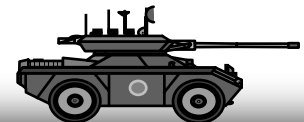
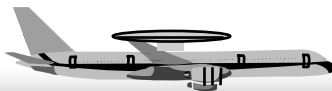


When a good business case alone isn't enough to get SGML into your corporate strategy

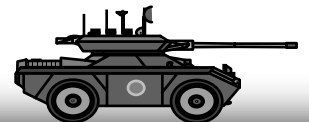
Dr William P. Hall
Manager, SGML R&D Project
Integrated Logistic Support
Tenix Defence Systems Pty Ltd



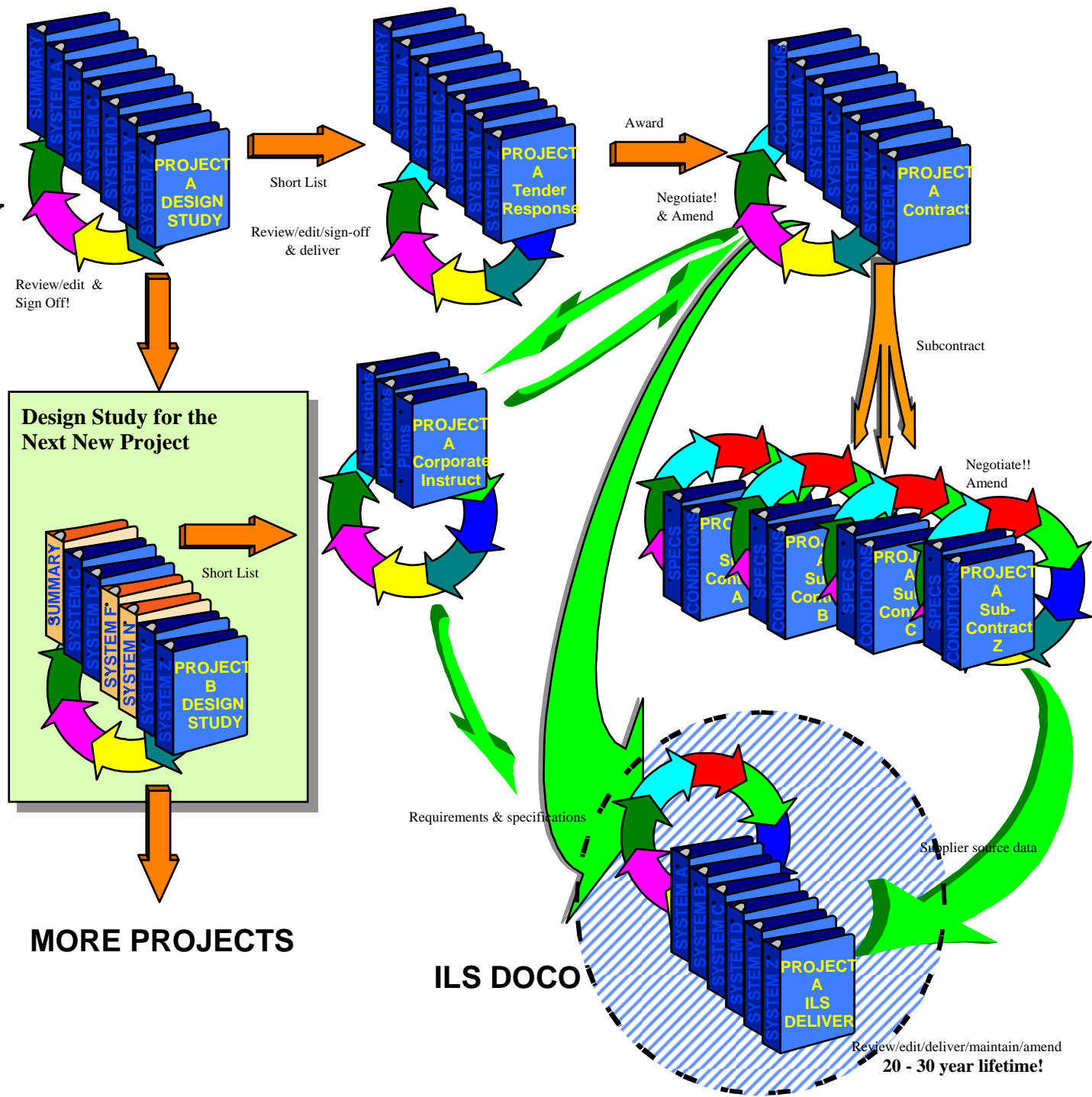
Defence Industry Documentation



- ◆ Word processing nightmare
- ◆ Data longevity
- ◆ Data redundancy



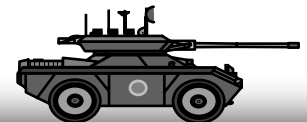
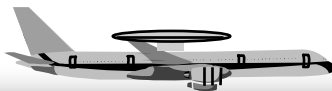
Defence Industry Text Info Flows (Simplified!)



The Case for Smart SGML (1)



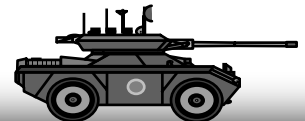
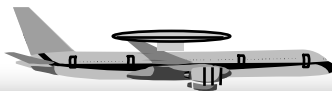
- ◆ SGML may reduce author labour 30-50%
 - ❖ Handles large documents without crashes & lost work
 - ❖ Structural controls guide authors
 - ❖ Formatting determined by structure not author (consistent standard)
 - ❖ Application independent standard for information exchange



The Case for Smart SGML (2)

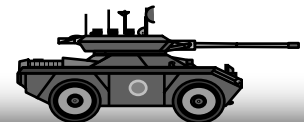
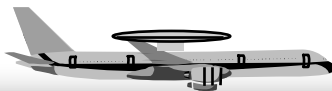


- ◆ SGML-aware object management may reduce authoring requirements by another 30-50%
 - ❖ Find and share redundant information
 - ❖ Produce multiple products from same data
 - ❖ COTS release control and change management in a workflow environment



Why hasn't the Australian defence community already adopted smart SGML

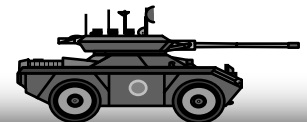
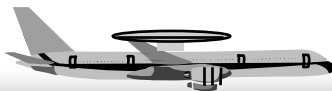
??



Who signs the cheques?



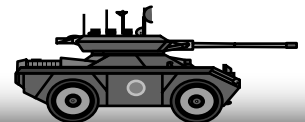
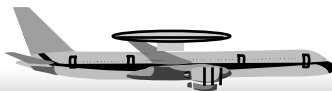
- ◆ Smart SGML may be cost-effective, but it isn't cheap or easy to implement
- ◆ High cost projects require executive approval



SGML IS CONCEPTUALLY REVOLUTIONARY!



- ◆ SGML turns document text into information.
- ◆ People learn about text in primary school.
- ◆ People don't think about their basic skills.
- ◆ Today's executives learned to manage typewritten documents stored on paper.
- ◆ Some still don't use computers.



Thomas S. Kuhn (1962, 1970),

The Structure of Scientific Revolutions:

Univ of Chicago Press (1)

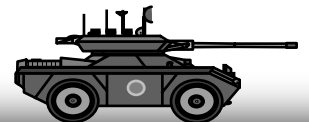
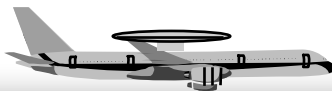


◆ Paradigm

- ❖ Professional view of the world
- ❖ Based on early training - 'how to' examples not consciously studied (e.g., managing business documents)

◆ Normal science

- ❖ Working professionally, doing what you know is 'right'



Thomas S. Kuhn (1962, 1970),

The Structure of Scientific Revolutions:

Univ of Chicago Press. (2)



◆ Anomalies and crisis (business problems)

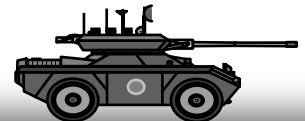
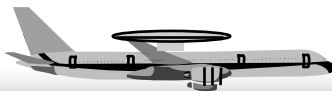
❖ When things stop working as normal science says they should

◆ Paradigm shift

❖ New world view resolves anomalies not solved by normal science

❖ New paradigms

◆ New paradigm incommensurable with old

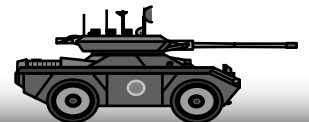
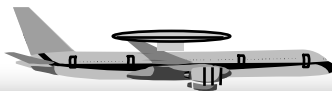


Thomas S. Kuhn (1962, 1970),
The Structure of Scientific Revolutions:
Univ of Chicago Press (3)



◆ Adoption of a new paradigm

- ❖ 'Change of faith'
- ❖ Conversion required because a person's basic world view normally isn't based on rational consideration and conscious knowledge



What do we need to change?



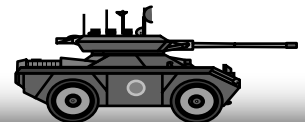
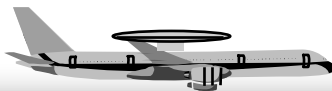
◆ The old document management paradigm

The paper chase: Dictation, Typists, Clerks, Library systems, Card catalogues, 'Controlled' documents, etc.

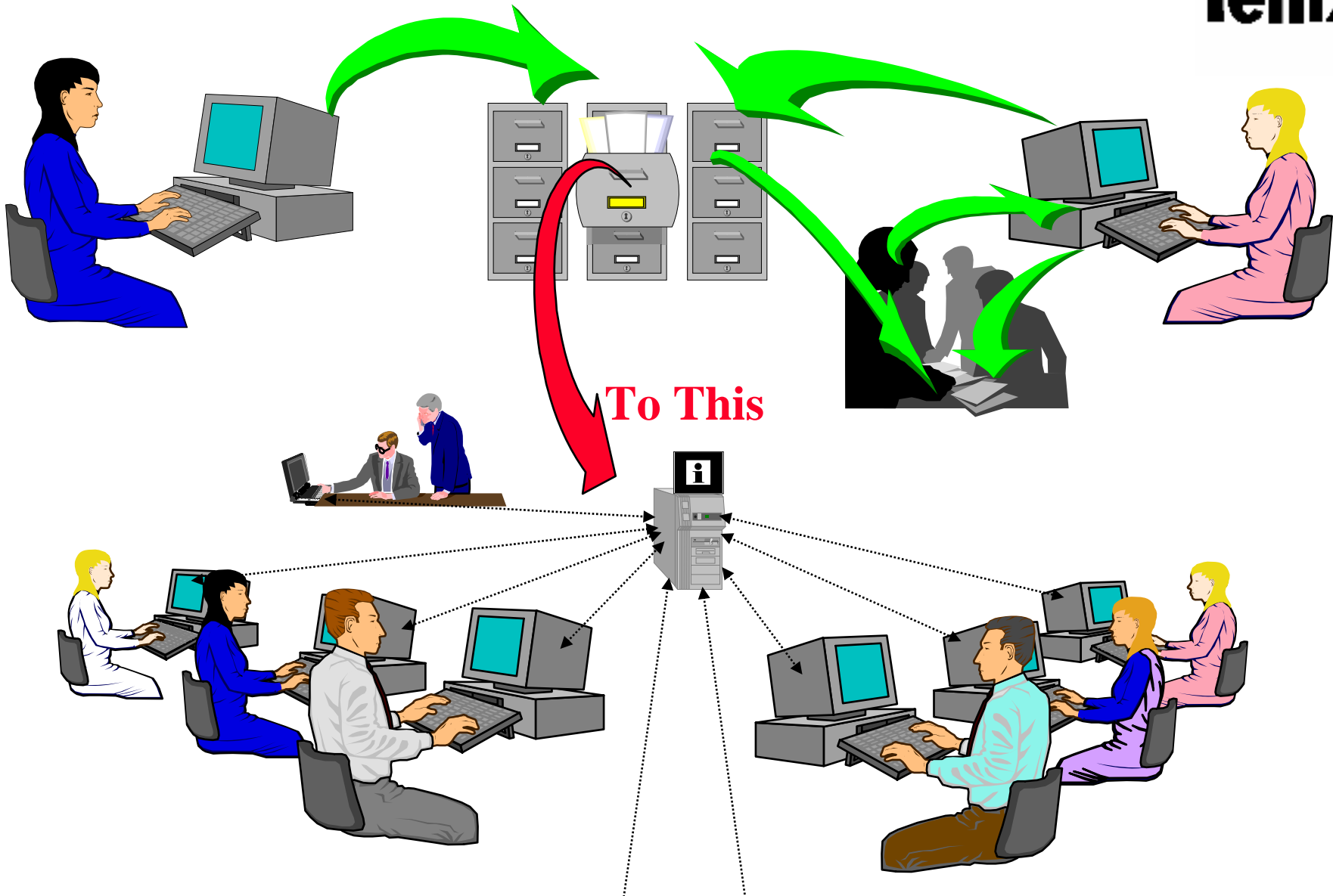
◆ The new content management paradigm

Instant information: Experts creating, reusing, combining, sharing and disseminating elements of knowledge in whatever form is appropriate for the job at hand

◆ For decision-makers accept and want the new paradigm, we need help them to see text as a new concept!

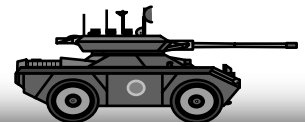
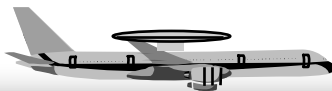


Change your executive's world view



Methods to Try

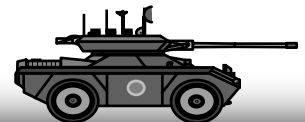
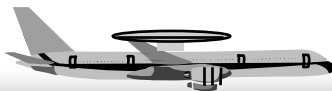
- ◆ Identify text management problems
- ◆ Identify target stakeholders
- ◆ Use email to amplify the Web
- ◆ Organise demos & presentations
- ◆ Try a phased R&D approach
- ◆ Collect case studies



Identify text management problems



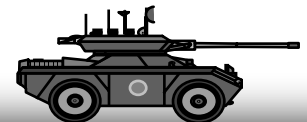
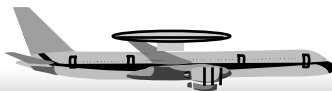
- ◆ What are your organisation's business problems?
- ◆ Can these be minimised by managing/reusing textual information faster/more reliably/with less labour/better dissemination?



Identify target stakeholders



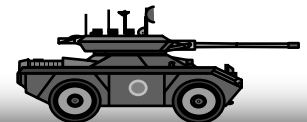
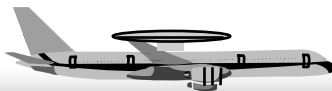
- ◆ Who controls your project budget?
- ◆ What do they think they want to know?
- ◆ What do they need to know to change their world view?
- ◆ Who do they listen to?



Use email to amplify the Web



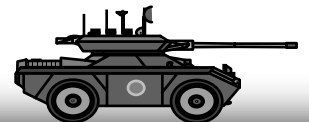
- ◆ Use the Web for instant access to the current state-of-the-art - What's possible?
- ◆ Circulate examples of what you find to your colleagues & managers



Organise demos and presentations



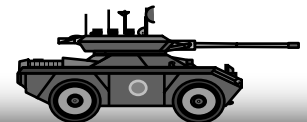
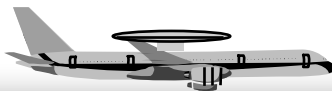
- ◆ Suppliers and users will help you show what the technology looks like and can do



Try a phased R&D approach



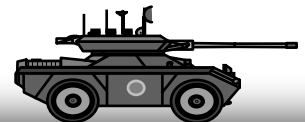
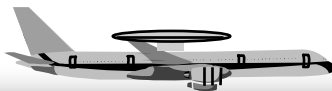
- ◆ Admit that you are trying something totally new for your organisation - treat your first implementation as an R&D project.
- ◆ Will a customer help you pay to implement?



Collect case studies



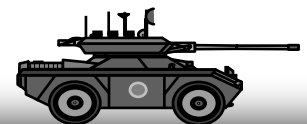
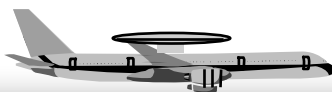
- ◆ What are other organisations in your industry doing?
- ◆ Other smart things that are applicable to your problems.
- ◆ Focus on details which may be relevant to your stakeholders/identified problems.



Back to your business case



- ◆ Make it real!
- ◆ If it is revolutionary, show how it is revolutionary
 - ❖ Eliminating formatting requirements from the authoring environment and enabling easy location and re-use of corporate knowledge should increase author productivity 50-100%.
 - ❖ Electronic circulation for review & signoff should cut project cycle times 50-80%.



We're still trying!



- ◆ Tenix has an active SGML authoring group in the ILS section
- ◆ A number of suppliers have been extremely helpful
- ◆ The funding case is nearly ready for presentation
- ◆ Kuhn may have the last word - selling SGML is more akin to a change of faith than logic.

