



## Lexmark

### Transforming extended enterprise collaboration with EMC Documentum CenterStage



#### Business overview

Headquartered in Lexington, Kentucky, Lexmark International is a leading developer, manufacturer, and supplier of printing and imaging solutions for offices and homes. Since separating from IBM in 1991, Lexmark's product line has expanded to include laser printers, inkjet printers, and multifunction devices, as well as associated supplies and services. In 2008, Lexmark sold products in more than 150 countries and reported \$4.5 billion in revenue.

#### Challenges

With more than 13,000 employees in locations around the globe, efficient communication and collaboration can often be a tremendous challenge for Lexmark. The number and variety of different collaboration solutions and silos of information across the globally dispersed network exacerbate the problem. In addition, the company recognizes that a heavy reliance on conference calls and e-mails to track projects, solicit approvals, and reach decisions is inefficient and inadequate, especially with increasing corporate governance, risk, and compliance demands.

"We knew that communication and collaboration among our entire employee base had to be improved," says Dennis Pearce, Enterprise Knowledge Architect of Lexmark. "We wanted to increase visibility, encourage sharing of best practices and processes, and facilitate greater community interaction across our greatly dispersed enterprise."

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**Dennis Pearce, Enterprise Knowledge Architect**

#### Increasingly distributed business processes

Furthermore, Lexmark's business processes are becoming increasingly distributed as the company reallocates people and resources from its headquarters in Lexington to other locations in Europe and Asia. For example, marketing collateral for a European country might be conceptualized in the United States sent to a vendor in Asia for translation and design work, and then delivered to the marketing team in Europe. "With the right enterprise-wide framework for collaboration and document workflow, we could define business processes independent of geography," says Pearce.

## **A wide range of collaboration requirements**

After conducting a comprehensive review of its collaboration needs, the Lexmark executive team focused on several use case scenarios that a new solution would have to support, including: project tracking; document lifecycle management; a sales and marketing portal; publishing of internal news articles; secure collaboration with external parties, such as customers or suppliers; discussion forums; and line of business blogs.

## **EMC solution**

To meet these objectives as well as the company's need for an enterprise content management system, Lexmark turned to EMC. Lexmark is currently implementing a solution based on EMC® Documentum® CenterStage™ and the EMC Documentum content management platform. CenterStage, an innovative client for Documentum, powers business-to-business and team collaboration across an extended enterprise. The Documentum platform provides the underlying content server and centralized repository for all types of content including HTML and XML, graphics, multimedia, other types of rich media, and traditional documents created with desktop applications. Together, CenterStage and Documentum create a secure and scalable environment for managing the lifecycle of all collaboration-related content at Lexmark.

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## **Transitioning to CenterStage**

In 2008, Lexmark was one of a select group of EMC customers that received a beta release of the CenterStage Essentials solution. CenterStage Essentials provides fundamental workspace functionality, including: access control, check in/check out, guided navigation, content templates, lifecycle management, and policy-based configuration. During the beta program, Lexmark provided valuable feedback regarding the product's features and performance.

With the successful completion of the CenterStage Essentials beta release, Lexmark is now participating in the controlled release of CenterStage Pro, which adds these capabilities to CenterStage Essentials functionality: advanced search and discovery; support for wikis, blogs, RSS feeds, discussion forums, and tagging; template and component-based user interfaces; workspace templates; and more.

To facilitate a smooth transition to CenterStage, Lexmark has first deployed EMC Documentum eRoom®, a similar but less advanced workspace solution, to enable the company to exercise a governance model, create awareness of collaboration tools and processes, and develop collaboration best practices. Using Bulldozer migration technology, developed by EMC partner Crown Partners, Lexmark will then move the eRoom content to CenterStage Pro. When CenterStage is fully deployed, all of Lexmark's more than 13,000 employees worldwide will have access to it.

## **Providing a new level of community interaction**

Lexmark is already working to set up groups of online community workspaces aligned with a particular goal or interest—for instance, groups or subgroups of employees working in the same function, on the same project or task force, or based in the same location. CenterStage workspaces will facilitate the sharing of ideas and development of relationships among these communities. Community members will be able to see not just shared documents but the context around them: discussion threads, comments, survey results, and so on. “Widgets”—such as text boxes, RSS feeds, wikis, blogs, and more—can be easily added to any workspace for enhanced usability and functionality. Users can also launch their own communities, establish roles and permissions for their team members, internal or external, and set content policies—all according to corporate policies, but without IT intervention.

### **Improving productivity with advanced search and discovery**

Lexmark looks forward to empowering its employees to more easily and quickly find the information they need to do their jobs efficiently and well. With CenterStage Pro, users will be able to search an unlimited number of information repositories across Lexmark and beyond—from the user's immediate workspace to other CenterStage spaces, to e-mail archives, file shares, the Documentum system and other internal systems, Google, RSS feeds, and more—with a single query. Query results are automatically filtered into categories (location, format, date last changed, company, place, and topic) and listed by relevance. The ability to view query results as thumbnail images, by hovering over them with the cursor to grasp their metadata, or view files in "slide view" mode to see a file's contents without opening it also save users a lot of time.

"We are very impressed by the search capabilities in CenterStage Pro," says Pearce. "When employees can quickly and easily perform searches that lead them right to whatever information they need, whether it's related to a project or skill set, the company will reap huge productivity gains," predicts Pearce.

### **Enhancing sales and marketing productivity**

Today approximately 90 percent of Lexmark's US sales force uses a Lotus Notes-based website on the company intranet to find sales and marketing-related documents. Lexmark intends to replace this site with CenterStage to dramatically expand its benefits and extend them to the approximately 200 sales and marketing staff worldwide. "We fully expect that all the collaborative functionality in CenterStage will ultimately make it the sales and marketing destination within Lexmark worldwide," says Pearce.

With CenterStage, sales and marketing support staff will be able to create, review, approve, and publish documents to the CenterStage workspace using pre-designed templates. As documents are created or added to the workspace, they will be tagged with metadata based on common search categories—such as printer technology, industry, service offering, and geography—so users can quickly and easily search for and find relevant content. Community spaces will allow blogs, wikis, and discussion forums for consultants, systems engineers, and other communities within sales and marketing.

### **Facilitating extended collaboration with customers**

Lexmark also intends to leverage CenterStage to make interactions with customers more efficient and satisfactory for both parties. Separate customer workspaces will be created, particularly for large accounts leasing printers and paying for usage by number of pages printed. Within these workspaces, both internal Lexmark staff and customer contacts will have shared access to lists of serial numbers for leased printers, floor maps and office locations where printers reside, contact lists, contracts, supplies and maintenance information, and other relevant documents. Authorized internal and external users will be able to—according to their level of access—view, edit, and upload or print any of the documents—as well as comment on them, alert others to changes, and so on.

Sales and marketing and customer relationships are just two of the areas Lexmark plans to use CenterStage. For example, Lexmark Corporate Communications intends to publish internal news articles that all Lexmark employees can subscribe to via e-mail or RSS, and to create online discussions focused on topics of interest to all employees. Authorized representatives of Lexmark business areas—human resources, IT, facilities, and so on—also hope to use CenterStage blogs to convey relevant information to employees and solicit their feedback.

### **Providing mobile access**

Like many organizations, Lexmark needs to enable a mobile workforce. The company was impressed with EMC's plan to offer a mobile solution that provides access to CenterStage workspaces and content. As a result, Lexmark will achieve several benefits—increased productivity and satisfaction from employees on the road, and higher utilization and ROI on their CenterStage deployment.

### Measuring success

“Collaboration is a fuzzy concept, so we plan to measure success across four dimensions,” says Pearce. Those four dimensions are: countable activities (number and frequency of uploads, downloads, blogs, discussion participants, posts, comments); anecdotes (problem solved, sale closed, and so on); process improvement events (proof of more readily available information, more accurate information, faster or better decision-making); and opinions (user satisfaction surveys, analysis of social network use, and so on).

### Summary

Eventually Lexmark intends CenterStage to be the entry point for all Lexmark employees accessing content stored in the Documentum system. Together, CenterStage and the Documentum platform will enable Lexmark to safely manage, track, and archive all stages of content, in an environment that transforms collaboration on a global scale. “Ultimately, better access to information and enterprise-wide collaboration will lead to better alignment among business areas, improved productivity, and faster, smarter decision-making at all levels,” says Pearce.



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