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ECM Methods

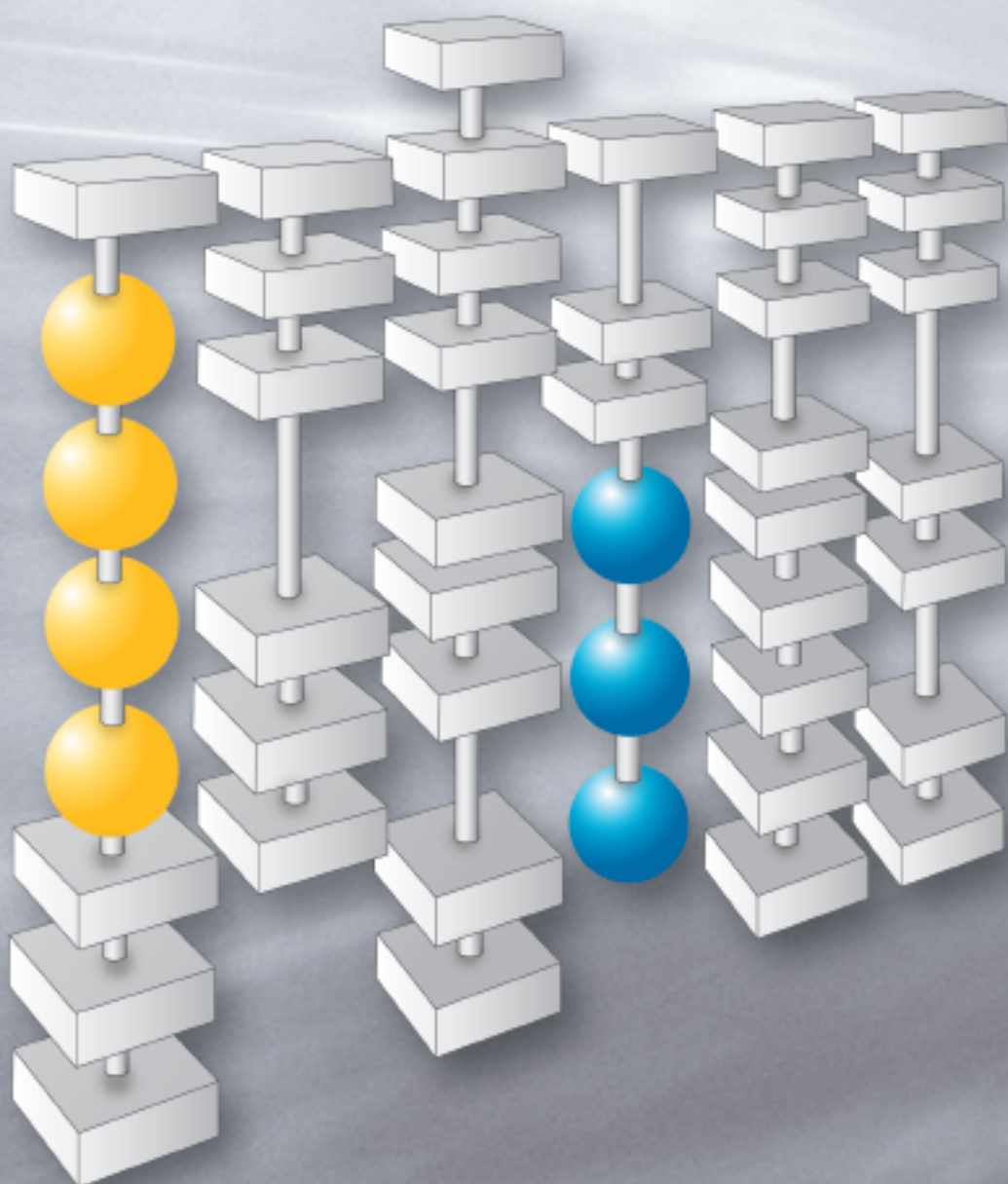
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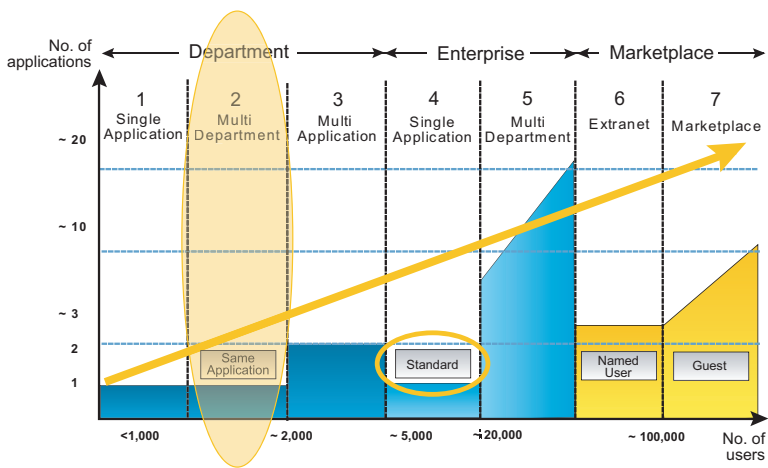


Figure 9.1: Stage 2 of ECM Adoption

Stage 2 is the adoption of the same ECM solution that was deployed to one group in Stage 1 to other departments. Normally, the IT department takes an existing and proven ECM solution to other departments that have similar problems. Typically, 2,000 or so users are involved.



CHAPTER 9

DEPARTMENT DEPLOYMENTS STAGE 2

This chapter explores the characteristics of deploying a solution during ECM Stage 2, Adoption. We'll use the Deployment Framework as our blueprint to highlight the steps of deployment you must consider to mitigate risk and increase success for each stage of adoption. Adoption and expansion of ECM within an organization occurs iteratively by building upon on a series of incremental successes. To proceed to the next stage of adoption, you must make sure you have achieved success in the previous stage.

The Deployment Framework provides a wide-angle view of the sequencing of tasks and resources involved in each work stream. Although each work stream identified in the Framework plays an important part in the success of the ECM program, certain work streams assume a higher priority depending on the stage of adoption you are in. As illustrated in Figure 9.2, each work stream in the Framework has been prioritized as either high (yellow), medium (blue), or low (green) based on Stage 1 adoption.

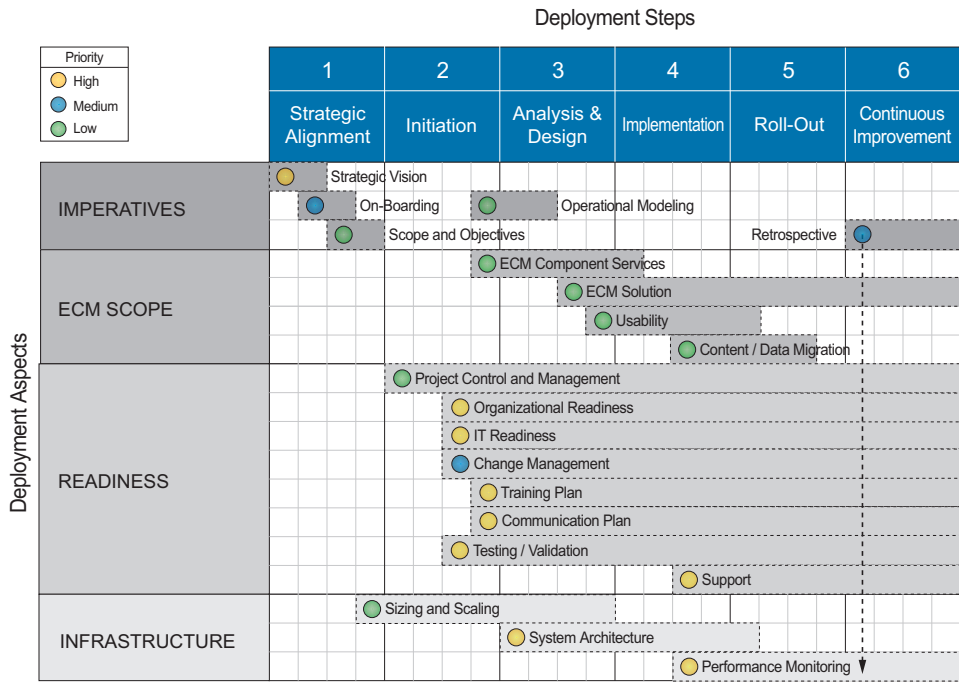


Figure 9.2: Deployment Framework for ECM Adoption Stage 2

Stage 2 Characteristics

The characteristics of a Stage 2 adoption are very similar to the Stage 1 characteristics discussed in Chapter 8. The common characteristics are:

- A single application that solves a specific departmental business problem has been successfully deployed.
- A second (or more) department is being considered for the same application.
- Fewer than 5,000 end users are involved.
- The change to the business is primarily operational and tactical, and does not represent a cultural change or major paradigm shift in the business.

At some point in Stage 2, several characteristics start to change as additional complexity is introduced through the extended rollout. For example, the project ownership moves to a steering committee, meaning that the initial department manager from Stage 1 must give up some control. The highly homogeneous culture and organizational structures that were good for Stage 1 deployments become less prevalent in Stage 2. Especially for collaborative solutions, these structures cannot be maintained as user numbers pass the 2,000 level.

Siemens Financial ShareNet—the intranet and project management network for the Siemens Global Financial Services community—was specifically designed to make available financial market information, customer data, risk management taxonomy, financial engineering methodology, industrial knowledge and guidelines in one place.

The decision made by one Siemens business unit to centralize its European back-office functions set the stage for the Financial Services ECM solution to be extended to the Siemens Global Tax Community. A business unit login located at the intranet homepage ensures secure access to the ECM solution which is also integrated with the financial services ERP system. As the solution was rolled out to the Global Tax Community, employees needed only one day of training to make effective use of its content.

Scoping

For Stage 2 deployments, scoping is straightforward; the solution has already been proven in a single department, so you should have clear expectations as to the impact of an extended rollout. Similarly, you will be able to reuse the Stage 1 scope analysis for any new departmental applications (Stage 3) that are from the same ECM solution class as the Stage 1 solutions.

This perspective on which aspects of the deployment are most strongly influenced by the earlier (or later) stages of adoption is shown for Stage 2 solutions in Figure 9.4.

> Federated Investors

Who: With over 135 different domestic and international equity, fixed-income, and money market mutual funds, as well as a variety of separate account options, Federated Investors is one the nation's largest investment management organizations with assets under management of approximately \$184 billion.

Business Objective: To streamline a manually intensive and time consuming marketing and regulatory material production process.

Solution Overview: An expanded document management solution offers workflow functionality and a standard set of rules to govern content management and production within the marketing and regulatory departments. A central content repository includes approximately 55,000 documents, including marketing collateral, regulatory reports, and internal information.

Solution Scope: Intranet and extranet.

Benefits: Business processes have been automated and standardized and the process time required to publish content has decreased significantly. Automated and comprehensive audits can be created and kept for every workflow—there are up to 2,000 concurrent workflows at any time. Monetary savings and an improved work environment have created a good return on investment.

Webcamac/default/main/

Preview Generate

Description: This Data Capture Template (DCT) provides Federated personnel with the ability to control the Corporate Web site.

Content Form Name*

Link Text*

Link Type* PDF

Press Release File* This field will populate after you save the form

Link in Home pages? ☐ About Us and Corporate ☐ Closed End Only ☐ About Us Only

Figure 9.3: Dynamic Content Publication at Federated Investors

Early in its deployment, Federated Investors' ECM solution soon evolved from document management into a storage solution for marketing literature and similar documents. As the company grew, so did the number of content authors and business processes, resulting in a scattered and confusing content publishing process. In particular, Federated Investors was burdened with a manually intensive and time-consuming marketing and regulatory material production process.

A quick analysis showed that a solution was already close at hand. "We already had a product on site that could solve the publishing process. We had previously used the workflow functionality offered by the [ECM system], but now we needed to extend it for more business-critical processes," explained the Business Analyst and Project Manager at Federated Investors.

With the help of the system provider, Federated Investors upgraded its existing solution to include an integration with a Web content management system and the implementation of new workflow functionality. The project team deployed the system on a departmental level in two stages; first in the marketing, then, eight months later, in the regulatory department.

"The biggest challenge to the development and implementation of [an ECM] workflow project is not the development of the workflow itself. Rather, it is the cultural change that is involved when an automation tool is implemented to handle everyday business processes." The regulatory department, being very deadline and compliance driven, adapted promptly to the change, while the marketing department required a longer adaptation period.

The new solution meant applying a standard set of business rules to govern business processes. To address adaptation challenges throughout the organization, Federated Investors applied a methodology whereby the existing business processes are analyzed and documented. Following that, a second analysis is conducted to determine and document a proposed improvement to the process. The proposed process is sent for appropriate approvals and then the workflow(s) is built, tested and implemented. This approach has resulted in a speedier and more satisfactory deployment for the organization.

Following a successful implementation, a new intranet, called Internal Federated, and an extranet, named External Federated, were created. Employees can easily move documents between the two Web instances. All content is stored in a central content repository that includes approximately 55,000 documents, including marketing collateral, regulatory reports, and internal information.

Federated Investors developed a number of steps to govern workflow management, which significantly and visibly changed employee work habits. The company has observed an increase in the volume of projects being worked on simultaneously, having transitioned from linear fashion work habits to as many as 2,000 workflows at a time. After the initial adaptation period, marketing has fully embraced the new solution. "Both regulatory and marketing departments are very satisfied."

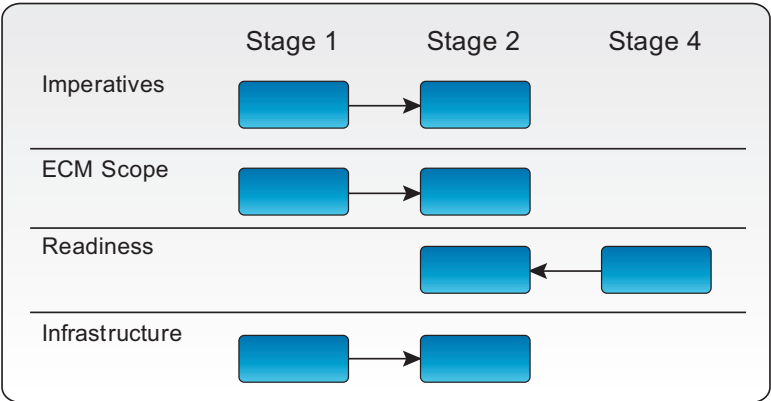


Figure 9.4: Stage 2 Perspective

ECM in Stage 2

Stage 2 of an ECM deployment involves expanding an ECM Solution from a single departmental solution into a common resource that delivers multiple solutions to multiple teams. If just getting a new solution deployed to one department is the most difficult part of the work, then this phase perhaps carries the most risk. Often, resources are limited in Stage 2, and the full range of the benefits of ECM is not yet apparent. At the same time, the complexity of deployment starts to rise rapidly compared to Stage 1, especially as more departments begin wanting to share in the success of the initial solution—particularly if this appears to be a “free ride.”