

3rd conference of the EURO Working Group
on the Practice of Operations Research
Challenges in the deployment of OR projects

EWG

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Change Management issues in Practical OR projects

Discussion group 1

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Quantitative / Technical / Scientific

- Model
- Requirements
- Objective function
- Constraints



Qualitative / Relational / Organisational

- Who is the reference person?
- What are the real objectives?
- Where is the data?
- What are reasons for resistance?
- How will the OR model be used?
- What is the key success factor?

What does it take to make a real OR project work?

Who am I referring to? What do they want?

Organisations are complex ... and everyone has her/his objectives

- Project sponsor

- Budget owner

- IT department

- Process owner

- GDPR officer

- End beneficiaries

- Final user



- R&D / Analytics officer

Data availability

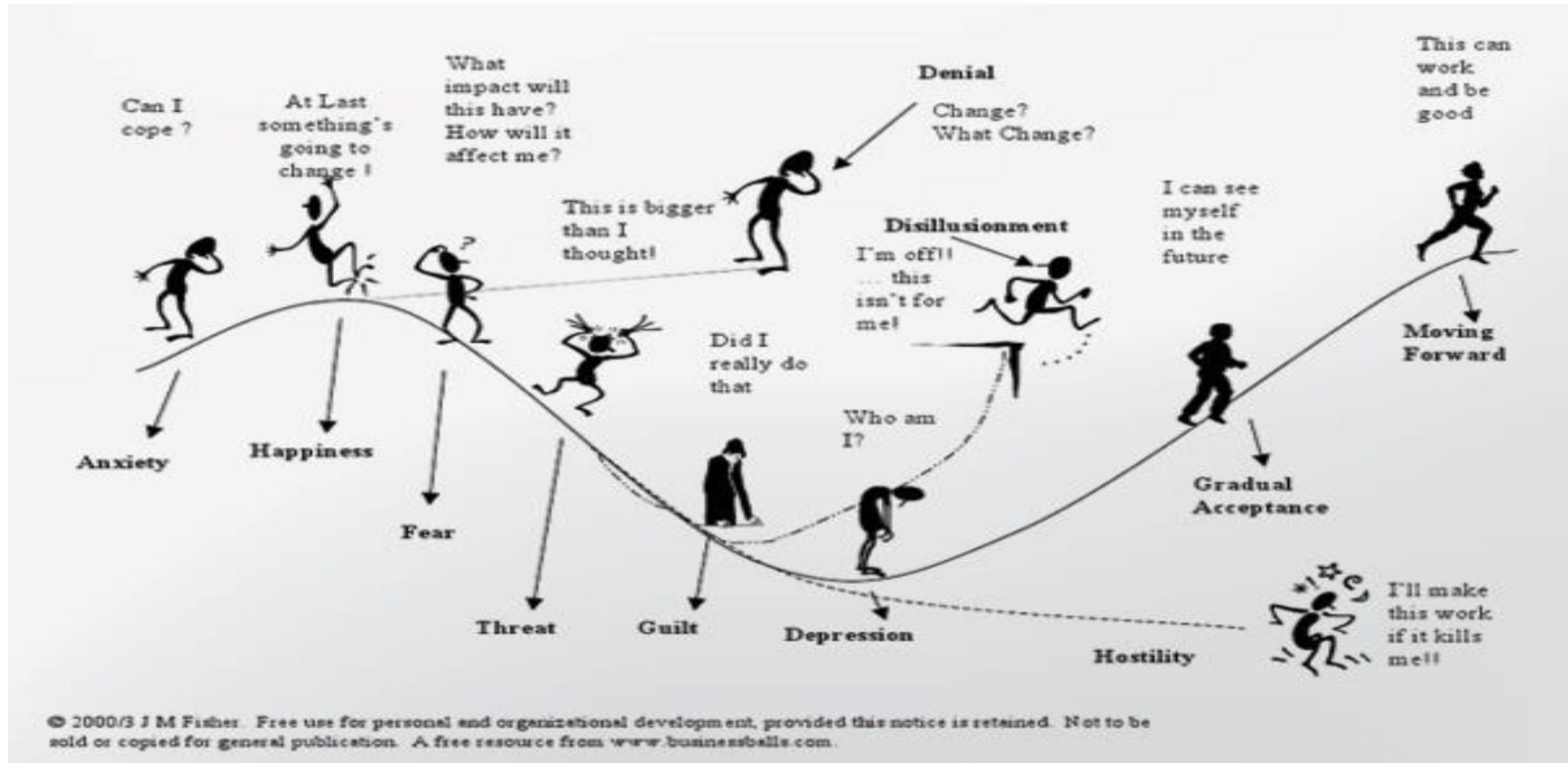
The holy Grail of any OR project



- Data are everywhere, but how to guarantee that my OR model will be fed consistently with the correct, most recent data in time?

Change management

Because human nature counts...



User experience

The key to full integration into everyday's business processes

```

1. bram@alatariei: ~ (zsh)
bram@alatariei ~ $ http "http://localhost:9000/api/tokens?token=$API_TOKEN"
HTTP/1.1 200 OK
Content-Length: 316
Content-Type: application/json; charset=utf-8

{
  "items": [
    {
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      "expired": false,
      "id": 2,
      "name": "Default - managed",
      "netmask": null,
      "seats": null
    },
    {
      "code": "c12c4c61-8b2f-49ec-9593-f5d87066c529",
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      "netmask": null,
      "seats": null
    }
  ]
}

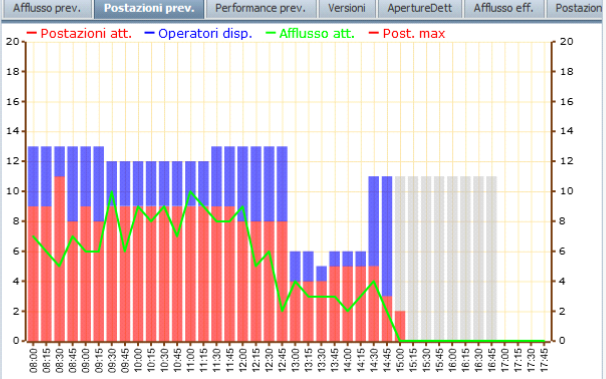
```

Gruppo Struttura

Versione

Ver. riferimento: 87288 P 24/11/2011 10:45 (concetta.alberghina)

Filtro code Ist-cumulato Dettaglio



Orario-Afflussi

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			<input type="button" value="Modifica afflussi"/>
Prev. riferimento	168	1.17%	
Prev. attuale	166	1.17%	
Effettivo	170		

Operatori

	Media	Picco	<input type="button" value="Modifica Operatori"/>
Disponibili	<input type="text"/>	<input type="text"/>	
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Performance

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Obiettivo (Sla)	<input type="text"/>	<input type="text"/>	<input type="text"/>	
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Ott. attuale	07:17	3.67%	<input type="text"/>	
Effettivo	<input type="text"/>	<input type="text"/>	<input type="text"/>	

Contributions

- We had a very active and positive contribution by Rajeev from GE India and Simone from Dutch Railways
 - «our counterparts are most often not OR experts: struggling to reach 95% optimality is less important than getting to the ground fast, with a simple model, and build on from that; nowadays users don't want to wait for 6 months»
 - «feedback is key to build something that will work in a real operational setting»
 - «beware of not capturing the key constraints and behaviours from the beginning: if the user feels the model is too distant, they may just lose faith in it and abandon it»
 - «quality and quantity of data is key to OR models success... very often this requires lots of user input and difficulty may arise when users understand THEY need to provide this data in order for the models to work properly»
 - «there is a common fear of users, that the OR tool will REPLACE their job – most often it will improve it. The key is to make clear WHAT'S IN IT FOR THE USER»
 - «user experience is key... but very often the requirement is to keep the possibility to manage data and solutions from Excel – every analyst's favourite tool»

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Thank You

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