

**C3associates**  
content + context = collaboration

---



**What Success Looks Like**  
**The Anatomy of a Successful ECM Program**

**Greg Clark, MBA**  
ARMA Canada Conference  
Session W22  
June 2, 2010

C3associates

## Agenda

---

1. Introduction (5 minutes)
2. The Business Case for Information Management (5 minutes)
3. How ECM is Different (and why that makes it challenging to implement) (10 minutes)
4. What Success Looks Like (15 minutes)
5. Outcomes (5 minutes)
6. Conclusion and Discussion (5 minutes)

---

content + context = collaboration

# C3associates

---

## About C3 Associates

- Vendor independent management consultants based in Calgary, Alberta; focused exclusively on ECM and collaboration solutions in the oil and gas industry
- 30+ Associates each with a strong background in ECM and information management

## Greg Clark

- MBA (Specialization in Knowledge Management)
- 10+ years experience in ECM
- AIIM ERM expert blogger – Find me on [www.aiimcommunities.org](http://www.aiimcommunities.org)

---

content + context = collaboration

# C3associates

**Mission:** Help organizations maximize investments in Information Management and collaboration technologies through alignment with business objectives



content + context = collaboration

C3associates

---

# **The Business Case for Enterprise Information Management**

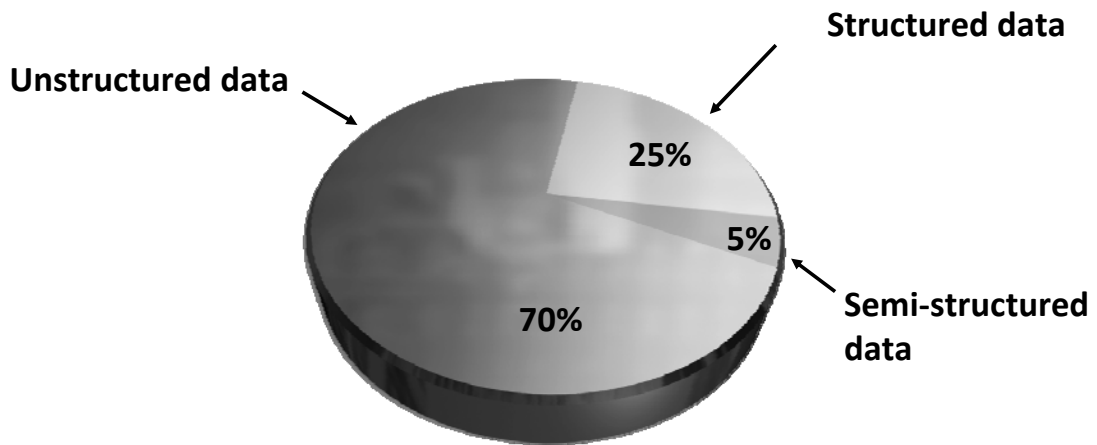
---

content + context = collaboration

©2010 C3 Associates, Inc.

C3associates

# Enterprise Information



content + context = collaboration

C3associates

## Volume & Variety - We're Drowning In Information

- Every second the world creates 390 GB of data
- 7.5% of documents are lost forever
- 10% of Canadian Government's electronic records are not available
- Average cost of recreating just 20mb of data is \$64,000
- Viking Space probes cost \$1billion and now their magnetic tapes are unreadable – NASA tracked down old printouts and retyped everything
- Nine of out of 10 organizations will fail in the first year unless they approach information management in a coordinated way (Gartner 2007)

C3associates

# Key Drivers for an IM Strategy – Business Drivers

**Volume  
& Variety**

**Information  
Silos**

**Strategic  
Assets**

**eDiscovery &  
Retention  
Management**

52% of users  
don't have  
confidence  
in their information<sup>1</sup>

59% of managers  
miss  
information  
they should have used<sup>2</sup>

42% of managers  
use wrong  
information  
at least once a week<sup>2</sup>

<sup>1</sup>AiIM 2008 Survey  
<sup>2</sup>Accenture 2007 Managers Survey

content + context = collaboration

C3associates

## Why ECM?

---

### Costs of Mismanaged Information

One division of a large oil and gas company



---

content + context = collaboration

C3associates

---

## **How is ECM Different? Why does it Often Fail to Meet Expectations?**

---

content + context = collaboration

# C3associates

---

Understanding the reasons for failed projects requires an understanding of **how ECM is different** from other IT systems



## C3associates How is ECM Different?

---

1. ECM is about **managing** information, not just storing it
  - ECM is not just another technology implementation
  - Users must understand not only **how** but **why** – **change management** and training are critical
  - Requires different rules which may be used for all content or only certain content – **governance** is critical
  - Requires an understanding of information lifecycle and **context** in which it will be used

---

content + context = collaboration

## C3associates How is ECM Different?

---

### 2. ECM is (perceived to be) optional

- Users have a choice
- ECM is not the same as an accounting system
- Done well, ECM can provide a significant competitive advantage

### 3. ECM is everywhere

- Shared drives
- Email
- Formal ECM systems (75% use more than one<sup>1</sup>)
- Records management (physical and electronic)

---

<sup>1</sup> 2009 AIIM State of the Industry Survey

content + context = collaboration

## C3associates How is ECM Different?

---

4. ECM changes ingrained work habits
  - File / Save As...
  - Initially, can have a negative impact on productivity
    - Can lead to pushback from end users and, through their bosses, to senior management
  - Organizational benefits may be clear, but end user community may not see WIIFM (What's In It For Me?)
  - Impacts many business processes:
    - Correspondence, AP/AR, Budgeting, Contracts, Maintenance, Marketing, Projects, etc.

---

content + context = collaboration

C3associates

## Common Challenges

---

1. Underestimated the impact on business processes and organizational structures (esp. senior level sponsorship)
2. Uneven usage due to poor procedures (inadequate governance)
3. Did not train users appropriately (poor change management)
4. Project derailed by internal politics
5. Poor design or clumsy rollout
6. Scope creep
7. Underestimated effort to migrate content
8. Poorly defined business case
9. Taxonomy concerns (identified as #1 risk pre-implementation)
10. Narrow focus

Source: 2009 AllIM State of the Industry Survey

content + context = collaboration

C3associates

---

## **What Success Looks Like and some ideas on how to get there**

---

content + context = collaboration

## C3associates Successful ECM has...

---

### 1. A clearly articulated vision

- A statement of what is the ECM implementation trying to achieve that is aligned to the strategic objectives of your organization

*Our ECM Program supports increased sales by ensuring our information is accurate, timely and relevant for our customers and staff. The ECM Office provides strategy, processes and techniques to support information access, sharing, and security to put the right information in the hands of the right people at the right time.*

---

content + context = collaboration

## C3associates Successful ECM has...

---

### 2. Clear ownership: Top-down and bottom-up support

- Ownership should be high enough up in the organization to ensure ECM gains traction
- Owner should be in the business, not IT
  - Consider moving ECM group directly into the business rather than embedding in IT
- If no one steps up to own ECM stop until someone does
- Users demand ECM, support the implementation and associated process changes

---

content + context = collaboration

©Cartoonbank.com



*"Norman won't collaborate."*

©2010 C3 Associates, Inc.

## C3associates Successful ECM has...

---

### 3. A high level of understanding of the toolset and related processes

- End users understand how, when and why to use the tool
- Excellent initial and ongoing training
- ECM onboarding process embedded in new hire orientation supported by an expert user community
- Well understood processes for new deployments
- No excuses for not using the tool

---

content + context = collaboration

## C3associates Successful ECM has...

---

### 4. An information architecture that supports the business

- Content is easy to find, easy to store
- Just enough metadata to easily find content but not so much that users won't add it to documents
  - 2-5 values is ideal, if more needed capture via inheritance or application integration
- Iterates and changes as the business evolves
- Single sourcing, little or no duplication of information

---

content + context = collaboration

## C3associates Successful ECM has...

---

### 5. A flexible and comprehensive governance model

- Usage policies and procedures are clear and well understood
- Information is as secure as it needs to be but not more secure than it should be
- Metrics are defined, captured and acted upon; expected benefits are understood and realized

---

content + context = collaboration

C3associates

## Governance in Action

---

- Use “guidelines” or “principles” rather than a heavy-handed approach
  - Users appreciate options, more likely to use the system if they feel in control
  - Still need some policies
- Taxonomy model (folder hierarchy)
  - Drives metadata inheritance, retention and security
  - Navigation is secondary
- Metadata model
  - Easily adaptable and regularly updated

---

content + context = collaboration

## C3associates Successful ECM has...

---

### 6. A plan for Social Computing

- ECM platform is the backbone of your social computing effort (or is at least integrated with your chosen platform)
- Records retention is embedded in social computing strategy
- Governance group understands and supports collaboration objectives
- Collaboration team understands and supports governance obligations

---

content + context = collaboration

## C3associates Successful ECM has...

---

### 7. Transparent application integration

- Content-enabled vertical applications are seamlessly integrated with your ECM system
- Users are often interacting with your ECM system without even knowing it

---

content + context = collaboration

## C3associates Successful ECM has...

---

### 8. A bulletproof technical environment

- Very little if any downtime
- Fast response
- Redundant systems for critical content
- Intuitive user interface
- Responsive user support and development group

---

content + context = collaboration

C3associates

---

**Outcomes**  
**What you should expect from a successful  
ECM implementation**

---

content + context = collaboration

C3associates

---

Outcomes

1. Significant reduction in volume of shared drive content
  - Most or all shared drives should be set to read only or decommissioned entirely
  
2. Email volume reduced significantly
  - Users collaborate in ECM system, send links to content rather than attachments

---

content + context = collaboration

C3associates

Outcomes

---

### 3. Productivity goes up, compliance goes up

- Measurable increase in business performance
- Measurable decrease in adverse regulatory outcomes
- Measurable improvement in speed and comprehensiveness of responses to regulatory requests

### 4. A lot less paper

- Critical files scanned, fewer physical files created

---

content + context = collaboration

C3associates

Outcomes

---

5. Information and records are retained for as long as needed but not longer

- Measurable decrease in time to complete disposition process

6. Measurable reduction in cost of litigation / cost of eDiscovery

- Easy to place legal hold
- Discovery process streamlined

---

content + context = collaboration

C3associates

Outcomes

---

## 7. Measurable increase in knowledge sharing and collaboration

- Cross-functional groups are working closely together
- Risk reduced, efficiency increased, knowledge retention increased, business performance increased

## 8. ECM practice continually improving

- Metrics identified, captured and acted upon

---

content + context = collaboration

# C3associates

Answer the following questions to assess the health of your ECM program. If you answer No to any of the following questions your ECM program is likely not meeting your stated goals.

1. We know who owns ECM within our organization	Yes / No
2. If yes to Question 1 – The ECM owner has the full support of senior management	Yes / No
3. We understand the business case for ECM in our organization	Yes / No
4. We have a clear document taxonomy that is well understood by our user community	Yes / No
5. We have a good understanding of the effort required to migrate our legacy content into our ECM system (i.e. understand volume and value of existing content)	Yes / No
6. We have established a comprehensive training program that includes information about the business context in which the system is to be used	Yes / No
7. The onboarding process for new users is clear and well-established	Yes / No
8. Our users understand <b>how</b> and <b>why</b> they are using our ECM system	Yes / No

# C3associates

## Acknowledgments

---

I would like to thank the following people for their input, assistance and guidance in creating this presentation. Although I am the one standing in front of you today, this presentation wouldn't be the same without a little help from my friends.

- Pankaj Bhawnani
- Sheila Bryant
- Catherine McKinney
- Kyle Bergum
- John Meilleur
- Bridget Saunders

---

content + context = collaboration

C3associates

---

## Resources

### AIIM ERM Community

<http://www.aiimcommunities.com>

### Information Zen

<http://www.informationzen.org>

### 2009 AIIM State of the Industry Report

<http://www.aiim.org/Research/State-of-ECM-Enterprise-Content-Management-2009.aspx>

### AIIM ECM Checklist

<http://www.aiim.org/ProductCatalog/Product.aspx?id=2094>

### C3 Associates ECM Blog

<http://www.c3associates.com/blog>

---

content + context = collaboration

C3associates

---

**Thank You!**

Greg Clark

greg.clark@c3associates.com

B 403 775 4651 x100

C 403 863 5998

Web: [www.c3associates.com](http://www.c3associates.com)

Twitter: [www.twitter.com/GregClarkC3](http://www.twitter.com/GregClarkC3)

---

content + context = collaboration

©2010 C3 Associates, Inc.