

Jenkins, Tom
Köhler, Walter
Shackleton, John

ECM Methods

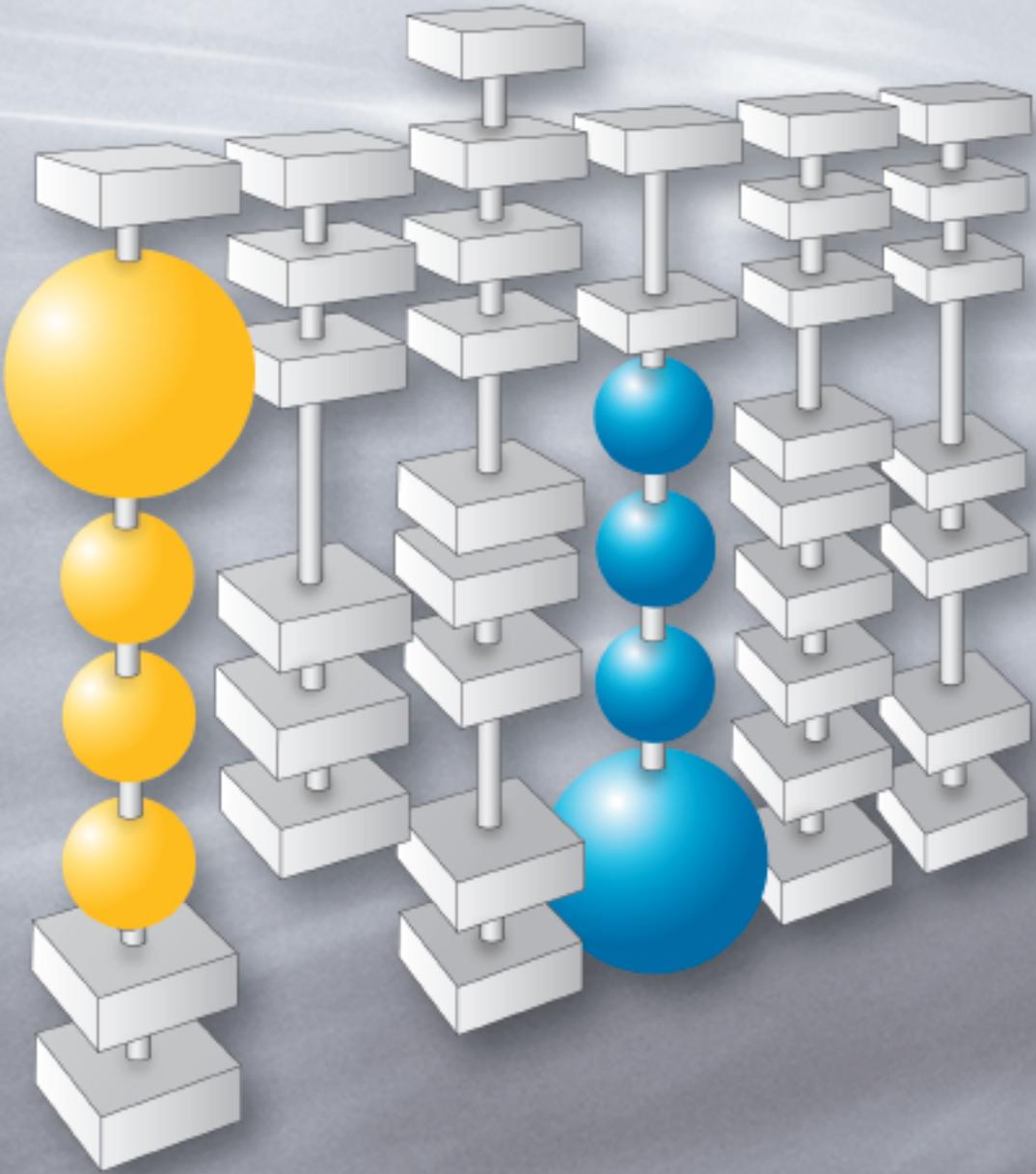
First Printing, July, 2005
Printed in Canada

ISBN
0-9730662-7-X

Published by
Open Text Corporation
275 Frank Tompa Drive
Waterloo, Ontario, Canada
N2L 0A1

(519) 888-7111
info@opentext.com
www.opentext.com

All rights reserved. Copyright © 2005 Open Text Corporation. No part of this book may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording, scanning, or by any information or retrieval system, without the express written consent of Open Text Corporation. Open Text Corporation will seriously consider any request to reproduce or use portions of this book, and would encourage any party interested in doing so to contact: ecmbook@opentext.com. In the event such consent is provided, Open Text Corporation will reserve the right to review and approve the final form and manner in which the portion of this book reproduced and used.



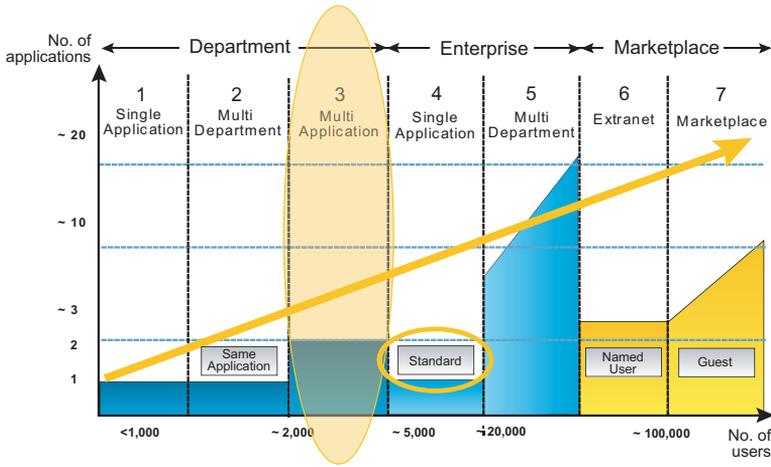


Figure 10.1: Stage 3 of ECM Adoption

Stage 3 is the adoption of multiple solutions within the same department, as shown in Figure 10.1. Here, the original ECM solution is extended by other ECM components within the same department, typically by the same business owner and possibly by IT.



CHAPTER 10

DEPARTMENT DEPLOYMENTS STAGE 3

This chapter explores the characteristics of deploying a solution during ECM Stage 3. Stage 3 involves deploying multiple ECM applications within a single department. This stage can be considerably more complex than Stage 2, depending on whether the applications you are deploying are from the same ECM solutions class as those you deployed in Stage 2. This chapter reviews the characteristics of a Stage 3 deployment, the Scoping and Readiness considerations of this stage, and the follow-on steps necessary to take you successfully to the next stages of deployment.

Stage 3 Characteristics

A Stage 3 deployment is based on the characteristics of Stages 1 and 2. In this stage, multiple ECM applications are deployed within the same department.

The critical factor that may change the deployment approach in this stage is the class of the ECM solution. If the second (or later) solution is of the same class type (Enterprise Application Extension, Records Management and Email, or Collaboration and Content Management) as for the Stage 2 deployment, then you can reuse the processes used in Stage 2. In a Stage 3 deployment, the IT infrastructure is already substantially in place and users are already familiar with the solution platform.

If the new Stage 3 solutions are of a different ECM class than in the Stage 2 deployment, then matters become more complex. A different solution strategy may be needed, and you may need to account for the risk of crossover effects between the two ECM Solutions. This occurs at the technical and the business user level. For example, users who have been trained for standardized processes (such as accounts payable) in Stages 1 and 2 may find adapting to a less structured collaborative working solution in Stage 3 more difficult.

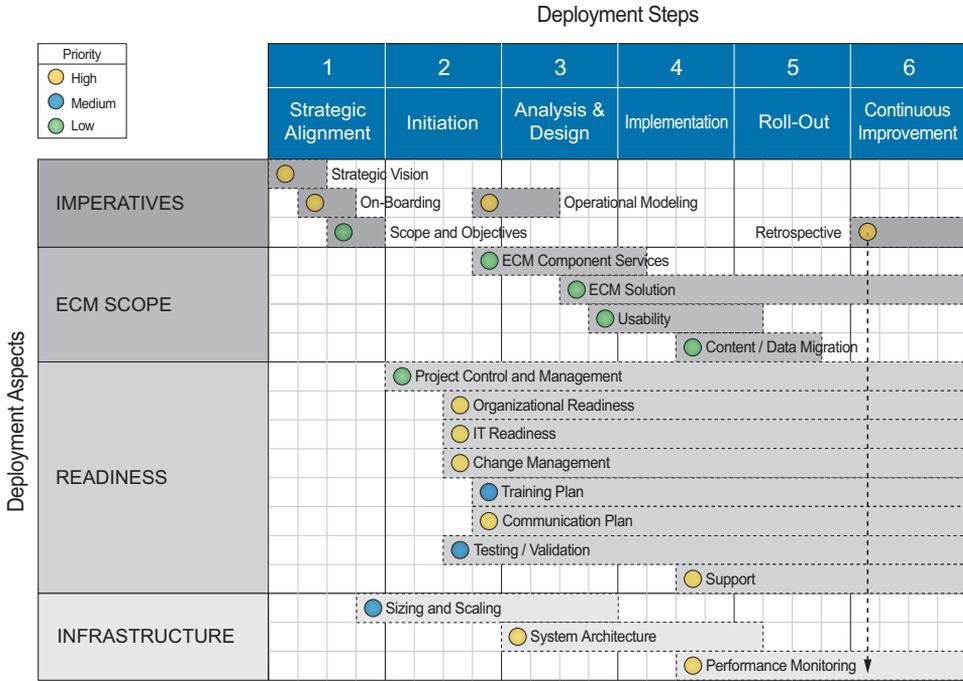


Figure 10.2: Deployment Framework for ECM Adoption Stage 3

Siemens I&S tenders more than 100K offers a year—each one requiring the coordination of 10 employee roles, a minimum of 18 signoff steps, approximately 40 templates and sets of instructions, and more. A customized ECM workflow automates the business process for review and approval. However, Siemens also conducted a careful analysis to determine user requirements and information taxonomies that would address the more collaborative components of the tendering process.

Their ECM solution was extended to address document management, quality management, auditing processes, and collaboration on projects. When users initiate a new offer tendering process, the ECM solution automatically creates a project and populates it with the framework for an offer, in the form of a compound document. The workflow uses process steps to send email notification to key people throughout the process—and a customized process step allows the email address to be dynamically assigned. The deployment provides relevant and up-to-date information to all users and it is anticipated that it will include customers and partners in the future.

Scoping

A Stage 3 solution that is from a different ECM class than in Stages 1 and 2 (for example, a collaboration solution following on from an Enterprise Application Extension, one such as invoice processing) will require a complete rework of the ECM scope.

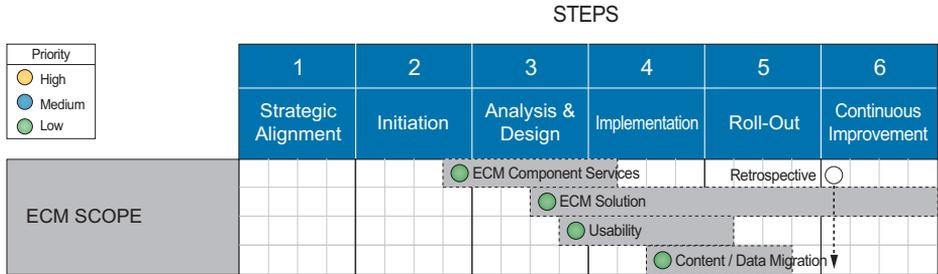


Figure 10.3: ECM Deployment Imperatives

Readiness

In Stage 3 of ECM deployment, two work streams assume greater importance—on-boarding and operational modeling.

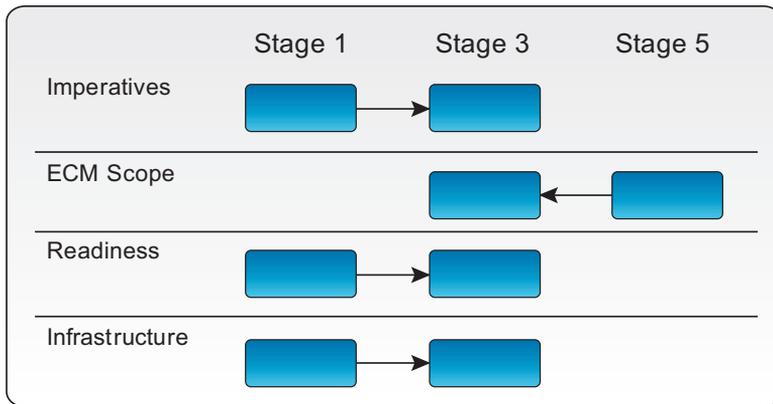


Figure 10.4: Stage 3 Perspective

> Giant Eagle

Who: A pioneer of the modern supermarket, Giant Eagle Inc. was originally founded in 1931 and has grown to operate 138 corporate and 81 independently owned and operated stores throughout the mid-west United States.

Business Objective: To develop a plan to expand the company’s presence and its revenue base by doubling its top and bottom lines.

Business Needs: Tremendous growth brought about a need to disseminate a massive volume of information across an ever-expanding network of stores, while promoting knowledge sharing across the chain.

Solution Overview: Giant Eagle’s Standard Operating Procedures (SOPs) are managed entirely online. Manuals, departmental procedures, product information, and best practices are accessible to employees right on the grocery store floor. Version control capabilities and auditing functionality enable Giant Eagle to monitor compliance processes and manage all compliance records online, ensuring quality processes and absolute compliance with FDA regulations and guidelines.

Solution Scope: Enterprise wide, covering 21 lines of business and 220 stores.

Benefits: Giant Eagle reached its five-year business objective in only one year. Best practices can now be shared across all stores and Giant Eagle has realized a return on investment and increased revenue generated as a result of improved operations and sales by all its stores.

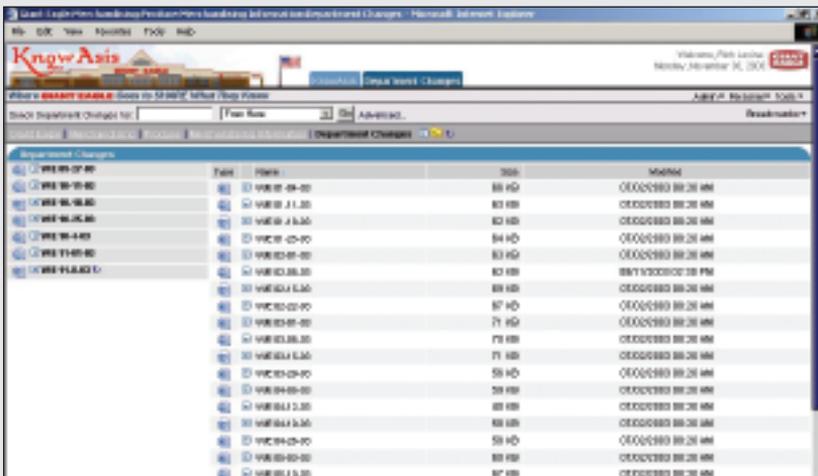


Figure 10.5: ECM at Giant Eagle

Conceptualized as a three-legged stool, Giant Eagle's ECM strategy consists of three key supporting structures: Collaboration, Content Management, and Culture. The organization's goal was to directly address the first and second legs of the stool (Collaboration and Content Management) through technology, while indirectly influencing the organization's internal knowledge sharing practices—the third leg of the stool (Culture). Although each leg operates independently and is equally important to the system's stability, the three legs combine to create an ECM strategy that encompasses both human and information management processes, as well as the interaction between the two types of processes.

Unlike the traditional office environment, content and knowledge management in a busy grocery store poses several unique challenges. The technology skill level of most employees is, on average, basic, even at many corporate locations. Turnover for sales floor staff is also quite high, requiring training to be as quick and easy as possible. Having established the need for a minimum technology learning curve, Giant Eagle determined that contribution of content to its solution should be technically easy to accomplish, but must follow corporate methodology regarding ease of use, as well as consistency of content and appearance.

Prototyped to two key lines of business—meat and produce—Giant Eagle developed a role-based gateway to add a level of simplicity to its content management solution. The gateway provides each employee with a tailored view of rich content, according to the business area that the employee deals with daily. The need for fast access to information among managers throughout Giant Eagle stores led to a solution that could provide a 'rifle shot' to explicit knowledge—the ability to point and click for answers to customer questions.

On the sales floor, grocers traditionally have a high employee turnover rate. To prevent inexperience from impacting customer service, Giant Eagle deployed ECM right to the sales floor. A computer placed strategically in every department provides sales associates with access to the company's ECM solution, arming them with the knowledge they need to answer customers' questions about every product the store carries.

As knowledge management, collaboration, and content management began to catch on at Giant Eagle, individual groups, such as meat and produce, found a home online. These communities regularly use discussion groups to share advice and best practices about things like the best ways to stock a shelf; special offers for drawing customers into the store; and how best to serve customers during peak times and long weekend holidays.

Giant Eagle manages all its compliance records and documents online to ensure absolute compliance with FDA regulations and guidelines, while ECM version control and auditing capabilities enable the company to monitor compliance processes and ensure the quality and consistency of content.

On-Boarding

Prioritizing and identifying the criteria for scheduling is important. Even if the Stage 2 ECM deployment was successful, you will still need to conduct prototyping and adaptation for Stage 3.

Operational Modeling

For Stage 3 deployments, operational modeling must account for the additional complexity caused by the rollout of multiple solutions. Good operational models are essential to minimize the impact the deployment will have on the existing ECM implementation and to ensure smooth adoption by the new users.

Follow-On Steps

Stage 3 is transitional to the full ECM solutions described in the next chapters. It should be regarded as a functional proving ground for the prospect of an enterprise-wide ECM deployment. Monitoring should focus on developing the materials needed to support the business case for an ECM deployment and a rapid transition to Stages 4 and 5.

Performance and user satisfaction metrics are important, but most important is validating the return on investment (ROI) for scaling the Stage 1 solution. It is essential that the benefits of Stages 2 and 3 are closely monitored and reported in order for you to proceed to the next stages of ECM deployment.

Summary

Successful ECM adoptions seek to transition from Stage 1 to Stages 2 and 3 from approximately 1,000 users to around 5,000 as quickly as possible. An organization should aim to do this within 12 to 18 months after the Stage 1 deployment.

The necessary steps in planning and managing Stage 3 of deployment are:

- Understand clearly the ECM applications that are being deployed.
- Make sure that the criteria of success for extending a Stage 3 solution to multiple departments are well understood.
- Identify where planning and execution can be based on the successful Stage 1 and 2 implementations.
- Choose carefully which work streams to upgrade to the enterprise level of Stages 4 and 5 in order to position the solution for the next phase of ECM growth.
- Apply the Operational Modeling and Scoping tools of Stage 5.