

SEEING THINGS DIFFERENTLY



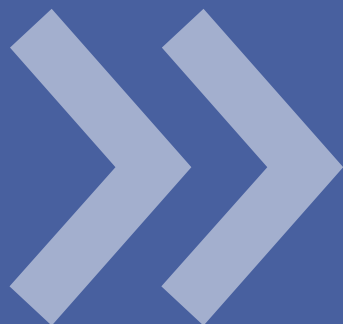
BUSINESS-DRIVEN ENTERPRISE CONTENT MANAGEMENT PROGRAMS

Survey

White paper

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INTRODUCTION

1.1 RESEARCH MOTIVATION

Over the past years Atos Consulting has been involved in an increasing number of customer programs in the area of Enterprise Content Management (ECM). We observed a number of aspects that influence design and execution of such ECM programs. For example the involvement of business and IT staff in ECM projects, the governance of programs, and the business vision from which a program is executed. We would like to substantiate these observations.

We support our customers with an ECM methodology that is built on a vision of ECM in which the central element is the necessity to approach ECM programs as enterprise business-driven programs. We would like to further strengthen our ECM methodology by using feedback from ECM programs.

1.2 OUR VISION ON ENTERPRISE CONTENT MANAGEMENT

1.2.1 Enterprise Content Management

Content is and always has been an important asset in organizations. Business decisions are based on documented analysis, agreements are made explicit in contracts, and patent files hold Intellectual Property. We use letters and email to communicate on business issues, we inform customers by using websites. The electronic age has brought new formats for content, and of course it has caused an explosion of content. In this paper we use the term content to refer to all these types of unstructured information. All aspects of management of this content in organizations is commonly referred to as ECM. The definition that we refer to in this paper is:

Enterprise Content Management (ECM) is the technologies used to capture, manage, store, preserve, and deliver content and documents related to organizational processes. ECM tools and strategies allow the management of an organization's unstructured information, wherever that information exists.

(source: AIIM International)

ECM technologies, tools and strategies enable new ways of working with content and in many cases innovative use of content can be a source of competitive advantage. On the other hand, sloppy management of content can have serious consequences: non-compliance with rules and regulations can result. ECM can also improve efficiency in content intensive processes and storing large amounts of content.

Therefore we identified three ECM business drivers which will be explained in the following chapter.

1.2.2 ECM Business Drivers

Compliance

A very important business driver for ECM is the need for Regulatory Compliance and contract compliance, forcing enterprises to keep the necessary electronic records, in the same way as they keep paper records in archives.

In particular from a perspective of risk management, compliance is a hot issue. Regulatory compliance has nowadays become more or less a 'license to operate' (think of the Code Tabaksblatt of 2004, the Sarbanes-Oxley Act of 2002, but also of the 'Tweede Wijzigingsbesluit Drukapparatuur' of 2005 carried out by Lloyd's Register Nederland/Stoomwezen). Contract compliance has or will become almost a 'license to be in business', as absolute compliance with the contract will be demanded by the business.

Compliance provides requirements on information exchange and storage: for example, email is nowadays considered a proper and well-accepted carrier for business information. This puts companies in the difficult position to decide which email messages need to be "archived" for legal and regulatory purposes and which email messages can be destroyed. Current laws and regulations are very clear that there is no escape; email needs to be taken into account.

Collaboration and Communication

A second important business driver for ECM is the increased need for collaboration. The ever increasing complexity of doing business often means that geographically dispersed, multi functional teams must carry out complex programs and projects.

Only through intensive collaboration using group support systems with ECM capabilities can the teams utilize the most knowledgeable and capable resources, wherever they are located. In this way they share information effectively and efficiently, secure and re-use knowledge and intellectual properties and agree on new goals and milestones. This results in streamlining the required collaborative processes through the entire enterprise.

Not only is ECM supportive for collaboration within an organization, it also supports communication and collaboration over organizational boundaries. In this area ECM is an enhancement of Web Content Management (WCM); WCM is recognized as a part of ECM and as the most important tool for communicating commercial information towards customers and other business relations in processes like for instance Business to Consumer (B2C) and Business to Business (B2B). Therefore, ECM should be the 'single source of truth' for Customer Management Systems (CMS), utilized in Call Centers.

Cost reduction

A third important business driver for ECM is the increase of information to be processed and stored. Cost effective storage of business-critical information, together with fast but controlled access to that information is the real issue. Cost effectiveness must take compliance and quality into account. In the financial world one can think of, for instance, invoices, payments and reports. Normally the legally required archiving period for financial information is 10 years, as enforced by the Dutch tax authorities (Belastingdienst). From a perspective of risk management as well, cost effective storage of and controlled access to business-critical information is an important issue. For instance, in case of a calamity, the information must be secured, but must still be accessible. Think of, for example, contracts, important correspondence with customers, suppliers and governments (o.a. Belastingdienst, Sociale Verzekeringen, Pensioenfondsen and Verzekeraars). It must also be traceable which commitments and promises have been done, for example by email. Cost effective storage solutions

can also contribute to improved quality by avoiding scattering of information over various repositories and storing multiple copies.

1.2.3 From ECM Business Drivers to Business Initiatives

How do the identified ECM business drivers translate to improvement activities? We identified 6 ECM improvement areas, the ECM Business Initiatives:

1. Improving Customer Support
2. Improving Information Worker Productivity
3. Improving Market Agility
4. Meeting Compliance Mandates
5. Improving Product Lifecycle Management
6. Improving Advertising, Marketing & Promotion

These initiatives are characterized by their dependence on content and their explicit relation with the ECM business drivers. For detailed description see Appendix B.

1.2.4 Enterprise approach

In order to address the identified business drivers an enterprise approach to ECM is necessary.

Compliance with rules and regulations is an important business driver for ECM in all organizations. It is usually enforced top-down. Consequently, the result of ECM requirements holds for the organization as a whole: an enterprise approach is needed for Content Management. Collaboration and communication improvements across units and geographies also require an approach that is enterprise wide and that often will include external parties (customers, Supply Chain partners). Cost and efficiency arguments further strengthen the need for this enterprise approach. Any organization that starts an ECM program must therefore first identify the (relative weight of the) business drivers.

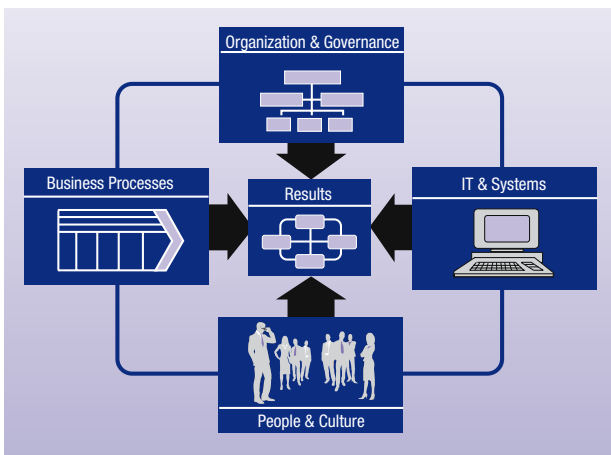
ECM supports business improvement projects: especially improvements in the content created and changed in business processes. In this respect ECM bears resemblances to ERP. The analogy becomes even stronger if we appreciate the fact that ECM

tooling, like ERP tooling, nowadays comes in a suite of components packed within one solution. It is our conclusion that ECM programs resemble ERP programs in many ways, and that lessons can be learned from ERP implementations.

To achieve fully deployed business-driven ECM at enterprise level, a systematic approach must be followed, often according to a long-term plan. When starting, the organization must determine at what maturity it is and what the ultimate objectives are. Thus, a well defined roadmap linking the as-is to the to-be situation must be developed. It is important that in the steps along the roadmap the following dimensions are addressed:

- > Organization & Governance
- > Business Processes
- > People & Culture
- > IT & Systems

These are the dimensions of the proven Atos Consulting Cloverleaf Methodology for Business Performance Improvement.



In this way a balanced program towards ECM can be defined. In the research project we determine the required as-is and to-be situation of research participants regarding these dimensions.

1.3 RESEARCH GOALS

This research project aims at providing insights that will help the successful design and execution of ECM programs. The detailed goals are:

1. To validate the Atos Consulting vision on ECM:
 - validate the identified business drivers and the need for enterprise level ECM programs.
2. To share the results of this project with our ECM customers and with other interested parties.

1.4 RESEARCH DESIGN

The research project will determine the relevant characteristics that drive ECM programs in various organizations. In particular the ECM vision, the identified business drivers for ECM, the contribution to business improvement programs are investigated. The perceived as-is and to-be situation in the area of ECM regarding governance, process support, IT and people aspects are also determined.

For this research project a qualitative approach was chosen. The main reason for doing so is that this approach permits the researcher to study the organization in depth and in detail. The researcher is not constrained by predetermined categories as in quantitative research. This approach is suitable to study a phenomenon (in this case ECM) in its real life context. It is also suitable for a subject such as ECM which consists of a broad range of tools and methods where the market has not reached consensus what it is or is not.

Furthermore it was chosen to keep the number of researchers who conducted the interviews as low as possible to guarantee that the application and semantics of the ECM terms used in the interviews were as consistent as possible. In total 2 interviewers were selected and trained.

Because of the qualitative design of this research the number of organizations and research themes were deliberately kept to a minimum to provide room for further exploration (see Appendix A for the question list). We decided to focus on the industrial and financial sectors. 10 companies participated in this research project: 5 companies in the industrial sector and 5 in the financial sector. This enabled us to identify commonalities and differences between these sectors.

We selected five themes to investigate:

1. The concept of ECM
2. The translation of ECM to the organization
3. The business drivers behind ECM
4. The translation to more concrete business improvement initiatives
5. The ECM maturity of the organization

The first theme is about the *concept of ECM*. It is our experience that there is a great misconception in the market about what ECM is and what it is not. We asked the organizations how they interpret the concept of ECM by providing multiple ECM definitions on a scale ranging from technical to business focus.

The second theme we are interested in is whether organizations are able to explicate their *ECM vision* and how they implemented this. The third theme we set out is to identify the *business drivers* behind ECM programs. The fourth theme is to map and prioritize the ECM related *business initiatives* (Appendix B). The fifth and last theme is about the *ECM maturity* the organizations already reached and what they desire to accomplish. To map the state of maturity and ambitions we use the ECM Scan Methodology, developed by Atos Consulting.

The interview sessions took place in 2008 and early 2009. The interviewees were predominantly managers from IT or business departments.

We restricted the geographical area to the Netherlands for timing reasons. The majority of the firms employ over 5,000 people, spread across various business units in the Netherlands and in other countries.

RESEARCH RESULTS

2.1 THEME 1: THE CONCEPT OF ENTERPRISE CONTENT MANAGEMENT

The aim of discussing this theme in more depth and detail with the organizations is to understand how the market interprets the concept ECM and to come to a common understanding.

We presented the interviewees with multiple ECM definitions from various sources, ranging from highly technical to more business oriented. Although we reached a consensus about a suitable ECM definition quickly, we know there is a fairly large confusion in the marketplace about the tools and technologies inside the ECM suite. We also found this to be the case in the group we interviewed. One organization had difficulties in making the right distinction between document management and web content management.

Another notable statement we found discussing this theme comes from one organization in the industry group. The interviewee (IT manager) challenged the ECM concept by postulating the opinion that it is not about managing unstructured content only: ‘...true added value can be gained by abandoning the focus on managing unstructured content and start with connecting the structured and unstructured content in the organization’.

We found that the most suitable definition is: *“Enterprise Content Management (ECM) is the technologies used to capture, manage, store, preserve, and deliver content and documents related to organizational processes.”*

ECM tools and strategies allow the management of an organization’s unstructured information, wherever that information exists.”

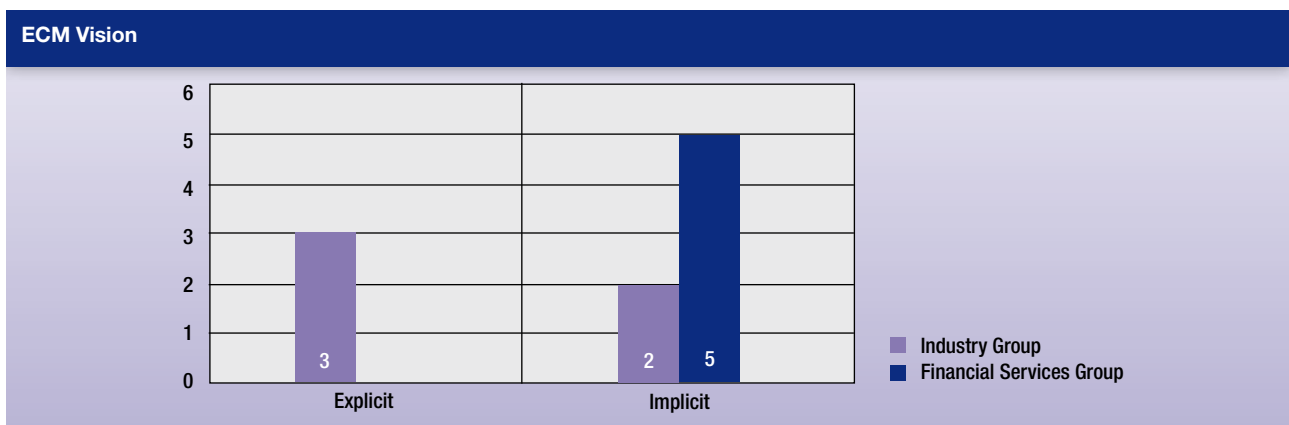
(source: AIIM International)

The dominating view in both groups, from the industrial and financial sectors, is that ECM is not only about technology deployment. Also ‘soft factors’ such as organization, culture and people must be taken into account. Therefore ECM requires ‘...a holistic approach on the organization’ as one interviewee pointed out.

2.2 THEME 2: ECM VISION OF THE ORGANIZATION

In the interviews we described an ‘ECM vision’ as a well considered view of what the organization intends to become and to achieve at some point in the future regarding the management of unstructured content. A superior vision describes aspirations for the future (without specifying the means that will be used to achieve the desired end situation), is clear about the business benefits and is communicated and carried throughout the organization. We see a balanced and communicated ECM vision as a prerequisite for successful content management.

It is our experience that explicated visions are usually more well thought through, shared and carried throughout the organization. An explicated ECM vision could take form as a chapter in the organizations overall strategy (CEO’s commitment) or in the organizations IT strategy (CIO’s commitment). Therefore we asked the organizations if they had given thought to formulating a vision about ECM.



Seven organizations replied that they only had an implicit ECM vision meaning that none of these organization had succeeded in explicating this. When asking further we found that the ECM vision lacked a long term goal, that it showed poor alignment between the business and IT departments and missing or having vague business benefits.

Usually the vision was owned by a small group of people.

The three other organizations, all from the industry group, did manage in explicating their vision in an ECM strategy document. From this group two organizations formulated an explicit enterprise wide vision and one organization only for the primary process.

2.3 THEME 3: BUSINESS DRIVERS

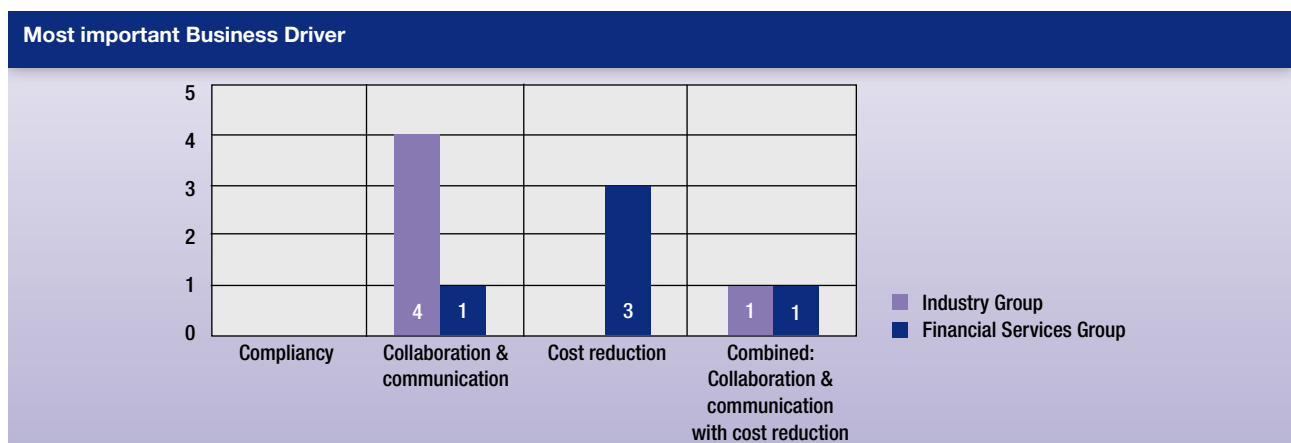
We asked the interviewees about their organizations drive to decide to manage their content. We presented the interviewees three business drivers in order to validate our assumptions that ECM programs typically originate from the drivers below:

1. Compliancy
2. Collaboration and Communication
3. Cost reduction

All 10 organizations recognized the business drivers and could translate the drivers of their ECM programs to the three drivers mentioned. Also we found that interviewees experienced difficulties in pointing out which driver was the most important for their organization. Most interviewees replied that one driver is dominant at the time to start managing the content in their organization. However in two organization it was the case that when they started with ECM two drivers were dominant, namely Collaboration and Communication and Cost reduction.

An important finding is that the priority of the drivers can shift over time. As one organizations stated: '10 years ago we experienced difficulties in sharing our content. For that reason we decided to implement an ECM system. Recently we started using the ECM platform also for compliancy reasons due to more strict regulations.'

The last remarkable distinction we found is the division of the drivers between the industry and financial group. In the industry group the dominant driver is Collaboration and Communication. For the financial sector this is the drive for Cost reduction.



2.4 THEME 4: BUSINESS INITIATIVES

We asked the interviewees which business initiatives in their organization are already supported with ECM or will be in the near future. We presented the organizations 6 content rich initiatives (see for a detailed description Appendix B):

1. Improving Customer Support
2. Improving Information Worker Productivity
3. Improving Market Agility
4. Meeting Compliance Mandates
5. Improving Product Lifecycle Management
6. Improving Advertising, Marketing & Promotion

For the industry group the most important business initiative was to support the productivity of the knowledge worker. One organization formulated this as: 'In our business we generate money thanks to our people who are adding value to business processes which cannot be formulated in a strict manner. The challenge is to support these people and processes with tooling which makes it easier and more fun to work'.

In the financial group we found that improving customer support was the most important business initiative.

2.5 THEME 5: ECM MATURITY

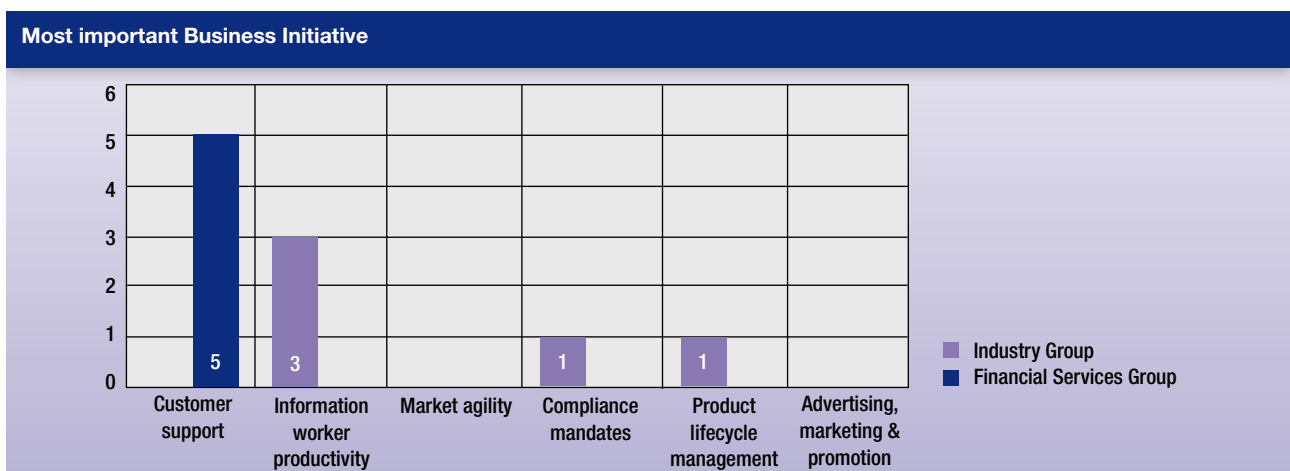
To determine the current and desired maturity level of ECM, Atos Consulting developed the ECM Maturity Scan™. The Maturity matrix lists four dimensions in the vertical direction and the maturity levels in the horizontal direction. See for more details Appendix C.

We had in depth discussions with the interviewees on the ECM maturity matrix and the characteristics of the maturity levels for the various aspects. Furthermore, we discussed the current and desired ECM maturity of the interviewees organization.

For both the Industry Group and the Financial Services group the results are measured in:

- > Average on the current maturity level
This represents the current maturity level per group. The scores of the group are added and divided by the number of interviewees (5 per group)
- > Best in class on the current maturity level
This represent the highest maturity level of a single interviewee per group
- > Most ambitious on the desired maturity level
This represent the most ambitious desired maturity level of a single interviewee per group

In the following paragraphs we will explain the results in more detail per researched area.



2.5.1 Industry Group

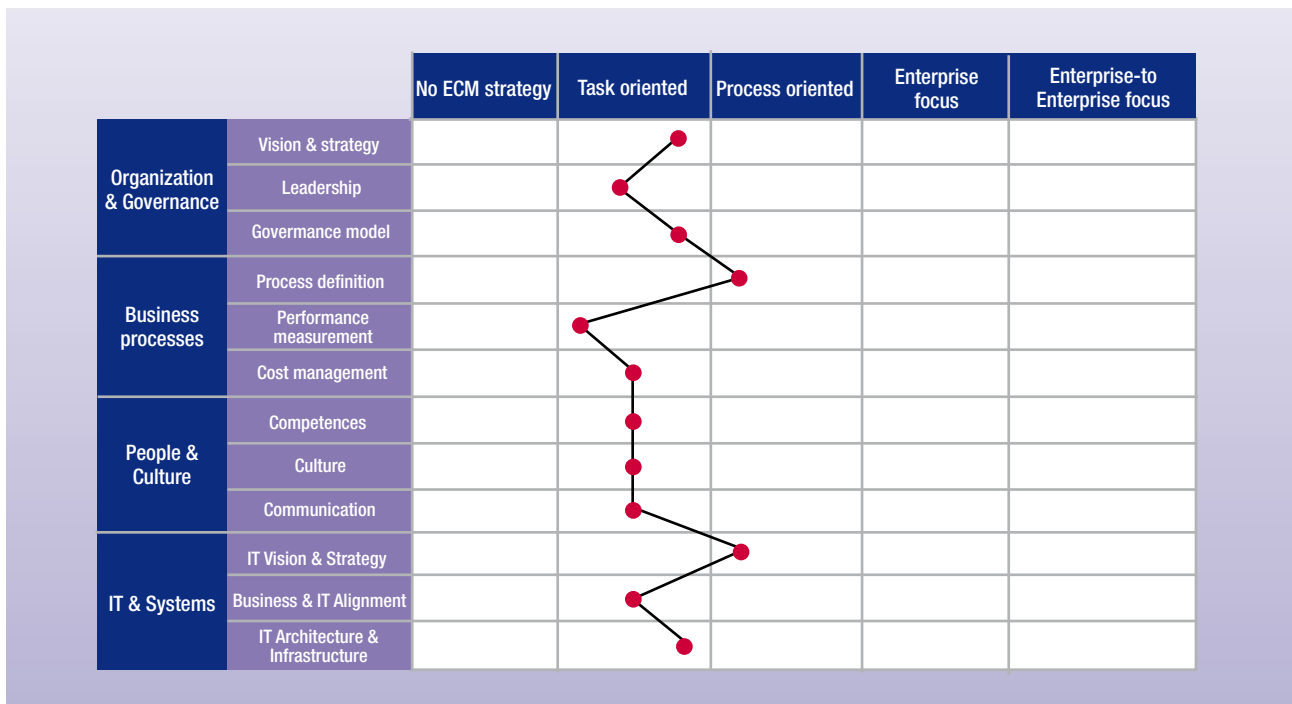
2.5.1.1 Average on the current maturity level

The average score on the current maturity level of the industry group shows a dominant score on the 'Task oriented' maturity level. Also there is a small peak to 'Process oriented' on the domain of IT Vision and Strategy.

With these findings we have evidence that the current average ECM maturity is still rather low.

On this level key individuals in the organization recognize a need and many people understand that ECM can address some existing content issues. Actions are taken on an ad hoc basis and are being applied on an individual team, department or case-by-case basis.

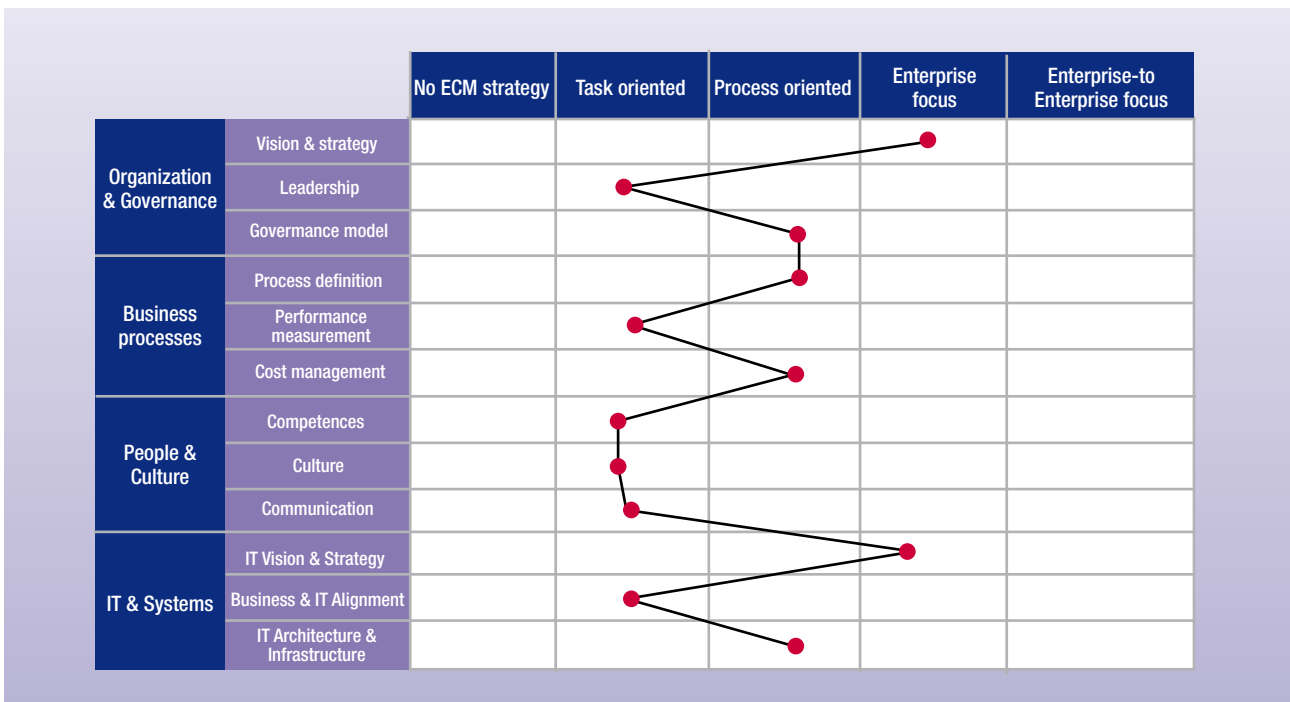
Note that all interviewed organization from the Industry Group are currently executing enterprise wide ECM programs.



2.5.1.2 Best in Class on the current maturity level

The *individual* Best in Class performer on the current maturity level of the industry group is showing an irregular form ranging from a 'Task oriented' to an 'Enterprise oriented' focus. The vision aspects of the organization is well thought out but the Business processes and People and culture are not able to keep up the pace of change.

The irregular form of the line provides evidence that this company is ambitious but was unable to develop the 4 different domains in a balanced matter. This imbalance often results in a company where management is impatiently waiting for results and middle management is frustrated with the huge changes they have to deal with. The performance of this company could be higher if more attention was given to maintain a sound balance between the four domains.



2.5.1.3 Most ambitious on the desired maturity level

The *individual* Most ambitious desired maturity level in the Industry group we found was Enterprise Focus.

At this level, ECM has an owner who is accountable for overall direction, ongoing funding and infrastructure. All four domains on the vertical axis are well balanced. ECM is integrated into the business units and

departments (as well as corporate) planning and strategy. At this level, it is important and possible to monitor and measure compliance with procedures and to take action where processes appear not to be working effectively. ECM is funded with an ongoing budget, and often, financial returns are significant. Also at this level, ECM is reliable, predictable and “comfortable”. Processes are continually improved, and best practices are shared among applications.

		No ECM strategy	Task oriented	Process oriented	Enterprise focus	Enterprise-to Enterprise focus
Organization & Governance	Vision & strategy				●	
	Leadership				●	
	Governance model				●	
Business processes	Process definition				●	
	Performance measurement				●	
	Cost management				●	
People & Culture	Competences				●	
	Culture				●	
	Communication				●	
IT & Systems	IT Vision & Strategy				●	
	Business & IT Alignment				●	
	IT Architecture & Infrastructure				●	

2.5.2 Financial Group

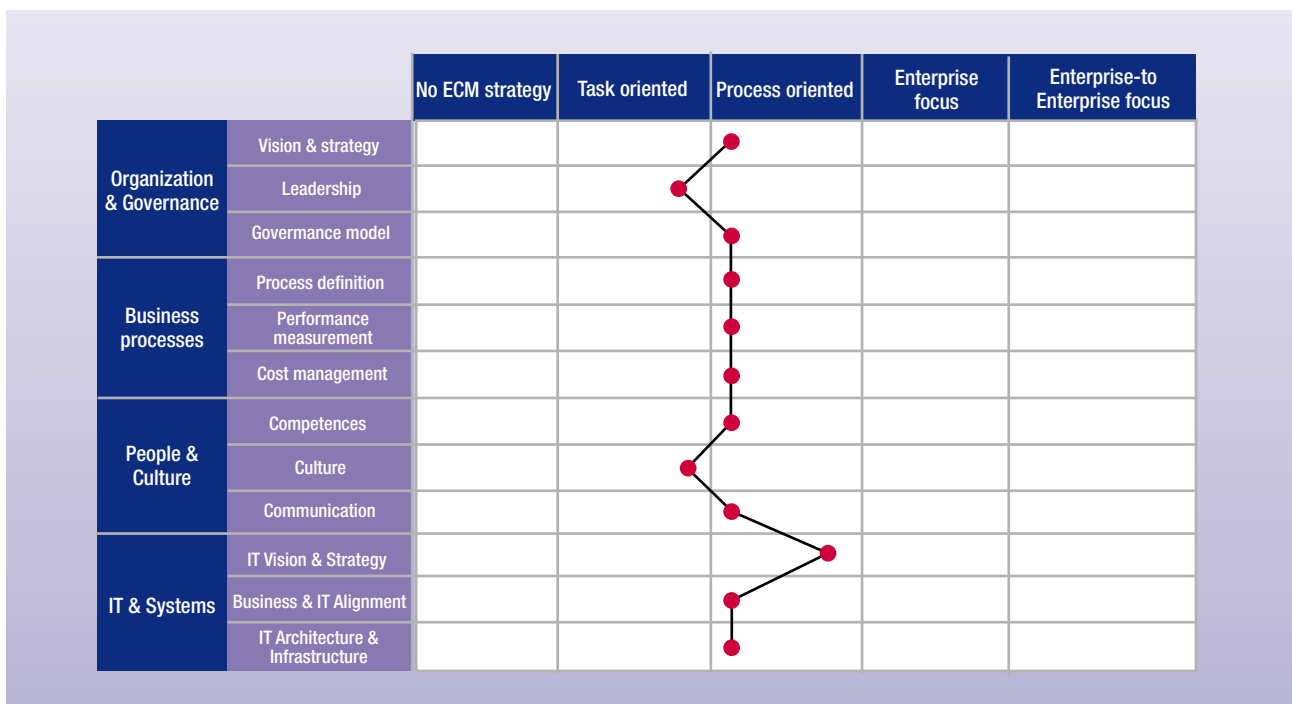
2.5.2.1 Average on the current maturity level

We found that the *average* current ECM maturity level for the Financial Group is a rather balanced line on a Process Oriented level.

This means that ECM is well defined and understood for the *primary* process only. Procedures and technology selection/usage are standardized, documented and

communicated through training. However, there may be no performance standards that require individuals or teams to use ECM. There is both local support and strategic awareness of ECM by the people who are responsible for business and IT strategy.

In this group we found a mix of enterprise ECM programs and ECM programs run from a department or business unit level.



2.5.2.2 Best in Class on the current maturity level

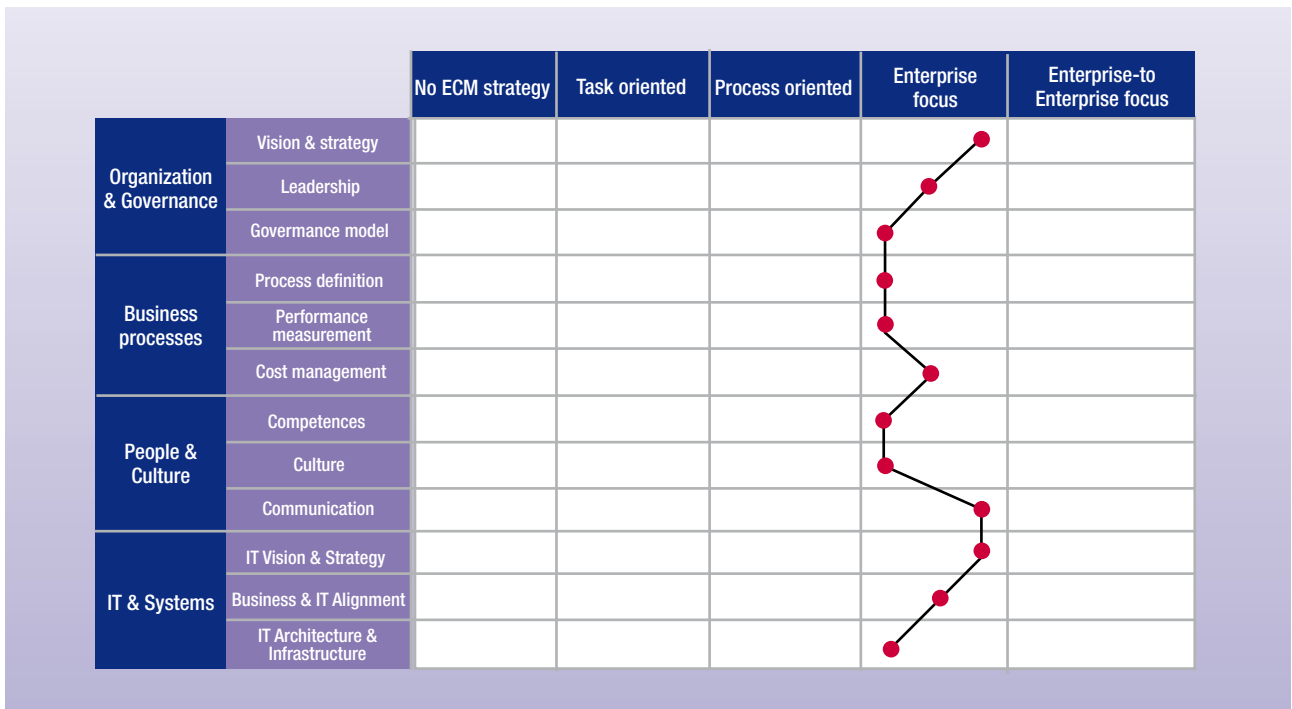
The *individual* Best in Class organization scores only slightly higher than the average. It is interesting to note that all financial organizations score dominantly on

the Process orientated level. Most of the interviewees explained that the importance of cost efficiency in the primary process was the cause for this level of ECM Maturity.

		No ECM strategy	Task oriented	Process oriented	Enterprise focus	Enterprise-to Enterprise focus
Organization & Governance	Vision & strategy			●		
	Leadership			●		
	Governance model			●		
Business processes	Process definition			●		
	Performance measurement			●		
	Cost management			●		
People & Culture	Competences			●		
	Culture			●		
	Communication			●		
IT & Systems	IT Vision & Strategy			●		
	Business & IT Alignment			●		
	IT Architecture & Infrastructure			●		

2.5.2.3 Most ambitious on the desired maturity level

Just as the Industry group the most ambitious *individual* desired maturity level is 'Enterprise Focus'. The interviewees related the importance of Enterprise Focus to improve customer oriented processes.



CONCLUSION AND DISCUSSION

We found that all interviewees share this definition of ECM to a very large extent:

“Enterprise Content Management (ECM) is the technologies used to capture, manage, store, preserve, and deliver content and documents related to organizational processes. ECM tools and strategies allow the management of an organization’s unstructured information, wherever that information exists.”

(source: AIIIM International).

This definition therefore provides a good basis for this and other research projects and discussions on ECM. It emphasizes that ECM should be approached starting from business processes, not as an isolated IT issue.

All interviewees characterize their programs as being driven by

- > Compliance
- > Collaboration and communication
- > Cost reduction

No other drivers were identified. Thereby we validated this aspect of our ECM vision. However, large differences exist in the way this is made explicit in a vision on ECM in the individual organizations.

In the industry group the business driver collaboration and communication is the dominant driver. The underlying argumentation is the drive to innovate through new products and services which can only be done by teaming up with other departments, business units or even other companies. This results in attention for business initiatives such as knowledge management and product lifecycle management. The support of informal processes and preferably an enterprise maturity level is urgent for the industry group to optimize the knowledge exchange process. Compliance is also an important driver. In particular industry specific rules and regulations (FDA for example) are important.

In the financial group the business driver cost efficiency is the dominant driver. This can be explained by the consolidation wave to become more efficient that we have seen in recent years in this sector. As one of the companies explained ‘... the only way (in this sector) to survive is to grow bigger and to benefit from

economies of scale’. Improved communication with clients is the second business driver in this sector: we found a strong concentration on the business initiative customer support. In particular the need for customers to be able to make online changes in their insurance policy, procure new insurances etc.. that minimizes the handling of physical paper for the insurer. The combination of cost efficiency and customer support is highly relevant in this sector.

In both groups, there was consensus on the need to conduct ECM programs from the identified business drivers. *However, only a limited number of companies have defined an ECM vision.* In the cases where this is missing, it is identified as a serious obstacle for success. The lack of a clear ECM vision, expressed in business terms, causes problems when implementing ECM. The required governance and attention for organizational change is often lacking.

In the industry group the ECM programs are conducted as enterprise wide initiatives. In the finance group the picture is mixed: in many cases benefits on Department or Business Unit level drive current ECM initiatives. However, cost effects associated with economies of scale and harmonization and optimization in customer support processes force the participants in the financial sector to conduct enterprise wide ECM initiatives. We conclude that this validates our vision regarding the need for enterprise ECM programs.

Although the need for enterprise focus for ECM programs is identified, a balanced program to achieve this is not commonly implemented. We found that most ECM programs do not identify IT issues or the lack of well defined processes as their main obstacle for success. Rather, ECM governance and the ability to change ECM culture and people’s ability and willingness to adopt new ways of working are the obstacles to execute ECM programs successfully. This lack of balance is currently a major roadblock for a successful ECM program execution.

RECOMMENDATIONS

1. An explicit ECM vision should be defined before deploying ECM
2. ECM programs should be defined on enterprise level. These programs should be linked explicitly to the business drivers:
 - > Compliance
 - > Collaboration and communication
 - > Cost reduction
3. Business-driven ECM programs should not only focus on IT and well defined processes. The emphasis should also be on ECM governance and the ability to change ECM culture and people's ability and willingness to adopt new ways of working. A balanced approach is necessary.

ACKNOWLEDGEMENTS

We would like to thank the interviewees for their enthusiastic cooperation in this research project. Also we extend our thanks to the experts of the Atos Consulting Trends Institute, for their guidance regarding the research methodology.

ABOUT THE AUTHORS

Kees Stam, Partner at Atos Consulting is specialized in the manufacturing industry. Over the past years Kees has been responsible for ECM program definition and execution with various customers. Kees is thought leader for Atos Consulting on ECM, regularly publishes about ECM and speaks on this topic at events.

Eelco van Essen is Senior Business Consultant at Atos Consulting. Eelco is a specialist on Knowledge Management and ECM. Eelco published several articles on ECM and was involved in a number of ECM programs in the roles of project leader and (lead) business consultant.

APPENDIX A: INTERVIEW GUIDE

1.1 INTRODUCTION

Purpose

The introduction is meant to give the respondent insight in the interview.

Subjects of interest are

- > Background of the interviewers
- > What is the main purpose of this interview / research study
- > What are the expected results
- > Why did we choose for this specific respondent or industry
- > What's in it for the respondent
 1. Lead to a quality benchmark study that will give him insight to the developments companies currently are facing in the profit and non profit sector.
 2. Gain insight how mature his organization is
 3. The results will be published in a white paper and discussed during a round table conference.

1.2 POSITIONING THE INTERVIEWEE ORGANIZATION

Purpose

The positioning of the interviewee's organization provides a background of the organization.

Subjects of interest are

- > The line of business/sector in which the interviewee's organization operates.
- > Postal information (organization: name, address, ZIP code, place; interviewee: name, telephone number, job title, email)
- > Products
- > Number of offices/plants: Netherlands and international
- > Number of employees (ranges: 0-50, 50-100, 100-250, 250-500, 500-1000, 1000-5000, 5000-10000, >100000): Netherlands and international
- > (Gross) Turnover indication
- > Main office location

1.3 TUNING THE CONCEPT 'ENTERPRISE CONTENT MANAGEMENT'

Purpose

Checking both side's interpretations of the concept Enterprise Content Management will help to have a clear discussion on the subject.

Definition and key elements

We prefer the following definition of ECM:

Enterprise Content Management (ECM) is the technologies used to capture, manage, store, preserve, and deliver content and documents related to organizational processes. ECM tools and strategies allow the management of an organization's unstructured information, wherever that information exists.

(source: AIIM International)

1.4 DETERMINE THE ECM VISION AND STRATEGY

Purpose

Determining the ECM vision and strategy will establish the real importance of ECM for the interviewee's organization and reveals the priorities in the ECM proposition for this organization later on.

Background

An ECM strategy may be:

1. *Explicit*

An explicit strategy is purposively formulated as an chapter in the organization's overall strategy (CEO's commitment) or in the organization's IT strategy (CIO's commitment)
2. *Implicit*

An implicit strategy is not formulated explicitly, but the organization seems to behave as if the strategy was explicitly formulated

Furthermore, an (explicit) strategy may be:

1. *Formulated (only)*

Formulated as an chapter in the organization's overall strategy (CEO's commitment) or in the organization's IT strategy (CIO's commitment)

2. *Communicated*
The strategy is communicated to the organization's employees. An implicit strategy may be communicated as well. In that case, only a set of required behaviors is communicated (probably not as a coherent set).
3. *Implemented*
The employees indeed behave and act according to the strategy in force

1.5 RANKING THE MOST IMPORTANT ECM BUSINESS DRIVERS

Purpose

Determining the most important business drivers will establish, together with the ECM vision and strategy, the real importance of ECM for the interviewee's organization and reveals the priorities in the ECM proposition for this organization later on.

3 Business Drivers

Atos Consulting recognizes three ECM business drivers:

1. *Compliance*
2. *Collaboration and Communication*
3. *Cost reduction*

1.6 RANKING THE MOST IMPORTANT ECM BUSINESS INITIATIVES

Purpose

Discussing the improvement plans and projects not only reveals the plans and projects themselves, but also the starting point (the situation to be improved or the Present Mode of Operation) and the end point (the wanted situation of the Future Mode of Operation). Therefore, this discussion is the upbeat to the construction of the matrices to be delivered.

The six business initiatives for ECM are:

1. *Customer Support*
2. *Information Worker Productivity & Knowledge Management*
3. *Market Agility*
4. *Meeting Compliance mandates*
5. *Supporting Product Lifecycle*
6. *Advertising, Marketing & Promotion*

1.7 DETERMINE THE OVERALL ECM MATURITY

1. Organization & Governance

This dimension is about vision and strategy, leadership, and the governance model.

2. Business Processes

This dimension is about process definition, performance management, and cost management of primary and supporting processes, dependent on ECM, like Product Development, Production, Financial Administration, Legal Administration. The symptoms are about efficiency, effectively, risk, customer orientation, communication, etc.

3. People & Culture

This dimension is about competences, culture, and (internal) communication.

4. IT & Systems

This dimension is about IT vision and strategy, business and IT alignment, and IT architecture and infrastructure, all concerning ECM.

APPENDIX B: ECM BUSINESS INITIATIVES

We distinguish six ECM Business Initiatives (Source: AMR Research)

> **Improving Customer Support**

ECM for customer support provides responsive systems for customer service and self-service initiatives, ensuring the quality of information presented to customers and allowing the relay of information quickly to for example back offices or engineering and development organizations.

> **Improving Information Worker Productivity & Knowledge Management**

Information worker productivity and knowledge management is a wide spread issue, but it is also hard to define or measure progress toward goals. Still, with upcoming urgencies like the impending retirement of employees, combined with vendor consolidation, companies must make more concerted and coordinated investments to address such issues in the coming years. Knowledge worker productivity can be improved by avoiding information overload. The right information at the right time to the right person in the right format.

> **Improving Market Agility**

ECM here is employed as a mechanism for business-to-business collaboration and integration, including employing tactical facilities like document capture, imaging, and forms creation and processing, in addition to process management or workflow capability. By providing easy access to and use of market information ECM also enables businesses to faster and better response to market developments.

> **Meeting Compliance mandates**

One of the most prominent drivers for devising a true, centralized ECM strategy is compliance. The most pervasive issue facing companies in the United States is the Sarbanes-Oxley Act (SOX). But this only adds to existing national and international regulations from Department of Defense regulations, to Food and Drug Administration (FDA) requirements, the Health Insurance Portability and Accountability Act (HIPAA), and emerging green laws like Waste Electrical and Electronic Equipment (WEEE) and Restriction of Hazardous Substances (RoHS).

> **Improving Product Lifecycle Management**

Manufacturing and retail organizations, use ECM software to support product ideation, definition, development, introduction, and service. In this role, ECM acts as a system of record upon which research, engineering, and development organizations collaborate, internally and externally. Here they must manage and coordinate efforts around a wide range of structured, unstructured, and rich information assets, from supporting documents to images and drawings.

> **Improving Advertising, Marketing & Promotion**

Organizations also use ECM to provide rich, branded information to customers across multiple media, including Web and print, and through multiple sales channels, to and from advertising firms, to their own websites and catalogs, to retailers or distributors, to data pools and exchanges, and directly to customers.

APPENDIX C: ECM MATURITY SCAN

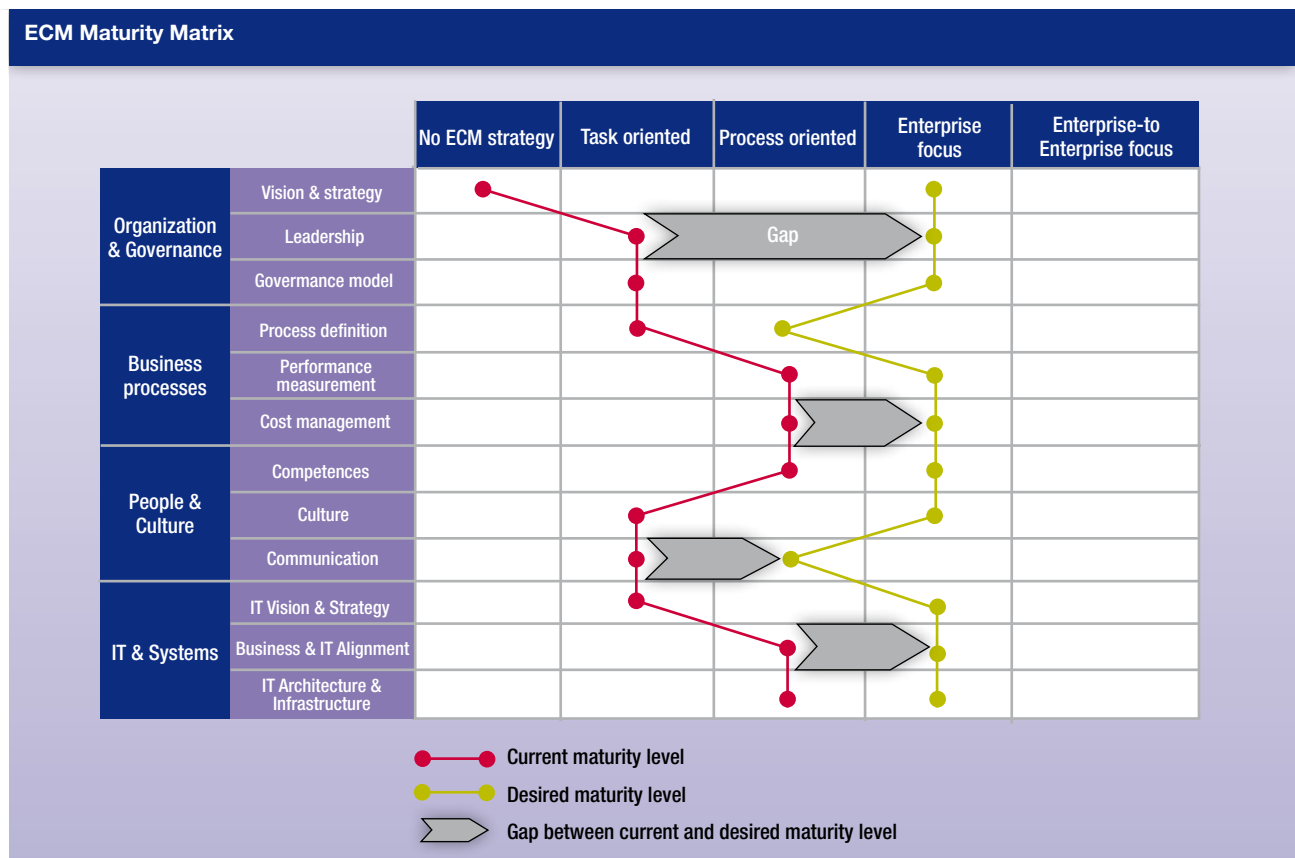
To achieve full Enterprise Content Management (ECM), a systematic approach must be used, often according to a long-range plan. When starting, the organization must determine at what maturity level they are and what the ultimate objectives are. In other words, a well defined roadmap towards full ECM is required. When designing this roadmap organizations need to determine the current and desired level of maturity in ECM. Atos Consulting developed the ECM Maturity Scan™ to support this.

This Maturity Scan uses an ECM maturity matrix as a key component. Interviews and workshops can be used to establish current and desired positions in this matrix.

The maturity matrix lists four dimensions in the vertical direction, and the maturity levels in the horizontal direction.

On the dimension scale we distinguish the following dimensions:

1. **Organization & Governance:** this dimension is about vision and strategy, leadership, and the governance model. In particular, the following aspects must be addressed:
 - Benefits for the enterprise: compliancy, collaboration, cost reduction, communication, etc.
 - Vision and strategy with respect to ECM
 - Communication about and implementation of the ECM vision and strategy
2. **Business Processes:** this dimension is about process definition, performance management, and cost management of primary and supporting processes, dependent on ECM, like Product Development, Production, Financial Administration,



Legal Administration. The symptoms are about efficiency, effectivity, risk, customer orientation, communication, etc. In particular, the following aspects must be addressed:

- Which business processes affect or are affected by ECM?
- The business requirements with respect to the functionality of ECM
- Standardization of way of working concerning ECM
- The current level of ECM

3. **People & Culture:** this dimension is about competences, culture, and (internal) communication. In particular, the following aspects must be addressed:

- Functional responsibilities
- Personal benefits (comfort) and susceptibilities
- Mutual dependencies and collaboration
- Standardization versus innovation, soundness versus speed of response

4. **IT & Systems:** This dimension is about IT vision and strategy, business and IT alignment, and IT architecture and infrastructure, all concerning ECM. In particular, the following aspects must be addressed:

- The extent of implemented standardization
- The current supporting systems
- Selected configurations
- Available ECM functionality
- State of the current ECM system

On the maturity scale we distinguish the following maturity levels:

1. **Nonexistent:** an organization has no real awareness or position on ECM; although few people may have heard or read about ECM, any discussion on its role and value has been informal, and there's no real intention to take action on ECM.
2. **Task Oriented:** ECM emerges in pockets, but the organizational intent for ECM is still unclear. There is some evidence that key individuals recognize a need and that many people understand that ECM

can address some existing issues. There are ad hoc approaches that are being applied on an individual team, department or case-by-case basis; however, the overall approach to managing content is unorganized.

3. **Process Oriented:** ECM is well defined, understood and intentional. Procedures and technology selection/usage are standardized, documented and communicated through training. However, there may be no performance standards that require individuals or teams to use ECM. There is both local support and strategic awareness of ECM by the people who are responsible for business and IT strategy.

Once Level 3 is achieved, key business processes, including strategic alignment, governance and infrastructure management, should be managed as shared services.

4. **Enterprise Focus:** ECM has an owner; that is, a chief knowledge officer, accountable for overall direction, ongoing funding and infrastructure. Infrastructure and governance are "right sized." ECM is integrated into the business units (as well as corporate) planning and strategy. At this level, it is important and possible to monitor and measure compliance with procedures and to take action where processes appear not to be working effectively. ECM is funded with an ongoing budget, and often, financial returns are significant. At this level, ECM is reliable, predictable and "comfortable." Processes are continually improved, and best practices are shared among applications.

5. **Enterprise-to-Enterprise Focus:** ECM processes have been refined to a level of best practice, based on the results of continuous improvement and benchmarking with other organizations. IT is implemented as an integrated environment that enables people, automates workflow, provides tools to improve quality and effectiveness, and ensures the enterprise can adapt rapidly if needed. The processes associated with managing ECM should be aligned closely to strategic direction.

In the matrix cells we list the symptoms associated with the various dimensions and the maturity level. These symptoms more or less define the maturity levels as well.

As an example: If we look in the Organization & Governance / Leadership row, we find various symptoms related to compliancy, collaboration, cost reduction, and communication. In a No ECM Strategy environment, there is no awareness for the 4 C's; therefore, compliance is, for instance, a non-issue. Task Oriented and Process Oriented environments are well aware of compliance, collaboration, cost reduction, and communication, but they are generally treated as a cost issue. In an Enterprise Focused environment, compliance, collaboration, cost reduction, and communication are likely to become a major issue, but collaboration is still internally oriented. Only in an Enterprise-to-Enterprise Focused environment ECM reaches full maturity; now collaboration is also externally oriented.

We use this maturity matrix to measure and prioritize. By projecting all relevant ECM categories on the grid, we get a good overview of how balanced the mix of categories really is.

ABOUT ATOS CONSULTING

Atos Consulting is a leading international business and IT consultancy organization with more than 2,500 enthusiastic professionals globally. At Atos Consulting we have our own view on business. We work in a positive manner - together with our clients of course - on strategic recommendations that result in pragmatic solutions. We set about every project with an open mind; we are creative, approachable and work stronger together. We think in terms of solutions and, having identified the possibilities, we ensure that it all works. Our relationship with Atos Origin gives an advantage in the area of technology that allows for maximal exploitation of technological opportunities and innovations for our customers. At Atos Consulting we combine business sector expertise with business process know-how. Based on this our consultants are able to offer fitting independent and professionally expert advice.

Atos Consulting is an independent part of Atos Origin, the largest listed European IT service provider (turnover of over 5.5 billion euros), employing over 50,000 people. Atos Origin enables its customers – Top 500 businesses – to transform their vision into results through strategic consulting, systems integration and managed operations. For more information about how we work, customers and results, visit: www.atosconsulting.nl



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