



global  
publishing  
solutions

# Business Process Transformation (via Open Standards)

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Gareth Oakes, GPSL



[www.gpslsolutions.com](http://www.gpslsolutions.com)



Introduction

Business Process Transformation Scenario

Open Standards – Tools & Technologies

*Format: Discussion*





## About Me

- Gareth Oakes ([goakes@gpslsolutions.com](mailto:goakes@gpslsolutions.com))
- Business Development and Solutions Architect
- Working in Enterprise Publishing since 2001 (Arbortext, Advent3B2, PTC, Allette)
- Multimedia/web developer and web system administrator 1999-2001 (Griffith University, QLD)



## About GPSL

- Implement, Deliver and Maintain top-tier Enterprise Publishing solutions
- Offices in UK, USA, Australia and India
- Specialists in print publishing
- [www.gpslsolutions.com](http://www.gpslsolutions.com)



# Scenario Background

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Fictional SMB whose customers demand high-value Information Products via web and print media

The processes for creation, management, production and delivery of the information have evolved on an as-needs basis

Business has been going well, but A Problem arises...

Management, or an enlightened employee have identified A Problem with the Information Product

- Cost of production is affecting the bottom line, the accountants are not happy!
- Slow time-to-market is affecting sales
- Low quality Product is affecting sales
- Business growth is being hampered by the poor scalability of the production systems

## More possibilities...

- New markets demand that the Information Product must now be delivered in different formats or different languages
- Ever-tightening regulatory controls on the business are squeezing margins (the cost of QC/QA is too high)
- The Competition have just announced their production system upgrade!

# What now?

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Eventually The Problem becomes a Big Issue  
which everyone is talking about

The time has come for a Decision to be made  
– should we change? If so, what is the plan?

A rational Decision can only be driven by the  
available information...



# The Business Case

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Analysis of current process costs and predicted benefits from the change

Time for some Preliminary Research to investigate all the options!

Management will require scenarios for ROI and a clear, concise explanation of the proposal and the benefits to the business

What are the risk factors?





# Value-adds

Are there non-obvious extras “for free”?



New technology may allow new business models



- Hosted solutions & web applications
- Direct two-way customer communications

New technology may expand the market or give competitive advantage

eg. delivery to Blackberry or iPhone)





# Implementation

## Implementation Plan for The Decision

- Expected outcomes
- Budget estimates
- Project timeline
- Risk mitigation and contingency planning
- Organisational transformation



# Implementation

In-house? External partner/consultant?

Either way, you should follow a similar approach...

- Find an Expert and check their references
- Invite them in for an initial “interview”
- Do they have plenty of experience in your industry?
- Are they candid about their failures as well as their successes?
- Evaluate all the competition
- Select a partner who you can trust, and who has proven their ability to deliver on-time and on-budget



# Implementation

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A successful implementation will require detailed and clear System Requirements

- Consult affected staff and business units
- Keep the requirements unambiguous
- Prioritise your requirements (this will help strike a balance between needs/wants and cost!)
- Do you know what you don't know?

Your chosen Expert may offer to perform an initial requirements analysis for a small fee

## Should we buy or build?

- Typically, off-the-shelf software only meets 60% or 70% of the Requirements
- Large companies or government may go through a tender process (RFI, RFQ/RFP)
- SMBs are often more nimble

Most Business Transformation projects for publishing systems will require custom development work

## Developer should create a Project Plan & Statement of Work

- System Requirements and Objectives
- Scope of the Project & Assumptions made
- Risk Management strategies
- Quality Assurance (eg. Test Plan)
- Project Deliverables and Acceptance Criteria
- Ongoing support and maintenance
- Cost control – agreed milestones and payments



# Roles & Responsibilities

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## Developer

- Project Management
- Change Management
- Design, Development, Testing, Delivery
- Support and Maintenance

## Customer

- Communicate a clear set of Requirements
- Perform Acceptance Testing
- Pay the agreed amounts on time 😊



# STOP!

You are about to sign a contract involving potentially large sums of money

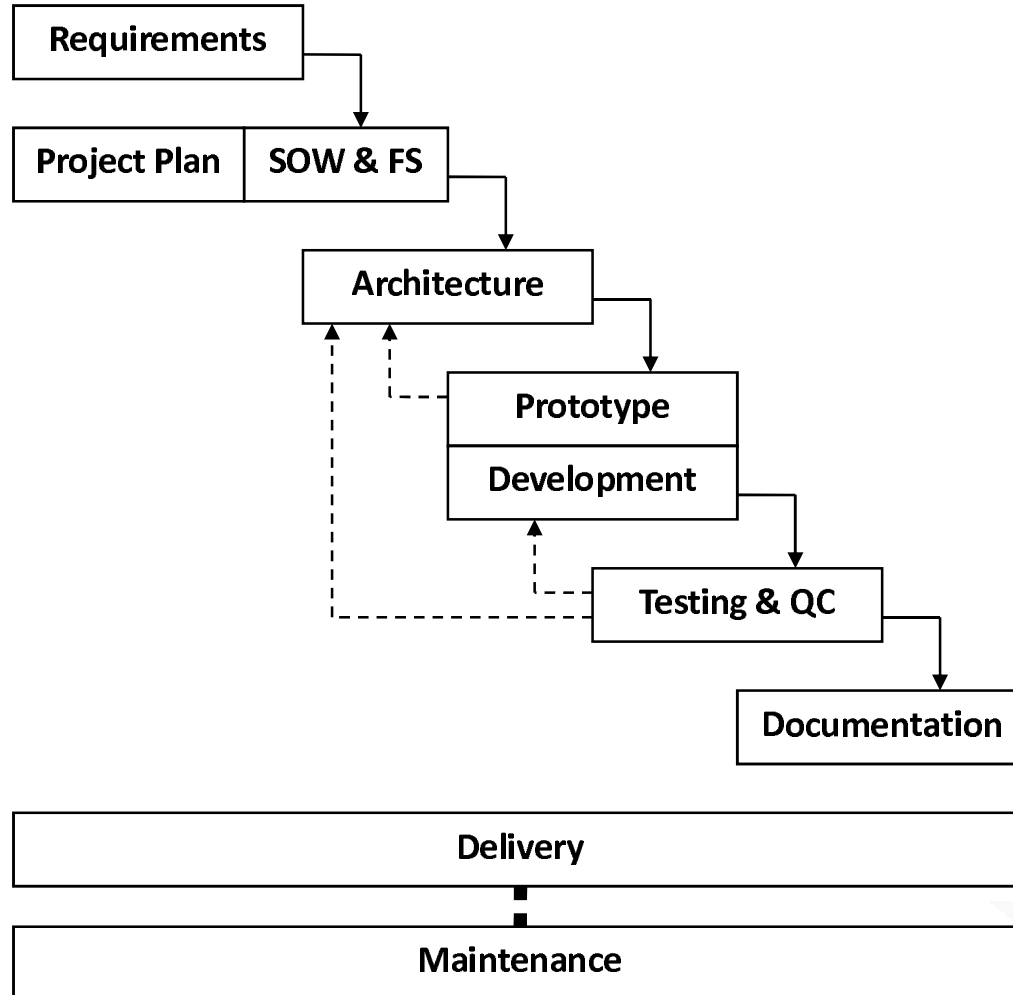
Are you happy that what will be delivered is what you wanted?

You are accepting the Developer's **promise** of a good solution, to be delivered many months later...





# What happens next?





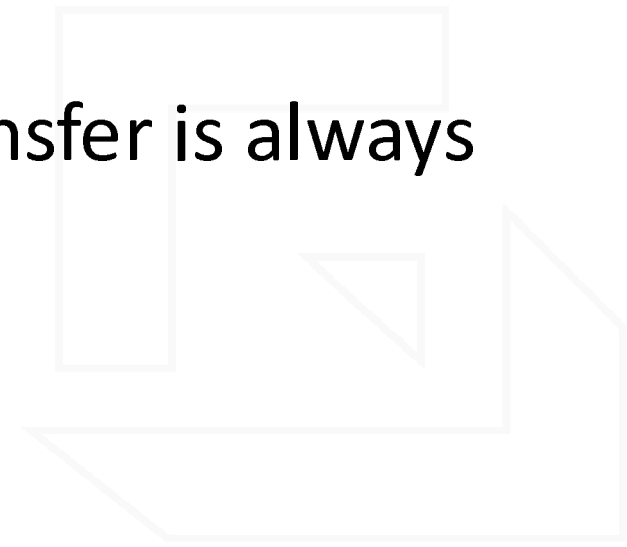
# Finally...

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Ongoing support and maintenance may be the responsibility of the Developer

Alternatively, your company may have the resources to support and maintain internally

Training and knowledge transfer is always required!





# Open Standards

What tools and technologies are used to build these publishing solutions?



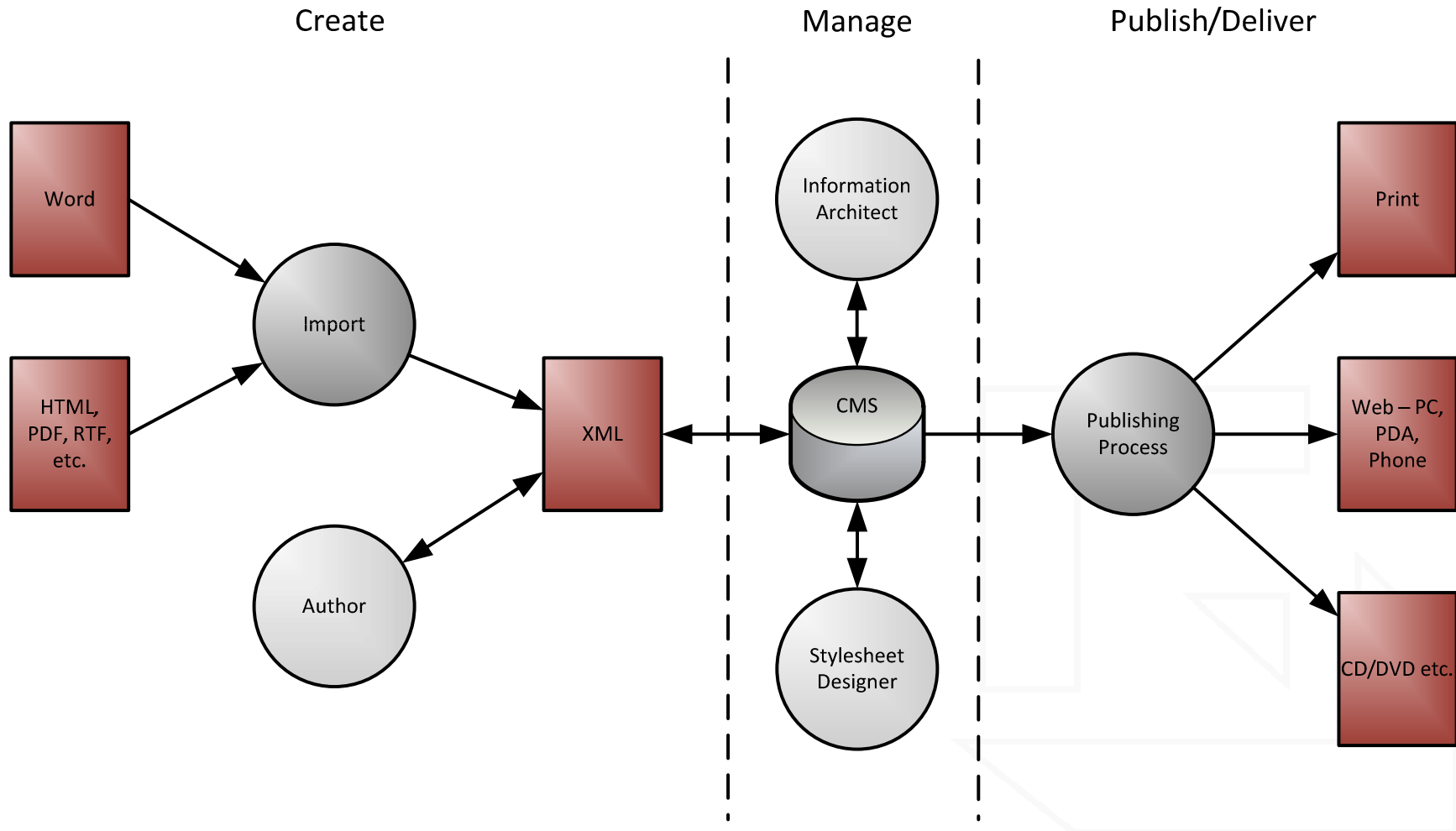
Create	Manage	Publish	Deliver
Authoring and updates to content	Secure, versioned storage of content as reusable fragments	Assembly and rendering of content for human consumption	Supply of Information Products to the market
MS Word Web GUI XML Editor • Xmetal • Arbortext DTP • Adobe InDesign	Database Filesystem Document CMS • Sharepoint • Alfresco • Documentum	XSLT/XSL-FO Java/.NET PHP/ASP/Perl/etc. Commercial • Arbortext • Typefi • 3B2	Web CMS • Alfresco • Apache Cocoon Physical Print • Book • Catalogue • Looseleaf

## Collaboration

- Workflow/BPM (Business Process Management)
- Communication tools



# Example System





## XML underpins most publishing systems

- **Simple and effective** way to represent arbitrarily complex structured content
- Separation of **style** from **content**
- Vendor-neutral and content-neutral **standard**
- **Popular** – many supporting tools & technologies

PDF is “the” standard for printed material

HTML is the only way to publish to web!



## XML Editors

- Open source not very good for authors.. yet
- Arbortext Editor and XMetal are the most advanced commercial offerings
- Word 2007 has “XML mode” but use carefully...
- Ensure the chosen editor has a rich enough feature set to support the type of information you need to deal with (eg. complex tables)

## Content Management

- Everyone has a content management system
- Select one that is proven or tailored for your usage or industry
- Web CMS and Document CMS are very different things!
- Many commercial options tailored by industry plus some promising open source solutions



## Publishing

- Manual work is often far too inefficient
- Simplest automation via XSLT and XSL-FO (easy implementation, choice of open-source or commercial software)
- LaTeX (open-source but difficult!)
- Programming eg. Java/.NET (extensive development effort required)
- Commercial applications (powerful but can be costly)



We have now walked through a Business Process Transformation

We now have a basic understanding of the Tools and Technologies available

Questions?

