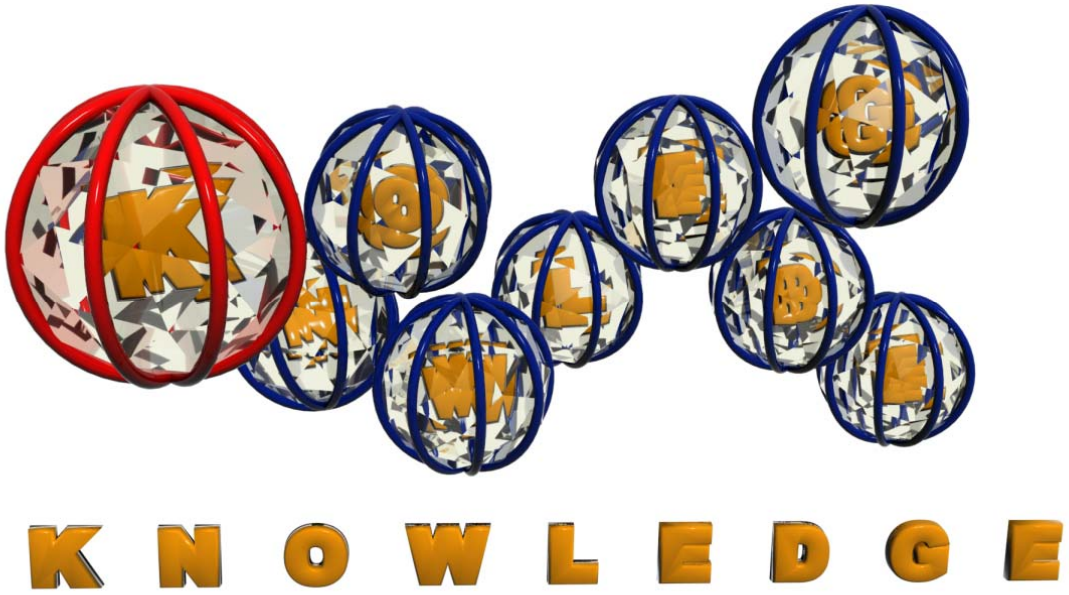

Bachelor Thesis

Identifying the Needs of a Management Consulting Company towards a Document Management System

Kienbaum

FOR THE KIENBAUM MANAGEMENT CONSULTANTS GMBH

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1. Introduction

In times of saving costs and optimizing business processes – to obtain a competitive advantage - businesses are looking for ways to invest their money properly. Especially the e-business market is evolving fast and to overview the developments as they happen and moreover to see them accurately is barely possible nowadays. What has been state-of-the-art and revolutionary last year may not even be a topic for discussion in this year. But one e-business trend among others has remained with steady rates of growth despite the hard times for the information technology market – document management systems. Today more than ever document management is one of the most attractive topics to be talked about. Rapid development of this technology and declining prices for buying and maintaining it is making solutions much more accessible to small and medium sized companies. Document management is discussed heavier than ever. The times are over when only big companies could afford to buy in systems for the internal and external document management. In the recent years publications on this topic have increased and several studies have been conducted in order to give an overview and/or compare products from over 200 developer world wide. That modern document management systems can help a business in saving useful resources has been proven by the immense interest which today's consumers have when visiting professional, global expositions. The need for the technology exists as you can see from a survey taken on the AIIM Show & Conference[1] this year in New York. Document management was the leading answer (55%) when visitors of the exhibition were asked to "indicate the areas of interest for current projects/investigation".

[1] AIIM Show & Conference: The **A**ssociation for **I**nformation and **I**mage **M**anagement organizes each year an international exhibition of Document Related Technologies (DRT) – 500 exhibitors (100 new!), 30.000 visitors. The AIIM Show & Conference is the biggest computer and software exhibition on the east coast of the USA.

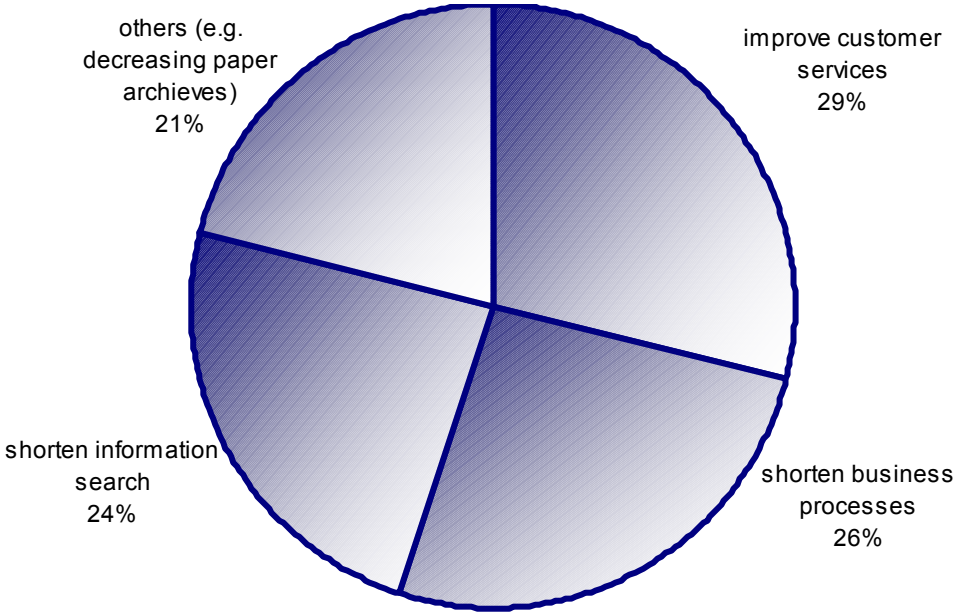

Illustration 1: Reasons for the interest of using a document management system

Another survey published by VOI[2] on this year's CeBIT[3] indicates the reasons for the interest in using a document management system. The two main answers were "to improve customer services" and to "shorten the time of business processes" (see illustration 1). There are many more reasons for the implementation of document management systems as a study conducted by Coopers & Lybrand[4] (Imersion Technologies, INC.) shows:

- 90% of corporate memory exists on paper
- the average document gets copied 19 times
- companies spend $20 in labor to file a document, $120 in labor to find a misfiled document, and $220 in labor to reproduce a lost document
- 7,5% of all documents get lost, 3% of the remainder get misfiled
- professionals spend 5-15% of their time reading information, but up to 50% looking for it
- there are over 4 trillion paper documents in the U.S. alone – growing at a rate of 22% per year

[2] Verband Organisations- und Informationssysteme e.V. (VOI)
[3] CeBIT Hannover: International trade fair for information technology, telecommunications, software & services. It's the biggest information and communications fair world wide with over 320.000 visitors and over 6.600 exhibitors.
[4] Schiele, Sandy; Delfosse, Betsy: „Return on Investment" Sells Document Management to Executives. Open Archieve Systems, INC, 2003, p. 2

1.1. Problem definition

As in many businesses today electronically created documents build up the basis for most business processes. Documents and information are created every day in many parts of a company. As a management consulting company Kienbaum Management Consultants GmbH's (KMC) key source for their work is their knowledge and experience which is used in analyzing problems, developing solutions and implementing these in the businesses which they consult. This process is always accompanied by the creation of individual concepts and their documentation which means the creation of countless documents which have to be stored for two main reasons. The first reason is the documentation of the work itself – from the offer to the invoice, and the second reason is the possible adaptation for similar projects in the future.

The problem arising from that type of work is the so-called information overload. To keep an overview over that amount of produced information is naturally impossible and the consequent search for information is neither productive nor is it a good use of time – once you cannot find the information which you have produced yourself it additionally becomes frustrating. Depending on the work employees spend between 50% and 80% of their time searching for information (according to windream GmbH). Moreover there are certain documents that have to be forwarded to entire departments and even the company. To manage different version of such a document is impossible as well as to keep control over the processing status of it. In addition paper based documents need much longer to reach the recipient and cost more than the equivalent electronic based version.

Considering the problem mentioned above KMC is searching for an information-technology based solution that would help in the organization and management of the information which the company uses. Right now there are just around 100 relevant providers of document management solutions in Germany and the needed market / product transparency is not given.

1.2. Objective of this paper

On the German market there are around 100 companies offering document management solutions based on different systems and ideas with various features and different prices. The objective of this paper is to identify the needs towards a possible solution based on analyses of the internal network, the current document management at Kienbaum Management Consultants GmbH and an employee questionnaire. The results from this thesis may be used as the decision basis for a document management system.

1.3. Structure of this paper

Chapter one tells about the motivation for writing this paper, its objective and the structure of the writing. The need for finding a solution over the information overload is brought to the reader and made clear.
Next, in chapter two, the terms “document” and “document management” are defined and explained thoroughly. Knowledge management is brought nearer and is put into context with document management.
Chapter three will give a comprehensive overview over the document management systems market. This section is accompanied by statistical data over the market and its development in the past as well as in the future. It will be explained why there is a need for such systems and why the market was and will grow despite the breakdown and slow recovery of the global information technology market. Trends are mentioned and explained. Additionally some facts are provided to help understand the need for such systems.
Chapter four is composed of two parts. Part one is the analysis of the internal Kienbaum Management Consultant GmbH network – its resources. Part two shows the analysis of the current document management at Kienbaum and forms together with part I the basis for chapter five.

Chapter five will deal with an analysis of demand of the Kienbaum Management Consulting GmbH for these kinds of systems. A questionnaire's results will be presented and the data analyzed.
Chapter six and seven will finalize this thesis, presenting conclusions from the work, mentioning sources and the key terminology.
The last chapter will present all sources which might be of use in the context of document management systems. A short list of key terminology / abbreviations is given.

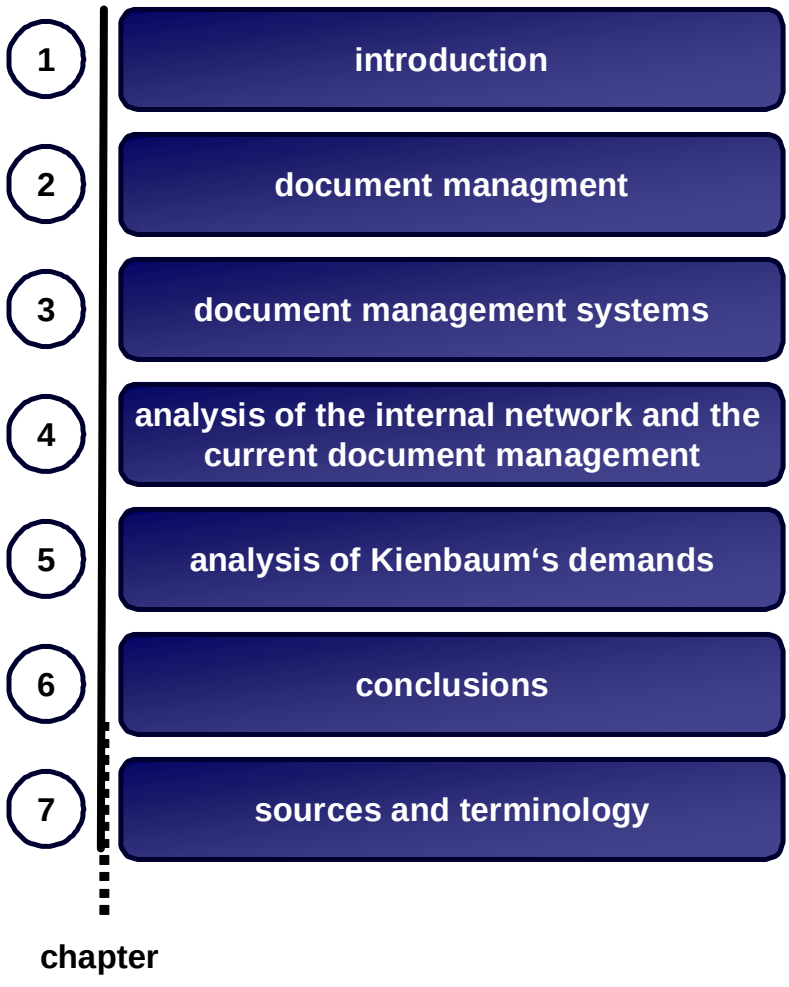

Illustration 2: Structure of the thesis[5]

[5] Source: individual illustration