

PIM Implementation

How PIM is Changing Processes and the Organization

This document contains Confidential, Proprietary and Trade Secret Information (“Confidential Information”) of Informatica Corporation and may not be copied, distributed, duplicated, or otherwise reproduced in any manner without the prior written consent of Informatica.

While every attempt has been made to ensure that the information in this document is accurate and complete, some typographical errors or technical inaccuracies may exist. Informatica does not accept responsibility for any kind of loss resulting from the use of information contained in this document. The information contained in this document is subject to change without notice.

The incorporation of the product attributes discussed in these materials into any release or upgrade of any Informatica software product—as well as the timing of any such release or upgrade—is at the sole discretion of Informatica.

Protected by one or more of the following U.S. Patents: 6,032,158; 5,794,246; 6,014,670; 6,339,775; 6,044,374; 6,208,990; 6,208,990; 6,850,947; 6,895,471; or by the following pending U.S. Patents: 09/644,280; 10/966,046; 10/727,700.

This edition published November 2013

Table of Contents

How PIM is Changing Processes and the Organization	2
Successful Change Management Passes through a Number of Phases . 3	3
Manifesting the Necessity for Change.	3
Creating a Leadership Team that Leads the Strategy.	3
Developing a Communicable Vision and Strategy.	3
Creating a Broad Basis for Change.	4
Creating Quick Wins	4
Consolidation of Change Approaches for Further Stimulus	4

How PIM is Changing Processes and the Organization

While PIM projects were in the past strongly focused only on one sales channel, it can be seen today that more and more businesses are considering PIM matters more thoroughly and adopting a bolder approach. On the one hand this can be attributed to a better understanding of the possibilities and attractive potentials of PIM. On the other, commercial enterprises in particular are recognizing that a successful future in the market without PIM is no longer conceivable.

The main driving force behind the necessary organizational changes is the requirements associated with a successful launch into e-commerce. Speed, data consistency, and data quality are required together with high data volumes. Manual, channel-specific modifications are no longer economic, and/or devour vast quantities of unproductively allocated budgets. Orientating a business to e-commerce requires new thinking in significant parts of the company. Struggles between purchasing and sales or stressful discussions about the necessity and importance of individual sales and product communications channels can no longer be afforded. The much-labored multichannel strategy, with its prioritizing of the communications channels and their roles, is now necessary. So let the necessary organization and steps be introduced so that PIM can be celebrated as a successful model.

A PIM project requires an approach that crosses over between the various departments: purchasing, sales, product management, logistics, and IT must pursue the same goals and act under their own motivation. This requires these areas to accept various changes. Depending on the current distribution of tasks, some areas will lose responsibilities while others will gain additional competences, and new areas will have to be defined. Sales should, for example, be open to the creation of product data being passed wholly to a separate department responsible for PIM. In return it can regard the PIM department as a provider of high-quality product data, with all the consequences that arise from this for the PIM department.

From the purchasing perspective, the requirement for comprehensive competences in terms of product assortment, product data, and product marketing, as is encountered frequently in mail order environments, needs to be reconsidered. A specialized unit with clear communications interfaces and responsibilities will make PIM successful. Projects with successful change management here follow a pattern and PIM projects can adapt this pattern very well. A basic condition for a successful project is the anchoring of the PIM idea with the company management. Essentially, every project requires as senior a mandate as possible; when positive change is to take place in central areas of the business, however, this is vital. This mandate is the first step towards project success.

A managers' mandate is however not sufficient on its own. As in so many situations, project success depends on the active involvement and interest of the middle management for the PIM goals. It is they who bear the load of the project, and their understanding of the operative business and the usually relatively high capacity of these managers to motivate, is the art that makes the change possible in the first place. Here PIM projects require the support of the purchasing, marketing, advertising, project management, and IT departments.

Successful Change Management Passes through a Number of Phases

Step by Step:

- Demonstrate that there is no alternative to PIM
- Build a leadership team
- Formulate and communicate the vision and strategy
- Demonstrate to the employees the benefits for their daily work
- Create quick wins
- Step by step: use milestones

Manifesting the Necessity for Change

The company must understand that there is no real alternative to PIM. This can be achieved in two ways. One way is to consider the consequences of hesitation. What does it mean for the future development of the company if it has no high-quality product data available that can be published flexibly? Which customer groups cannot be addressed, what sales potentials cannot be realized? In contrast to this it can be very tempting to be able to address new customer groups, markets, ranges, etc.

Creating a Leadership Team

The management team that directs the PIM project steering committee, must see real benefits in their own field and in the common work. After this it develops the energy which is necessary to accelerate decisions, motivate their own employees and prepare the organization for change.

Developing a Communicable Vision and Strategy

The necessary change for successful PIM requires a long-term goal. Where should the company find itself with PIM in a few years? Who is responsible for PIM tasks in the medium term? Can all the PIM tasks be rendered internally? All these are questions that must be addressed in a PIM vision. And in such a way that the PIM vision can be clearly explained in five minutes. Then the PIM leadership team can instill the PIM idea into the top management and the employees.

Creating a Broad Basis for Change

The employees will tolerate the change, indeed welcome it, so long as they understand what it is for. The fascination of PIM will spread to a large portion of the employees if they likewise see a benefit in it for their daily work. It is unrealistic to expect such a large transition to go over smoothly with all employees, so the leadership team must also be prepared to make unpleasant decisions that are for the greater good of the strategy.

Creating Quick Wins

It may take several years for PIM to become fully and correctly anchored in the organization and the seamlessly integrated platform to be implemented in parallel. Thus it is all the more important and more difficult not to become caught up in endless loops of developing technical concepts and prototypes. There are more and more software solutions that are suitable. In general it is a matter of the intelligence of the solution, since this makes it possible to create quick wins. The first goal of implementation is to complete the task in less than a year, or even better, by a significant time point such as a new product launch, a trade show, a particular season, or the end of the business year. While this increases the pressure, it makes success easier to see.

Consolidation of Change Approaches for Further Stimulus

If the PIM solution is introduced as part of a program, a short consolidation phase can be inserted after significant steps. What has been achieved, in which departments does it function better, and why? A little distance helps to clarify the picture. The recipients of the product data can give good information about the changed data quality and the quantity or speed of the data production.

Change management in PIM projects is more than simply the preparation of communication plans and training planning. The management must have confidence in the purpose of the change because of having taken part in creating that vision or at least having genuinely understood and accepted it. Here, however, a prophet is not always recognized in his own country. Senior consultants, who have the deepest possible insight into the organization and into intensive exchange with the management, can be very helpful for neutral and interdepartmental communications. This support can help to dissolve traditionally evolved departmental barriers and thus enable the project to succeed.

About Informatica

Informatica Corporation (Nasdaq:INFA) is the world's number one independent provider of data integration software. Organizations around the world rely on Informatica to realize their information potential and drive top business imperatives. Informatica Vibe, the industry's first and only embeddable virtual data machine (VDM), powers the unique "Map Once. Deploy Anywhere." capabilities of the Informatica Platform. Worldwide, over 5,000 enterprises depend on Informatica to fully leverage their information assets from devices to mobile to social to big data residing on-premise, in the Cloud and across social networks.



Worldwide Headquarters, 100 Cardinal Way, Redwood City, CA 94063, USA Phone: 650.385.5000 Fax: 650.385.5500
Toll-free in the US: 1.800.653.3871 informatica.com [linkedin.com/company/informatica](https://www.linkedin.com/company/informatica) twitter.com/InformaticaCorp

© 2013 Informatica Corporation. All rights reserved. Informatica® and Put potential to work™ are trademarks or registered trademarks of Informatica Corporation in the United States and in jurisdictions throughout the world. All other company and product names may be trade names or trademarks.