

CASE STUDY

Chartered Institute of Personnel and Development

Maximising a Knowledge Business

The Chartered Institute of Personnel and Development (CIPD) embarked upon a three year Enterprise Content Management (ECM) strategy to maximise the value and speed to market of its intellectual property. Working with The Content Group (TCG), its strategic ECM partner, CIPD has prioritised its online activity to provide customers with rapid access to new online products using content management tools from EMC Documentum, Just Systems and SDL Tridion.



TCG is now working with CIPD to expand the productivity gains achieved within its publishing activity to create a single repository of information that can be shared, reused and repurposed by individuals across the organisation from creating training course material to event management to new legislation.

By consolidating all intellectual property into a single repository of information, CIPD expects to significantly improve productivity, streamline the creation of content and bring new products to market more rapidly.

Critically, throughout the programme TCG has leveraged its ECM Expert methodology to ensure business objectives are aligned with CIPD's ECM initiative and underpin the change management process required for CIPD to achieve its goals.

Knowledge Business

CIPD is the professional body for those involved in the management and deployment of people. With over 135,000 individual members, CIPD's aim is to lead in the development and promotion of good practice in the field of management and development of people.

The institute delivers a range of services, from subscription-based information resources to training materials, as well as events. However, as Eileen Pevreall, IT Director, CIPD, explains, the organisation's traditional departmental and manual approach to content creation has resulted in multiple information silos that constrains opportunities for information sharing, reuse and repurpose.

"CIPD is a knowledge business, but the organisation has not been maximising its intellectual property," she adds.

Leveraging ECM

As a result, in June 2008, CIPD embarked upon a strategic ECM programme to improve information resources and enable far more effective content sharing, reuse and repurposing across the organisation.

The institute focused first on its online content delivery. She confirms, "Like most organisations, CIPD is looking to exploit the web to deliver a more innovative and interactive range of products." The first phase of this strategy is to move subscription products, which include Employment Law guidance, from the traditional paper format to an online service.

"Replacing paper manuals with information on policies and employment law with an online subscription service will offer customers a far more usable service with automatically updated information resources," says Pevreall.

“In terms of return on investment (ROI), bringing together content silos from around the organisation into a single repository that can be accessed and used by everyone from developers of training material to event planners will be incredibly valuable,” she says. “CIPD is a knowledge business, developing research, outputting learning and training materials. It will make a massive difference to be able to redevelop our intellectual property so quickly and easily.” Eileen Pevreall, IT Director, CIPD

ECM Expertise

The key challenges facing CIPD in making this transition were assessing and implementing the right underpinning ECM technology solutions which enable the practices necessary to achieve such aims. As Pevreall explains, “An effective ECM infrastructure leverages a single repository of information to enable anyone across the organisation to search for content and improve collaboration between authors. To make this work effectively requires changes to content structure, authoring processes and collaborative workflow.”



Having considered these challenges, CIPD turned to The Content Group (TCG) for advice on the strategic direction and management of the ECM programme. Says Pevreall, “Our research identified TCG as experts in the ECM field – the company has been in the market for a long time, has a first class customer base and a strong pedigree in realising the benefits of ECM programmes.”

In addition, CIPD was keen to exploit TCG’s pioneering of ECM standards and its ECM Expert methodology. “TCG has been at the forefront of developing ECM best practice,” she says. “The company has a clear methodology that demonstrates how ECM should be approached, how technologies should be implemented within the organisation and how to deliver on an ECM initiative. We felt this was key to ensuring the programme retained momentum to meet the end goals and clearly mitigated risk from the programme.” Subsequently, TCG were awarded the status of Strategic ECM Programme Partners in June 2008 for the duration of the programme.

Technology Review

Working closely with CIPD, TCG compiled the organisation’s three year ECM strategy, setting budgets and timelines, before embarking upon a review of enabling technology solutions. Focusing initially on the delivery of subscription products, TCG reviewed a number of authoring and collaborative tools before providing CIPD with a shortlist.

In August 2008, CIPD opted to purchase EMC Documentum Xhive and Just Systems XMetal to facilitate content authoring, initially for the new online subscription services. This was followed in December 2008 with a decision to purchase web content management from SDL Tridion.

TCG also undertook to manage the relationships with these organisations to provide CIPD with a single point of contact throughout the development and implementation process. TCG has provided additional implementation services where required and has worked closely with CIPD to create an information architecture to ensure consistent information management both on and offline with the underlying data format being XML.

“TCG’s advice was invaluable in helping CIPD to understand business requirements, streamlining the product selection, architecting the solutions chosen and really working with the organisation to get an infrastructure in place that will enable rapid product delivery to the market,” Pevreall adds. “From product requirements through the tender process to contract management, TCG is supporting CIPD throughout the entire ECM lifecycle.”

Collaborative Authoring

CIPD now has internal staff using EMC Documentum Xhive and Just Systems XMetal to author subscription products for online delivery. This number will grow rapidly as the solutions are made available to the external freelance authors that are also used to create the organisation's valuable intellectual property.

The team use SDL Tridion to deliver new subscription products to the market via the web, once the new content is developed. "There are clear opportunities to streamline processes and become far more productive," says Pevreall.

Indeed, CIPD is now benefiting from improved productivity, better workflow, more effective sharing, reuse and repurposing of content. "The entire process of creating content for online subscription is far more effective using these tools," Pevreall comments.

Replacing the paper-based subscription service with an online product will dramatically improve customer service. Currently, customers subscribe annually for key products and receive monthly updates in loose leaf to add to the core product binder. The online version will be updated as and when appropriate, providing the customers with immediate access to the latest information.

Maximising Knowledge Value

CIPD is now into the second year of this three year ECM programme and working closely with TCG on the next key area of development in the transition towards a single repository of all information. As part of this process, TCG is working with a group of programme stakeholders across the organisation to help spread the message about ECM, get buy in to the change management process and demonstrate the value of the tools to the business to date.

Critically, leveraging the tools now in place and a single repository of information will enable CIPD to significantly improve its time to market with a range of products both on and offline. "The reuse functionality will enable the authors to replicate existing content into a new product easily and quickly," says Pevreall.

Indeed, rather than commissioning new content for new products, the organisation now expects upwards of 75% of a new product to be based on existing intellectual property, which has simply not been possible before due to the information silos around the organisation. "This ECM infrastructure will make it far more effective to develop and get products out to market quickly across the whole of the organisation," Pevreall confirms.

By the end of the programme, CIPD expects that all staff will use the ECM tools for all aspects of managing their content.

About The Content Group

The Content Group is UK's leading independent ECM specialist. Its proven 'ECM Expert' - best practice methodology - 'ECM Technical' - delivery and implementation division - and 'Content Apps' - fast-start ECM software solutions - ensure successful ECM project implementations for its clients across the globe.

Drawing on its best practice methodology, TCG is leading the development of the first ever Publicly Available Specification for ECM with BSI British Standards, which is due to be published by BSI in September 2010.

The Content Group works with clients from both the SME and Enterprise sectors. This work covers new ECM initiatives and also existing ECM implementations where organisations are looking to leverage the true value of their ECM investments. TCG works with more than 200 clients which include Barclays Wealth, Kier, Virgin Mobile, Eversheds and the CIPD.

THE ECM EXPERTS