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

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◆ 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.

◆ 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'

◆ 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

◆ 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

To This
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.