input as well as input from an integrated IT systems environment.

Reporting – Executive Status



Concerning the above snapshots, they are an essential part of my daily responsibilities in two ways. First, and most importantly, my job is to train and encourage Ericsson team members to use this tool in managing their projects. Secondly, I must follow by example, so I use this tool to manage and prioritize my own responsibilities. I have received formal training on how to best use the tool and on how to train others to do so. Lastly I encourage all team members to use Ericsson's self-training materials.

4.2 Project Goal, Strategies and Stakeholders

4.2.1 Project Goal

The project goal has been to introduce a common project portfolio tool to be used by all Customer Project Managers (CPMs) in Maghreb in order to give the Maghreb leadership team a full and complete project and business vision of the current and upcoming project portfolio by end of Q1 2012.

The tool will allow for more complete and proactive centralized governance and performance measurement at both Customer Unit (CU) Maghreb Project Office (PO) level and region Mediterranean (RMED) Project Management Office (PMO) level leading to improved margin control.

4.2.2 General Project Strategies

The principle strategies to be followed in this project are:

- ✓ Clarity to be used by all Maghreb team members.
- ✓ Clarity to be deployed on all Top Key and Key Projects before end of Q1 2012.
- ✓ PPT to be deployed on all other selected projects by end of Q2 2012
- ✓ All Maghreb CPMs to be trained on Project Portfolio too before end of Q1 2012.
- ✓ Pilot phase covering 2 projects per country will be executed initially to test tool knowledge & local competence.
- ✓ e-PROPs which is a methodology developed by Ericsson to manage internal projects, to be used for this change management project.

4.2.3 Constraints

Comprehensive support from Corporate required – Maghreb wishes to be as involved as possible and as early as possible.

Overcome resistance to change. As in any company, Ericsson employees can be quite set in their ways, even frozen in their behaviors and responses. In this context, my challenges as a change agent are complex. As explored in the analysis and conclusion, carrots and sticks would be of great help in encouraging change and overcoming resistance. Interestingly, once change is implemented, it can be easy to "refreeze" this new behavior since human nature is based on forming habits and set responses to input. During my studies at AUL/PIIMT, various professors focused on these psychological factors of leadership, change and motivation.

Early involvement of CPMs and performance managers needed to get buy-in. In other words, it is essential to get managers at every level psychologically committed and involved in the change process.

IS/IT tool constraints were unknown at that time.

4.2.4 Customer and Customer Commitments

The end customers for this project are all internal as follows:

- Maghreb Leadership team
- Maghreb Project Management Office
- Customer Project Managers
- Program Managers
- Customer Operational Managers (COMs)
- Engagement Practices
- Competence Domains.

- The Country PO organizations must provide a local project change Driver to take care of the project definition and deployment (50% commitment over 5 months). If there are no local leaders promoting Ericsson change policies, nothing will happen even if global policies are in place.
- The country PO organizations must provide a local Clarity Champion/tool administrator to maintain the tool over time and support local organization (workload to be defined during this project per hub PO, hypothesis of 20% role).
  - Can combine Driver and Clarity Champion roles

- No partial or non-application of the tool in Country POs accepted by Maghreb PMO once committed project plan signed by RMED PMO Head.
- Bi-monthly reporting by country PM to Maghreb PM is mandatory.
- Participation from above stakeholders expected to help define report content and frequency.

4.2.5 Connections to other Projects or Assignments

This project is heavily linked to the Ericsson corporate project being run by ITTE, Clarity and BUGS resources.



4.2.6 Project Stakeholders

The following are the key stakeholders in this project:

Steering Group:

- SPONSOR
- Maghreb PMO Head
- Maghreb PMO Governance & Performance Management
- Maghreb PMO PSP & Financial Support
- Maghreb PMO Process, Methods & Tools
- Maghreb PMO Finance
- PO Line Manager Algeria
- P PO Line Manager Morocco
- PO Line Manager Tunisia
- RMED PMO Governance & Performance Management
- RMED PMO PSP & Financial Support
- RMED PMO Process, Methods & Tools

Other Organizations:

- Maghreb Quality Manager
- RMED Tool Council
- Maghreb Customer Project Managers (CPMs)
- Maghreb Program Managers
- Maghreb Customer Operational Managers (COMs)
- Heads of Engagement Practices
- Heads of Competence Centers
- Maghreb Leadership Team

Corporate Program

- Corporate Program Manager
- ITTE PM
- Clarity PM
- Deployment PM

4.3 Project Purpose

The purpose of this project is to introduce a common Project Portfolio Tool in the Maghreb region for registering, tracking and following-up all incoming and ongoing projects.

The aim is to have one centralized tool to record detailed project data in a manner which also respects the Ericsson mandatory project process flow from PROPS-C thus making process adherence more easily achievable for the CPMs and thereby increasing the quality of the projects.

The PPT will allow the different LT levels to have greater and more complete access to RMED, CU, Hub, EP and CC specific project and portfolio information.

The deployment project aims to roll-out the tool in a formal and systematic way with a maximum of buy-in and commitment from the six regional hubs and there members

4.4 Project Value

In today's competitive world, it is necessary to control margins and provide customer satisfaction in order for Ericsson to secure current market position as a world leader in the Communications World.

4.4.1 Value to Customer

CPMs – easier understanding of ways of working through process led data entry flow.

Performance Mgmt Resp: up-to-date information more quickly available; full regional project data available on line allowing more proactive actions if projects are off track; standardized project reporting formats

Leadership Teams: greater visibility leading to improved project control and business results.

4.4.2 Value to own organization

The Project Portfolio Tool will improve efficiency in Ways of Working through standardised processes and tools.

Clearer roles and accountabilities within the organisation will improve communication and governance.

For Maghreb P,M&T, a common PPT with a built-in project process flow will improve PROPS-C adherence and facilitate spotting weak areas in the ways of working (WoW) and the process itself. The historical information built up over time will allow for continuous improvements of the processes leading to positive impacts on business, and will help in defining the future training needs of the CPMs in specific process areas

4.4.3 Value to other Stakeholders

More complete and reliable data available regularly permits Leadership Teams (RMED, Maghreb, COM, EP, CC) to be fully informed on project and portfolio issues, thus allowing them to take action when necessary.

4.5 Project Scope

4.5.1 Deliverables

- ✓ Implementation supported by corporate project (planning, budget, etc)
- ✓ Selection and training of local change program drivers and Clarity Champions (tool administrators) in each of the three Maghreb countries
- ✓ Definition of strategy for project inclusion in PPT
- ✓ Training of all end users on PPT before end of Q1 2012
  - ✓ Training of Drivers and Clarity Champions on Maghreb Level (1/2 day) by corporate team
  - ✓ Training of all other users by Drivers and/or Clarity Champions (1/2 day)
- ✓ Deployment of PPT on all Top Key and Key Projects before end of x 2012
- ✓ Deployment of PPT on all other selected projects by end of xx 2012
- ✓ Definition of project report formats and frequency on RMED PMO, LT, CU, EP and CC levels.
- ✓ PPT work instructions and guidelines.

4.5.2 Quality Objectives

- To deliver as per this Specification & according to the agreed schedule and budget.
- All three countries projects run according to e-PROPS with reviewed and approved Project Specification, budget and planning.
- 100% of Maghreb CPMs trained to use PPT by end Qx 2012.
- 100% of new projects included in PPT at end of Qx 2012.
- A review of project coverage in PPT per country will be performed in Qx 2012

4.5.3 Internal Requirements

- e-PROPS to be used for project definition and planning.
- Full commitment from Hub PO Managers.

4.6 Project Quality Plan

4.6.1 Project Quality Framework

TG2, TG3, TG4 and TG5 assessments will be performed on this project by the PM and Steering Group. Project audits may be requested by the corporate Global Clarity project.

4.6.2 Operative Processes used in the Project

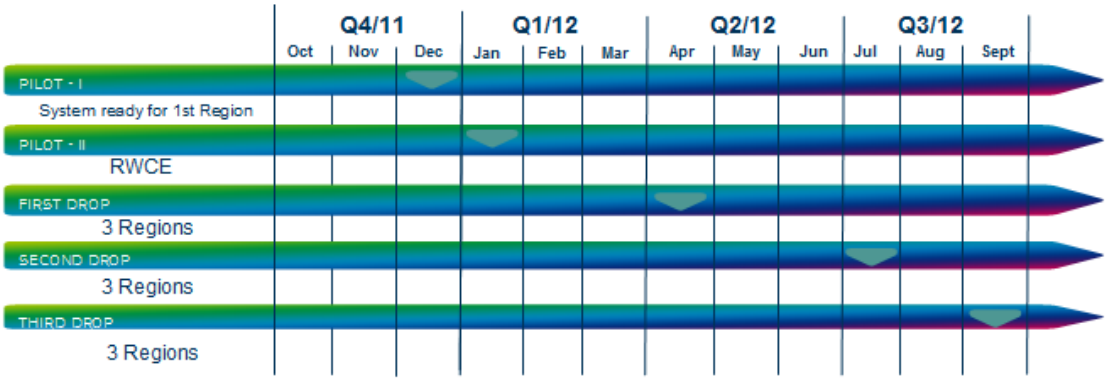
The Project will be executed according to e-PROPS.

4.6.3 Project Support Activities

Detailed roll-out plan and support documents will be provided by the corporate Global Clarity project team. This project will be reviewed by the corporate Global Clarity project organization on a regular basis.

4.7 Project Time Plan

This is Corporate Deployment Planning and Maghreb is represented in the third line below.



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4.8 Project Budget

4.8.1 Financial Strategies

The Maghreb project will remain within the budget defined at TG2.

4.8.2 Financial Constraints

Each country PO will pay for the costs of introducing the common PPT in their organization. Costs to be estimated during the planning phase of each Hub PO sub-project. In the context of the global financial crisis, it is of enormous importance to stay within budget and clearly communicate that money has been saved.

Global Chronos - Training Plan & Follow-up - Hub Maghreb OVERVIEW - Reduced												
Roles	Morocco			Algeria			Tunisia			Totals		Assumptions
	Number	HR in EUR	Hourly Rate in local currency	Number	HR in EUR	Hourly Rate in local currency	Number	HR in EUR	Hourly Rate in local currency	Number	Costs in EUR	
Hub Driver	1	55	616							1	26679	1 Champion Full time 4 months
External Trainers												
CPMs	15	55	616	27	50	5058	8	43	64736	50	20152	1 day
Program Managers	2	47	530	2	31	3120	1	121	243	5	2216	1 day
SDMs		57			28			43				
PSPs	2	55	616	2	50	5058	3	43	86	7	2712	1 day
PO Managers		65			50							
Sponsors	3	148	1655.86	5	129	12882	3	117	235	11	11520	1 day
Project Stakeholders		70			57			191				
Senior Management		70			57			191				
Other		55			50			43				
Travel Expenses											1457	travel for 1 person
TOTAL	23			36			15			74	63279	59224 eur
										74	64,736 €	

Page 1

4.9 Project Organization

4.9.1 Resource and Competence Plans and Profiles

Country PO Drivers:

- Require good PM experience
- Require training on selected PPT

Clarity Champion/Tool Administrator:

- Require tool background
- Require training on selected PPT

CPMs

- Require training on selected PPT

Performance Managers

- Require training on selected PPT

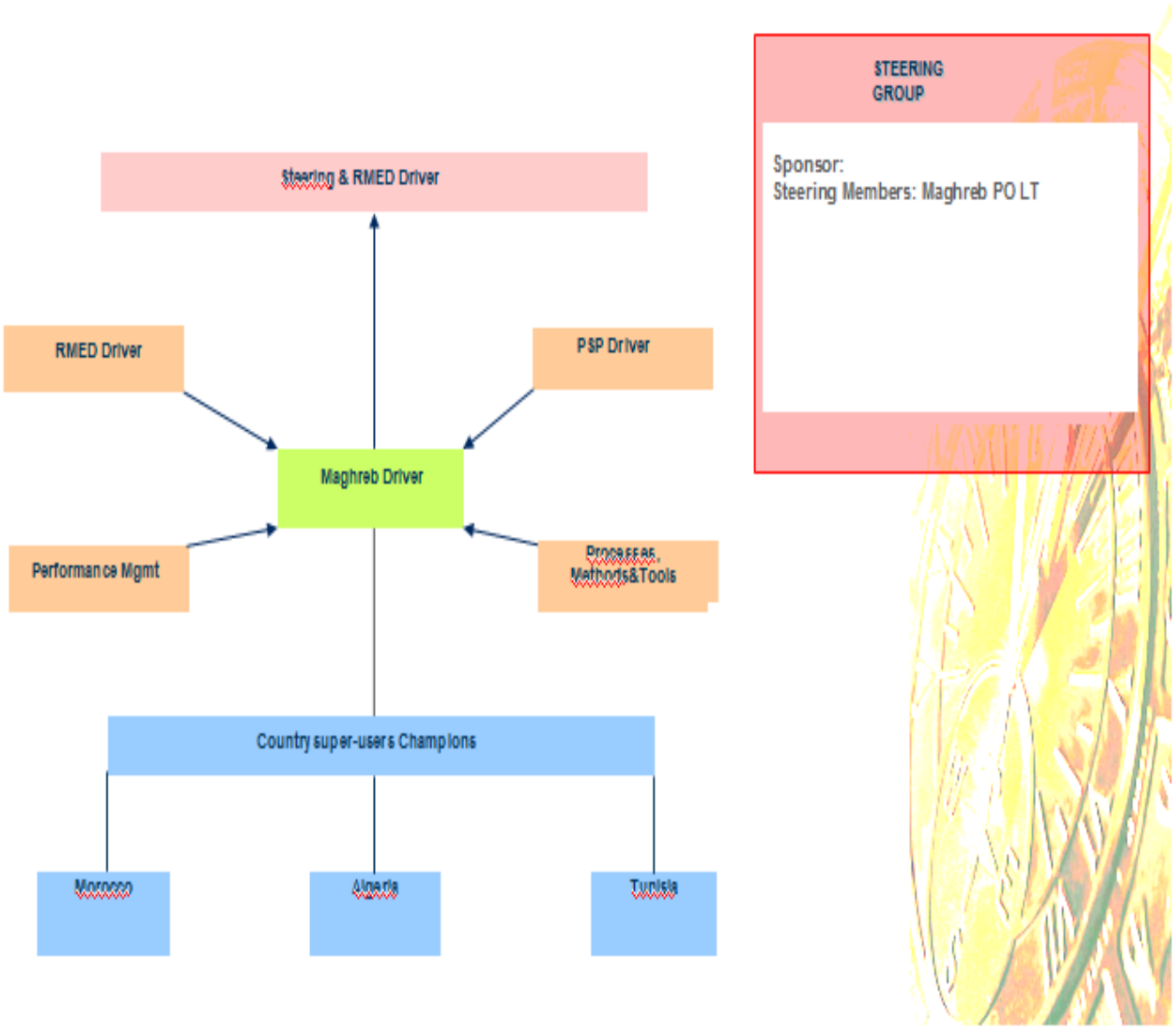
Leadership Teams

- Require information on new information (reports & data) available

4.9.2 Resource Suppliers

Country POs: PPT Deployment driver, Clarity Champions/tool administrator, Performance Manager, CPMs

4.9.3 Project Organization



4.10 Project Risk Management

Risk management is one of the key elements in any project, specifically in change management projects. This is why a risk analysis has been done with the help of MiniRisk tool, the official Ericsson tool to identify and assess risks. Below is the outcome of the analysis.

4.10.1 Risk List

Id	Risk Description	Priority	Action	Status*/Owner
1	Lack of key resources (driver, PPT administrator) in certain Hubs	Medium	Provide driver from Maghreb	
2	Lack of commitment in Hubs for time plan	Medium	Get buy-in from country PO heads	
3	Delays on deployment project on corporate level	High	Be involved from as early as possible	
4	Poor quality of data in PPT	Medium	Perform regular audits during project	

Mark risk status by changing the color of the status field: High Medium Low

As can be seen above in this internal Ericsson document, the greatest challenge or problem in implementing Clarity tool is the question of delay. For a variety of reasons including resistance to change and reluctance to create double work, there is simply a problem of encouraging change in a timely fashion. Now, after one year of attempted change, it is clear that number four and potentially number two on the list above should also be colored red. Number one on the list concerning resources is clearly not a problem. Unfortunately there is a vicious cycle between delay, lack of commitment and poor quality of data. All of these go hand in hand and can be attributed to a general resistance and lack of motivation to follow protocols.

Initially, the poor quality of data concerned the fact that the team members were not consistently entering in data and helping to build a coherent database. Now I have come to see the problem from a different angle, one of a technical nature that requires Ericsson to review the ways its projects are structured in SAP/One, which is the official tool to record financial information about the projects and which plays an important role in projects migration into Clarity. SAP/ONE integrates with Clarity; all the projects should be created in SAP/ONE first and from there they go to Clarity. The problem is that previously there was no global rule on how to create projects in SAP/ONE, and Clarity has some rules for the projects in order to be migrated, this is why we have faced many problems during the migration phase. There is basically a conversion problem, not all data can be transferred from one program to another and from one database to another. This clearly inefficient and causes a lack of focus and motivation in record collection.

4.11 Project Communication Plan

Meeting	Responsible & Invitor	Participants	Frequency	Minutes	Receiver
Steering & TG decision	Sponsor Maghreb PM	Steering group, RMED stakeholders, PM	At TG and when needed	TG Decision	Participants
Regional Review meetings	Maghreb PM RMED PM	Driver and RMED project team	Monthly	Yes	Participants, RMED support team
Hub Review meetings	Maghreb PM	PM Maghreb leadership team	Bi-Weekly	Yes	Participants
Action plan update	Maghreb PM Country PM	RMED PM Country PM	Biweekly	Updated action plan	Participants & Steering

Reports	Internal /External	Responsible	Frequency	Format	Reciever
Project Status Report	INTERNAL	Maghreb PM	Weekly	Project Status Report	Sponsor, Steering Group CU Project Teams
Project Financial Status	INTERNAL	Maghreb PM	Monthly	Monthly Project Report	Sponsor

4.12 Project Closure

- Hand-Over to the Customer

Each Hub PO head will sign off with the RMED project concerning their acceptance of the PPT introduction and deployment in their organizations.

- Hand-Over to Receivers

Maghreb project will handover the responsibility for the tool to the country PO PPT administrators.

- Hand-Over of Experiences

An opportunity for improvement (OFI) brainstorming will be performed by the Maghreb PM with the country PO PM teams to collect Lessons Learned and feedback on experience which will be documented in a Final Report and a Knowledge Object in EKB.

- Project Archiving and Closure

A specific project space will be created in RMED PMO Eridoc, which is the official tool for project document archiving in Ericsson.

5 Conclusions

5.1 Part 1: Commence on Mr. Ericsson

Researching and writing on Ericsson has caused me to learn and establish a stronger connection to the company and its core values, for example, reading about Lars Magnus Ericsson's personal story and founding of the company gave me a personal connection. Mr. Ericsson was born into a middle class family and had no specific knowledge or experience in mechanical engineering or telecommunications field. Through personal motivation, hard work and, importantly, the willingness to travel and experience other cultures, he gained focus and a vision for his future. Even in the 1800s, understanding the future of technology was a question of being open to travel and gain experience globally, not just locally. His experiences in Germany and Switzerland open his eyes and gave him the courage to start his own business.

On smaller scale, I could relate to Mr. Ericsson's story, as a young Moroccan woman with little to no experience in either telecommunications or Project Management, but a willingness to work hard, learn and travel to gain other professional perspectives. Importantly, writing this thesis paper brought me closer to Mr. Ericsson's original vision. Having just return from almost three months in France and Italy, I can not help but reflect on how Mr. Ericsson's experiences in Germany and Switzerland shaped the company that would become Ericsson. In other words we must realize that change and globalization go hand in hand. This was true in the 1800s in Europe and it is true in 2000s in Morocco.

5.2 Part 2: Comments on knowledge management

While a MBA's student at AUL/PIIMT, the concept of knowledge management arose in some courses and seminars. Knowledge management concerns viewing a company's data and intellectual property as essential information which must be protected at all costs. This concept became important globally in the digital age and especially after the terrorist attacks on September 11th, 2001. In the recent context of political crisis in the Arab world, protecting knowledge and data has become equally important in developing countries. As a project manager I have come to view Ericsson's change management processes and tools as a type of knowledge management. The data and spreadsheet created through Ericsson's change management protocol ensure that specifics of change management projects can be protected, backed-up and shared as necessarily, even if the actual change manager is no longer with the company. The point is that information is valuable and will not be lost.

5.3 Part 3: My holistic approach to change management

No effective manager can rely solely on dozens of pages of spreadsheets and standardized forms to lead a change. In fact a manager who hides behind paperwork is not a leader at all. My point is that one must view such forms as tools for success, as reminders of what must be done and what has not been done. At Ericsson, there can certainly be and over emphasis on documentation and regulation. I have learned to balance this with a different logic, one of cultural and emotional intelligence. In other words I view my position of project and change management as a leadership role, not as purely technical role.

I would not say that rules are made to be broken, but I would say that guidelines exist to help, not to dictate.

5.4 Part 4: Unintended Consequences and Change Management

In Project Management, as in life, there can be results and side effects that were never imagined or planned for. A successful manager of change must consider the unknown. In other words, he or she must consider various positions, perspectives, disciplines and angles when implementing new policies or directives. Sometimes you get exactly what you want but the side effects or unintended consequences are disastrous.

5.5 Part 5: The Powerless Leader of Change

In management, one may have various titles and roles. However, promoting change requires an aspect of power and influence. One frustration of attempting to bring change to Ericsson is that I possess neither carrots nor sticks. To bring about change, charm is simply not enough. Power is relatively essential, whether positive in the form of incentives (carrots) or negative in the form of punishment (sticks). Resistance to change is simply too great when the leader of change is powerless.

In this problematic context, I have to focus on my wit, my charm and logic. This means that to be effective as a change manager I must constantly visit team members and creatively find ways to convince them that it is in their interest to change. In other words my job is to sell the idea that the change protocols will only save their time and energy and ultimately bring them success. However, from their perspective, and more and more from my own perspective as well, the change protocols have unintended consequences of saving time, but an unintended consequence of wasting it through creating double and triple work.

5.6 Part 6.: Limits of study and ideas for future research

One limit of this case study was that it was based primarily on my current job responsibilities and the experiences of other region Mediterranean team members, I would have preferred to have included more information on change project at the Ericsson parent level or from other regions in the Ericsson family of companies. So clearly, the current study is limited in scope, but still produced some relevant conclusions on the challenges of change management.

For future research, it would be interesting and relevant to compare and contrast my regional Ericsson experience with others' experiences in other companies internationally in dealing with change management.

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