



SharePoint Strategy & Pilot Implementation

■ ■ ■ ■ INTRODUCTION

Following a successful SharePoint implementation by Information Technology (IT) to support Lowe's Business and Technology Steering Committee Governance Process, NouVEON was engaged to plan an enterprise SharePoint implementation. Over the past several years, Lowe's implemented Microsoft SharePoint for project team management, communication, collaboration, document workflow and basic methodology compliance management. Initially, usage was limited to IT by defining and implementing the structures and processes to support management of key program and project artifacts for the Lowe's Business and Technology Steering Committee Governance Process. Initial IT department sites were also implemented with ongoing usage.

"NouVEON prepared a sound plan and high quality deliverables that made my job to manage implementation much easier."

Owen Poteat, Manager, Solution Shared Services

■ ■ ■ ■ CHALLENGE

Business use of collaboration tools was extremely high. Many business associates had been exposed to SharePoint while working on IT project teams. Backlogs to develop web applications were also extremely high, so development of tools to meet business needs was falling behind the growth in requirements. Some business functions were beginning to contract web application developers and partners to quote custom development to meet their needs. Some were experiencing undesirable staffing increases to keep up with their work. The extreme urgency for SharePoint was rising. The infrastructure implemented for IT use of SharePoint was operating above 80% utilization, so additional demand given available infrastructure resources was impractical. From benchmarking case studies, it was clear that in general, underestimating the infrastructure resource requirements and lack of a sound strategy or detailed plan were the primary issues with Sharepoint implementations. In several benchmark cases, application support was also cited as the main impediment to realizing all the success expected from SharePoint. While IT had implemented support processes to enable the IT governance use of SharePoint, enterprise implementation could not be absorbed into that process. Roles and responsibilities for supporting business use of SharePoint would need to be developed and agreed. Business demand for SharePoint had meanwhile escalated to a difficult situation. A sound strategy for Lowe's to make effective and efficient use of SharePoint was in order, as were very detailed plans, budgets and funding to ensure success.

SharePoint Strategy & Pilot Implementation



■ ■ ■ ■ THE SOLUTION

Lowe's IT Strategy & Planning engaged NuvEON to complete a project to develop the strategy for deploying SharePoint to all Lowe's CSC/spell functional areas. Strategic deliverables included scope, approach, detailed work plans, budgets and pilot implementation producing all the IT artifacts necessary to mobilize and fund the project. The strategic effort also gained executive alignment for ongoing SharePoint application support. Responsibility for the pilot and subsequent implementation transitioned to IT solution shared services. NuvEON developed the strategy and implementation plan to implement SharePoint across the enterprise to achieve measurable, sustainable process improvements through collaboration, workflow management, document management, knowledge management, content management and auditable process compliance. Additionally, NuvEON facilitated executive alignment for scope and implementation and for ongoing SharePoint application support. NuvEON's experienced project team assisted Lowe's in mobilizing the implementation team and application support resources necessary to complete a pilot and begin implementation. The team implemented an interim senior management governance team to oversee enterprise application usage and ensure business goal achievement within implementation and sustained operating budgets. NuvEON partnered with IT management to seek funding required to make the implementation plan achievable within one year following the planning and pilot phase.

■ ■ ■ ■ THE RESULTS

The strategy to implement SharePoint was developed, and it received leadership consensus. Pilot implementation was successfully completed, validating the strategy and the detailed plan. Executive alignment for application support was achieved. Clear roles and responsibilities across the business and IT were established and piloted. Ownership for application management has been obtained and is evidenced in the actions and results of those accountable. Funding was approved; Lowe's has been mobilized successfully implement SharePoint across the enterprise. IT leadership has reached consensus about the resources needed to conduct the planned 2009 SharePoint enterprise implementation and to transition into effective application support

■ ■ ■ ■ CLIENT PROFILE

Lowe's Companies, Inc. is a FORTUNE® 50 company that serves approximately 14 million customers a week at more than 1,650 home improvement stores in the United States and Canada. Founded in 1946 and based in Mooresville, N.C., Lowe's is the second-largest home improvement retailer in the world. Lowe's stores stock 40,000 products and have hundreds of thousands more available by special. Lowe's employs 216,000 people and utilizes thousands of contract professionals to achieve their innovation and growth objectives. Lowe's is among the best performing companies in the USA.

NuvEON Services provided:

- Project Management Services
- Business Analysis Services
- Requirements Definition Services
- Resource Planning Services
- Team Mobilization / On-boarding Services
- Package Software Implementation Services
- Infrastructure Management Services

NuvEON Technologies Used:

- Software Sense Enterprise, Inc. TagsPro Solution (LOTO)
- PMO
- SDLC
- SDQA