

## PART I: GOALS

### BMC's Mission and Vision

Bankruptcy Management Corporation (BMC) provides administrative support and analytical consulting services to companies undergoing Chapter 11 and the attorneys who represent them. During bankruptcy, a company will pass through a handful of discrete phases, each with its respective information gathering and reporting requirements. BMC's mission is to leverage data at the outset of each case and apply this data in a streamlined, normalized fashion through the duration of the case.

This is a relative innovation over the myriad spreadsheets and word processing documents that debtors and their attorneys have traditionally used to manage data - sometimes with great redundancy - through the course of a case. Accordingly, BMC's values are to eliminate redundancy, save time and effort, and service information needs in as responsive a manner as possible.

### How an Intranet Will Support BMC's Mission and Vision

Internal structures must become less messy and more normalized if the way the company does business is to align with the purported business that the company does. The intranet project will be a critical component in eliminating confusion, redundant effort, and waste. It will enable new employees to "ramp up" quickly in an informal, self-led training vehicle. Furthermore, it will illustrate to all employees across the company the full scope and purpose of available tools and information. This will likely curtail additional redundancy (such as the development of new tools that duplicate the features of existing tools) in the future.

### The Goals of this Site

#### Immediate

- To setup a basic yet flexible framework that will support an increasing volume of detailed information.
- To make basic human resources, administrative, and calendaring information available through one primary gateway.

#### Short Term

- To establish "buckets" where information can be placed and found.

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- To develop site-wide content annotating these buckets - explaining what sorts of information can be found in them, how that information is used, and notable exceptions.

### Long Term

- To implement content management mechanisms to allow employees to add information to each bucket (and possibly buckets within buckets).
- To establish community building features such as discussion boards, and to get employees to use them.

### Measures of Success

- Lots of clicks! Because this will be auxiliary to the existing file system, which is where company documents reside with varying degrees of findability, use of the intranet will be essentially optional. A progressively larger number of clicks per day per employee will indicate that people are using the system with enough success to encourage repeat usage.
- Employee feedback! Employees should be asked whether they like the new system and what additions or modifications they'd like to see.
- Once a search system is implemented, a measurement of success will be the number and relevance of returned results. Number of search results would seem to be fruitful for benchmarking, but search results in a system with a relatively small pool of records (as this will have initially) would not necessarily indicate a poor system if the information is simply not yet available, so a more appropriate measure in this case might be employee feedback.
- Another important measure of users goals will be the amount of information contributed by users. User information can be contributed in a number of ways - by adding content, documents, bulleting board messages, and calendar items.

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## PART II: USERS

### Users, Purposes/Goals

Users include all current and future employees of BMC. In the following table, users are broken into categories according to their job function, location, and level of technical savvy. Users can be further characterized by the types of material they normally work with. User types are listed in rows, and material types are listed in columns. An "x" indicates that this type of user works with this type of material.

	Legal Docs	Apps	Reports	Calendars	Disc Boards	DBs	Code	Email
<b>Workgroup Specific Labels</b>								
Principals	x	x	x	x	x	x		x
Admins		x	x	x	x	x		x
Project Mgrs	x	x	x	x	x	x		x
Consultants	x	x	x	x	x	x		x
Data Mgrs	x	x	x	x	x	x	x	x
Developers	x	x		x	x	x	x	x
Case Support	x	x	x	x	x	x		x
Production	x	x	x	x	x			x
	Legal Docs	Apps	Reports	Calendars	Disc Boards	DBs	Code	Email
<b>Location Specific Labels</b>								
Los Angeles Office	x	x	x	x	x	x	x	x
Kansas City Office	x	x	x	x	x	x	x	x
New York Office	x	x	x	x	x			x

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San Francisco Office	x	x	x		x	x	x	x
Seattle Office	x	x	x	x	x	x		x
	Legal Docs	Apps	Reports	Calendars	Disc Boards	DBs	Code	Email
<b>Technology Specific Labels</b>								
Computer Novice	x	x			x			x
Computer Intermediate	x	x	x	x	x			x
Computer Expert	x	x	x	x	x	x	x	x

### Possible Disconnects between business goals and user goals

The intranet project strongly allies user goals with business goals by bringing the sort of information sharing and efficiency that the company delivers to its clients to bear on its own internal operations. If done well, this intranet will actually correct an important disconnect between employee goals and company goals by making it easier for employees to work, share information, and understand the larger impact of their work.

### User Tasks

- See a company-wide calendar
- Add items to a company-wide calendar
- See the employee handbook
- Lookup a company policy
- Read an overview of bankruptcy - its processes and phases
- Find tools for a specific purpose
- Find a specific document
- Add a document
- Make an announcement
- Read announcements

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## User Groups and their Tasks

	See calendar	Add to calendar	See handbook	Lookup policy	Read about bkcty	Find tools	Add Tool	Find docs	Add Doc	Make Anncmnt	Read Anncmnt
<b>Workgroup Specific Labels</b>											
Principals	x	x	x			x		x	x	x	x
Admins	x	x	x	x						x	x
Project Managers	x	x	x	x	x	x		x	x	x	x
Consultants	x	x	x	x	x	x		x	x	x	x
Data Managers	x	x	x	x	x	x	x	x	x	x	x
Developers	x	x	x	x	x	x	x			x	x
Case Support Staff	x	x	x	x	x	x		x	x	x	x
Production Staff	x	x	x	x	x	x		x	x	x	x
	See calendar	Add to calendar	See handbook	Lookup policy	Read about bkcty	Find tools	Add Tool	Find docs	Add Doc	Make Anncmnt	Read Anncmnt
<b>Location Specific Labels</b>											
All Locations	x	x	x	x	x	x	x	x	x	x	x
	See calendar	Add to calendar	See handbook	Lookup policy	Read about bkcty	Find tools	Add Tool	Find docs	Add Doc	Make Anncmnt	Read Anncmnt
<b>Technology Specific Labels</b>											
Computer Novice	x	x	x	x	x	x		x	x	x	x

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Computer Intermediate	x	x	x	x	x	x	x	x	x	x	x	x
Computer Expert	x	x	x	x	x	x	x	x	x	x	x	x

## PART III: HOW THE INTRANET WILL MEET USER GOALS

### Areas Where You Predict Change and Growth

#### Changes

Kinds of content that will NOT change frequently	Kinds of content that will change frequently	Estimated frequency of changes / updates
Human Resources Material	Case Documents	Daily
Standard Powertools	Calendar Items	Daily
Bankruptcy Research Material	Announcements	Daily

### Content and Functionality Possibilities

- Company calendar
- "Who does what" interactive matrix
- Discussion boards with filtering for different user groups (location, workgroup, etc.)
- Cross-client Document searching mechanism

### Potential Challenges and Limitations

Because of the reactive, deadline driven nature of the bankruptcy process, even the most well intentioned efforts are often stymied by the imperatives of a tight schedule. As an internal project, the intranet will not necessarily be subject to a tight development schedule, but other client-billable projects that are may at any time lay claim over resources that are devoted to the intranet project.

In addition, although BMC needs user-centered approaches, they do not yet constitute the driving value on each project. In particular, the development group, while it recognizes the important of usability, sometimes deprioritizes usability to benefit technology, deployment schedule, and the requests of principals. It may be a challenge to help developers retain the user focus in each decision as the site is being built.

# Scope Definition Document

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## Resources

Currently the company has not allocated resources to keep up with the long-term changes. Even daily maintenance of the system as fully envisioned could easily occupy one full time employee. To some extent, the beta implementation of the intranet will need to generate the necessary enthusiasm for an allocation of additional resources for this information service.

At the outset, the information architect will also need to function as a content manager, collecting documents and data, and then feeding them into the relevant areas of the system. Once self-contributing mechanisms are built in, the entire employee pool will effectively help to locate and prepare content, since they will be able to select and add items directly. Ideally, a part time content manager should provide oversight on these contributions, verifying that they've been correctly located, well described, and sufficiently marketed.

Because BMC has its own developers, finding money for site building will not be necessary. I recommend that one developer be devote to building the site. Ultimately, the site should require only a handful of templates accessible via different navigation structures. It would be preferable to undertake this project during a slow billing period, when there can be no question of wasted resources. In any case, if a developer is given devoted time to complete the project quickly and without interruption, build-out should last no more than three weeks, and more probably two.

### **Estimated Development Time Required**

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IA/Visual Design	2 weeks
Build	3 weeks
QA/Content Refinement	1 week
<b>TOTAL</b>	<b>6 weeks</b>

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