# Why do Technology Implementations Fail?

## UNDERSTANDING YOUR CUSTOMER AND THEIR PROBLEMS FOR SUCCESSFUL SYSTEM IMPLEMENTATION

# Who am I?

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# Keflavík Airport, Iceland

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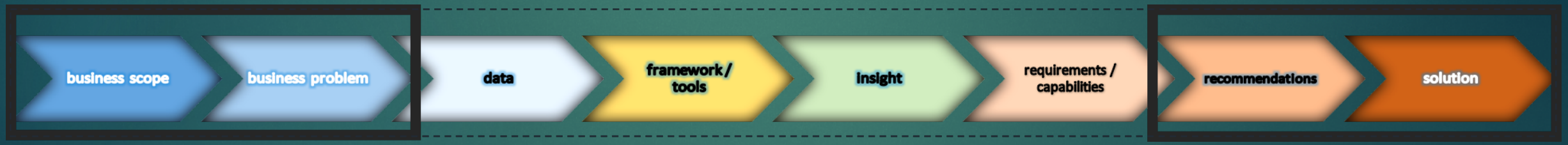
# Denver International Airport

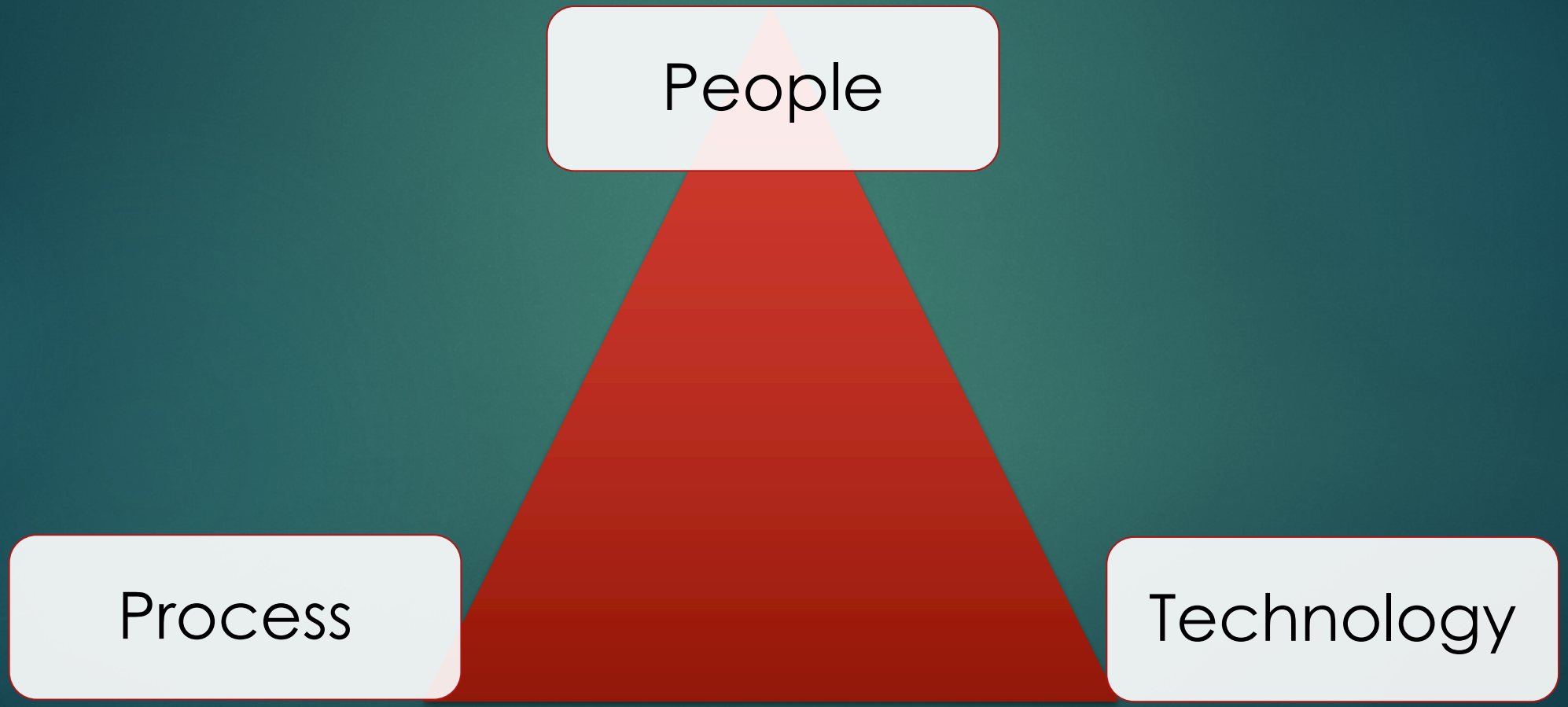
- $560 million over budget
- 16 months late
- Only used in one concourse
- Only one airline for outbound flight
- Second, manual system built for all other baggage operations
- Shut down after 10 years of operation

# Lean Principles

## How to create business solutions



# People, Process, Technology



# Problem statement

- Short and concise (1-2 sentences)
- Include a baseline measure
- Descriptive
- Can be followed by a Goal Statement
  - Be careful not to inject solution bias

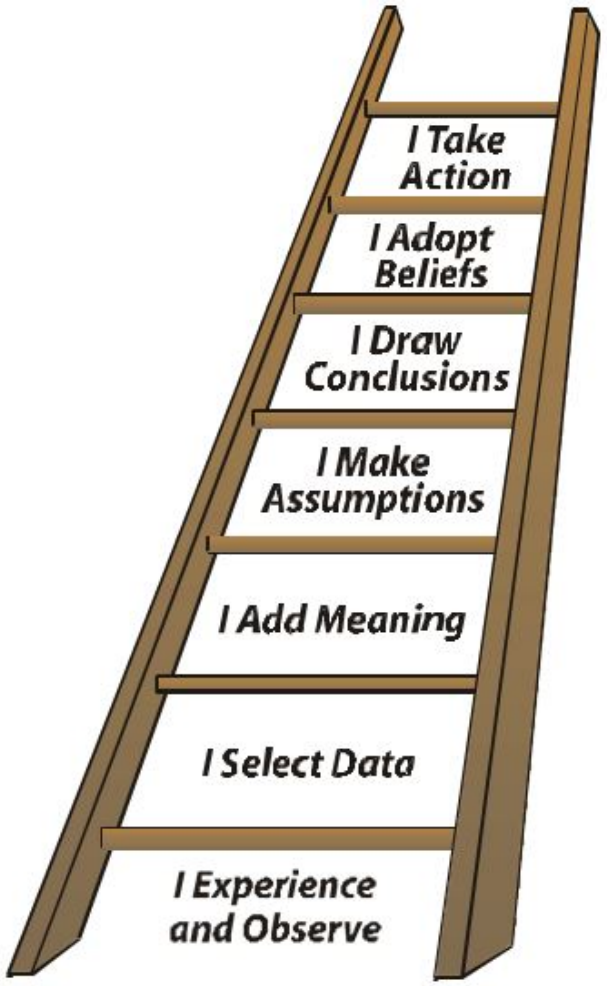
# Problem statement

- The business unit has seen reimbursement requests double between 2015 and 2016 with average processing time growing from 24 hours to 2 days.
- Passenger traffic through Keflavík International Airport rose from 1.83 million in 2009 to 8.76 million in 2017 causing baggage check-in time to increase 50%.
  - Goal: Reduce the average baggage check-in time from 45 minutes to 20 minutes.

# Three Critical Questions

- What are we trying to accomplish?
- How will we know when a change is an improvement?
- What changes can we make that will result in an improvement?

# Ladder of Inference




**I act** based on my beliefs as if they were proven facts. And I adjust new data to fit my beliefs

**I adopt** beliefs, based on my conclusions, as if everyone has the same conclusions and beliefs.

**I draw conclusions**, based on my assumptions, and based on what is best for me, and those I care for.

**I make assumptions** that my data and meaning are accurate, and represent reality.

**I add meaning,** based on what I feel is reasonable, according to the data I selected.

**I select data** that I feel is relevant, and discard data that seems irrelevant.

**I experience and observe** data as a video camera captures data. I hear words, observe body language collect information.

# Ladder of Inference

## Passenger

I use the kiosk to check-in myself and my bags

If I use the automated process, I will get to my gate faster

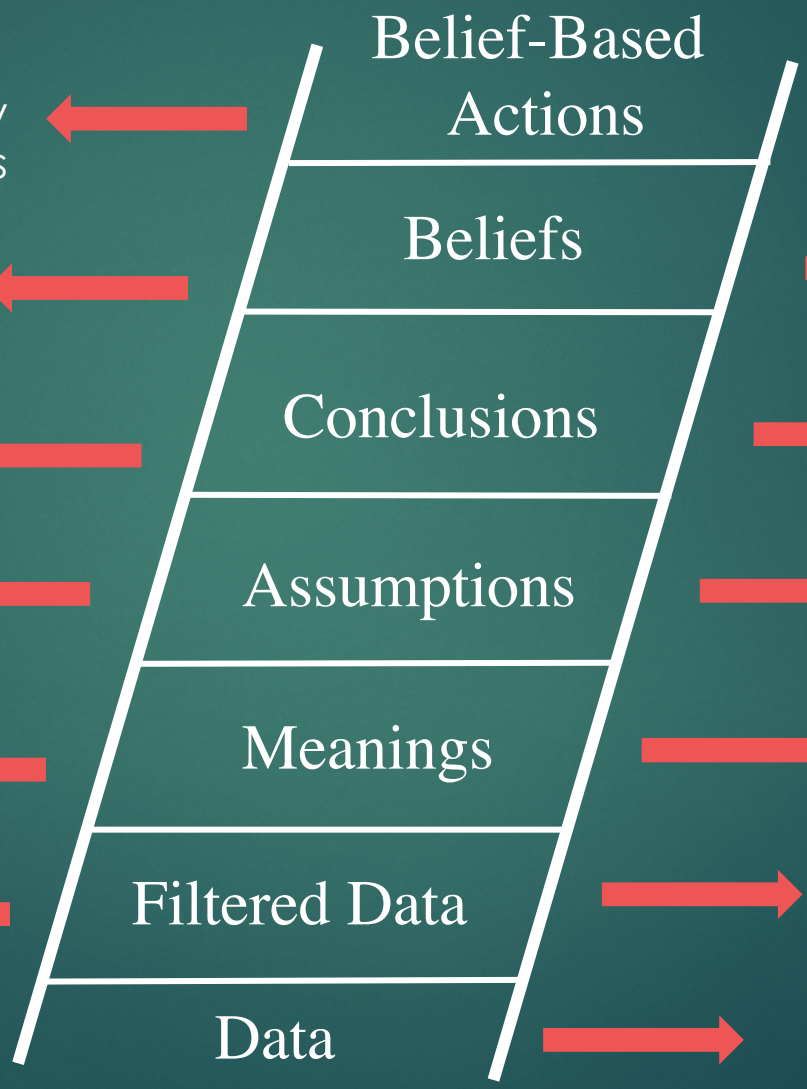
Passengers using automated process will gate in less time

Automated process is faster

Management added kiosks because it would be better

There are automated Check-in kiosks and baggage drop off machines

Automated Check-in kiosks and baggage check are installed alongside traditional check-in counter




## Counter Agent

Discourage Kiosk use

If no one uses kiosks, I will keep my job

If Kiosks are successful, I will be fired

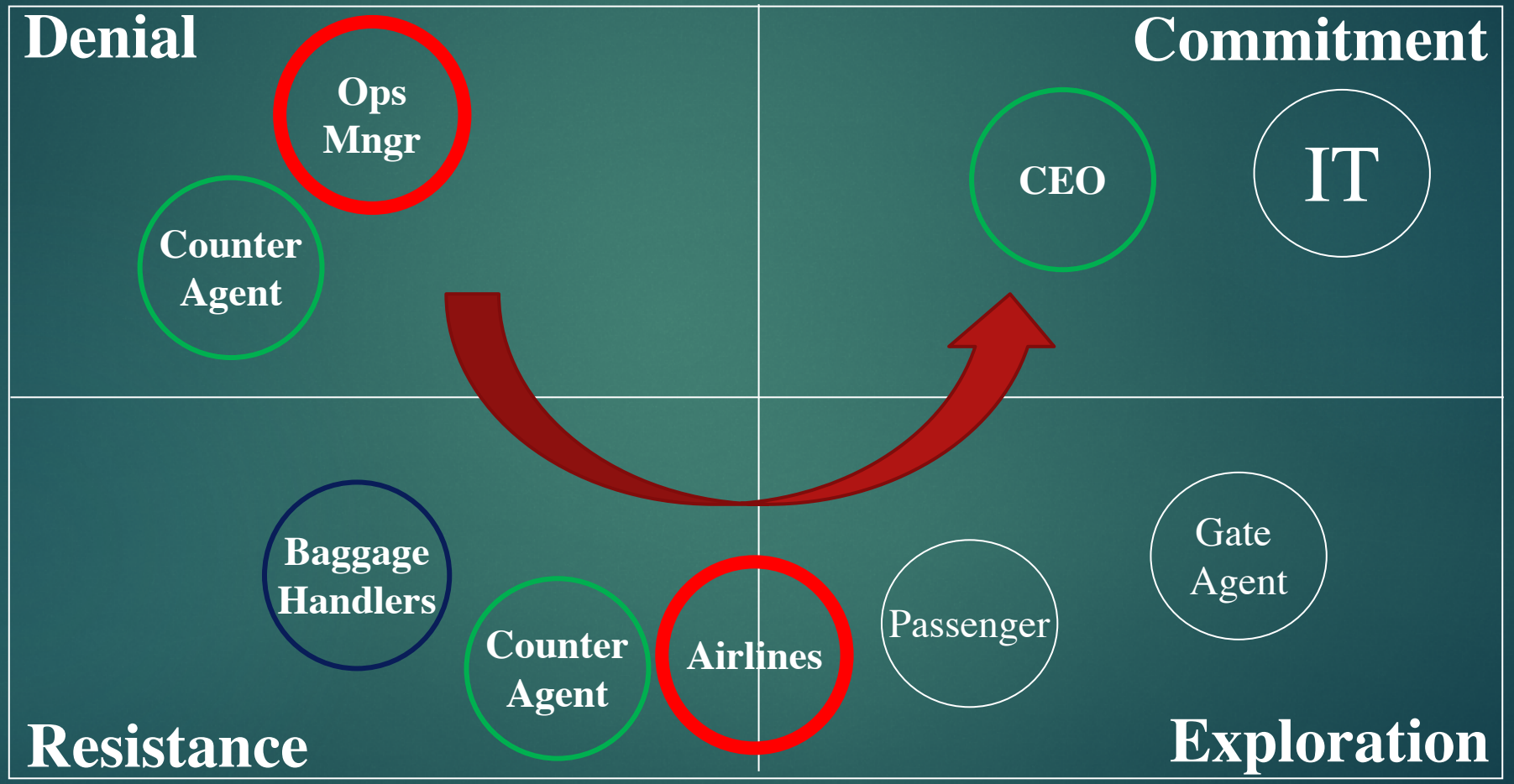
If management prefer machines, employees will be fired

Management prefer machine to employees

There are automated Check-in kiosks and baggage drop off machines

Automated Check-in kiosks and baggage check are installed alongside traditional check-in counter

# Change Curve



# Breakout Session: 15 minutes

- Problem Statement
- People, Process, Technology
- Ladder of Inference
- Change Curve

# Thank you!
# Questions?

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