

The Tour Operator's Guide to Implementing a New Technology System

Having implemented new technology into tour operator businesses over the past 15 years, we know that the key success factors in any organisation or project are its people and its processes. Technology is merely the enabler. With a change in technology, there is often a re-structure of the roles and responsibilities within the organisation.

We have compiled a list of the key roles and responsibilities required for the various stages of the project, including the ongoing maintenance after the technology has been implemented. These descriptions are merely a guide for the skill set that is required and multiple roles can obviously be fulfilled by one person.

Technology Provider Team

Technical Project Manager

- Accountable for the technical work stream of the project
- Responsible for the design and delivery of the solution
- Leads preparation of relevant project governance artefacts
- Manages the development team and its delivery schedule
- Responsible for the quality of all code deliveries

Implementation Project Manager

- Accountable for delivery of the project to agreed schedule, quality and budget
- Responsible for planning, budget management and reporting
- Defines project approach and resourcing
- Owns risk analysis: management of risks, assumptions, issues, dependencies (RAID)
- Maintains project governance

Implementation Consultant

- Functional subject matter expert (SME) for the technology
- Leads gap analysis to identify the required customisations
- Develops and delivers tailored super-user training based on needs of client
- Creates business requirements documents (BRD's)

QA / Test Lead

- Creates unit testing and user acceptance testing (UAT) plan
- Performs UAT testing and share UAT test results

Business Analysts

- Elaborates business requirements (workshops to build on initial BRD's)
- Creates functional specification documents (FSD's)
- Supports in validating the estimates provided for tasks allocated to the team
- Conducts impact analysis as needed for any changes

Programme/Project Manager (may distinguish IT Delivery Manager)

- Collaborates with technology provider's manager project manager on planning, tracking, and executing project
- Manages the planning, scheduling, tracking of client resources assigned to the project
- Primary point of contact at client and initial escalation point for project matters
- Responsible for integrations between the ODL solution and other client platforms
- Coordinates client sign-offs for all documents and decisions

Business Lead & Business Analyst(s)

- Primary liaison between technology provider and the business subject matter experts (SME's)
- Provides the necessary domain knowledge to technology provider during development
- Creates business requirements documents (BRD's) and manages sign-off
- Prioritises business requirements and maintains a functionality matrix
- Defines use cases and manages sign off

QA / Test Manager & Team

- System testing (ST) and system integration testing (SIT), test case creation, review and sign off
- Execution of ST and SIT testing
- Supports timely completion of the user acceptance testing
- Testing as per plan

Tour Operator Team

Subject Matter Experts (SMEs)

- Provides specific domain expertise, under direction of business lead
- Provides clear and timely direction and decisions on requirements
- Prepare sbusiness artefacts to aid requirements definition and system design
- Supports user acceptance testing (UAT) activities as necessary, defining test scenarios for area of responsibility/expertise

Architects / Database Administrators (DBA's)

- Defines end-to-end (E2E) solution architecture
- Supports day to day technical discussions
- Collaborates in technical review sessions and provides feedback/signoff on deliverables
- Provides access to all necessary systems and integration points

Product / Data Ownership in the Business

- Input and maintenance
- Management information (MI) and reporting
- Business and development roadmap
- Business leads
- Business analysts
- Ongoing training and adoption

Change Champions (Catalysts for ongoing change)

- Train the trainer (Identified Super Users)
- IT ownership
- Infrastructure and networking resource
- Database administrator
- Release manager
- IT test team

