BUSINESS TRANSFORMATION AND BUSINESS CONTENT: DRIVING THE NEXT WAVE OF INNOVATION

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Introduction: The Transformative Power of Content

Business transformation in the 21st century is neither a luxury nor a fad: companies that want to succeed in today's business climate need to be thinking about – and acting on – the changing requirements that define success across a host of industries, public sector agencies, and non-profits. This dynamic business climate – driven by both external and internal factors – is pushing companies to change their business processes and organizational models, as well as the enterprise software on which those processes and organizational models are based. The goal is not only to find more efficient methods and practices and to drive down costs, but also to empower employees to be more innovative and better serve customers, partners, and other stakeholders.

In today's economy, business transformation increasingly involves content and information as either a central tenet of transformation, or as an essential component of a larger transformational process. This is driven by the realization that most business processes center around the lifecycle of key pieces of structured and unstructured content: processes create or transform content, move it through a workflow, use it to trigger other steps in the process or kick off entirely new processes, and maintain and store content for future use. The result is that content is now the lynchpin for the majority of interactions between enterprises, customers, partners, employees, and other stakeholders. In addition to its traditional sources, content now arrives in the enterprise as unstructured data from web sites, social media and remote sensors, adding to the complexity if its management and use.

This content also needs to be formatted for use on an increasingly broad range of mobile devices such as smart phones and tablets as well as a growing range of desktop-based formats and applications. The result is that the on-going requirements for business transformation cannot be realized without giving content, and the interactions it enables, a much greater, if not central, role.

These content-centric or content-aware transformations promise to be relatively easy to adopt, as well as offer rapid return on value, mostly because this kind of business transformation can take place by applying new technology in a way that largely augments existing business processes instead of wholly re-engineering them. The ultimate goal of this kind of transformation speaks to both top line and bottom line improvements: Businesses and other organizations can use information and content – much of which is already available in the enterprise – as a strategic lever for streamlining key business processes, improving customer service and satisfaction, supporting the requirements of increasingly complex regulatory regimes, and enabling newly innovative processes. The potential for upside is tremendous, whereas failure to use content properly will mean leaving out an important component in any 21st century business transformation.

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Luckily, failure need not be an option. The relative ease of adoption and potentially broad scope of content-based innovation also means that transformation need not always take place in a big-bang manner. Many companies are able to begin large-scale transformation with small, highly focused projects, and others have been able to convert smaller, stand-alone initiatives into larger-scale business transformations. The opportunities for using content in a transformative way abound in most companies.

This is particularly true in the SAP market, where the leading enterprise software vendor's customers are running relatively mature implementations of their core SAP systems that are ripe for transformative change. The availability of new sources of information and content as well as new channels for content consumption are particularly relevant in the SAP market: information and content increasingly arrive at the enterprise in vast quantities and in real time, and their potential value far exceeds the ability of existing transactional systems to make use of these new data sources. The historical ability to manage master data and associated process in SAP needs to be extended to include a similar level of control and management over the content – much of it unstructured – that originates outside the core SAP system.

In addition, enterprises in all walks of life are increasingly required by market conditions to empower new groups of decision-makers, as well as customers and other stakeholders, with a greater ability to take action based on up-to-date information. The good news for SAP customers is that these new requirements for information and content management – and the business transformation that are enabled – can be delivered within an SAP process. This is an increasingly important aspect to the partnership between SAP and OpenText: OpenText ECM Suite for SAP Solutions allows SAP customers to extend SAP processes and functionality to non-structured, non-SAP content. This allows SAP customers to both better manage the content they need, and to get rid of content that is transitory or no longer of value.

These factors, combined with the ever-present need to lower costs and provide greater operational efficiency, have led to a new wave of innovation around information and content that is becoming a driving force in business transformation today. This report highlights how this shift in the use of content and information is having a major impact on SAP customers across a wide variety of industries and geographies, and how SAP's award-winning partner OpenText is enabling key aspects of this transformation.

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Driving Transformation – The Role of Content and Information

The role of content and information has matured significantly in recent years as the understanding of the importance it can play in business transformation has grown. Enterprise Applications Consulting's interviews with joint customers of SAP and OpenText have uncovered three general domains where dramatically changing how content and information are utilized in key business processes has become a central tenet of business transformation.

The three domains are:

1) Customer-centric transformation.
2) Efficiency-based transformation.
3) Regulatory compliance-based transformation.

While these are hardly the only areas where content and information can play a transformational role, taken together they illustrate the opportunities that are possible when content and information become central to business transformation.

Customer-centric Transformation: Think Like a Customer

Business transformation that optimizes customer value is increasingly dependent on a significant shift in understanding the role of content in customer engagement, retention, and service. In many industries and public sector entities, the exchange of content in the form of documents is the primary way in which customer interaction takes place – via a purchase order, an invoice, a service record, or a contract, for example.

In addition, the documents that are generated as part of a customer interaction often have a very complex and rich lifecycle during the course of the customer's engagement with the company or agency. This means that an individual document may have a completely different purpose – and format – depending on where in the lifecycle that document may be used. An invoice lives in the ERP system as financial document used for accounting purposes, whereas when it is sent to the customer a customized offer can be added, allowing the invoice to play an additional role as a component in a larger customer engagement process. And when a call center rep looks at the invoice on behalf of a disgruntled customer, it becomes part of a customer service and retention process. Getting these different interactions and document use cases right – or wrong – can mean all the difference in terms of the cost and effectiveness of customer acquisition, retention, and satisfaction, all of which are factors that drive profits or losses straight to the bottom line.

Most companies have traditionally failed to optimize the new uses of customer-centric content, and traditional content management approaches have been largely attuned towards the needs of the transactional systems that support these processes. Companies that are trying to be truly

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transformational take a much broader view of customer-centric content, and make its use a central tenant of their business transformations. Enabling that content lifecycle, and optimizing its value, has become an important goal in today's consumer-centric business transformations.

These transformation models are permeating old-line companies that until recently didn't think their business-to-business or business-to-consumer interactions could be improved by looking at how content is used. One of these companies, a utility company based in the Midwestern United States that uses SAP as its primary enterprise software system, explained to EAC that their transformational moment with content came when they realized that their customer interaction KPIs were "just fine" when they benchmarked against other utility companies, but when they looked more broadly at non-utility retailers their numbers fell short.

"Our CEO told us that we needed to stop thinking like a utility and start thinking like an Amazon or a Zappos," a member of the business transformation team told EAC. That led to a wholesale rethinking of the utility's interactions with its customers. And while the goal was a major transformation, the decision was made to start with the most important form of interaction between the utility and its customer – the bill. That required its own mini-transformation: "Our billing system thought of the customer as a site or a residence, not as a person," the team member told EAC.

The utility's overall transformation to more retail-like customer interactions was based on a number of important considerations. One of the most salient was the need to lower the number of service calls – and hence overall call center costs – by improving customer access to account and billing information. The utility's expectations are that up to 300,000 calls per year can be handled through self-service instead of through the call center which, based on an average of $5 per call in a utility call center, could result in call center savings of $1.5 million or more.

THE ROI OF ECM IN A UTILITY CALL CENTER:

Expected process transformation savings in a utility call center:
300,000 calls diverted to self-service support through better bill presentment and customer information access.

Potential Savings:
$1.5 million per year.

Another consideration was regulatory compliance – spending up front on having customers be better informed and engaged is an effective way to maintain a high level of regulatory compliance, and much less expensive than spending on remediating problems resulting from regulatory non-compliance. (More on this issue in the *Regulatory Compliance-based Transformation* section below.) Ultimately, the overall goal was to improve customer satisfaction by at least a factor of two percent, which would also help reduce costs, improve on-time payments, and otherwise impact top and bottom line performance.

To reach these goals, the utility started to look at the role of content in its customer interactions, and that started with

the customers' monthly energy bill. Rather than just formatting bills and sending them out, the company implemented SAP® Document Presentment by OpenText software to allow the bill to contain personalized messages and information that could help the utility improve its interactions with its customers. The use of Document Presentment also allowed the utility to automatically format or repurpose bills and other documents for use across all the different ways in which customer interactions take place: in the call center, on the customer's mobile device, and in self-service kiosks. The goal was to capture hard savings from a lower number of service calls and faster times to resolution, and to capture soft savings from higher overall rates of customer satisfaction due to improved and more fruitful interactions.

With bill presentment as a first step, the utility also set in motion the creation of a technology platform – based on SAP and SAP Document Presentment by OpenText – that will position the utility to continue to evolve its use of content as a key component in its customer-centric transformation. As that transformation evolves, the utility will use its new platform to leverage two important opportunities: set the stage for unleashing the vast quantities of data coming from its smart meters and other devices, and for delivering those data in the form of information to the customers on smart phones, tablets, and other mobile devices.

This combination of incremental transformation – improve bill presentment, while establishing a technical foundation for broader transformation around issues such as lower service costs and higher customer satisfaction – is the kind of journey that content-based business transformation readily lends itself to, and one that an increasing number of SAP/OpenText customers are embarking on.

Efficiency-centric Transformation: Content as a Root Cause of Inefficiency

The role of content in the pursuit of greater operational efficiency is hardly a novel concept, but its role as an important agent for business transformation centered around operational efficiency is relatively new. The shift has come from taking a closer look at the causes of inefficiency in organizations: Looking at "paperwork" and other wasteful content-based processes as a *root cause* of inefficiency, rather than a result of inefficiency, is a perspective that lends itself to making content a key focus in business transformation.

This understanding of the role of paper and content as a root cause for inefficiency led another joint SAP/OpenText customer – a state university – to place content management at the core of an overall SAP-led transformation intended to make the university a much more cost-effective institution. For the university's transformation team, this wasn't just a "nice to have" idea. "Higher education is beginning to realize that we're a business," said the director of the university's transformation efforts. And that means that having more efficient processes "is a matter of survival."

With this realization in mind, content and information have become key focal points for the university's transformation. "We needed to make our processes more economical, and part of that meant rethinking

what the role of the university relative to content should be," said the transformation director. "Is being a repository of knowledge the same as being a repository of documents?"

For this university, a number of key processes – from student enrollment to grants management to human resource management – were heavy users of content, but the use of paper-based processes made their content use immensely inefficient. "Our admissions process had lots of paper that we processed and hung on to," the director told EAC. "That forced us to put on additional staff (during admissions time), and they worked extra hours carrying the documents from one room to another for approval. We needed to get rid of all that."

Figure 1. Enterprise Content Management for Talent Sourcing

Source: SAP, OpenText

The management of grants at this university had a similarly flawed, paper-based process. In order for a government research grant to be approved by the granting agency, it has to be certified as an officially sanctioned university project. That certification process has to include information from different university departments, and as an un-automated paper-based process, grant approval was hard to manage. The risks for failure are relatively high: a wrong step in the grant management process – a missing or late certification – could jeopardize not just a single grant, but the university's overall access to grants from the granting agency.

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THE ROI OF ECM AT A UNIVERSITY:

- *Replacing enrollment document flow with online content significantly streamlines enrollment process.*
- *Streamlining document approval process for grants management provides faster approval processes and lowered compliance risk.*
- *Aggregating student data for analysis supports improved student retention and graduation rate.*

"Now we have a process where the documents flow electronically, so we know where they are," the director said. "And we've been able to reduce the approval time from days to hours."

Another example of how an overall drive for efficiency can be used to make highly targeted process changes came from a review of the process of changing a course at the university. The transformation team discovered that it took 72 pieces of paper to make a change, mostly because a very broad range of stakeholders felt the need to have a say in the change process. Changing the process to an electronic-document managed process helped eliminate a significant number of steps while still providing – via electronic access – the ability for a wide range of stakeholders to have their say.

This ability to fix a broken process and enable potentially even more stakeholder engagement is one of the reasons why content-based transformation is a good starting point for an overall business transformation such as the one that this university is executing. "Our users were ready and able to adopt digital content management," a member of the team told EAC. "These users have been very positive champions in the campus community" for the transformation.

The use of new social and mobile technology by the student population has also led the university to change a core set of processes around how it engages with students, particularly when it comes to one of the university's primary goals: help students become well-educated and graduate on time. To this end the university is using SAP HANA and OpenText ECM software to analyze a broad range of information on student performance, preferences, course work, study group availability, and other factors. The result of the analysis is an evaluation of a student's likelihood of success in a given class. The system then recommends a course of action, such as attending an online or in-person study group. This places OpenText ECM at the heart of a next-generation business process that leverages the advanced analytics of SAP HANA and the ability of SAP to use social media and mobile as engagement tools.

The university is also undertaking other business process transformations with the goal of providing many centralized services to different departments and entities that have traditionally been highly decentralized. These transformations – and the content that is core to the processes – are helping to rationalize human resources, finance, and other university-wide processes. "If I'm running the

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economics department, I should be trying to maximize the teaching of economics, not maintaining my own HR or a shadow accounting system," the transformation director told EAC.

Efficiency and Content: Using Content to Transform a Railroad

Driving more efficient operations was at the heart of a major business transformation at a major European railroad, which implemented SAP as the core of a modernization effort ten years ago. As the multi-year modernization process progressed, it became obvious that management's efficiency goals could not be reached without using an integrated platform – above and beyond that which was built into SAP – to manage the vast quantities of documents used by the railroad.

"Our business processes weren't consistent, and we needed to move from silos of operations to a value-chain approach," the project manager told EAC. "We needed to think of documents as an important asset."

Further driving the document management component of the railroad's modernization efforts was the need to capture as much as possible of the "soft" knowledge of the railroad's aging workforce in a formal structured document system in order to ensure that the projected turnover in the workforce would not leave the railroad without access to its institutional memory.

That institutional knowledge, as well as up to date operational and other information, would need to be much more accessible to a wider set of stakeholders, and that meant making it available on tablets and other devices that support both mobility as well as a touch-screen based user interface.

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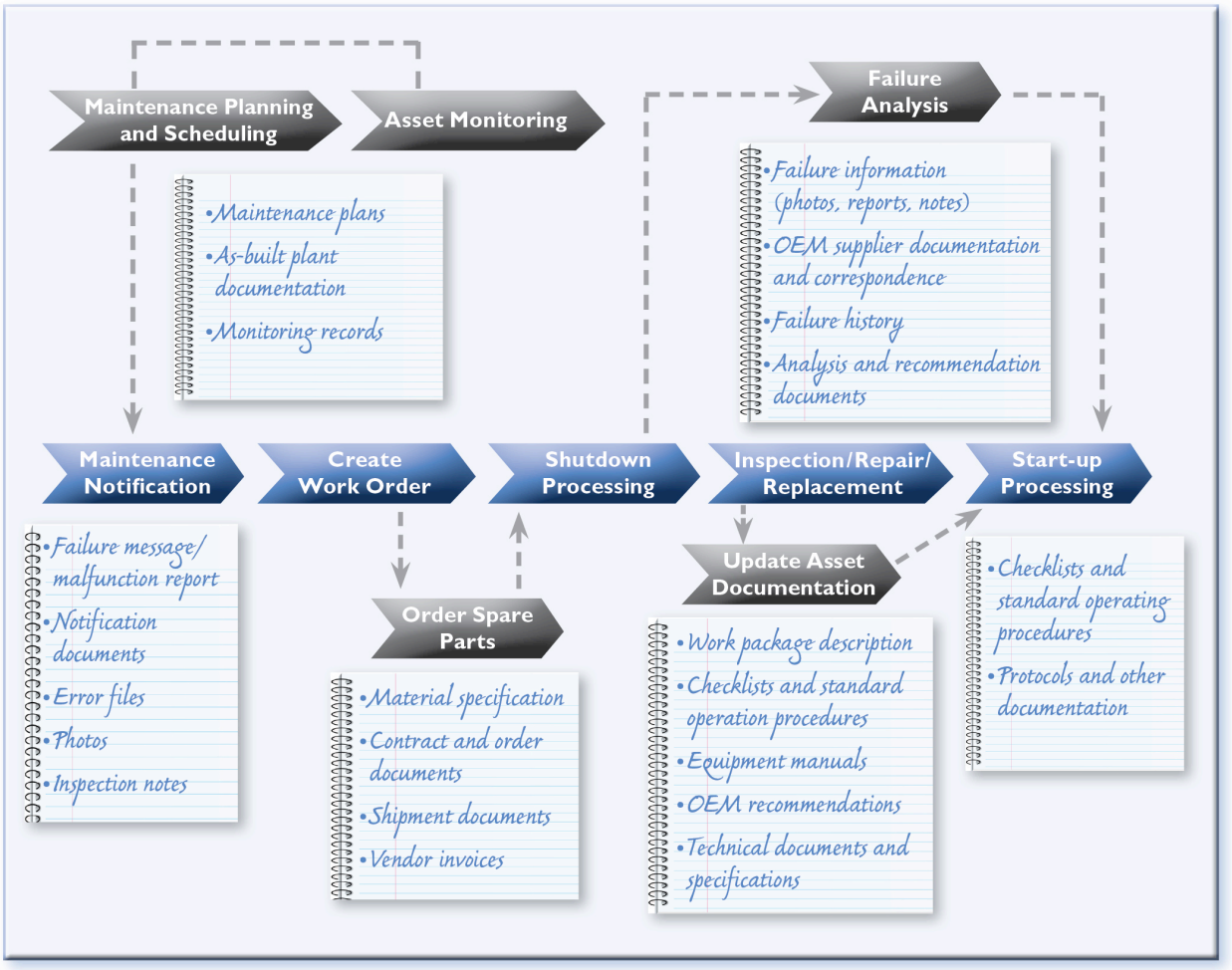
Figure 2. Enterprise Content Management in Asset Management



Source: SAP, OpenText

THE ROI OF ECM AT A RAILROAD COMPANY:

- *$30 million per year in lower printing and copying costs.*
- *Improved efficiency though replacement of 20 kilos of paper manuals with electronic versions available on a tablet device.*

These requirements led the European railroad to implement SAP Extended ECM by OpenText as the content management component of its efficiency transformation project. This not only allows the railroad to reduce its overall use of paper-based manuals, but the ECM system also allows the railroad to drive greater efficiency to a wide range of core processes, from budgeting to engineering and design. For example, putting trouble-shooting information on a tablet for its drivers saved all five thousand drivers from lugging around 20 kilos of printed documents. In all cases, having rapid access to

core documents while streamlining their use has been a major source of savings in terms of time and money. "Documents have become an enabler for our employees to execute their daily work in a better way," said the project manager.

The potential savings are significant. SAP® Document Presentment by OpenText alone allows the railroad to consolidate printing and copying costs that have the potential to save the railroad $30 million per year. In addition, there are soft savings and improvements that are harder to quantify, but of equal importance to the railroad. For example, new railroad projects are frequently undertaken with external partners, and the railroad is now able to set up collaboration rooms where the internal and external project members can have access to the documentation that supports these projects.

> *"We standardized our ERP system and at first didn't see the value of business documents. Now we know that innovation will come from enterprise content management."*
>
> *—Transformation project manager, European railroad.*

The result has been a sea change for the railroad, which has seen the improvements in document management as an important part of a transformational journey that is still under way. "We standardized our ERP system and at first didn't see the value of business documents," the project manager said. "Now we know that innovation will come from enterprise content management."

Efficiency and Content: Content at the Core of a Gas Utility's Transformation

While most companies come to appreciate the role of content management after they have engaged in a business transformation project, such as the European railroad, some joint SAP/OpenText customers see the transformative value of content from the very beginning of their transformation. This was the case for a natural gas utility company that wanted to make content a core component of a number of key business processes. One of the more strategic and complex processes for this utility is the effort that goes into working with developers to build large residential developments. This process has two basic goals: to make sure that the developer is incented to use as much natural gas in the new homes as possible, and to ensure that these deals run smoothly and with as much risk mitigation as possible, despite the complex nature of these deals.

When the utility company began a review of how its deals are made, several aspects stood out. The first was that the deal process was overly complex – there were 17 individual steps, and lots of places where the process could get derailed. This process complexity meant that it took an average of five meetings with the developer to close a deal – with the chances of losing the deal increasing with every successive meeting. Also at play was the enormous amount of documents and other content that was needed to get the job done, including satellite imagery, GIS data, demographic information on the people expected to live in the new homes, and financial calculations relating to costs and relative risks.

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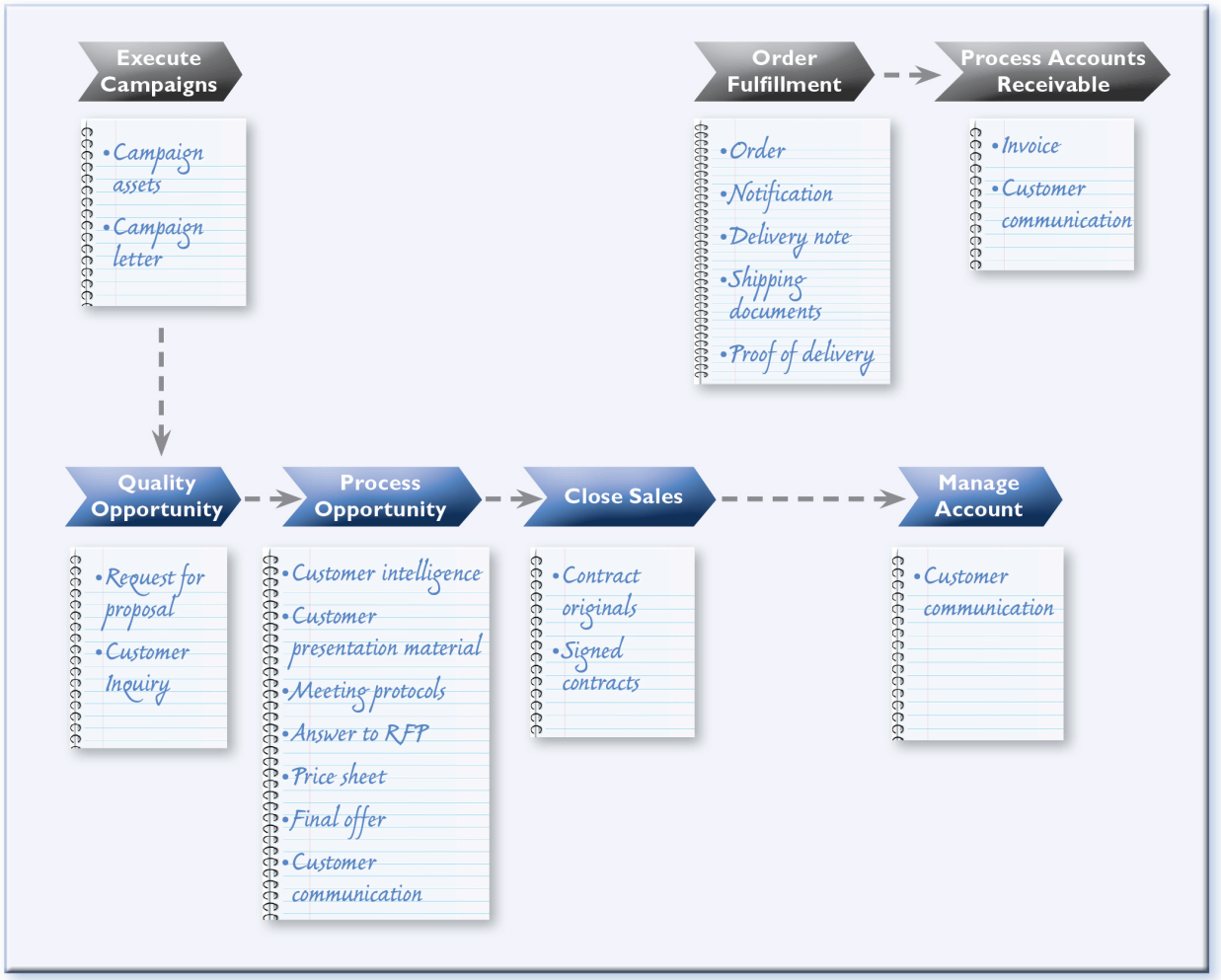
These development projects involve enormous upfront capital expenditures on the part of the utility and the developer, with the return on those investments at least 15 years out and at the mercy of a mind-boggling number of factors. It was clear that with so much at stake, the utility needed to transform what was an inefficient and poorly designed process.

The utility took a two-part approach transforming this key process. The first was to install SAP CRM in order to handle what was effectively a customer relationship – the developers – in a more structured manner. The second part was to implement OpenText ECM Suite for SAP to provide a comprehensive content and information management component to the transformed process.

Figure 3: Enterprise Content Management for Sales



Source: SAP, OpenText

The content component itself had two major purposes – the first was to provide an organizational structure for the content, and the second was to make it readily available to a mobile sales force as they meet with developers to structure a deal. Along the way, the utility was able to streamline how it used certain documents, such as engineering reports that were being made accessible to the sales staff as a complete document, when all that was needed for the deal was a summary of the report. "We were able to reduce the amount of information and profoundly improve its relevance," the former CIO of the utility company told EAC.

The results from this content-centric approach have been truly transformative. Reducing the process complexity and bringing the content into play in a highly accessible manner reduced the average time to close from five days to 1 ½ days. Smaller deals that meet specific criteria built into the workflow can now be closed on the spot, while larger deals, and their supporting documents, can be sent up the chain of approval and acted on in a matter of hours.

"The deal is centered on the documents," said the former CIO. "Now we have all the resources to walk the developer through the process. You get to make good decisions that are more intelligent – you can't do that without having all that data in the workflow at the right time."

THE ROI OF ECM AT A GAS UTILITY:

- *Content and information management help yield $8 million per year in strategic sourcing costs.*
- *Reduce average close time in developer deals from five to 1 ½ days.*

This and other aspects of the utility's content-centric transformation have resulted in significant new revenues and savings. The revenues are relatively straightforward – more smaller deals can get done with markedly lower sales costs, and the ability to more rapidly close large deals provides both lower sales costs and potentially higher overall contract values. Other efforts have led to easily-quantifiable savings. Revamping procurement processes with a combination of SAP and OpenText software, for example, allowed the utility to save eight million dollars per year on strategic sourcing costs.

Some of the savings, however, are harder to quantify: Losing a developer deal, for example, which means houses are built with all-electric appliances instead of a mix of gas and electric, is a loss that cannot be revisited for a decade or more, if at all, as individual customers are loathe to switch from one energy source to another. Being able to move more rapidly to close a deal also protects the utility from these kinds of long-term losses. Having a better understanding of the relative risk of a deal also has significant savings potential, particularly in terms of being able to better hedge against risk. Even though the savings are generally hard to specifically quantify, the potential savings can run into many millions of dollars for even a modestly sized utility.

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Regulatory Compliance-based Transformation: "Be Prepared."

Among the many catalysts for content-based transformation, one of the most important is the ever-changing regulatory environment. The creation of new regulations such as those that resulted from the 2002 Sarbanes-Oxley Act is an excellent example of just this kind of catalyst. Like Sarbanes-Oxley compliance, most regulatory compliance provides a unique opportunity to place content management at the heart of business transformation.

For two of the SAP/OpenText customers discussed above, the origins of the content-based business transformations started with regulatory compliance. For the railroad, European regulations require that key documents, such as maintenance records, be retained and accessible for a period of 40 years, and those records need to include information on the specific parts used in repairs and the maintenance worker who did the repair.

For the railroad, and many other customers, it is not enough to have the documents available – they need to be in a wide variety of formats depending on the requirements of the audit. In addition, that access needs to be as immediate as possible. In many regulated industries, regulators can specify a specific time window for the presentation of documents, after which sanctions can be imposed on the company. Sanctions for delays in discovery are also a threat in court cases as well.

For the natural gas utility, Sarbanes-Oxley's requirements for auditability provided one stimulus for content management, but other regulations regarding the liability of the utility in the case of fires and other incidents further cemented the need for regulatory-based content management. "Every time there is a house fire we get sued," said the ex-CIO of the natural gas utility. "There's lot of legal discovery" for which the utility has to provide documentation.

Even customer-centric transformations like that of the Midwestern utility company can have a regulatory component, according to the transformation team member. "If we keep our customers happy, it helps our regulatory position," she told EAC. "Being a good corporate citizen helps us manage our regulatory requirements."

These examples show that content and information play an important, if not central, role in business transformation across multiple industries and functional areas. Utilities, transportation, and higher education are just a few of the domains where the interplay between content and business processes is becoming a key element in business transformation. This interplay is also germane in regulated industries such as financial services, pharmaceuticals and medical equipment, as well as engineering and construction, manufacturing, and professional services.

The scope of transformation that content and information can support is broad. The above examples illustrate how content was key to business transformation in operations, customer service, planning and

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budgeting, compliance, and human resources, as well as more industry specific areas such as grants management in higher education.

These examples are hardly the only ones. Other examples of the applicability of content and information to business transformation can be found in asset management, procurement, and legal services, among others. The key to understanding where content and information can be part of business transformation is to look for processes where documents and content are key elements in the interactions of the people who help create or influence business outcomes. Where these criteria exist, chances are that content-based business transformation can make a difference.

Planning and Executing Content-based Business Transformation

A company or other entity looking to plan and execute a content-based business transformation has many options in how it can proceed. Based on EAC's research there are four basic considerations to bear in mind that can help ensure success. These are:

- Understand the interplay between content and core business processes.
- Plan for and engage people.
- Think strategically, execute incrementally.
- Leave the technology integration to the vendors.

Understand the Interplay between Content and Core Business Processes

This is *a priori* the obvious starting point, but how to understand this interplay is often less than obvious.

Process transformation requires not just the digitization of content… a wholesale rethinking of how content is used and by whom. By addressing these questions – and by tackling the content, people, and process issues at the same time – a much more comprehensive business transformation can begin to take place.

At the natural gas utility, business transformation began with an exercise where every key business process was broken down into its constituent processes and then analyzed with respect to efficiency, effectiveness, and the role that content *and* people play in the process. This resulted in some dramatic process change, and a greater realization of the role content could play in improving those processes.

This kind of process deconstruction can be as hard to do as it is revealing – all three of the customers portrayed in this report went through an exercise of this nature, and discovered an enormous amount of inefficiency and wasted effort. This process deconstruction also revealed how particular stakeholders viewed particular process steps, which meant that process transformation required not just the digitization of content, for example, but also a wholesale rethinking of how content is used

and by whom. By addressing these questions – and tackling the content, people, and process issues at the same time – a much more comprehensive business transformation could begin to take place.

Plan for and Engage People

The notion that content-based business transformation is as much about people as it is about content and process is essential in understanding how to create a successful business process transformation. This means understanding and planning for how people – customers, employees, partners, and other stakeholders – create and use content. Not only does the transformation have to include a rethinking of how people interact with content, it also means that those people need to be part of the transformation process itself.

The goal is to ensure that business process changes – which can be seen as highly disruptive and often result in problems with end-user acceptance – have the greatest possible chances for a successful deployment. This means that an important best practice is to engage and empower internal stakeholders as much and as early as possible, and in particular ensure that they understand how the process change will enable a net improvement in the way they work.

An important best practice is to engage and empower internal stakeholders as much and as early as possible, and in particular ensure that they understand how the process change will enable a net improvement in the way they work.

To this end the European railroad deliberately started its business transformation by looking for "highly visible" areas of improvement that would engage employees and help drive input and acceptance. The university transformation team runs service fairs and sends out newsletters with information on how the different aspects of the transformation impact different stakeholders. At the Midwestern utility, the CEO and CIO are both personally invested in the transformation and have worked actively to communicate the importance of the transformation to their employees. This ability to start the transformation by thinking about how it will impact individual stakeholders and then actively engaging with those stakeholders to ensure acceptance can spell the difference between a successful business transformation and an unsuccessful one.

Think Strategically, Execute Incrementally

The era of big bang implementations is long over, and while the need for major transformations hasn't gone away, the state of the art is moving towards a more incremental, piece-by-piece approach. This is very much in line with current thinking about agile development methodologies. By moving forward with smaller, incremental change, companies are able to limit risk, improve user acceptance, and better manage cost. Content-based transformation lends itself well to this model, and all the joint

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SAP/OpenText customers that EAC interviewed have implemented their solutions in this way. As noted above, this methodology has helped these customers with the design of new business processes and their content as well the uptake of these new methods and technologies by their users.

OpenText ECM Suite for SAP is particularly well-suited for enabling this kind of transformation. The breadth of functionality provided by the suite allows transformation teams to envision a fully formed transformation based on a single technology platform. The OpenText Suite also lends itself well to incremental implementations, which means transformation teams can implement their strategy piece by piece. At the European railroad, this incremental approach has allowed the railroad to carefully construct a comprehensive information architecture while providing a new platform for content creation and navigation to a rapidly increasing number of users. Similarly, at the Midwestern utility, an incremental approach has allowed it to get started quickly with the bill presentment part of its transformation, while continuing to sort out the details of its larger information architecture.

Leave Technology Integration to the Vendors

A final content-based business transformation best practice is to "outsource" the complexities of technology and content integration and transformation to vendors that can provide as much of these requirements in an "out of the box" manner as possible. Sorting out the business side of content-based transformation is hard enough for most organizations. Sorting out the underlying technology issues that emerge adds an enormous layer of complexity to the transformation process.

As joint SAP/OpenText customers move into new areas of innovation, such as SAP HANA and big data, mobility, and cloud, the relationship between these two vendors provides a form of innovation insurance policy that allows customers to consider the impact of these new technologies without having to worry about a potential negative impact on their content-based transformation plans.

The kinds of transformations described here all make better use of an extremely broad range of documents and information types. Forcing the transformation teams to acquire detailed technical knowledge of how to make their new processes work with an even broader content and information base than ever before – as well as enable those new processes to support an ever-changing assortment of input *and* output devices – simply adds a level of complexity to business transformation that has the potential of making it prohibitively expensive to deploy and maintain.

Leaving these issues to be sorted out by solutions vendors such as SAP and OpenText provides a significant advantage to the joint customers of the companies. This advantage is really twofold – as a close partner of SAP, OpenText takes responsibility for providing the technical and functional platform that allows SAP customers to avoid dealing with much of the underlying complexity of content-based

transformation. And as a joint SAP/OpenText customer's transformation evolves – and that transformation's underlying processes and content elements evolve – OpenText is able to support new technological requirements while minimizing their impact on new and existing business processes.

This capability is indeed the core value of the relationship between SAP and OpenText, and the continued importance of the relationship is borne out in EAC's interviews with customers as well as its review of the technology and services provided under the aegis of the two company's partnership. As these customers move into new areas of innovation, such as SAP HANA and big data, mobility, and cloud, the relationship between these two vendors provides a form of innovation insurance policy that allows SAP customers to consider the impact of these new technologies without having to worry about a potential negative impact on their content-based transformation plans.

Conclusion: Strategic Vision and Content-based Transformation

The examples cited in this report are not necessarily typical of how companies approach business transformation. This ability to understand the role that content and information can play in strategic business transformation is still relatively exceptional. This is due in part to the fact that strategic vision regarding content and information, if it exists at all, is scattered among different functional silos in the enterprise: legal departments have different requirements and a different strategic vision for content than the vice president of customer service, and the CFO's requirements don't necessarily synch up with those of the chief procurement officer, for example. The result is a business environment that is often devoid of a mandate for strategic vision, much less an executive with the power to implement one.

Adding to the compartmentalization of content and information-related strategies are the silos of technology that often exacerbate these potentially conflicting points of view. The lack of enterprise-wide strategic vision has led to a technology acquisition strategy that has added to the complexity of content and information processes. In many enterprises this lack of standardization makes the implementation of a strategic vision doubly hard: Adding significant technological barriers to the already daunting business barriers that confront any major transformation looks very much like a prescription for failure.

The close relationship between OpenText and SAP – OpenText ECM Suite for SAP is one of the few solutions branded and resold by SAP – is a major reason why the joint customers featured in this report have been able to think strategically about content-centric business transformation. While every company needs to deal with the question of strategic vision and leadership, having a technology solution that is able to eliminate silos of content and information management and provide a single platform on which to base a strategic vision is a key advantage for SAP/OpenText customers.

The partnership between the two companies also means that SAP customers can take a core strength of SAP – the ability to manage, at a best-practices level, industry-specific transactions and data within the

SAP environment – and extend that to the non-SAP content management in the enterprise. In addition, this partnership allows customers to deliver the user experience needed to both create and consume that content to the mobile users, whether they are students at a university looking for a study group or engineers looking for a manual to service a locomotive.

Perhaps most importantly, this partnership allows companies to plan for the long-term strategy while implementing that vision incrementally. This goes a long way to supporting the reality that most companies face when looking at long-term transformational change. Taking an incremental approach allows for more careful planning, is better for user acceptance, lowers financial risk, and allows transformation to be truly transformative without being destructive.

Whether the business transformation is complex and resource-consuming or relatively straightforward, when it comes to content-based transformation in the SAP customer base, using OpenText ECM Suite for SAP as the technological and functional foundation of transformation provides a solid foundation for strategic change in an area – content and information management – that will only grow in importance over time.

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