Internship: Optimisation of Decision Support System ForFarmers

How can one implement a rather technical Decision Support System (DSS) in the organisational processes of an international animal feed company? This was one of the central questions during my 5-month graduation internship of the MSc Management, Economics & Consumer studies. Even though the supervising chair group of the internship was not ELS, but BMO, it became clear that learning is a concept which is related to everything we do. Especially in implementation strategies!

During the internship it became clear that one should not only address implementation from a model-perspective, e.g. develop a DSS based on the needs and wishes of users, but especially focus on the concept of learning if one aims to make the implementation approach to a success. By critically looking at both successes and 'failures' of earlier internal implementation strategies, it became clear that the learning aspect of implementation strategies highly influences the success of implementation processes. During the internship, concepts such as *individual* vs *collaborative* learning, *explicit* vs *tacit* learning and *Peer-to Peer* learning vs *1-to-1 coaching* were critically integrated in an internal implementation strategy. The result? A shift from a push-approach to learning (centralised training is 'pushed' to learners throughout the organisation), to a pull-approach to learning (learning tools are adapted to the needs of the learner, and learner has responsibility for their own learning performance)

Additionally, it also became clear that a blended learning approach of micro E-learning modules followed by a practical hands-on business case in working with the DSS would be the most suitable approach to facilitate enthusiasm to learn among employees. Especially in a time where most work environments become more digital and home-based, providing learners with the ability to formulate their own learning path and pace instead of forcing them to learn would facilitate intrinsic motivation to learn! But, one should not forget to include the social (collaborative) aspect of learning. Implementation strategies should also aim to facilitate discussion between learners by (digitally) placing them together, since important lessons and insights can be only be learned and shared between learners themselves!

The result of the internship? An internal implementation strategy to implement the DSS in the organisational processes, but also an interesting start of my career in the role as project manager. A role in which I will further elaborate the learning aspect of the implementation strategy!