

# Implementing a highly adopted ECM system.

## Or How I learned to stop assuming what users do and just asked

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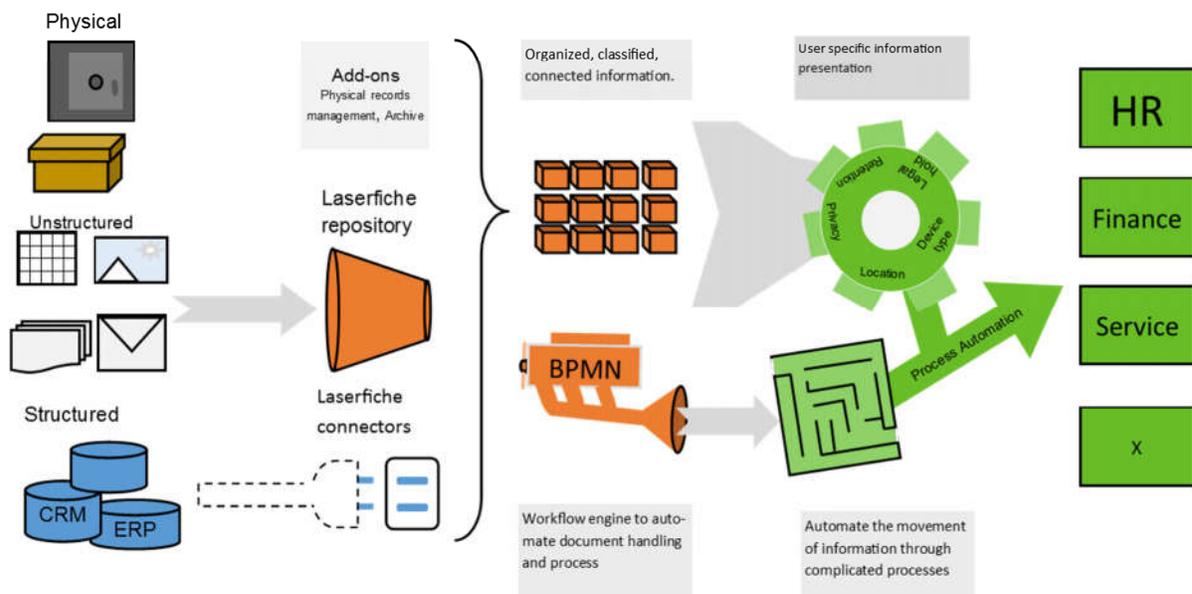
Define the value of all types of information.

Build a management plan that includes all information

Organize and classify information

Match personas to classification scheme

Personalized, highly adopted ECM



## Synopsis

Information management is the must have discipline for all organizations. Historically information has been managed by IT—governed purely based on storage capacity. IT then provided a file folder structure that mimicked the department and business unit level organization. This structure was manageable due to the controlled entry points into the corporate storage and expense of enterprise grade content creation storage systems. This model is now obsolete with the advent of cheap cloud storage and commercial grade content creation applications that have reduced the necessity for users to use IT provisioned storage locations and applications.

The final straw in this information management model is the adoption of BYOD and mobile devices. Currently, organizations actively allow consumer grade applications and computers to access corporate resources and this has led to an exponential expansion of information. In this climate the organization cannot control access nor can it mandate the storage location of documents. Strategically IT needs to provide end users with a tool that mimics the consumer experience but allows the organization to retain control of the information.

In this context, the adoption of a corporate owned enterprise content management (ECM) system moves from a nice-to-have item to a key strategic component of the information management strategy. In order for the ECM system to be an effective part of the information management strategy, the system must have a high adoption rate amongst end users. The focus on adoption as a key measure of success also requires a change in how ECM projects are scoped and implemented. The classic implementation model which is focused on controlling risk through taxonomy has proven insufficient. There is no tangible evidence that the classic method can lead to both risk reduction and any potential productivity gains. The risk aversion model assumes that the inappropriate access and stealing of information top drivers of risk and thus restrict the access based on document attributes. In fact, the top risk for any organization is not malicious attacks by outsiders but the accidental leakage of information by users while performing their duties. A risk averse model based on a document centric viewpoint fails to mitigate the risk from accidents because it does not provide IT with the flexibility to enable end users across their devices and tasks in a manner that matches their actual jobs.

In order to mitigate the key risk of accidental leakage, the implementation of information management must account for how documents will be used in the workflows and processes that they are designed to support. This requires understanding what users do, where their key challenges are in information usage and what information they consistently need access to as part of their jobs.

This white paper defines a set of exercise that should be included in your requirements gather activities as part of any ECM implementation.

## Your problem:

Your content and unstructured data (i.e. "Office filetypes", images, PDFs, blogs, email, IM, social, etc.) has exploded past the point where fileshares cannot effectively be used to manage the diversity of uses, collaboration and security. End users are going rogue, storing information outside the corporate walls, because it is the only way they can find the information they need to get their job done.

**In short, your stored information has gone from potentially useful to a clear risk.**

## Symptoms

1. Business users constantly complain about find documents.
2. Users are consistently breaching attachment rules on email.
3. Help desk requests are coming for Dropbox, Evernote, etc.

## The cure

Organize the information at the system level to fit with end user needs. This requires an ECM system. ECM systems provide three tools that enable findability:

1. Metadata/classifications-tagging of files and pieces of information allows them to be group based on use case or risk profile. Avoid common wisdom and focus on descriptors that align with how users describe the documents as part of their work day.
2. Role based access controls-provides the basis for user based customization of the view. This also provides the organization key controls on access, modification and retention of content. Take the time to define how key users communicate and generate information to define what tasks and processes the ECM system must enable.
3. HTML/CSS based interface- Users expect a certain style of UI from applications; consumerization has changed the value of personalization to a must have item. Focus on information access and easing persons to person communication of information through widgets and URL links.

These three items enable IT to build a system that can enable productivity while ensuring the organization is protected from unnecessary risk.

**The ECM is just the platform, without IT working with end users to build the structure and processes it will fail.**

## Set yourself up for success:

The keys to success are:

### Start with Information Governance.

An information governance framework is a feature of all successful ECM implementations. This doesn't need to be an exhaustive list of every retention rule but you will need a small group of highly invested business users. This is really about defining what kinds of information is valuable based on usage and the risk surrounding this, based on regulatory overhead. We want to start small and add only the information that end users need.

#### Finding the right people.

There are two groups you can pull invested end users from:

##### 1. The veterans

Every organization has key users who are repositories of knowledge. Those workers who are veterans and are often relied upon to train new users. Caution must be taken with this group, veterans too close to retirement often can be a negative influence on the process.

##### 2. The frustrated new hire

Often ECM projects come about due to a lack of clear process and information management. This inevitably leads to poor knowledge transfer from unengaged workers to excited new hires. Find those workers whom are frustrated enough

### Build a straw-man.

IT will not be able to do this by themselves. Build a "model" of what the typical end user does during their day-not just what management has defined as the job role. Start within IT to document what you know about key users. Take this documentation to end users and let them tell you what you have wrong. Then go back to the business and ask them why you're wrong.

### To ensure adoption focus on end user's day-to-day tasks.

Most importantly, discover what are the end users Barely Repeatable Processes (BRPs)? BRPs are those processes that you perform most days such as "contact clients" "Find Purchase Order". These are tasks that the user performs, in some manner, every day. These tasks represent the bulk of information handling and creation work that users perform. These BRPs are key to ensuring usage of the ECM. Ignoring a BRPs is like ignoring tasks that enable day to day productivity. They are workflows that are driven by information availability so that the worker can keep the process moving forward.

#### Barely repeatable Processes:

Most organizations run on a series of processes. Processes such as financial consolidation or adding a new employee happen almost entirely within a single system. Often this is an Enterprise Resourcing Planning (ERP) system. These business processes have clear rules regarding whom performs which task and what the nature of the data will be that is required and outputted from the process.

In reality these types of processes are a limited subset of business related tasks. Most processes have either an owner or a required output but not both. A customer service response may be taken by the first available representative, or a presentation may be created by the marketing team but have a clear deliverable. These are both processes and are critical to business success. These need to be given visibility but cannot live in a rigid system; due to a lack of clear ownership, process steps or completion

## Anticipate the obstacles

Any project that requires the time and energy investment of multiple stakeholder always gets pushed to the bottom of the executive priority list. Make sure that the ECM implementation or re-boot is stays at the top of the priority list by aligning it with the C-level priorities.

### Typical of C-level priorities for IT strategy:

- Revenue growth
- Improved efficiency and operating margin
- Creating new value
- Improving processes
- Being responsive to enterprise demand
- Future proofing the enterprise
- Retaining and developing staff

Match the high level focus on priorities with a practical approach when starting. Focus on the departments that can enable the C-level priorities. Often this is finance or accounts payable or customer service. Engage with these departments and try to design a system that eases core concerns around a BRP or document findability.

### Find a problem that exists within the organization that the ECM can reduce or solve for end users.

Do not attempt an enterprise wide implementation at the beginning of the ECM project; a single enterprise wide information management system should be the long term goal.

#### Resources for resolving and planning for change management.

Managing a large scale change in worker habits is difficult. Most workers will inherently resist any change in their BRPs.

These resources are a good start to understand the complex issues:

1. Switch – This book details the successful patterns that enable long term change.
2. Harvard Business Review – Many of the blogs and articles are dedicated to change management.
3. Making Sense of Change Management – This book provides a overview of the relationship between leadership and change management.
4. Lastly there are a variety of individual blogs such as Business Balls, and IT business are a great place to find additional resources.

ECM is more than just a technical implementation; it will be a change management project as well. For most IT departments the technical implementation can be handled, it is user adoption that will ultimately define success or failure. The end goal of the implementation needs to provide you with the problem and small enough user group to define and measure success. IT needs to be able to justify cost and change management throughout the organization based on internal success not just Case Studies. Starting with an enterprise wide implementation instead of a focused implementation is the road to failure. You cannot build consensus on what problems can be solved by the ECM across the whole enterprise nor can you define a set of goals for the project.

Problem focused planning also mitigates user concerns; rather than telling users that they need to change their habits, IT is in position to market the project as the solution to their problems. ECM implementations fail when they do not eliminate the average worker's problems. Start with a department where the ECM has a clear value to the users, define a set of problems that involve

information. Build a set of metrics based on current problems, for example account processing is taking thirty days, management wants this decreased to twenty. This focused problem as a solvable goal for the implementation generates requirements, an end user population and a goal. .

**Do not ask “What can an ECM do?” Ask “What do we want our ECM to do?”**

Be proactive with the ECM implementation; expect to train power users in the identified departments. IT must market and engage with the business. There will be changes to end user work habits. Remember to engage key roles to ensure that users can see the value of adopting ECM or users will automatically default to throwing everything in the same place.

- ECM cannot be used appropriately without a risk profile and information governance plan.

- Users do not know what they want from ECM-they just know what they need to do for their job. IT must be able to translate the job or role based information needs into technical requirements. Focus on the problems that exist within the day to day activities of end users. The answer to “What do we want our ECM to do” will be the solutions to the problems.**

- When we allow users to decide on the organization of ECM they often become frustrated with the lack of built-in tools-which then leads to dissatisfaction and low use of ECM. This is usually simple automation; automation of exception management, integrated communication (i.e. Outlook) but often it is also more portal features such as HR documents; time-off forms, search across information silos, recently visited places. User expect internet search to be available within the ECM.

### Focus on user tools to ensure success

IT success in implementation is contingent on defining and prioritizing the tools that their organization needs. This will lead to high user adoption. These tools should be focused on how content is currently being used and what the organization needs to control. In other words; define the system requirements based on how you expect content to **GROW**.

All aspects of how you think about information, users and UI should be based on these four questions:

**G**enerate-how do users generate content-what are the filetypes, what are the key applications?

**R**ecord-where is the information from that content being recorded? Office documents, applications, etc.

**O**rganize-what is the point of the content? Is the information being shared? Is it for revenue generation? Does it need to be moved to other people?

**W**hen-..is the information source used again. What do users really need, what you can securely provide them.

Successful ECM projects grow organically, you cannot always anticipate the use cases. Design a system that allows growth but provides the structure and information that allows users to be productive.

ECM team should model themselves after gardeners:

Gardeners do not control growth. They only maximize the conditions for growth of desired plants. IT can't control the user's adoption, so much as maximize the conditions for the adoption to increase.

What can you as an Information Gardener do:

- **Provide appropriate access (the size of the plot).**
- **Set limits on where the seeds can grow (users) and**
- **Provide within that plot the nutrients (information) that seeds need.**
- **You cannot control the growth but you can limit the unwanted growth.**
- Growth on ECM is going to be organic but you can limit the space provided.

Your job as the gardener is not to install fully grown plants but to provide the nutrients and kill the weeds so that the seed maximizes its potential.

The transformation to Information Gardener requires adopting a different mindset regarding your ECM. Start by limiting the information sources that get migrated to the ECM. Only high usage or high risk documents should be moved, let users decide on the bulk of the documents. Take advantage of the web based interface to bring information to users and finally invest a significant amount of time engaging with users throughout the process to get feedback.

### How to do it?

#### Take advantage of UI level customizations and workflows to ease typical information management and findability issues.

Take advantage of the tools available in the ECM by building a requirements list firmly ground in end user work habits.

Use these exercises to move from “Information management” to “worker enablement”

**Note:** These exercises are intensive; break the whole project into parts. Each section focuses on a key goal. In past engagements, each of the exercises represents a one-four hour meeting to consolidate and analyze the information gathered. For example, Exercise one; Gather the information sources a series of tasks performed by multiple members of IT. The exercise itself is designed to take that gathered knowledge and prioritize it to provide a common knowledge base for all members of the ECM team.

Most organizations find value in going through the exercises start to finish once in a workshop format by timeboxing each exercise to one hour.

ThinkDox performs these workshops in a two-day format to accelerate the project but this does not to replace the long term, full IT project. Successful organizations use this as part of the requirements gathering efforts to complement the IT and compliance needs.

# Exercises

Who do you need in the room? These exercises can be successfully used by the ECM implementation team alone. The team must be willing to make mistakes; If we don't have end user participation, these exercises can provide documents that can be shared with users. If the team can provide end users with a potential persona that describes the team's understanding of their job you will get feedback.

The output of Parts 2 and 5 will be descriptions of what IT believes are the day to day tasks that a user group performs and the solution within the ECM that can solve that problem.

IT will need to pause at each of those points and invest time in engaging end users. The persona descriptions that come from Part two in particular are an excellent way to gain greater participation from users. **"You can always get people to tell you what you have done wrong."**

Most IT departments will be able to gain useful insight from user critique. The hope is that the critique can be used as an invitation for greater insight **"To allow IT fix your problems we need your help in defining a solution"**

**Perfect situation:** The ECM team includes member(s) of the management team from the targeted departments, a senior end user(s) who can speak about how the job is currently actually performed as well as where the key pain points are for end users.

## Starting point

### Part 1 Defining the information sources that need to be part of the ECM project:

#### Exercise 1 Gather the information sources:

Information Sources: for most organizations sources are defined at the level of the fileshare- "G drive" or application data- "Salesforce". High risk organizations may need to be more granular or more descriptive (i.e. patient data, mortgage filing).

#### Top five questions to ask during the meeting

1. How granular do we need to be; is the top risk from the amount of unknown material on fileshares or specific documents?
2. Are there any sacred cows-i.e. any drives that irrelevant of content need to be better available to the stakeholder(s)?
3. Are there any applications that we have data quality issues?
4. What sources contain high risk data such as POs, contracts, employee reviews?
5. What are the top applications used by department X?

1. Brainstorm a list of fileshares and applications that are most commonly used, or represent business critical sources.
2. Use sticky notes to describe each information source. Save enough space for additional notes as you progress through the exercises.

Most organizations want the risk and value information (from the next exercise) as well as basic location information about location; on-premise, data center, SaaS.

3. Practically speaking limit this to those sources that will be/are used by the departments that are part of the initial rollout.

## Exercise 2 Define the risk and value of the information source to the organization as a whole.

The goal here is highlight information sources that require more thought and preparation. The actual scoring system doesn't matter, it just needs to be applied evenly.

### Top five questions to ask during the meeting

1. What kind of regulatory oversight do we have?
2. Have we been sued recently-How scared are we that we will be sued?
3. What is our business cycle; how useful is a three year old document to the business?
4. Are there any key document attributes that we should or want to measure; these should be those that will change over time?
5. How much do we care about long term value; should even measure it?

**Risk-** we typically use a simple 1-5 system for scoring each of the follow risk categories. Typical categories: Regulatory oversight, litigation (often for communications), accuracy, age. These can then be averaged or added together for a final organization wide risk score. Basically risk as applied to an information source should reflect the conversations that IT, stakeholders and end users have regarding information generated by the organization.

**Value-** The key is keeping the scoring system simple. In perfect world we would tie this to an information source's role in revenue

generation. Organizations rarely have sufficient insight into the role documents paly in successful sales or other processes to accurately measure revenue contribution. In the absence of this metric stick to simple measures, such as current usage/access of source, future use of source (i.e. "If this source went away tomorrow would it change how we do business?"), compliance.

You can design metrics to prioritize information sources based on a value to risk ratio, or a value adjusted risk measurement. Practically for the purposes of the ECM adoption project just put the value and risk numbers on the sticky.

If you want or need to build business case for a wider use you can re-evaluate the Risk and Value over time. You would also need to track adoption at the level of number of users on system and percent time spent in system. Successful implementations should see certain Risk categories such as accuracy decrease for sources and value of the source increase.

## Part 2 Define how end users will use the information

### Exercise 3 Build a persona for the key users of the highest risk information sources

Persona: Depending on the organization this can be as simple as a the job role- "Customer Service Representative" or in complex organizations personas may be a wide set of job roles "Municipal Clerk" which have different types of information sources but have a similar need for central access.

### Top five questions to ask during the meeting

1. What systems does [role] usually touch?
2. Are there peak times for [role] when we see requests for data pulls or when IT is barred from sending out updates to users' computers
3. What do we think that this persona does?
4. What information should this persona have for them to be successful?
5. What are the critical times and information across the whole organization?

Start slow, most IT departments struggle with this exercise. Remember our goal is to get something down on paper that we can take to end users. In reality, wrong is fine; annoying the end users enough that they feel they need to get involved might be a successful tactic for user engagement.

However, take care in how the information is presented to end users. The goal is to annoy not anger. For an example see the accompanying presentation.

#### Exercise 4 Define the Persona across these elements that define how, where, when they work.

Most of the activities focus on just one persona. However we have found that you will want to build five to ten personas to really get a sense of the commonalities and to move forward with the taxonomy build.

Use a whiteboard or large paper to define the persona, brainstorm as a group. If you have end users in the room, do not rely on just their knowledge, at the end of the day they may focus on aspects which are just not ECM related, these are helpful as potential areas to help them with but you still need a base of tasks and information sources.

Remember your goal is to define the tasks and information sources necessary for the persona to meet business needs; e.g. "record in ERP" may be a task end users do not even think about. It is a clear and necessary task from an information management perspective.

To do this we need to classify each user based on relevant parameters. As opposed to a document and risk centric list such as CMIS, which defines documents, a user centric view adds findability to search irrelevant of filetype. User focused classification mirrors the manner that users work; the where, when, how. This enables natural language search and enhances findability.

#### Background information Where does MEST come from and how does it fit with taxonomy?

Classification is hard. It is an exercise in logic, philosophy, and – occasionally – faith, since it deals with universalities. Thomas Jefferson, for example, ordered the books in Monticello according to Francis Bacon's Faculties of the Mind: Memory (History), Reason (Philosophy), and Imagination (Fine Arts).

Info-Tech has found that the easiest approach for IT comes from S.R. Ranganathan. He was inspired by both Meccano and Hindu mysticism to create a scheme centered on five key facets:

**Personality**-The core subject of the work.-*Ignore it! It is too difficult to operationalize in the typical enterprise.*

**Matter**-Objects, typically inanimate.-Report, financial analysis, training materials. We usually use *Manner*- as in what manner of file is it?

**Energy**-Actions and Interactions. It can also describe specific processes.-Customer service; Quality control; Manufacturing; Research; Accounts payable.

**Space**-Locations, departments, or similar descriptors.-Human resources; APAC; Guatemala; Building A2.

**Time**-Hour, period, or duration-Morning; Q3; Financial close;

#### Defining Users

1. What do they do- what kind of tasks are part of that job role(s)
2. Key challenges that users in that job role face- if this is being done by IT alone keep it focused on information use, this may be where help desk can be useful to have involved.
3. What documents do they search for? – if you have search logs or help desk tickets for function or document restores.
4. What **M**anner of documents do they use- not filetype (.docx, PDF, .xlsx) but descriptors based on use of documents (quarterly report, Todd's analysis)
5. What activities do they spend their **E**nergy on?
6. Where do they work, what **S**paces are key to their ability to perform their job? ("mobile", "Secondary office")
7. When do they work, when is their **T**ime most valuable- Quarterly, weekly, end of day

This list of descriptions and attributes provides a definition of the user that can then be used to customize the metadata and workflows to meet the needs of end users.

## Part 3 Build a metadata and taxonomy based on user needs

### Exercise 5 Build a "taxonomy" from the key persona descriptors

#### Top five questions to ask during the meeting

1. Which of the persona attributes are likely to be part of their core activities?
2. Which materials or time points are driving the challenges?
3. How flexible and agile is this persona's BRPs?
4. What information does this persona repeatedly search for?
5. What other personas are part of the business process?

Use the **MEST** (4-7 of the list above) descriptors to build a set of terms that describe information from the persona's perspective. The goal is to build a descriptor list that can be used as part of a faceted search index.

We use MEST because it is unique and it conveys the purpose of the descriptor; manner, energy, space, time.

We need to describe documents and information in a manner that end users can understand.

**The final taxonomy will be larger and include risk and role based terms (i.e. records management classification schema) in addition to the user based facets.**

Use recipe cards; one term per card. In one corner place the MEST designation ("M"), in another place the Persona "CSR". Once you have five to ten personas, perform a card sort for related terms. Our goal is to end up with a minimal set of terms that could be used by multiple personas to find a document. For most organizations that means generalizing a specific term such as quarterly team 1, region 1, sales numbers ("M", MGMT) to quarterly sales ("M", "T", MGMT, CSR).

### Exercise 6 Sort and group the descriptors to build a 8X3 form

**Keep your taxonomy to three levels of detail, each with about eight items. The taxonomy for a facet, therefore, can have 83 – or 512 – items. The human mind can only handle lists of seven to eight so limit the length and depth of any single category to seven potential descriptors.**

Use the generalized descriptions to build categories; e.g. "quarterly sales", "fiscal earnings", "SEC filings" can all be grouped into a category dedicated to financial statements.

The goal is to get down to eight separate categories that could be applied to every document. The use of eight descriptors may not lead a user to the exact document but should get any document into the top five of a search.

Depending on the organization risk, role based or machine acquired descriptors e.g. "SSN" "PII" "last accessed" "Sales department" can be used in addition to these 8X3 or as part of the descriptors.

#### Top five questions to ask during the meeting

1. What action or material types have a commonality?
2. Are the categories descriptive to end users?
3. Are these terms document level descriptors or categories of descriptors?
4. Can these descriptors be used across user personas?
5. Would anyone actually use these terms to search?

## Exercise 7 Re-evaluate the personas to define their key activities

Use the “other” parts of the persona (numbers 1-3) to start to define how users work. The key is refining “What they do” to a limited set of tasks that are-or should be- performed in the ECM. Each of these represents a “user journey”

A User journey represents a set of activities crucial to job success. When the persona has been well described the activities “E” descriptors should fit nicely into each user journey. i.e. the activities that the persona performs should be part of the user journeys that the individual performs.

Use a whiteboard and define 2-5 user journeys per persona-“account maintenance” break it down into the step by step start to finish tasks that are necessary to complete the task.

For example “account maintenance” can be broken into these ten tasks:

1. Contact client
2. Survey previous purchases
3. Customer concerns
4. On-going orders
5. Next payment
6. Orders in backlog
7. Received payments
8. Describe client needs
9. Send invoice
10. Contact manager for discount information

Start off by brainstorming the potential tasks that go into the user journey. This is not meant to be exhaustive we only need to identify the five key tasks that use or generate information. In the example; most of those tasks are not information steps or are performed in a separate system.

1. Call client
2. Send email follow up/invoice
3. Received payments
4. Describe client needs
5. Survey previous purchases
6. Customer concerns
7. On-going orders
8. Next payment
9. Orders in backlog
10. Contact manager for discount information

### Top five questions to ask during the meeting

1. Does this step require access to sensitive information?
2. Does this step require access to hard to use systems?
3. Can our ECM system reduce the complexity of performing this series of steps?
4. Will providing access to information required in this step increase the use of our ECM system?
5. Is this step necessary for the user journey?

The goal is not to define the most important steps from the user’s perspective, it is to define steps that can-or should be- performed in the ECM system. In general these steps will be related to information access or storage. The exact details of each step are not as important as the general description of what information needs to be found or used.

## Part 4 outline the users day-to-day tasks based on the Persona descriptors

### Exercise 8 Build out the activities into discrete tasks to define a series of User journeys

**First**, take the list and identify the five tasks that either need access to information or generate information that can/will be of value to the organization. “Email customer” “Find all PO documents”

#### Top five questions to ask during the meeting

1. What order, during a typical day, are users performing these activities?
2. Which of these activities are sources of help desk tickets?
3. Are these steps specific enough for IT to actually provide a solution?
4. Is this really a single task or another whole user journey?
5. Does the business really care where information is stored from this task?

**Second**, Order the tasks based on a workday not on a perfect world. Be as detailed on the task description as possible, the goal is to bring the user journeys, broken down by task to the end users.

A potential order, once the steps that happen outside the system might be:

1. Survey previous purchases
2. Customer concerns
3. On-going orders
4. Find all PO documents
5. ~~Send email follow-up/invoice~~ Email customer

### Exercise 9 Identify high risk steps of each user journey

This task list will likely contain steps that IT has identified as potential problems based on user habits rather than information risk. Identify those steps with stickys, use a single color for IT and a different color for other types of identified risk.

Now identify those steps that currently use-or should use- the ECM system directly “Find PO document” with a different color sticky to identify the tasks that should live in the system

#### Top five questions to ask during the meeting

1. What is the nature of the risk; is it the user, the system or sensitivity of the information?
2. Is this risk just the cost of doing business or can we mitigate as part of the ECM project?
3. Should this information source be migrated into the ECM?
4. Is this really a risk; are there negative consequences for ignoring this “risk”?
5. How many information sources are accessed during this task?

Go back to the information source stickys made earlier add the appropriate information sources to each step. Add as many information sources steps as necessary to fully describe the step.

Re-evaluate the information sources and identify those that should live in the ECM or be accessible from the ECM.

Use stickys to highlight these sources, mark the stickys with the potential reason “versioning” “access control”

## Part 5 Use the user journeys to build a requirements list for key personas

**Exercise 10 Consolidate the individual user journeys into a set of steps and information sources used across multiple user journeys for a single persona.**

### Top five questions to ask during the meeting

1. How many of the steps have unique information sources?
2. What are the top three information sources, based on reoccurrence across user journeys?
3. Should we be increasing the access that the user has to this (these) information source(s)?
4. Which steps are critical for collecting and storing information for other users?
5. What is the best long term plan for handling the information in this source?

Once all of the user journeys for a persona are finished go back and evaluate the sum total. The goal now is to move from building steps to identifying where we can provide better access or control for information in that step.

First identify the unique information sources. Remove these; they are low value for this project.

Second identify information sources that are used across user journeys-these are the high value.

Third identify information sources that should be in the ECM- these should be part of the initial plan.

### Exercise 11 Brainstorm solutions to these problems

Move to solution planning by gathering the key information sources and the key IT and user problems (their challenges from their persona).

### Top five questions to ask during the meeting

1. Is this problem really about finding a document; will placing in the ECM with metadata and better indexing fix the problem?
2. Do users need access to information source or the application to be successful?
3. Is this about the information or the person-which do we need to make visible to the user?
4. Does the solution require features from another application or just access to the application?
5. Does the solution require bi-directional information movement or read-only?

Brainstorm solutions to the user journey that increases access to the information sources. For example "account maintenance" may have key challenges around connecting customer name (the most likely query by end users) to PO number.

Potential solutions may be as complicated as integrating Salesforce or as "simple" as full text search for PO documents.

Remember sometimes the best way to solve the problem is to provide a URL that leads to where they need to be. Do not discount the value of the "easy button"

Start big and bold-remember what may be too expensive for a single persona may be reasonable to build across a whole department.

Our goal with this step is to build a list of options; make the User's journey simpler and require less movement between systems.

## Exercise 12 Build a wireframe of the screen that would meet be necessary to give quick access to all of the solutions

Start with the potential solutions described in exercise 11. The goal is to visualize the home screen for just that persona. How would you provide enough tools and information on one page to allow the users to do their job faster?

### Top five questions to ask during the meeting

1. What is the most used information source?
2. What solution is most likely to be accessed multiple times a day?
3. Which sources, or tasks, are rarely accessed/performed but are critical to success?
4. What information needs to be centered and understandable at a glance?
5. Which user journey is critical to success; i.e. how many separate pages do we need for this persona?

Build a wireframe. It doesn't have to be professional, get out pen and paper or use a whiteboard. The end goal is a visual representation of what the user would see, we need something that we can take to end users and walk them through.

If you have been engaging with users throughout the process you should be able to frame the wireframe as a solution to their headaches not as a change to their workday.

Take the time to explain the pieces of the layout to users. This is a chance for end user engagement as well as solution testing.

## Part 6 Move from best case scenario to real world

### Exercise 13 Repeat for each of the personas

The end goal prior to moving to planning is to expand past a single persona. The goal here is to provide end users with an ECM system that enables their job.

The UI and front end experience is one part, the access and manageability of the information is the other.

### Top five questions to ask during the meeting

1. How unique is each persona- Can we consolidate multiple personas into a single solution?
2. Are we solving a problem or is the whole process broken?
3. Does a system to system connector/integration solve enough problems for multiple users to justify the cost?
4. From a regulatory perspective, have we made processes better?
5. Is this really an ECM problem or a user training problem?

Once you have several personas that interact and use the same information sources, re-evaluate the needs, how many of these are unique? Is there a root cause of the individual challenges that needs to be addressed at the system level rather than the user level?

For example if the CSR, manager and VP operations all have issues surrounding findability of purchase orders and the related financial documents then adding custom fields or paths for each persona to get to their data will fix each persona's problem but may not fix the problem challenges of the common user journey "approve payment."

In this example the likely root cause of all of three persona's challenges could be data quality of PO documents, or reconciliation of PO and account numbers, or simply visibility into where an order is in the workflow/process.

Try to reduce the number of custom re-directs or features that you add. Try and determine what is good enough? Will a re-direct to the CRM meet each user's needs to the same level-or close enough- as a custom re-direct to the exact account and document?

## Additional exercises to move from paper to project

### Part 1: What does IT have to do to make these solutions real in the ECM

Two separate Whiteboard exercises.

#### Top five questions to ask during the meeting

1. What is the back end mapping look like for the process?
2. Can we do this in the context of the ECM implementation or is this a post-implementation activity?
3. What does IT get out of making this change or customization?
4. How often do we need to update this particular customization?
5. Are we over-thinking this; will the ECM itself fix the problem?

**First:** Multi-persona features. These are the high value items that probably need to be done to ensure high adoption of the ECM.

For each proposed customization define: IT investment, the ECM module affected or third party app required. The goal here is to identify how the customization could be enabled, is this just a situation where we need to wait until we upgrade or does this require integration of another application.

This is where IT needs to be realistic; sometimes a URL re-direct is the only thing that IT can do in the short term.

**Second:** Single persona features. This is where the feasibility and priority of each customization is judged. For organizations that are in the midst of the implementation these are probably low priority, post-implementation projects.

For current ECM users that are struggling with low adoption, these should be prioritized based on who IT has identified as the key end user personas.

## Summary

Overall these exercises provide a template to ensure that the ECM system is tailored to your business through front end configuration rather than application development. As ECM systems grow in complexity and use cases, successful organizations need to protect information housed in the ECM. The minimum goal should be easing user barriers to information usage. A highly used ECM will have value beyond just security and long term flexibility. This whitepaper lays out the steps to enable IT to build the optimal system for your organization.

These exercises presents two major values; by defining how users work in the system you streamline the requirement gathering timeline by using visual templates and key scenarios that you expect the solution. This can be used as part of the goal setting and project management when comparing products and more

importantly when finalizing contracts with the implementation specialists. The process of requirement gathering also provides a mechanism to engage users all along the process.

The long term value is gained through greater adoption of the system. This reduces the organizations risk profile by enabling an information governance program that is based on balancing risk and value of information. This inevitably leads to better end user findability of information by reducing the low value information and providing user focused organization of information-without local copies of key documents. Most organizations will see tangible long term benefits in the reduction in storage growth through decrease duplication of documents and enhanced productivity through better information access. The average organization can see a sixty percent decrease in storage over a five year period (Info-Tech analysis of storage growth rates).

## Contributors

**In order to ensure that this information will be useful to all members of the ECM team we solicited input and comments from these individuals in these business units:**

Small to Mid-sized CEOs

Healthcare IT professionals

Government clerks

ECM vendors

Business analysts

Information management consultants

Higher education IT professionals

Insurance industry compliance officers

System Integrators

ECM resellers