

## \* Case Study

# GlaxoSmithKline

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## Oyster IMS delivers a centrally managed repository for electronic information and knowledge assets to GSK

### The company

GlaxoSmithKline (GSK) is a global research-based pharmaceutical company employing over 100,000 people in 117 countries. They spend more than £300,000 an hour on finding new medicines and supply one quarter of the world's vaccines.

Our client for this project was the Facilities Management (FM) department within the UK corporate headquarters which comprises six internal operational units working alongside 18 external service partners, each with a substantial on-site presence.

### The background

No formal guidance or procedures had ever been issued to either the internal staff or external partners on how and where to store and manage their electronic information. As a result, information silos had proliferated across hard disks, personal network drives, email boxes, database systems, intranet pages and a shared network drive. The network drive alone held over 110,000 files in 3,400 folders.

As a result, it was becoming increasingly difficult and time consuming to find information when it was required and, in some instances, key data was being "lost" as result of internal staff turnover and changes in the service partner organisations.

Our client recognised the need to establish a centralised repository for their electronic information and engaged Oyster IMS to specify and implement a solution.

### The solution

We began with requirements gathering. We identified and catalogued the existing shared information repositories. We also interviewed representatives from each of the internal operational units and service partners to understand first-hand the issues they were experiencing and their expectations for a new system.

The findings were analysed and reported back to the client in the form of a Conceptual Design for a 'FM Knowledge Hub'. The solution identified five main categories of knowledge and for each of these categories, the Conceptual Design detailed the classification and metadata requirements, functional requirements, user access and permissions and retention criteria.

At project initiation, the client had imposed a constraint that a suitable technology solution would need to be found from within the existing portfolio of applications already in use within GSK. Accordingly, the approved Conceptual Design was issued to the GSK IT Department to identify a best-fit technology solution and Documentum was selected.

A prototype of the solution was built in Documentum and shared with the project stakeholders. Building and testing of the solution then followed. This included some customisation of the Documentum security model, during which close co-operation with the GSK IT Department was necessary.

The migration of existing knowledge assets into the Knowledge Hub was then undertaken. During this phase of the project we referred back to the catalogues of information created during the requirements gathering work. We also met with key representatives from each of the internal FM teams and external service partners to prepare their documents for migration. This involved mapping their legacy documents to the new knowledge category folders and building metadata profiles. Content identified as not being relevant to the Knowledge Hub was rationalised and then archived.

Users of the Knowledge Hub were required to complete an online training session addressing the basics of using Documentum prior to being able to logon. To supplement this training, we developed a bespoke User Guide explaining how Documentum was to be used in the context of the Knowledge Hub. We also offered desk-side assistance to users where requested.

Finally, a detailed handover of the Knowledge Hub to designated members of the GSK FM team identified to act as System Administrators for the solution. Their duties included supporting users as required; maintaining user, accounts and folder structures; gate-keeping the structure of the Knowledge Hub structure by identifying 'rogue' folders and files and monitoring metadata standards; future development of the solution based on new user requirements and enhanced Documentum functionality; collating and reporting usage levels to secure long term use of the solution.

## The result

The FM Knowledge Hub project was awarded on a fixed cost basis and was delivered within budget. The solution met all of the success criteria set out at project initiation, specifically:

- Easy to find information
- Easy to share information
- Clear ownership of all documents
- Easy to recognise the latest version of a document
- Restrict / allow access to specific users
- Out-of date documents archived / destroyed
- Functionality to enable online approval of documents
- Templates to be available for the creation of new documents

User adoption and satisfaction with the solution was high, with more than 1,500 new documents being added to the Knowledge Hub within the first month of use. The solution utilised existing client technology making it cost effective and easy to support and was compliant with internal policies for the security and retention of electronic records.



Professional Information Management is vital for all businesses, whatever their size. Dealing with the flow of information, both internally and externally, is the key to managing business efficiency and effectiveness. Oyster IMS provides consultancy and project management services in the field of Information Management. Areas of expertise include information audits and strategy; document and records management; data analysis and migration; document scanning, indexing and recognition; digital mailrooms.

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