# Hatch - Improving Current Business Building Information Infrastructure

## Executive Summary

Hatch is an engineering consulting firm that employs over 11,000 people in over 65 offices around the world. Hatch began operating in the mining industry in 1955, but has grown over the years through a number of acquisitions to include power, oil and gas, and infrastructure consulting services. Through this growth, Hatch has developed a flexible, client-driven operation that encourages client engagement from its employees.

Hatch is facing increasing global competition throughout its sectors. In order to help the bid process, Hatch has created the Client Action Team to assist business units with their client engagement and bid development work. The Client Action Team operates through a 10 phase, 40 step business building process. This process begins with building a strong client relationship before identifying opportunities, strategizing, and then finally developing and submitting a bid proposal.

In order to complete the business building process, and in order to out-bid competition through superior quality and customer service, client action employees require access to a number of information resources. Information required by these employees is often scattered throughout the organization and difficult to find. At times, the information required may not be available at all. For this reason, *Hatch requires an improved information infrastructure to handle and access all of the information required throughout their business building process.*

Hatch's information infrastructure has been identified as a system composed of three main components – people, processes, and tools. These components define the structure through which information flows, and so they must each be considered for deficiency. Furthermore, as these components form a system, their relationship to one another can indicate key focus areas. This report outlines key findings along these dimensions, and proposes solutions.

In relation to processes, it has been identified that processes largely do not exist to queue employees to create and share valuable documents. When processes seem to exist, they either lack the effectiveness or the enforcement required to make the documents accessible for the broader organization. In many cases, strict processes cannot be developed or enforced because of the nature of the information. However, through the opportunity identification, positioning, bid proposal, and project phases, and process should be implemented to ensure proper records are kept and that proper documents are developed and shared.

In relation to tools, it has been found that for some information requirements, no specific tool or software exists to capture and distribute this information. In other cases, when the tool exists, it is not user friendly, intuitive, or reliable. It has been identified that for certain information elements, such as those related to client interactions, this information can be captured through popular social networking tools, such as microblogs. In relation to most information elements, document management and searching tools seem to be deficient. It is

suggested that Hatch consider the naming and cataloguing conventions related to document management before looking to improve their database search tool.

Two key findings have been identified in relation to Hatch employees themselves – factors that affect all information elements. First, employees may lack the training required to operate the software and tools they are responsible for. Second, there may be improvements to be made related to the knowledge sharing culture of the organization. In order to support the tools and processes that are implemented, an organization requires a culture that promotes knowledge sharing among employees. It is suggested that this culture be emanated from the top-down, by integrating the idea into Hatch's core values, and through management recognition and awards. Efforts in knowledge sharing will be most effective if key staff are made responsible for undertaking these projects.

The next step in the project will be to properly evaluate the current information infrastructure. Key metrics need to be chosen and evaluated against the current state. Metrics related to user experience, usage, content, system design, and business requirements will all be valuable in this process. Proper requirements will also need to be developed around the missing information elements to understanding how these can be best captured and best shared through the organization. Once the requirements are set, the tools can be determined and evaluated based on the solution requirements and goals can be set surrounding the solutions based on the selected metrics.