Shared Content Foundation for Company-wide Engagement

Toby Bell, ECM Marketing and Offering Strategy Lead – October, 2015

Agenda

- ECM and Shared Services

- Challenges

- Shared Services success factors

- Maximizing the benefits

Business Content is Everywhere

Marketing manager posting
on-line product videos

AP manager
paying invoices

eCommerce product manager
updating product photos

Telecom billing manager
preparing customer bills

Insurance adjustor
processing claims

Government agency
processing benefits

Hospital searching
medical records

Leasing sales manager
mining contracts

Branch manager accepting
a mortgage application

Taxi driver
giving a receipt

Salesman submitting
a sales order

How are your people engaging with Business Content?

Hospital Patient Onboarding

Complex Loan Processing

Vendor Management and Contracts
in Procurement

Government agency
processing benefits

Front Office:
New customer onboarding

Back Office:
HR, AP, Contracts,
Contact Center

Knowledge Management

Claims Processing

Standard Operating Procedures

Mobile Field Sales Collateral

ECM Critical Capabilities

Smarter Content, Smarter People
Put business content to work to realize new value

**Capture**   **Protect**   **Activate**   **Analyze**   **Engage**

Engage

Connect people to content, analytics and process with center of competency

Streamline collaboration with hybrid cloud

Provide mobile access to content anywhere, anytime

ECM as a Shared Services Platform
A Center of Competency for cost-effective deployment of solutions

Content

Services

Services

Development

Business Requirements
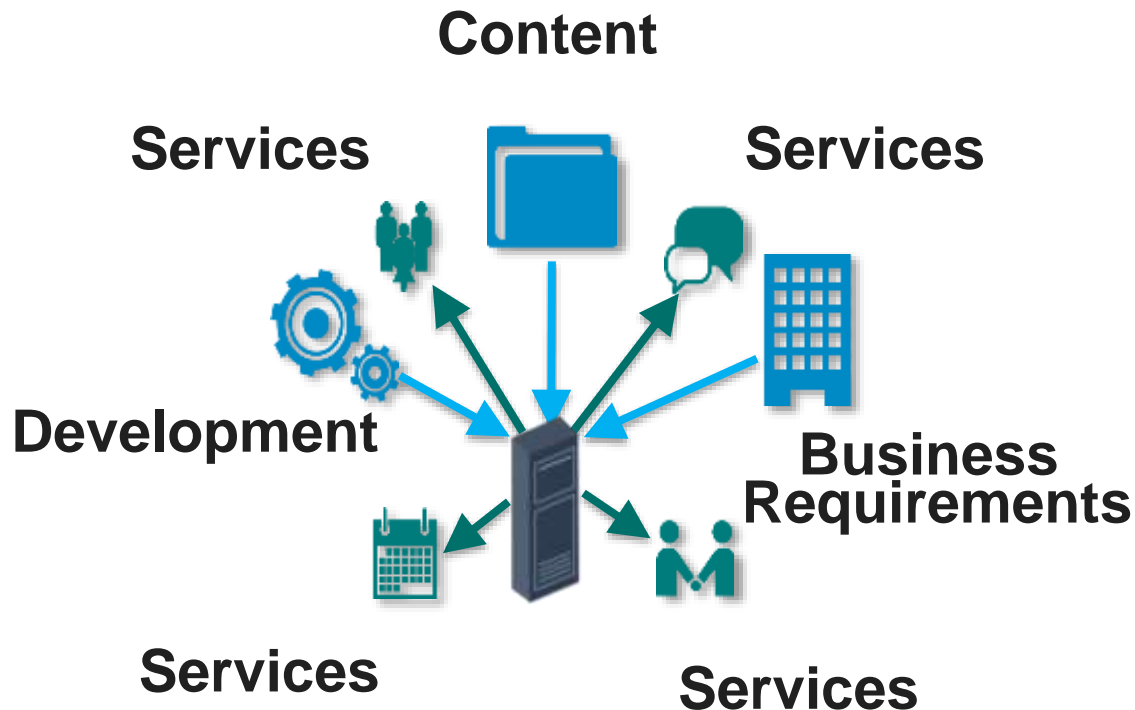
Services

Services

Shared Services Model

- **Reuse** the same tools, technologies, and training to deploy new solutions

- **Solution templates** enables common solution patterns to accelerate solution delivery

- **Maintain consistency** through a common infrastructure and development environment

- Shares a **common user interface**, built on IBM Content Navigator

Shared Services implementation benefits

Shorter Timeline

- Standard operational model reduces requirements and misunderstanding
- Reuse of services components drive faster implementation

Less Cost

- Services are developed once, used many
- Training is simplified as process is standardized
- Common capabilities can be deployed to multiple business units

Less Risk

- Proven process and technology
- Standardization eliminates one-offs or specialized knowledge
- Fewer variations and changes require less testing

United Overseas Bank

" IBM enterprise content management solutions have changed how UOB captures and manages customer information. "

– Agnes Tay, Head of Scanning Operations, United Overseas Bank

Cuts time and effort
taken to process international wire transfers, increasing efficiency

Faster processing
30% reduction in time and effort required for processing credit card applications

Better customer service
Real time, **360 degree view** of every customer request helps UOB maintain its competitive edge

AIIM, the global ECM Industry Association, asked its members what key issues IT and business leaders would face in 2020:

COE	Hypothesis/trend	North American ranking	European ranking
1	The proportion of effort the enterprise has to spend on ensuring privacy and security will increase.	1	1
	There will be more country-specific regulations and restrictions related to the cloud and privacy than there are now (i.e., governments will become more national and less global in their approach to the cloud).	2	8
	The central role of content management solutions will be to: 1) Determine the human user's current situation; 2) Understand precisely what the person wants; and 3) Use powerful analytical ability to make highly focused and insightful suggestions.	4	1
	Corporations rely on knowledge workers, in partnership with IT staff, to identify new technology that can improve business operations.	6	4
	90% of the world will have broadband access equivalent to today's best Wi-Fi.	3	6
	The procurement model goes from large up-front investments to freemium subscriptions.	7	3
2	The core skills of world-class IT departments will shift from people focused on operations, to people with skills at the intersection between business analyst and IT designer.	5	7
	The percentage of workers telecommuting some hours per week will double (currently 24% for US workers).	11	5
3	The percentage of the workforce now defined as knowledge worker will increase from circa 40% to more than 75%.	8	11
	The business currently controls 35% of technology spending, but this will grow to 90% by 2020.	10	10

Bimodal (2 Speed) IT: Advice to Business Leaders
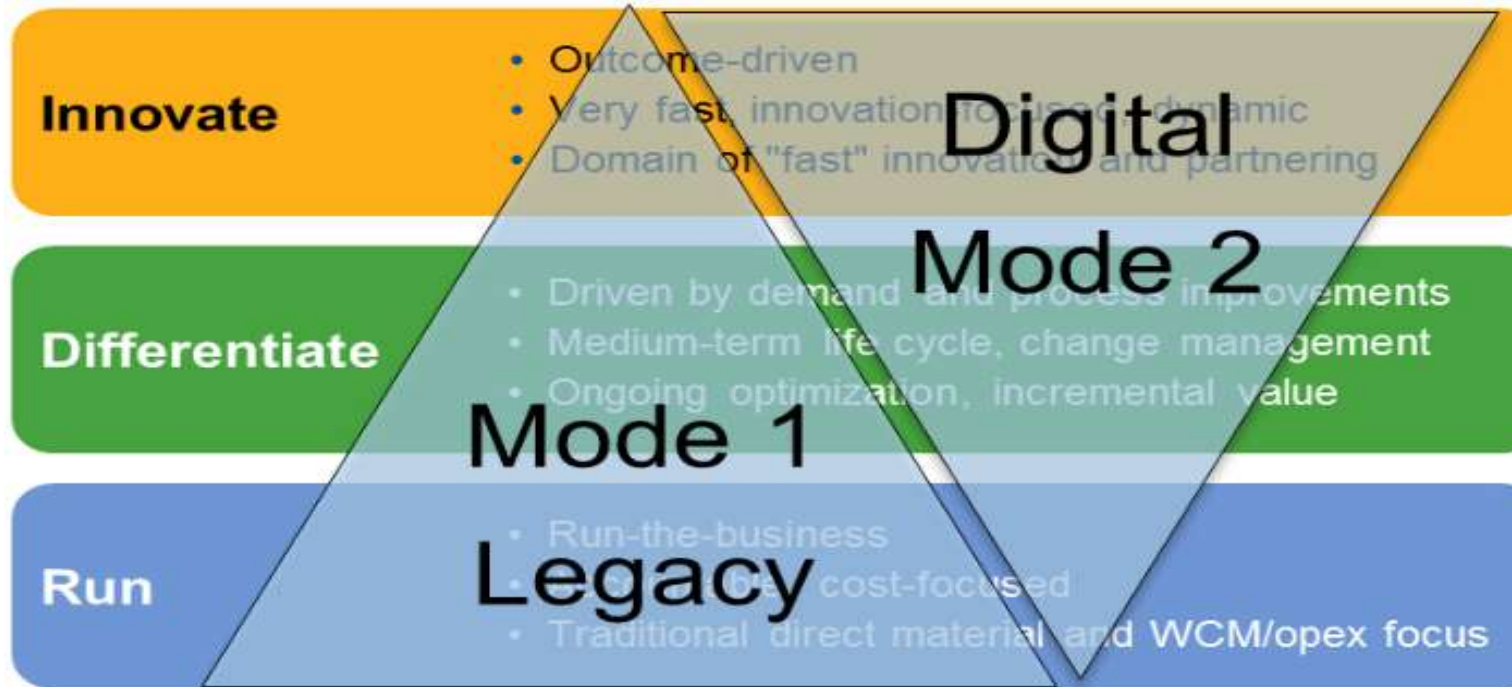
Source: Gartner

- Do you have a Digital Business roadmap?

- Technology budgets are shifting from IT to the business – do you have a technology budget?

- Shift to a talent and organizational strategy that injects new skills and enables a bimodal capability for both execution on today's efficiency goals as well as experimentation with bold new ideas for growth. Do you have a "Center of Innovation" where new ideas can be tested?

Why IBM?

A recognized industry leader

- Seven of the top eight **banks**
- 24 of the top 25 **insurers**
- All 24 top U.S. **government** agencies
- 15 of the top 16 **telcos**
- All eight top **retailers**

Market Share by Vendor

2014:

IBM: 18%

Open Text: 15%

EMC: 8%
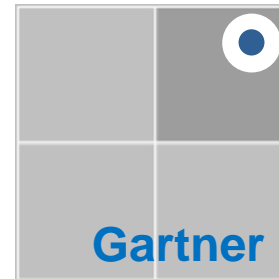
Gartner   **Forrester**

Leader in the Evolution of ECM

- **Enterprise Content Management**
  – Gartner MQ Leader

- **Enterprise Content Management**
  – Forrester Wave Leader

- **Transactional Content Management**
  – Forrester Wave Leader

- **Dynamic Case Management**
  – Forrester Wave Leader

- **Case Management Frameworks**
  – Gartner MQ Leader

- **Business Content Services**
  – Forrester Wave Leader

"

Enterprises serious about fast-tracking their moves to more digital — and mobile — engagement models are investing in four-tier architectures. This approach means a decoupling of client, delivery, aggregation, and services layers. Content repositories (whether on-premises or in cloud) are part of this services layer.
The importance of interoperability services and open APIs will continue to rise, allowing content to become part of broader information ecosystems.

"

Forrester named *both* IBM and Box Leaders in ECM Business Content Services

The Forrester Wave™
ECM Business Content Services '15
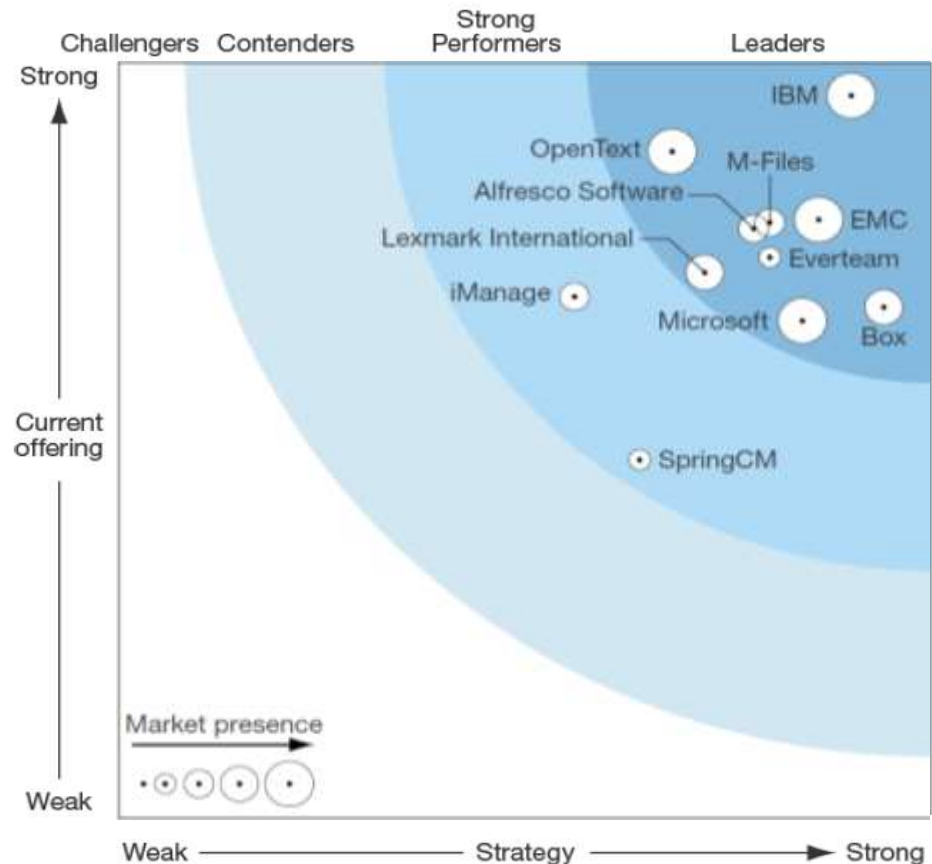
Enterprises are having a hard time keeping pace with fierce transformation and growth

500+
The number of industry platforms will expand to 500+ by 2016, generating over a billion new dollars in IT spend

1/3
Industry platforms will disrupt 1/3 of the top 20 market leaders in most industries by 2018

100+
A new class of 100+ industry-specific enterprise solutions developed with Apple and IBM Partnership

4X
By 2016, the number of enterprise applications optimized for mobility is expected to quadruple

Scale of ECM growth

Increased need and demand of effectively managing rich inter- and intra- content

2015

2020

USD 24.62 Billion

19.5%

Compound Annual Growth Rate

USD 59.87 Billion
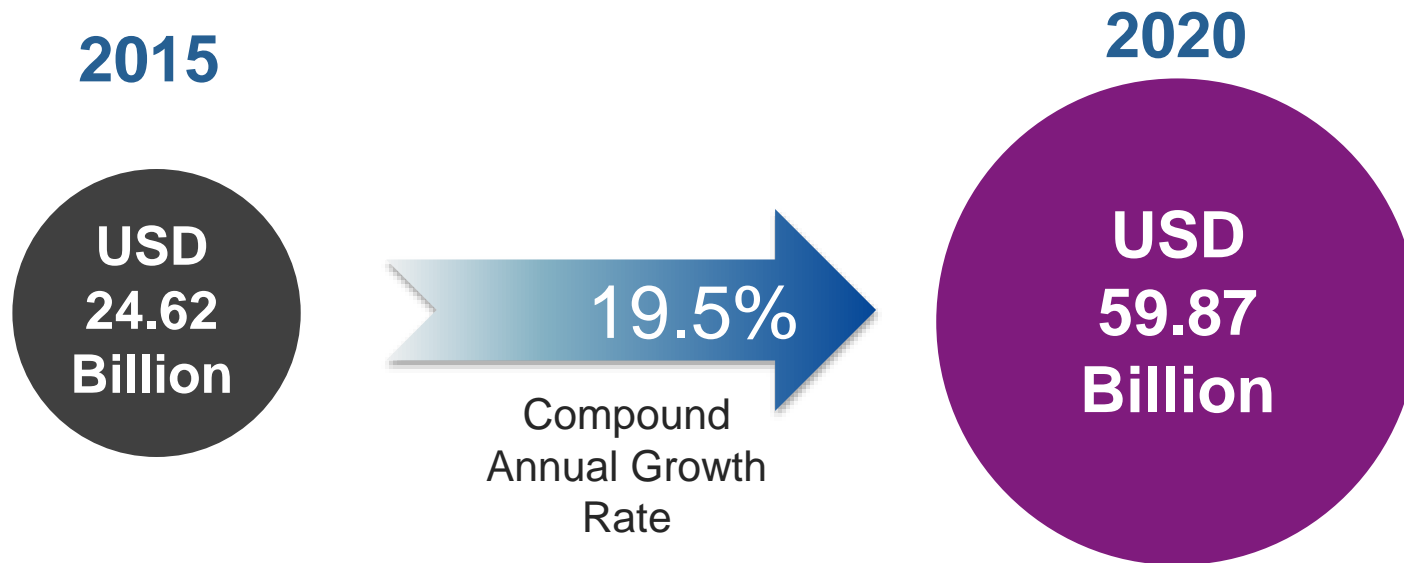
Shared Services in the market place

People

Sharing of human capital and back office operations

Processes

Sharing of business processes and services

Technologies

Sharing of technology, tools, and platforms

Shared Services in the ECM World

Multiple layers of shared services bringing technology, services and practices together

	Shared Content Practices	Shared taxonomy, archival policies
	Shared Business Solutions	Shared content usage applications
	Shared Content Services	Shared integration services
	Shared Platform	Shared domain, repository
	Shared Infrastructure	Shared hardware
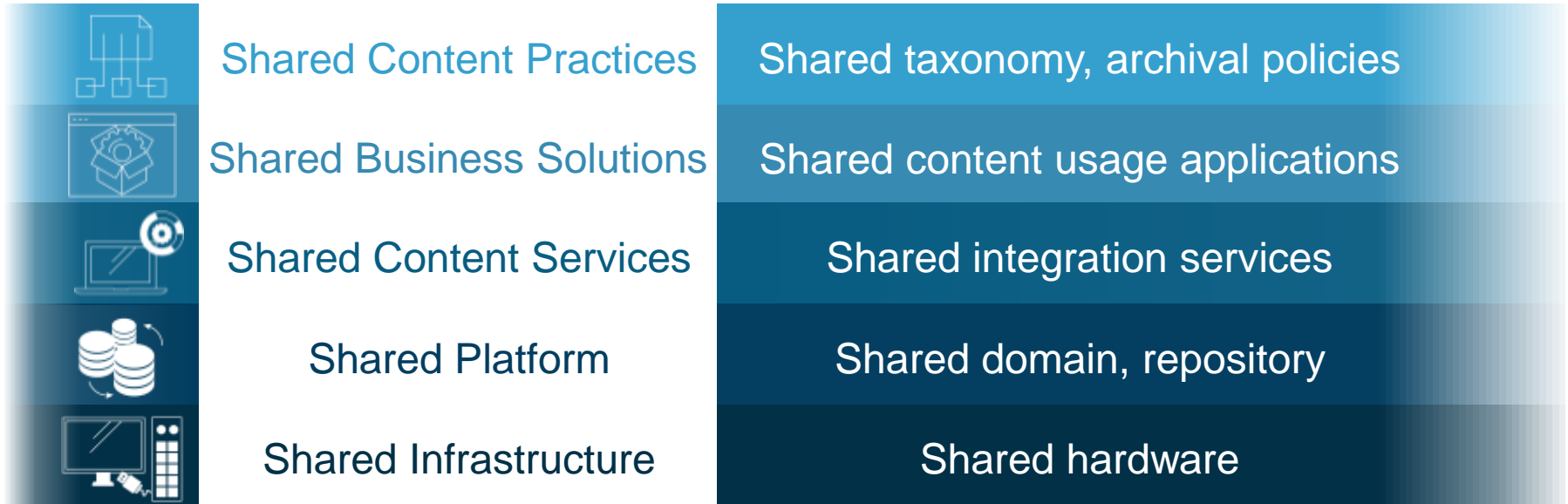
General challenges faced by organizations

Acceleration
- Time constraints on exploring the benefits of new technologies
- Slow adaptability to business changes

- Building solutions that are agile to changing requirements
- Balancing priorities and changes such as regulatory needs
- One time implementations giving way to iterative cycles

Agility

Ability
- Focusing on internal capabilities and best practices
- Difficulty controlling and managing corporate data
- Simplifying and unprioritizing the skills building exercise

Specific Shared Services pains we often hear

- Getting consensus and agreement from the business

- Balancing individual priorities and timelines

- Impressing upon the business of ECM value vs. another technology implementation

- Establishing confidence and trust in the ability to deliver useful capabilities

- Implementing quickly while maintaining reusability and longevity

- Managing change without hindering business progress

Success Factors

Success Factors: Establish overall ECM value

- Amplify the value of ECM Shared Services to every layer of the organization

- Unify Business needs to maximize solution implementation benefits

- Negotiate priorities of services and capabilities based on global strategies

- Balance first adopter investments with late onboarding costs

Success Factors: ECM value for each area

Executive visibility

- Higher level of compliance
- Lower level of risk
- Satisfied customers

Executive

Business benefits

- Additional revenue opportunities
- Lowered cost of operations
- Timely execution

Technical capabilities

- Cohesive architecture
- Increase in targeted skills
- Faster time to market

Global Buy-In

IT Professional

Business Manager

Success Factors: Organizational structure and governance

Executive Steering
- *Strategy alignment*
- *Corporate guidelines*

Executive

ECM Shared Services Program

IT

Technology Governance
- *Architectural patterns*
- *Implementation best practices*

Business Ownership
- *Content standards & policies*
- *Solution capabilities & usage patterns*
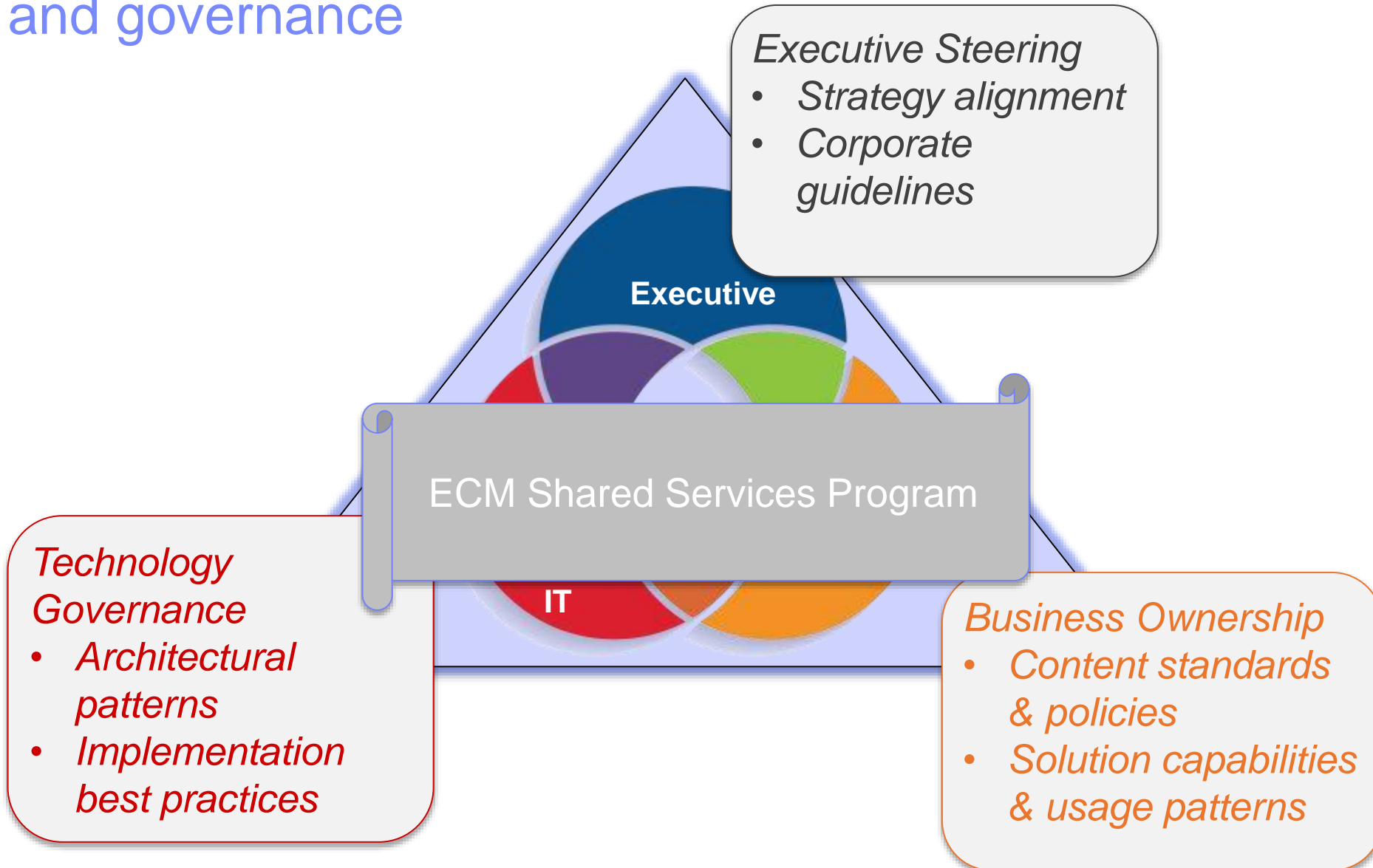
Success Factors: Create an agile foundation

- Build an agile and flexible ECM practice
  - Technology platform and tooling
  - Application framework and out of the box capabilities

- Standardize on shared capabilities and usage patterns

- Move from a single big implementation to iterative realizations

- Strike a balance between immediate benefits and long term value

- Have a mindset for enterprise reuse while building for a specific busienss solution

Success Factors: an agile technology foundation

A standard case object model that is persisted in the ECM content repository and available across the organization

A standard runtime model where the case folder drives and controls many individual task instances that run in the context of a case instance

A one-click deployment from Case Builder that can manage deployment of solutions through development, user acceptance, and production

A role-based Case Client that can be easily customized using drag and drop page and data layout tools, custom reusable page widgets

Shared IBM ECM platform leverages existing ECM investment

An out-of-the-box Case web application built on top of the IBM Content Navigator User Experience framework that brings consistency and reduces training

Point and click web-based solution development application (Case Builder)

a user-friendly mobile client for flexible user engagement

IBM Case manager for Shared Services

Content Development Business Requirements

- Master rapid deployment by leveraging a common infrastructure and licensing model
- Integrate and liquidate legacy systems, eliminating multipoint data silos
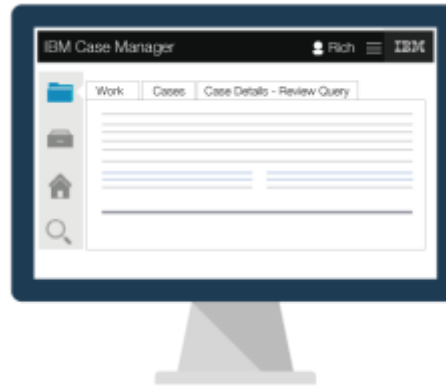
IBM Case Manager

- Unify the enterprise with a leading case management platform

Shared Services

- Capitalize on data assets across the enterprise as shared services yield benefits for all lines of business
- Reuse learned skills by deploying shared services on a standardized platform

Success Factors: Strike a balance

Building everything as a generic, shareable framework

- Overall view of now and the future
- Strategic planning
- Clarity in Roadmap
- Resource/Skills ramp up planning
- Right time to allow budgeting

Jump start with prototype, technology and solution delivery

- Most lessons learned after actual implementation of a policy, procedure or solution
- Rapid adjustments to the new world without delays

Success Factors: keep up with change

- Move from strict change management processes to include an agile path for known changes

- Categorize the types and complexity of changes (not all changes are the same)

- Pattern/template changes based on
  - Size
  - Impact
  - Regular/scheduled
  - Repeatable
  - Same resource(s)

Shared Services: the benefits

- Acceleration

  - Shared capabilities and services decrease requirements and errors

  - Reuse of service components yields simpler integration, faster implementation, and less risk

  - Fewer variations and changes require less testing

- Agility

  - Breakdown of capability components enables simpler, faster, and more agile implementation

  - Fewer and faster Upgrades and updates

- Ability

  - Standardization eliminates one-offs or specialized knowledge

  - Guidelines, patterns and templates promote skills enablement and growth

  - Clarity of usage patterns allowing uniformed planning

Standard ECM capability roadmap

Legend

100% Reuse		Framework for modifications		Custom implementation		Roadmap

Instruction Capture

- Adhoc Scan (Branch)
- Batch Scan (Hub)
- Classification
- Index
- Quality Review
- Sign & Store

Data Entry

- Work Prioritization
- Work Distribution
- Image Cropping
- Double Blind Field Based
- Double Blind Section Based
- Form Based

Rules Processing

- Data Validation
- External System Check
- Work Routing
- SLA Determination
- Business Rules
- Auto Pend

Signature Verification

- Work Selection
- Form Based
- Snippet Based
- SVS Integration
- Verify / Fail

Instruction Processing

- Work Selection
- Pend / Resume
- Activities

Processor

- Request Followup
- Advice Generation
- Approve
- Reject

Call Back

- Authenticate / Fail
- Obtain Information

Reviewer

- Change Indicators
- Request Rework
- Review

Generic Case Services

Initiation by System	Single Session	Case SLA Tracking	Case Search	Reports
Initiation by Human	Document Signing	Task SLA Tracking	Case History	Dashboards
	System Exceptions	Case Comments	Case Audit	Security Management

Exceptions Handling

- Unclassified Instructions
- Orphan Handling
- User Exceptions

Host Services

- Host Enquiries
- Host Postings

30

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Reusable solution framework with ECM tooling

Datacap Applications

Branch Scan
| Scan | Image QR |

Scan Hub
| Scan | Classify |
| Index | QR |

Export to CPE

General solution (UNC,…)
| Rendezvous Docs | Sys EH |

Case Manager Solutions

Remittance solution (OTT …)

| OTT | UCOE DE | Form DE | Auto Proc | Sign Proc | Call Back | Man Proc | Excep Proc |

Cards solution (CCA, CPCA…)

	UCOE DE	Form DE	Auto Proc	Man Proc	Call Back	Rev	Excep Proc
CCA							
CPCA	*Reuse*	*Minor changes*	*Rule Changes*	Activity changes	*Reuse*	*Reuse*	*Reuse*

Channel Ops solution (COA…)

	UCOE DE	Form DE	Sign Proc	Auto Proc	Man Proc	Call Back	Rev	Excep Proc
COA	*Reuse*	*Minor changes*	Reuse	*Rule Changes*	Activity changes	*Reuse*	*Reuse*	*Reuse*

Shared Services

| Single Session | Event Hand. | Rule Sets | Case Prop. | Sugg. Lists | Case Creation | Entry Temp. |
| Netrust | UMM | Tasks | Workflows | Pages | Widgets | |

Future Addons..

Integration Services
| RBK | PLCE | REMS |
| Card Link | BWCIF | Others |

31

Establishing an ECM CC

Steering Committee
- Business Leaders
- Technology Leaders
- Project Sponsors

Lines of Business

- Business Unit Heads
- Business Users
- Policy & Audit Teams

Participate

Support

Harvest

Best Practices & Standards Management

Advise & Consult

Business Strategy Alignment

Community Services

Communication & Evangelism

ECM CC

Data Governance

IT Governance Alignment

Enterprise Technical Architecture

Education

Support

T&O Teams

- Enterprise Architecture Team
- Process Review Team
- Systems & Support Team
- Marketing & Comms Team

Enhancement
(Project Team A)

New Capability
(Project Team B)

Change
(Project Team C)

Other
(project team)

Maximizing Benefits: Center of Competency Vision
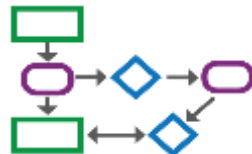
Setting the VISION
1

- Evaluate the current state
- Identify gaps and opportunities
- Define roadmap

Expanding the VISION
2

- Commit resources
- Set priorities
- Outline plans
- Create processes
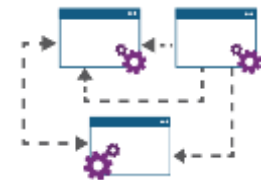
Implementing the VISION
3

- Create blueprint
- Establish reusable frameworks
- Publish best approaches

Managing the VISION
4

- Install software
- Configure solutions
- Ongoing monitoring
- Continuous improvement

Learn more about
IBM Smarter Content Solutions

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Twitter: @tobybell
LinkedIn: Toby Bell

www.ibm.com/**thatsecm**/

धन्यवाद

Hindi

Спасибо

Russian

شكراً

Arabic

多 謝

Traditional Chinese

ขอบคุณ

Thai

Gracias

Spanish

Thank You

English

Obrigado

Brazilian Portuguese

Grazie

Italian

Danke

German

Merci

French

நன்றி

Tamil

多 谢

Simplified Chinese

감사합니다

Korean

ありがとうございました

Japanese

Typical barriers to enterprise adoption success

Culture

- Lack of senior management commitment
- Low trust in the data
- Communication gap between IT, Finance, LOB
- Lack of accountability & ownership for KPIs
- Data ownership conflicts
- Lack of demonstrated ROI

Data, Technology & Infrastructure

- Silos of data, poor integration
- Structured data vs unstructured data
- Response times do not meet expectations
- Many different tools, expensive to support & license
- Inconsistent meta data, data definitions, security
- Perceived to be difficult to use, hard to learn

Process

- Projects not aligned with goals & strategy
- Disconnected business management processes
- Data quality is not improving
- Compliance issues, governance, risk
- Best practices not shared, accessible
- Missed deadlines, missed requirements
- No/poor/inconsistent methodologies & standards
- Lack of adequate help desk support

People

- Competing priorities, silos of activity
- Pockets of expertise that are not well-leveraged
- Business demand exceeds IT supply
- IT as a bottleneck
- Lack of resources – no business case
- Lack of training & skills
- No awareness of success in solving business pains

Common characteristics of successful enterprise deployment *(based on top customer surveys)*

1. Strong internal executive sponsorship for ECM initiatives

   A clear vision and a commonly agreed strategy

2. Close working relationship between Business and Technology

   An established group of trained business analysts, solution architects, and developers for the singular goal of providing ECM services to the organization

3. Shared services implementation to promote standardization and reuse

   Common capabilities, services catalogues, solution patterns and function roadmap

# 1. Strong internal executive sponsorship for ECM initiatives

IM CC

ECM Steering Committee

- Provide enterprise representation and high-level sign-off for company-wide ECM challenges

- Sponsor a unified global vision and ECM strategy for implementation

- Support and guide the teams in the transformation process

ECM Program

Center of Excellence
Focused group of SMEs

Steering Committee
Enterprise representation

Vision & Strategy
Signoffs & Mediations
Support & Governance

People

ECM CC

Process   Technology

ECM Competency Center

- A formal structure of people within an organization focused on the enablement of ECM technology across the enterprise

- Leveraging best practices and domain knowledge for sharing, transferring, and broadening skills

- Employing a consistent set of standards and processes

- Managed or coordinated with a governance structure to make binding decisions and consensus recommendations
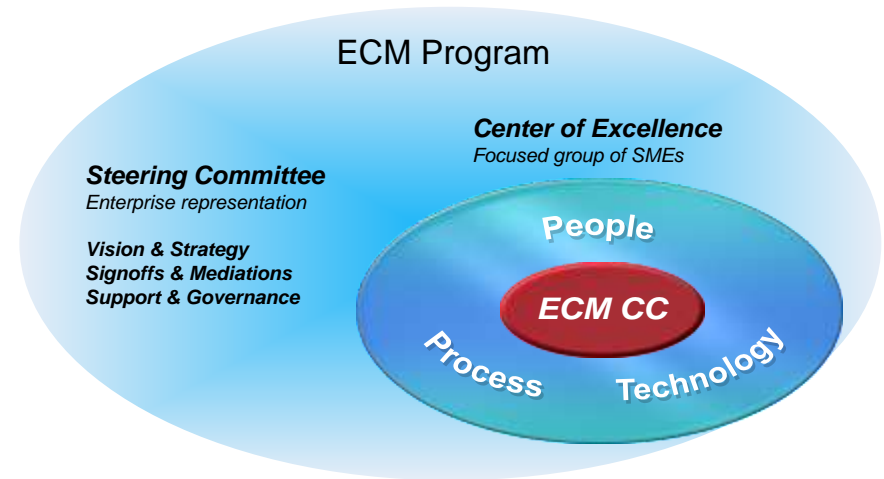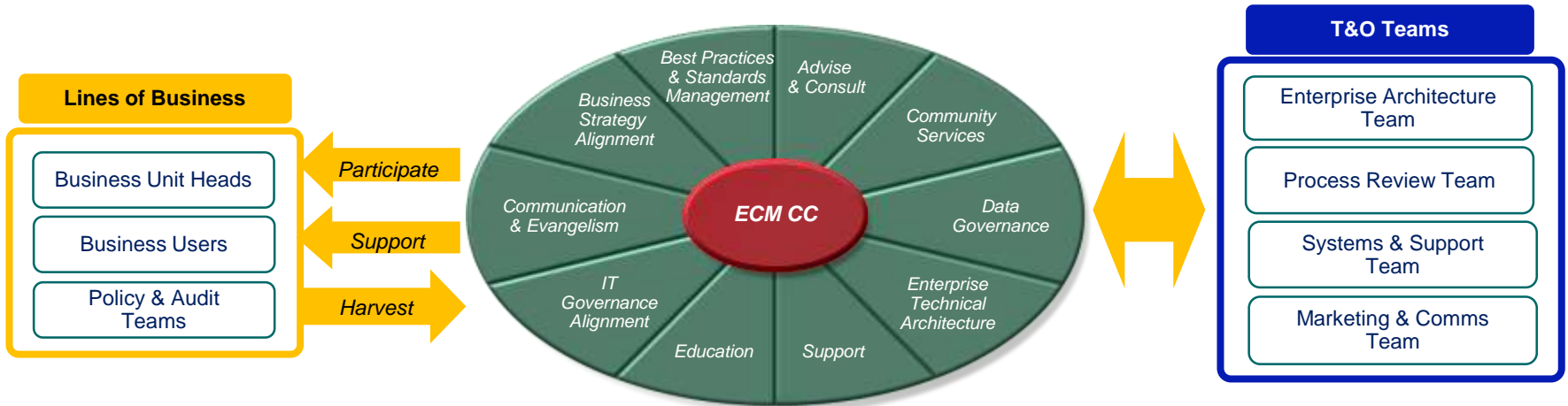
2. Close working relationship between Business and Technology

Establish an ECM Competency Center

A standard practice consisting of business analysts, solution architects, and technology experts for building value-added ECM solutions while accumulating reusable assets to drive a shared services business with minimal risks, faster time to market and maximum adoption

A team with the singular focus on leading, enabling, and demonstrating to the organization the benefits of utilizing ECM technologies as a shared services offering across the enterprise

Lines of Business

- Business Unit Heads
- Business Users
- Policy & Audit Teams

Participate
Support
Harvest

ECM CC

Best Practices & Standards Management
Advise & Consult
Business Strategy Alignment
Community Services
Communication & Evangelism
Data Governance
IT Governance Alignment
Enterprise Technical Architecture
Education
Support

T&O Teams

- Enterprise Architecture Team
- Process Review Team
- Systems & Support Team
- Marketing & Comms Team

3. Shared services implementation to promote standardization and reuse

Build a foundational framework

- Create a Capability Roadmap (generic and specific requirements)
- Map a Services Catalogue (what is currently available and what is on the roadmap)
- Establish Solution and Architectural Patterns