

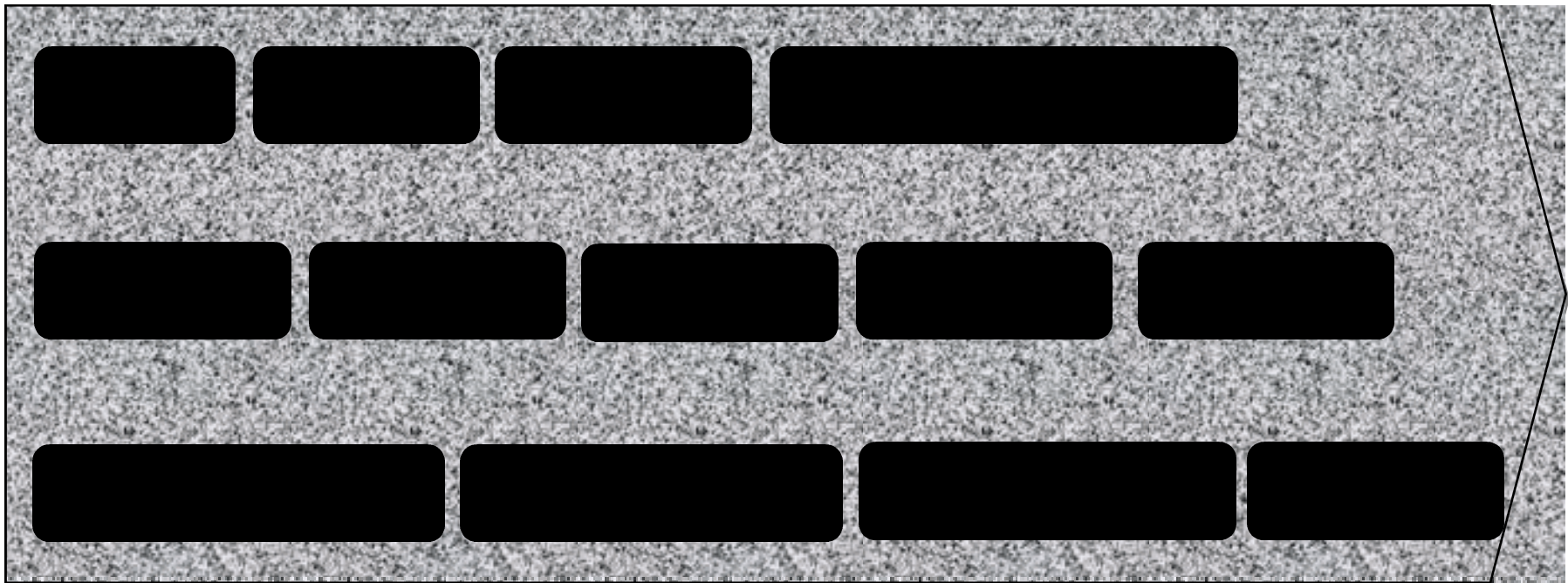
Organisation, Processer och IT: Hur löser man den gordiska knuten?

Kai A. Simon
Viktoriainstitutet & Linq

“Vi använder eftermiddagen till att rätta till misstagen som vi gjorde under förmiddagen.”

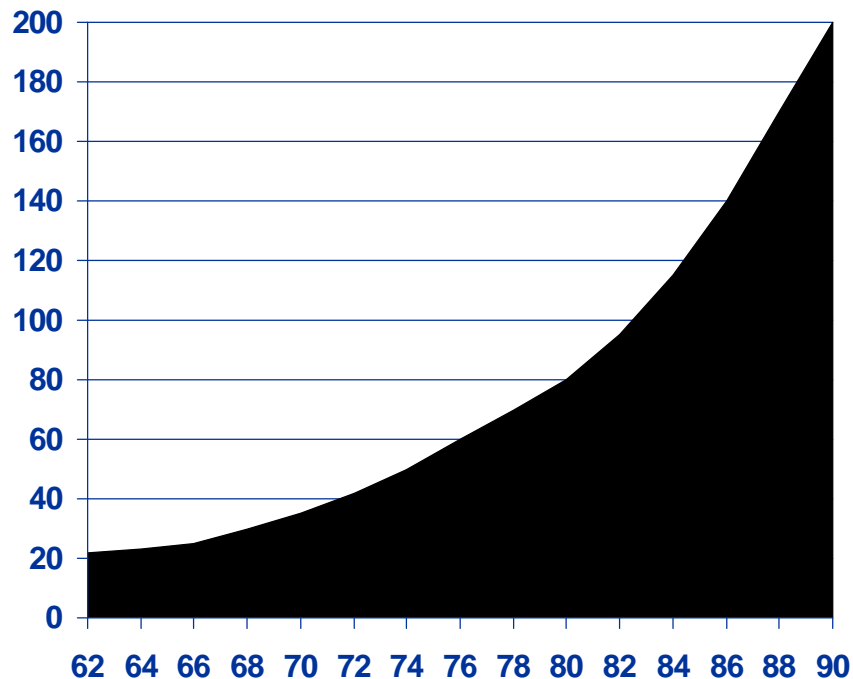
Chef i ett svenskt storföretag

Utveckling i flera dimensioner

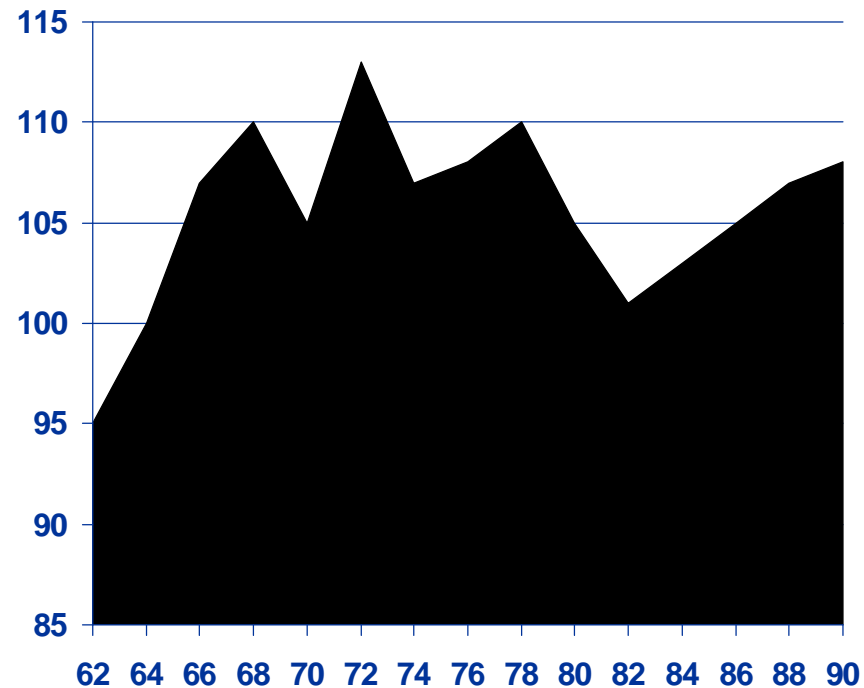


Produktivitet och IT

IT per White-collar worker



White-collar productivity



Källa: US Department of Commerce, 1990

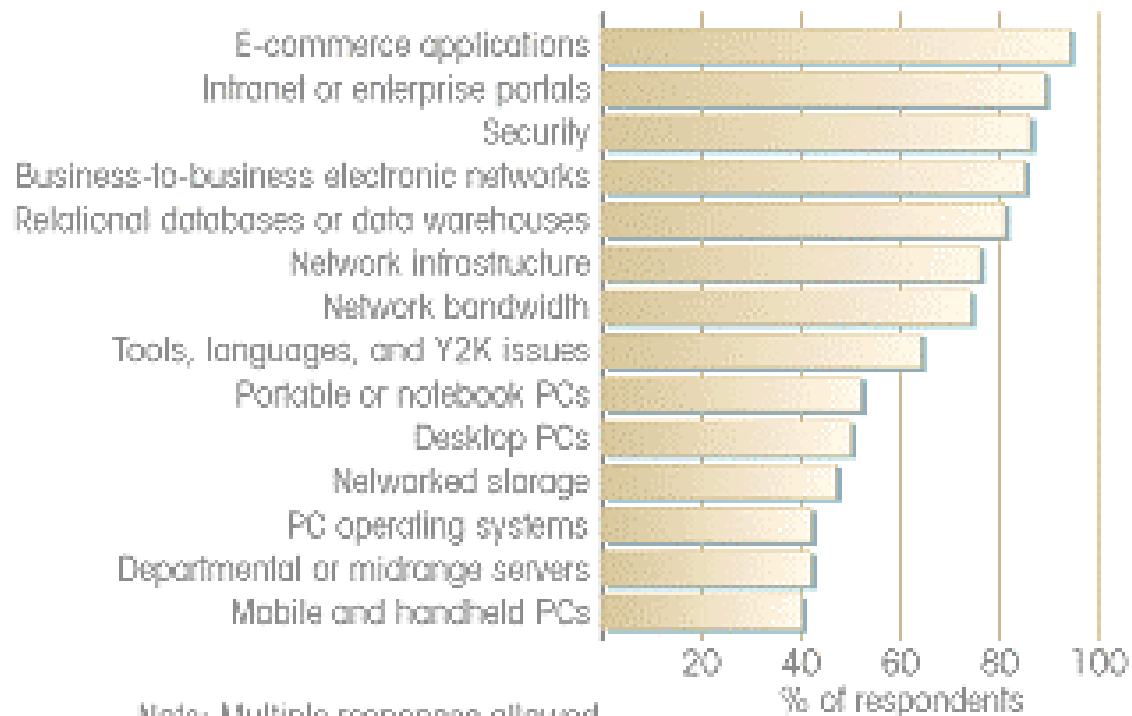
Dagens pussel

- **Organisatorisk komplexitet**
 - Hierarkiska strukturer
 - Processer
 - Teams
- **Externa nätverk**
 - Supply Chain Management
 - E-business
- **IT**
 - Befintliga system
 - Funktionell integration
 - Processtöd

IT-chefens huvudvärk

Strategic Technology Priorities

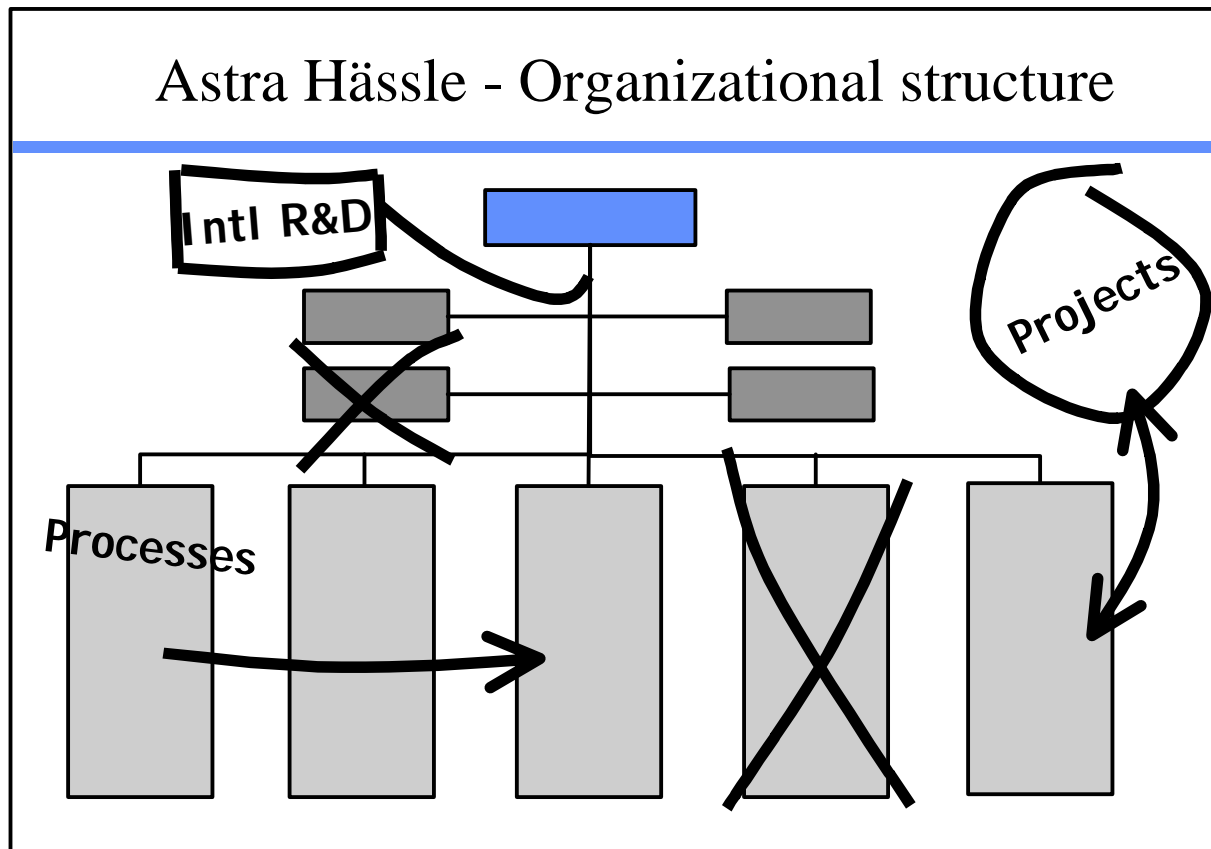
What are the key strategic technology priorities your IT department will implement or support in the next 12 months?



Note: Multiple responses allowed.

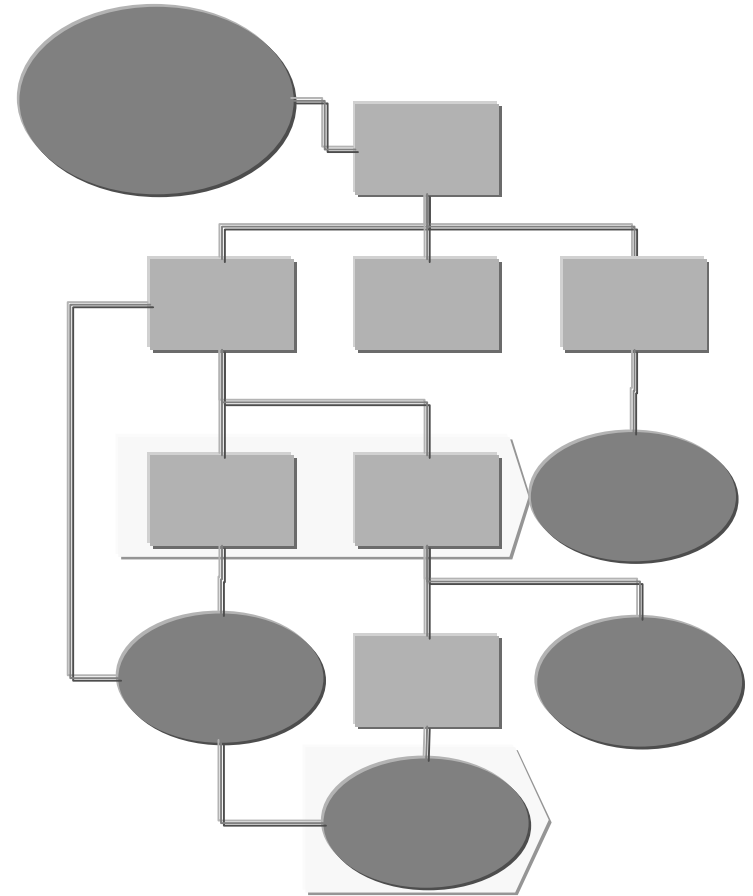
DATA: INFORMATIONWEEK 500 STUDY OF 250 IT EXECUTIVES

Första besöket på Hässle ...



IT-perspektivet

- Affärssystem / ERP
- Gruppstöd / Projektstöd
- Workflow / Processtöd



Vad säger management-litteraturen?

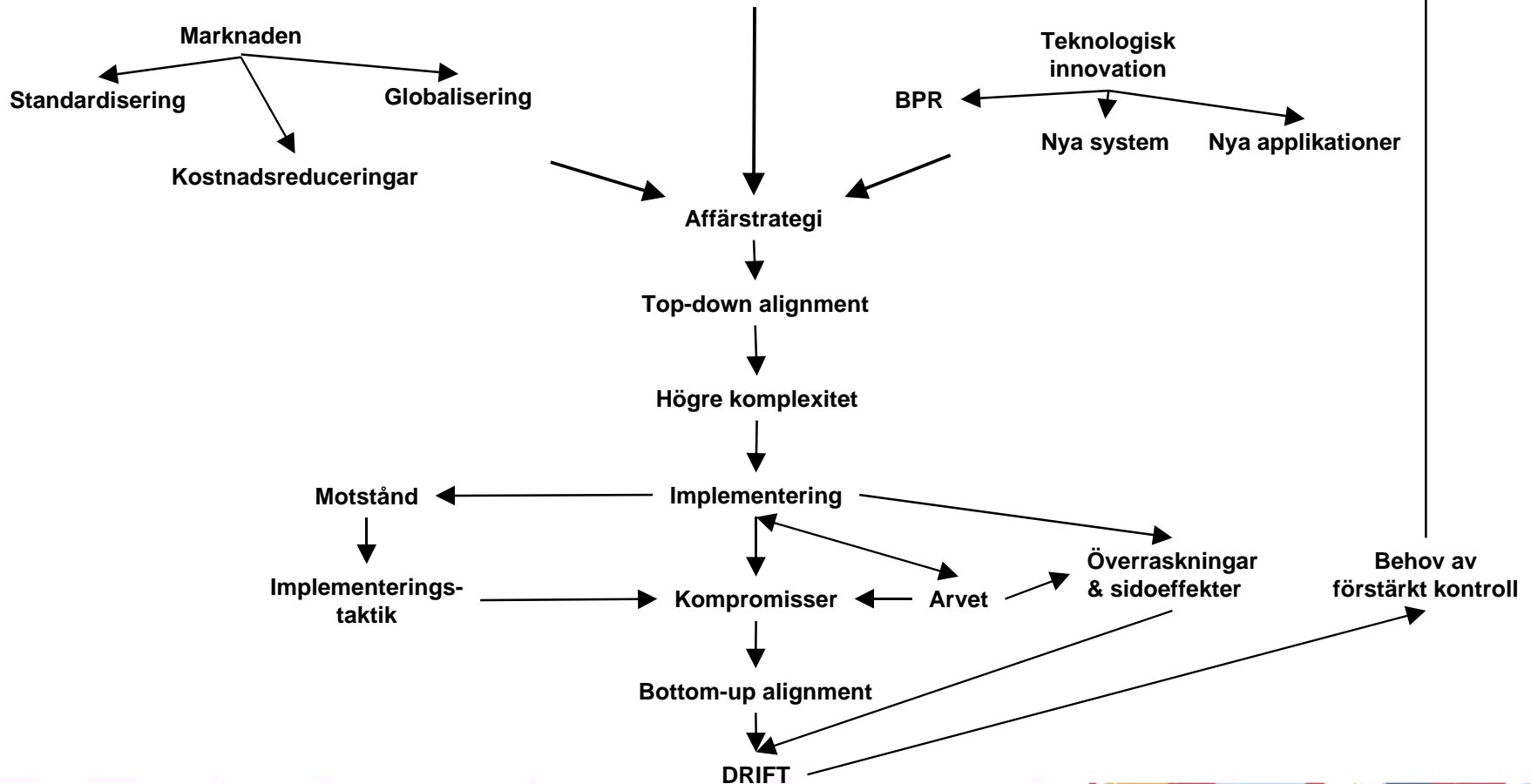
- **Infrastrukturer - Organisation, Processer och IT - kan designas på ett rationellt och förutsägbart sätt**
- **Alignment**
 - Organisation
 - Teknik
- **Metodologiskt angreppssätt**
 - Analys
 - Design
 - Implementering
- **Avvikelser kan och måste hanteras**

Strategier

- **Minska behovet av informationshantering**
 - Minska omvärldskomplexitet, tex. vertikal integration
 - Öka resursförbrukningen, minska undantagen
 - Organisatorisk avkoppling, “self-containment”
- **Öka kapaciteten att hantera information**
 - Vertikala informationssystem
 - Laterala relationer, tex. matris-organisation

Dessa strategier bygger på ett kontrollparadigm

Management är kontroll

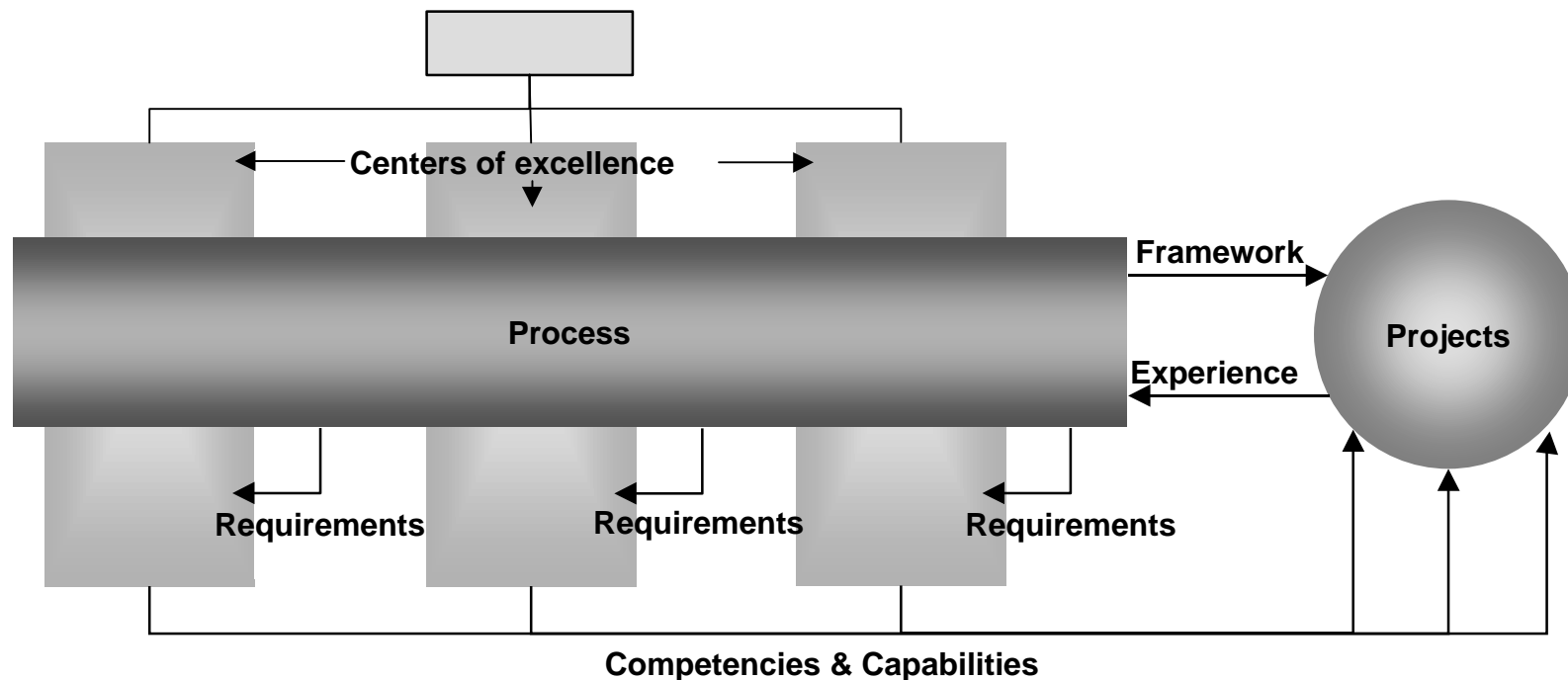


Control is just an illusion!

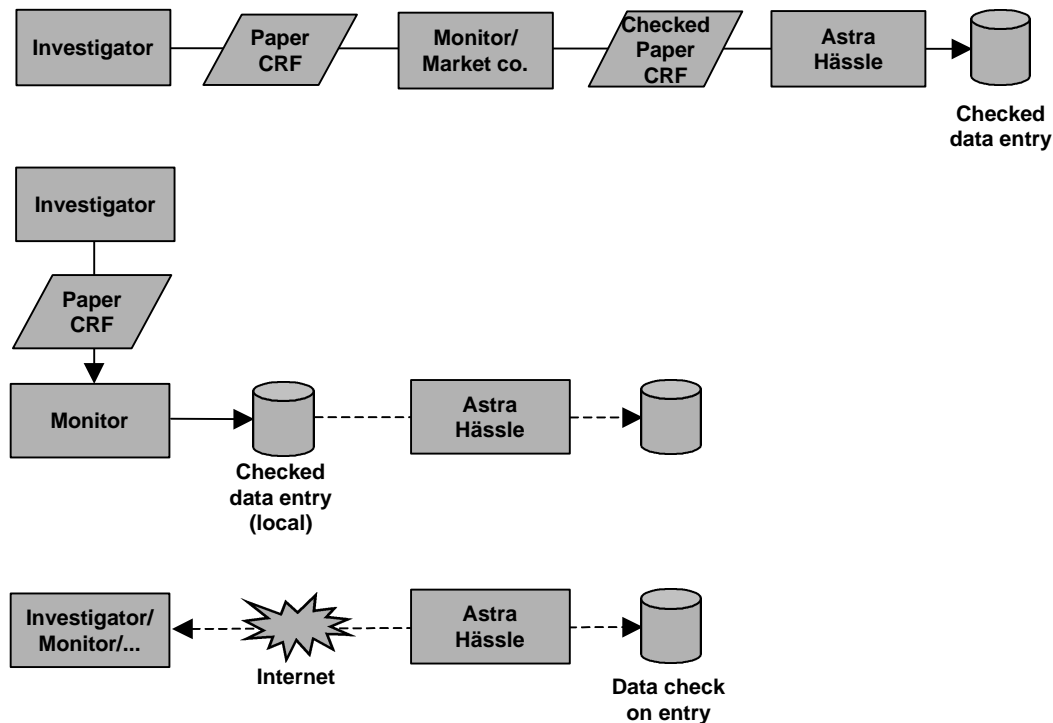
“From Control to Drift”

- **Design och användning påverkar varandra**
 - Organisation, processer och IT-användning kan inte betraktas som separata entiteter
- **Korallreven: Tekniska sediment i flera nivåer**
 - ERP, CRM, Workflow, funktionella system
- **Improvisation och “patchwork”**
 - Infrastrukturens liv
- **Lokala anpassningar**
 - Globala intentioner och lokala implementeringar

En alternativ organisationsstrategi



Exempel: RDC på AstraZeneca



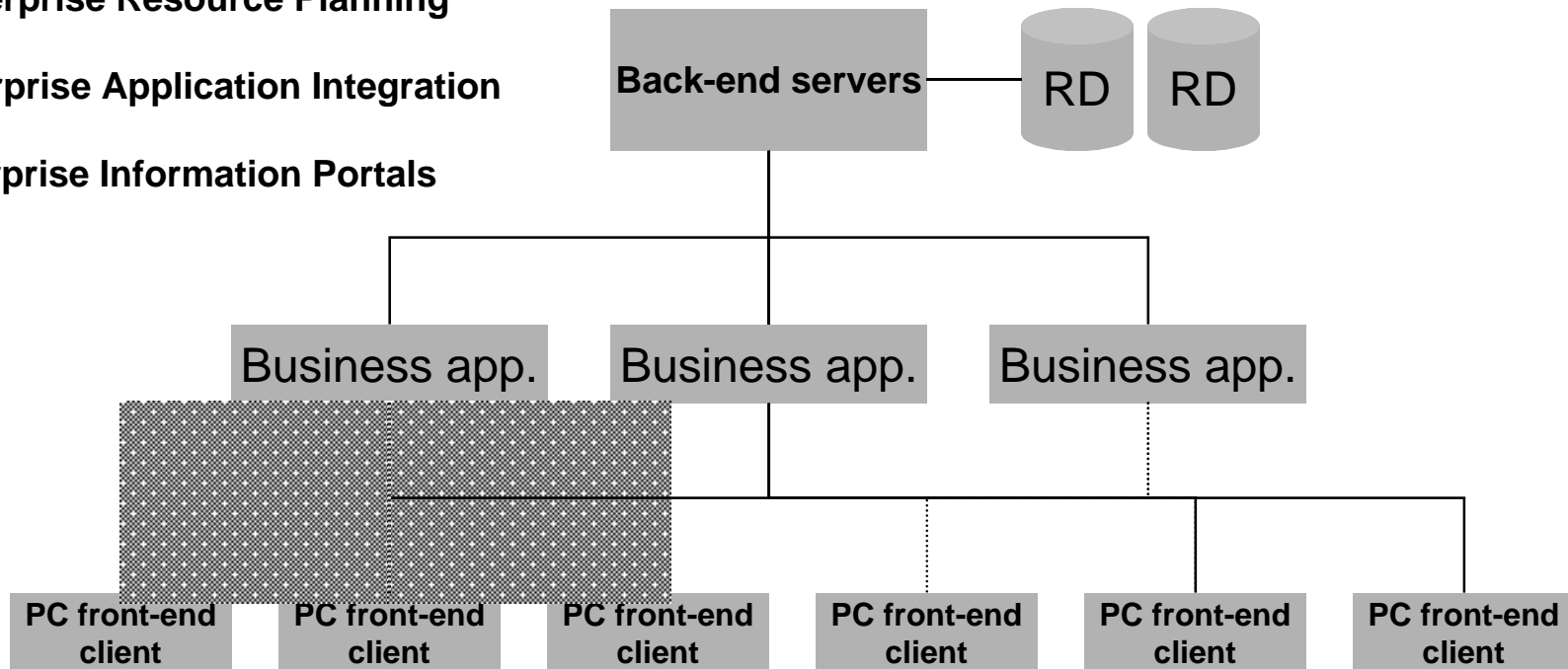
En förutsättning: Organisationsdörändring



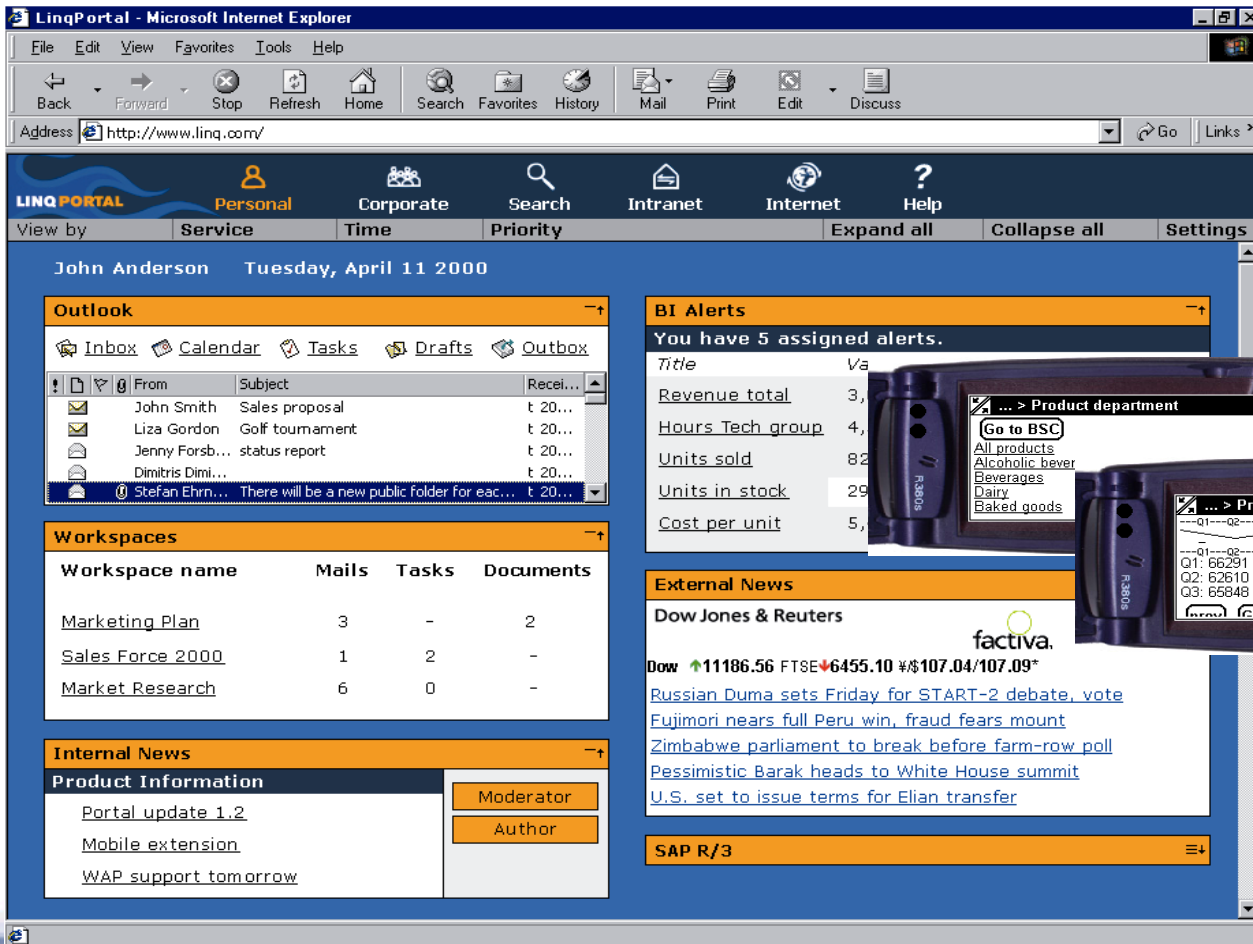
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Olika integrationsstrategier

- ERP - Enterprise Resource Planning
- EAI - Enterprise Application Integration
- EIP - Enterprise Information Portals



Exempel på EIP



Outlook

From	Subject	Recei...
John Smith	Sales proposal	t 20...
Liza Gordon	Golf tournament	t 20...
Jenny Forsb...	status report	t 20...
Dimitris Dimi...		t 20...
Stefan Ehrn...	There will be a new public folder for eac...	t 20...

Workspaces

Workspace name	Mails	Tasks	Documents
Marketing Plan	3	-	2
Sales Force 2000	1	2	-
Market Research	6	0	-

Internal News

Product Information	Moderator	Author
Portal update 1.2		
Mobile extension		
WAP support tomorrow		

BI Alerts

Title	Va
Revenue total	3,
Hours Tech group	4,
Units sold	82
Units in stock	29
Cost per unit	5,

External News

Dow Jones & Reuters

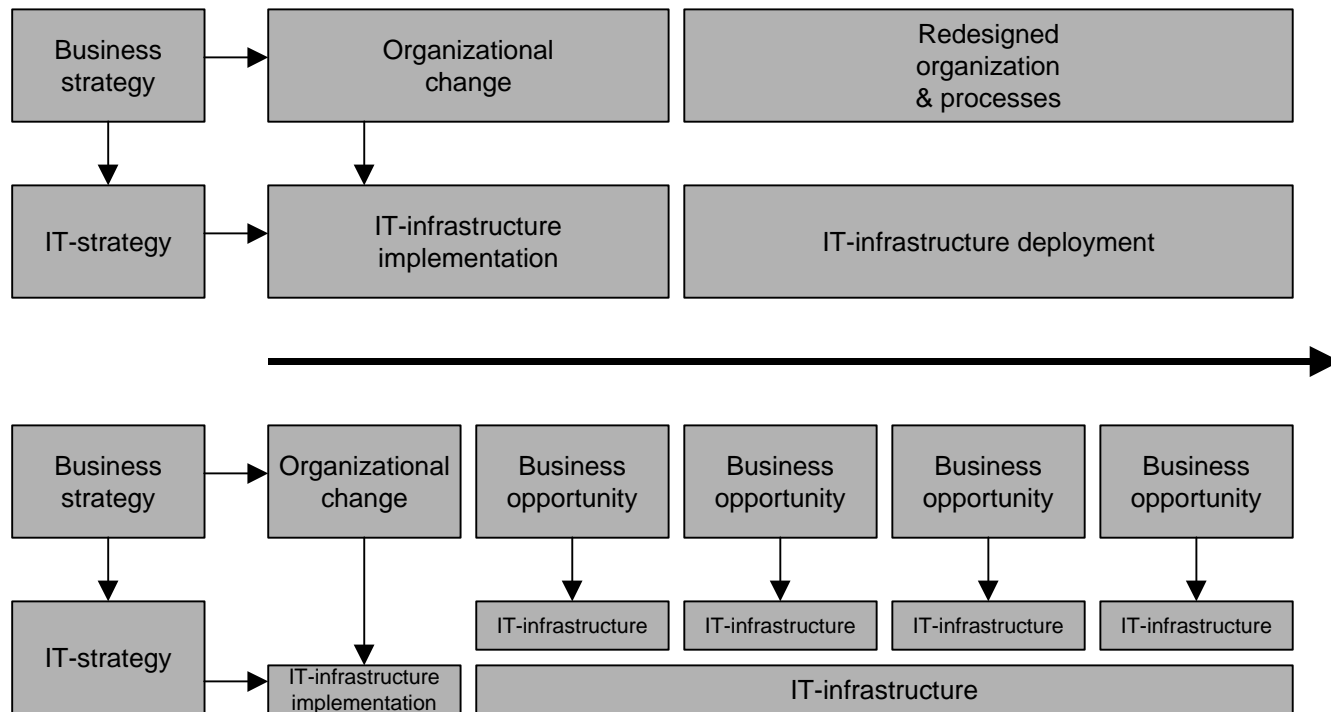
factiva.

Dow \uparrow 11186.56 FTSE \downarrow 6455.10 $\#$ \$107.04/107.09*

[Russian Duma sets Friday for START-2 debate, vote](#)
[Fujimori nears full Peru win, fraud fears mount](#)
[Zimbabwe parliament to break before farm-row poll](#)
[Pessimistic Barak heads to White House summit](#)
[U.S. set to issue terms for Elian transfer](#)

SAP R/3

2 modeller för infrastrukturimplementering



Slutsatser

- **Infrastrukturer interagerar med sin omgivning**
- **De kan inte betraktas eller förändras oberoende av sin omgivning**
- **Ändringar i designen påverkar användningen som påverkar designen**
 - Shortcuts
 - Bricolage
- **Explicit vs implicit styrning**
 - Kontroll vs inscription
- **Det finns inget generellt framgångsrecept**

Som avslutning

- **IT-professionals tend to elevate any single, highly successful practical experience instantly into an overarching paradigm for managerial success.**
- **IT researchers search for the single universal formula that will transform any type of organization in any situation from mediocrity to excellence.**
- **IT researchers assign a pre-eminence to information technology in organizational transformation that neglects many other important social and environmental factors.**
- **Management theorists seem unable to cope with with unpredictability, the multivariate nature and ‘messiness’ of human organizations in a cultural context.**
- **Several critical factors influence the interaction of changes in IT and organizational forms: these include organizational learning, structural premise and power.**