

2301361

SYSTEMS ANALYSIS AND DESIGN

12

Transition to the New System

It must be remembered that there is nothing more difficult to plan, more doubtful of success, nor more dangerous to manage than the creation of a new system. For the initiator has the animosity of all who would profit by the preservation of the old institution and merely lukewarm defenders in those who would gain by the new.

—Machiavelli, *The Prince*, 1513

Migration Plan		
Preparing the Business	Preparing the Technology	Preparing the People
<input checked="" type="checkbox"/> Select a conversion strategy.	<input checked="" type="checkbox"/> Install hardware.	<input checked="" type="checkbox"/> Revise management policies.
<input checked="" type="checkbox"/> Prepare a business contingency plan.	<input checked="" type="checkbox"/> Install software.	<input checked="" type="checkbox"/> Assess costs and benefits.
	<input checked="" type="checkbox"/> Convert data.	<input checked="" type="checkbox"/> Motivate adoption.
		<input checked="" type="checkbox"/> Conduct training.

ที่ยากคือระบบที่ต้องทำงานต่อเนื่อง 24 ชั่วโมง ไม่มีวันหยุด เช่น mobile banking

FIGURE 12-2
Elements of a
migration plan.

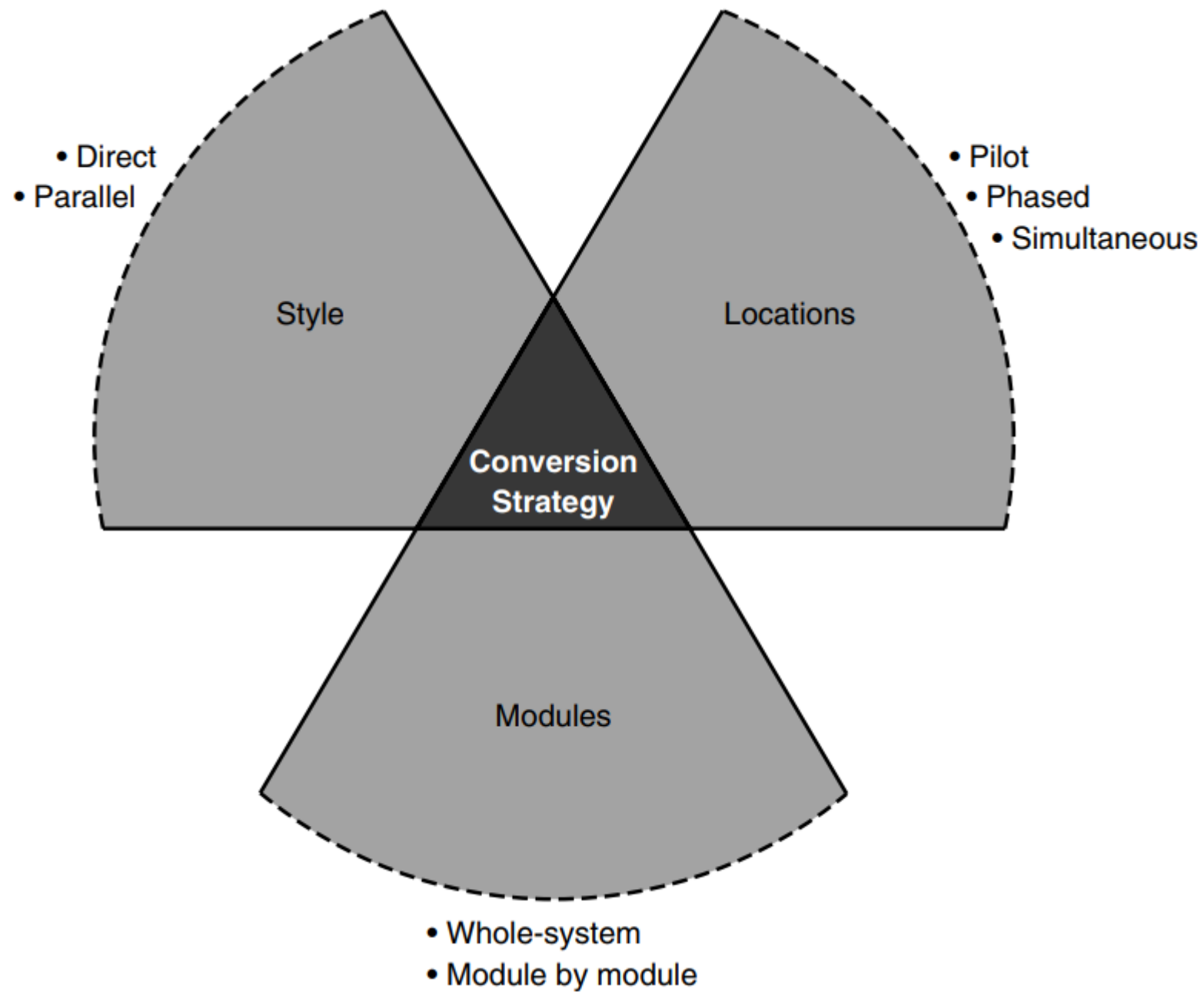


FIGURE 12-3
Conversion strategies.

Conversion Style

- Direct conversion
- Parallel conversion

Conversion Locations

- Pilot conversion
- Phased conversion
- Simultaneous conversion

Conversion Modules

- Modular conversion
- Whole-system conversion



Characteristic	Conversion Style		Conversion Location			Conversion Modules	
	Direct Conversion	Parallel Conversion	Pilot Conversion	Phased Conversion	Simultaneous Conversion	Whole-System Conversion	Modular Conversion
Risk	High	Low	Low	Medium	High	High	Medium
Cost	Low	High	Medium	Medium	High	Medium	High
Time	Short	Long	Medium	Long	Short	Short	Long

FIGURE 12-4 Characteristics of conversion strategies.

When the European Union decided to introduce the euro, the European Central Bank had to develop a new computer system (called Target) to provide a currency settlement system for use by investment banks and brokerages. Prior to the introduction of the euro, settlement was performed between the central banks of the countries involved. After the introduction, the Target system, which consists of 15 national banking systems, would settle trades and perform currency conversions for cross-border payments for stocks and bonds.

Adapted from: “Debut of Euro Nearly Flawless,” *Computerworld*, 33(2), p. 16, January 11, 1999, by Thomas Hoffman.

Question

1. Implementing Target was a major undertaking for a number of reasons. If you were an analyst on the project, what kinds of issues would you have to address to make sure the conversion happened successfully?