

GOVERNANCE STRUCTURE AND ORGANISATIONAL CHANGE MANAGEMENT SERVICES FOR MAN DIESEL EXTRANET

Creating company-wide buy-in for a new extranet

For many companies, developing and programming an extranet isn't too much of a challenge. The difficulty is creating an effective extranet strategy. The strategy should govern exactly what information is available to different user groups – and it should ensure that everyone in the company knows who is responsible for creating and maintaining content, positioning that content in the right area of the extranet and managing users. This was the issue facing Man Diesel, the world's leading provider of large diesel engines, when it decided to revamp its extranet.

MAN Diesel wanted to ensure that all its online communications (intranet, extranet and internet) presented a single, unified brand to customers, partners and employees. At the same time, the company decided to use a common platform for its intranet and extranet to reduce administration and cut IT costs.

MAN Diesel worked with NNIT's Business Consulting department to create a single extranet, with clearly defined 'owners' who control access and targeted content. The result is DieselPort.

THE CHALLENGE

MAN Diesel develops and produces diesel engines and associated equipment. It has around 8,000 staff in offices around the world, and provides round-the-clock service to customers. But, as a result of merging several independent national companies into one, the company lacked a consistent online brand.

Joseph Purse, Head of Online Communications at MAN Diesel, explains, "We wanted to present one online face to the customer, so we made a strategic decision to give our intranet, extranet and internet common branding. We also realised

that by bringing our intranet and extranet sites under a common platform we could save time in administration and cut IT costs."

The extranet is one of MAN Diesel's most important communication channels: it enables regular contact with customers, partners, suppliers and licensees (companies that produce MAN Diesel products under license). But MAN Diesel was operating three different extranets: one for its two-stroke engines, one for its four-stroke engines, and another for two-stroke engine licensees. Joseph's team was managing all three systems; but without a common platform, this was proving hugely time-consuming.

"We needed a single extranet with a clear governance structure," says Joseph. "The governance structure would ensure all the information on the extranet, and all user administration, was managed by clearly defined owners. And we needed to make sure that everyone in the company bought into the system, knew their roles, and had the necessary skills to carry them out."

MAN Diesel was already working with NNIT on an Enterprise Content Management system, and Joseph asked NNIT's Business Consulting department to take part in the tender.

THE SOLUTION

MAN Diesel assembled a project team which included representatives from the different business units, as well as Stina Lund, a consultant from NNIT. "The entire project had to be run with MAN Diesel's business needs constantly in focus," says Stina. "We began by looking closely at the current content on the extranet – then we identified what information users were really looking for."

The team then set about building a new governance structure. "We divided the users into different groups based on the users' area of interest," Stina explains. "We asked: Are they partners or customers? Are they interested in two-stroke engines or four-stroke engines?"

Using this information, the team was able to assign responsibility for each user group to someone (called the Profile Owner) in the relevant business



"NNIT was fantastic at this. They tailored each workshop to match the country and business area"

"We have realised a lot of time and cost savings with the new system"

JOSEPH PURSE, HEAD OF ONLINE COMMUNICATIONS,
MAN DIESEL

GOVERNANCE STRUCTURE AND ORGANISATIONAL CHANGE MANAGEMENT SERVICES FOR MAN DIESEL EXTRANET

organisation. They then created an administration system that would make managing users and content simple for the people responsible. Stina gives an example. "Each new user completes an online form, which identifies which Profile group they belong to. They are allocated to the Profile Owner's administrator, who double-checks they are in the right Profile group. It's all automatic. It's a fast and simple system - and it's failsafe."

Similarly, the team identified Application Owners and Content Owners to look after the extranet's content - and they set up security systems to ensure that sensitive documents could only be viewed by people with the right clearance.

"The entire process was extremely interesting," says Joseph. "We asked the different business units for their input. Essentially, the governance structure for DieselPort is made up of best practices from our different business units and country operations."

THE RESULT

For any governance structure to work, the people involved need to buy into the concept - and be given the necessary skills to carry out their roles. So NNIT and MAN Diesel's communications department ran workshops with relevant people around the company. "NNIT was fantastic at this," says Joseph. "They tailored each workshop to match the country and business area."

MAN Diesel built DieselPort using Sharepoint Moss 2007. It has more than 6,000 unique users, and more than 130 people visit the site everyday. For Joseph, the entire project has been a massive success. "We have realised a lot of time and cost savings with the new system," he says. "A lot of content is reused on the extranet and intranet. Now that it's stored in the same place, we know it's consistent, and people don't spend time updating it twice. And because we run the extranet and intranet from the same platform, we've reduced our direct IT costs."

The administration system was built around the extranet to support managing users and content - and it has taken most operational tasks off Joseph's table, giving his team more time to focus on strategy. And this may be where MAN Diesel benefits most from the system. "It's all part of our overall strategy to unite our online brand so customers always know they are working with one company - and when they visit DieselPort, that's what they see."

ABOUT MAN DIESEL

MAN Diesel is the world's leading provider of large-bore diesel engines for marine and power plant applications. The company designs two-stroke and four-stroke engines, generating sets, turbochargers, CP propellers and complete propulsion packages that are manufactured both by MAN Diesel and its licensees. The engines have power outputs ranging from 450 to 97,300 kW. MAN Diesel employs approx. 8,000 staff, primarily in Germany, Denmark, France, the Czech Republic, India and China. The global after-sales organisation, MAN Diesel PrimeServ, comprises a network of the company's own service centres, supported by authorised partners. MAN Diesel is a company of MAN SE, which is listed on the DAX share index of the 30 leading companies in Germany.

OTHER PROJECTS FOR MAN DIESEL

- Developing a complete Enterprise Content Management system

OTHER PROJECTS FOR MAN DIESEL

- Company-wide extranet built on SharePoint Moss 2007
- 6,000 unique users worldwide, including customers, partners, licensees and suppliers
- NNIT assisted with organisational change management, governance design and project management

FURTHER INFORMATION

Please contact us at nnitcontact@nnit.com to learn more about the case or our extranet and organisational change management services.

ABOUT NNIT

NNIT is an international IT service provider offering IT consulting and the development, implementation and outsourcing of IT services for regulated industries. We create value for our clients by treating their IT as if it were our own. We use IT to support our clients' daily operations and help them achieve their business goals. Owned by Novo Nordisk, NNIT employs nearly 1,400 people. In 2008, our turnover exceeded €185 million.