Companies the size of HP generate a lot of electronic records—millions per day. Many of these records are business-critical. Some document important business decisions or policies. Some document the company’s regulatory compliance. Some establish business-critical processes and procedures. As the years pass, these records accumulate, and as they accumulate, the cost of storing them mounts. To keep their records manageable, control costs, and be compliant with applicable laws and regulations, companies must periodically purge records they are no longer required to keep. At the same time, however, deleting records entails risk. It can be challenging to determine which records—if any—may be purged, and when.

**Objective**

HP wanted to update its records management processes and solution to reduce the information population by identifying a process to keep records it needs to and delete the rest at the appropriate time.

**Approach**

Develop an enhanced electronic records declaration and retention program and use HP TRIM software and HP IT architecture to automate critical aspects of records management processes.

**IT improvements**

- Upgrade homegrown application to an industry-recognized records management software
- Automate records declaration
- Decrease storage costs

**Business benefits**

- Improved records declaration
- Risks associated with records retention better understood and managed
- Enhanced search capability for finding records for tax, regulatory compliance, and litigation discovery

“HP has been working diligently to consolidate its data centers and reduce the complexity of its technology environment. We’ve now put a foundation in place, using HP TRIM software, to achieve similar gains within our records management organization. We were helped enormously in this effort by KPMG.”

—Peggy Milovina-Meyer, Global Records Manager, HP

**HP customer case study:** With program management assistance from KPMG, HP establishes a foundation to automate its records management using HP TRIM software.

**Industry:** Technology
That’s why HP decided to put processes in place to automate the control and management of its electronic records—and why it turned to KPMG’s Records and Information Management practice to help support this effort.

“Any company of HP’s size faces this issue,” notes Leslie Banach, Director, Records and Information Management Services, KPMG. “As companies’ data archives fill up, they need to develop records retention schedules and policies so that they know what records can be destroyed in a defensible process.”

“Maintaining records indefinitely poses problems for a number of reasons,” explains Peggy Milovina-Meyer, Global Records Manager, HP. In HP’s case, these issues were highlighted when the company began consolidating its data centers. (HP launched an initiative in 2006 to reduce its global data centers from 85 to 6.) As the consolidation progressed, Milovina-Meyer’s records group needed to ensure the data reduction was aligned with their records compliance requirements, both during the effort as well as going forward.

First step: define business requirements

Milovina-Meyer recognized that HP needed to establish new processes to automate its records retention procedures. “We needed to manage and identify when records are created in systems of record, and to standardize our management of those records across our enterprise,” Milovina-Meyer explains. It was also clear that the homegrown records management software the group used was no longer adequate. HP needed to implement a better technology solution for automating electronic records management.

Finally, Milovina-Meyer realized HP needed a firm that had experience helping complex enterprises transform their records and risk management processes and technologies, as well as resources to help manage the program.

So HP began searching for a firm familiar with business process change management and experienced with the principles of managing electronic records. “We wanted someone who could help us with the preparatory work, like establishing our business requirements as the basis for implementing an automated records management solution,” Milovina-Meyer says.

After considering a number of firms, HP chose KPMG. A number of factors contributed to the decision, explains Milovina-Meyer. KPMG’s Records and Information Management practice, which specializes in assisting clients with their records management programs, “has a stellar reputation,” she says. In addition, the practice’s capabilities are broad, encompassing not only records creation and management, but also discovery and litigation production, regulations and compliance, storage optimization, document control, business process integration, and risk mitigation. KPMG already had a presence in HP Finance.

Another key factor was KPMG’s approach. “We could tell they advocated a collaborative approach,” Milovina-Meyer says. “We felt they were listening to us, instead of simply trying to sell us on their skill set.”

Finally, KPMG was able to engage specialists within its organization in areas critical to the records management initiative, including program management and risk assessment, with years of technology experience in the records management space.

“KPMG is able to communicate risks and how to mitigate them. Large organizations face significant challenges in their electronic records processes, partly because of the sheer volume of records generated. But automating procedures related to records declaration, management, and retention can bring an unmanageable situation under control.”

Leslie Banach, Director, Records and Information Management Services, KPMG

First step: define business requirements

Once HP selected KPMG, the team developed the enterprise business requirements, a four-month process. “We created a 300-page document to describe the capabilities that the new system would need to address,” explains Banach, KPMG engagement manager. “We looked at every aspect of HP’s records management requirements, including records creation, storage, retrieval, search and disposition, and how technology could be applied to automate as many of these processes as possible.”

The business requirements created a foundation for determining where technology could be used. Today, the requirements document functions as both a map to guide the team as it implements new records management processes, as well as determining future functionality needs.
Second step: perform a records assessment

KPMG suggested that after the business requirements were defined, it was an appropriate time in the project to perform a records assessment. This records assessment included the validation of all types of records being created across HP’s global business units and functions; not only records being created by people, but the millions of records being created from numerous electronic applications. The benefit of this next step was to validate that systems of record were identified and accurate, and verify HP’s understanding of records housed in document repositories, SharePoint, and email. The records assessment also raised awareness across HP as an enterprise, at all levels, that records management was an important initiative for the organization, with executive visibility. After reviewing the results of the records inventory, the combined HP Global Records Management team and KPMG were able to confirm their original position that the majority of records comprised structured data generated by transactional applications.

Software from within

HP’s Global Records Management team realized that through the acquisition of Tower software, HP owned a records management software solution. “We took advantage of the fact that HP had its own tool for replacing the homegrown application,” says Milovina-Meyer. The team worked with HP Software Services and HP IT to implement HP TRIM for thousands of users across the globe.

“**We needed to manage and identify when records are created in systems of record, and to standardize our management of those records across our enterprise.**”

Peggy Milovina-Meyer, Global Records Manager, HP

The team adopted a phased-in approach to implementing HP TRIM software. The first phase was to migrate the millions of records, both paper and electronic, that were being managed in the homegrown application. TRIM needed to be configured for HP’s retention schedule, classification of record types, and security permissions for the various levels of access needed to retrieve records.

On to Phase II

Once the existing record population was migrated, the Global Records Management team and KPMG are confronting Phase II: establishing a process for automating the declaration of millions of records produced by electronic applications. These new processes and architecture, which includes HP TRIM technology, will grab records after they are produced—sometimes different parts of a record are generated from multiple applications—and automatically apply the retention to start the formal disposition alarm-clock ticking. “In a company of our size,” declares Milovina-Meyer, “we have to find a way to declare records with as little end user investment as possible, yet ensure that records documenting historical and legal transactions are stored for future use.”

The implementation strengthens HP’s policies that guide its electronic records management processes. “Our manual processes were standardized, but we felt we needed more centralized control over enforcing standards,” explains Milovina-Meyer.
Facilitating communications

As HP and KPMG work together to face the challenges on a project of this magnitude, KPMG plays several key roles. “They provide overall guidance to ensure that compliance with records management is the primary driver for decisions,” says Milovina-Meyer. KPMG helped act as a facilitator between HP’s Global Records Management Team, HP business units and HP IT, supported by HP Software Services. Business process change management must be addressed at every step, preparing records management staff for the new software application and reassuring non-records management end users that active records will still be available to them.

“We all face the challenge of employees saving information longer than required,” Milovina-Meyer explains. “But it was time to address the fact that’s risky for any organization, no matter what kind of business they are in. KPMG helped clarify that need in a way that was actionable by both the business and IT.”

“KPMG is able to communicate risks and how to mitigate them. Large organizations face significant challenges in their electronic records processes, partly because of the sheer volume of records generated,” Banach concludes. “But automating procedures related to records declaration, management, and retention can bring an unmanageable situation under control.”