

# USING SHAREPOINT ONLINE TO ENABLE A STRATEGIC ORGANIZATIONAL TRANSFORMATION

## ISSUE:

A large transit agency client was facing a major workload increase while relying on a legacy SharePoint platform for which vendor support had entered the end-of-life phase. With little governance in place the client's SharePoint farm had grown to hundreds of site collections, while users – largely self-trained - were experiencing frustration and inefficiencies. Duplicate and obsolete data abounded, and repeating the previous practice of in-place upgrades would simply transfer architectural deficiencies and outdated data to a new environment, solving none of the underlying governance issues. A fresh approach was needed.

## STRATEGY:

Onit recognized that the optimal resolution should go beyond just a technical solution, but also bringing together other separate client goals and initiatives, such as project delivery framework alignment, improved cross-team collaboration, enhanced records management capabilities, superior information security awareness and better internal communications. Onit brought in a team of consultants to evaluate different aspects of the client's current state and business needs – a SharePoint technical SME, an Office 365 and Cloud Solutions expert, a project management guru, and an organizational change management leader. The team was tasked with analyzing requirements, building stakeholder consensus on objectives, and designing both a recommended business and technical solution and a comprehensive implementation plan for that program and platform.

## TACTICS:

Onit designed a new streamlined architecture reducing the multiplicity of site collections to just three, and recommended leveraging SharePoint Online and Office 365's discovery, rights management and records management functionalities to embed the client's records retention and information security policies and best practices into a set of templates. A suite of documents was produced to provide a framework for the new implementation, comprising of a technical design with system architecture, a business requirements document, an Enterprise Content Management plan, a governance plan, and a project plan overview including recommended timelines, department migration strategy and required resources.

To manage the user engagement and education aspect of the recommended move to the cloud, Onit developed a comprehensive Enterprise Adoption Plan. This provided a tactical roadmap to building user support and enthusiasm for a new SharePoint environment, and for rolling out role-based training and facilitating peer-to-peer knowledge transfer. Among other tactics, the Enterprise Adoption Plan recommended creating an internal "SharePoint Consulting Group" to assist business units in automating key business processes, and using the results as case studies to build enthusiasm for further process improvements and organizational transformation.

## RESULTS:

As a result of Onit's extensive analysis and strategic planning, the client was able to tie together several previously separate business transformation initiatives into a single comprehensive vision. Rather than perpetuating poor processes and retaining obsolete data with an in-place upgrade, Onit delivered a path to standardization of data management practices and integration of records retention guidelines, and a vision for a cloud-based SharePoint environment mapped to the client's current and future business needs. Onit provided the client with the strategic guidance and technical analysis necessary for the client to move into the execution phase of the program, positioning it for a major transformation initiative expected to begin in late 2017.