

Why Systems Fail:
There is No Silver Bullet for
ECM/DM/RMS Rollouts



ARMA International Golden Gate Chapter

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Silver Bullet Definition

Something that acts as a magical weapon; *especially* : one that instantly solves a long-standing problem



Some Personal Notes

Framing the Presentation

- Company asked me to do DM study only to find they had a previous system that “didn’t work” – long story
- Asked company if they had existing DM system and they said no, we have SharePoint and Office 365
- Reviewed an existing “problem” system and found they were using only about 20% of the functionality
- Company was paying for 80 more seats than they used (for 3+ years!)
- System development stopped due to “budget constraints”
- IT didn’t fully participate because they had “real work”

AIIM 2015 Report Notes

“Information Management in 2016 and Beyond”

SharePoint

- 63% with sub-optimum installation
- 11% feel the project was successful
- Failure of senior management to enforce SharePoint
- Inadequate user training
- Key lesson learned, “Don’t leave it to IT”

AIIM 2015 Report Notes

“Information Management in 2016 and Beyond”

ECM

- 62% are still strongly reliant on their **file-share**. 1% have turned it off, and 15% have “largely replaced it”
- 52% have three or more ECM/DM/RM systems. 22% have five or more (38% of the largest).
- More than half of responding organizations (52%) are working towards a company-wide ECM capability, but only 14% have completed it.

AIIM 2015 Report Notes

“Information Management in 2016 and Beyond”

Information Governance

- 14% have a mature IG view
- 15% have enterprise-wide IG/RM policies
- 60% agree that automation is the only way given current volumes

Some Perspective on the Previous Slides

Or, “We’ve been at this a long time now!”

- FileNet – one of the first imaging vendors 1983
- FileNet – acquired Saros in 1995
- FileNet – acquired by IBM 2006
- Documentum – 1990
- Documentum – acquired TrueArc 2002
- OpenText – 1991
- OpenText – acquired Hummingbird 2006
- Hummingbird – 1984
- Hummingbird – acquired PC Docs 1999

Some “Typical” Problems – Pre-ECM Installation

1. If there is a primary root cause, it is **LACK of PLANNING**
2. Initial project study not well funded / understood
3. Project requirements not fully developed and captured
4. Project budget is set too low due to 1 & 2
5. Project timeline & resources... – ditto #2

Some “Typical” Problems – Pre-ECM Installation

6. Management hesitant to increase budget and resources when the shortfall is realized
– “How many trips to the well are there?”
7. Project implementation is “incomplete”
8. Users asked to use incomplete system
9. Users get frustrated
10. System goes South
11. But we continue to pay for the seats!

Some “Typical” Problems - Post ECM Installation

1. User - System is difficult to use for the benefit received
2. Training – less than adequate training provided
3. Average user finds “work arounds” to using system
4. Security/permissioning issues when collaborating
5. Help desk and problem resolution is not adequate
6. Search is still an issue and not effective
7. No one seems to own the system and passes the buck
8. The weight of history and status quo wins
9. Audience????

Can We Define the Problem?

- The software applications are typically not the problem
- Training is insufficient for average user and no real super users are established
- IT is in control of the “system” functions
- IT can't answer “how do I?” questions by users
- Original vendor professional services are not used past paid PS contract period
- No real owner of the system – IT? User? Departments?

One Theory / Reason for these Problems

- DM systems are platforms, in a sense, so they are built / customized from scratch
- DM systems by their very nature are unstructured
- DM systems are “usually” built to the LCD of business requirements for all departments
- Unlike a LOB system, requirements for an ECM system are not straight forward such as file structures, workflows, taxonomies, records management

It is Metaphorically like....

LOB System



ECM System



Some Specific Failure Points

1. Inadequate resources applied to the project
2. Users are not trained adequately
3. We underestimate our company culture
4. IT/Support is typically understaffed & under-budgeted
5. IT/Support is almost never trained more than the user and hence, are not responsive to enhancement requests

Some Specific Failure Points

6. The established budget is hard to change
7. The “System Budget” is typically low because “Project Budget” was inadequately scoped (many reasons)
8. Many companies have multiple ECM/RM systems which means support problems are aggravated

A Note about System Vendors

- Sales reps are typically not commissioned for helping after the sale is made
- Vendor professional services does the implementation andleaves with all that knowledge
- Vendor “800-Support” did not build the system and has no in-depth knowledge of your unique application
- Most “problems” are not adequately described by the user and understood by the vendor
- On-going professional services are typically not in the budget and can be costly

These are not Set & Forget It Systems

- When was the last time you audited your own system(s)?
- Who gets, understands, and implements user enhancements – post production?
- Who ensures that new releases of software, with new functions, are recognized and implemented?
- When was the last time your DM/RM vendor paid you a visit to see how well your system is working?



Some Questions

- How many of you have multiple DM system?
- How many of you have multiple RM systems?
- What is your user adoption rate?
- In addition to your “standard” DM system, are EFSS systems used? WHY?
- If you could sum up, for the average user, what is their single biggest problem?
- Who is positioned to ask the user that question and take action?

5-Why Analysis Exercise

1. My DM system doesn't work – Why?
2. I have trouble finding documents – Why?
3. Searching has too many hits – Why?
4. Documents are not indexed properly – Why?
5. Common indexing terms not established – Why?
6. No dedicated resources to establish/maintain taxonomy – Why?
7. Actionable why – provide resources to establish / maintain taxonomy

Some Conclusions, Not All by Any Means

- There are a lot of moving parts to these systems
- ECM and RM systems are difficult to implement
- On-going maintenance and work is unceasing
- Without an “Owner” things fall apart
- But, will multiple single focus systems work? i.e., we already have multiple LOB systems.... Why not?
- We already see multiple “ghost” systems at work
- But how do you control multiple systems for IG?

Your To Do List

1. Audit your license(s) make corrections if needed
2. Let the vendor audit your system
3. Develop a short, “what is not working” questionnaire that you can send to the users
4. Have on-site training classes by vendor
5. Designate and develop power users
6. Begin a monthly “brown-bag” on-line lunch meeting
7. Ensure that IT receives additional training
8. Audit your problem reporting support system (Remedy, Jira) to see what questions are being asked/answered
9. Others?

Funny (and mostly true)



How the customer explained it.



How the project leader understood it.



How the analyst designed it.



How the programmer wrote it.



What the customer really wanted.