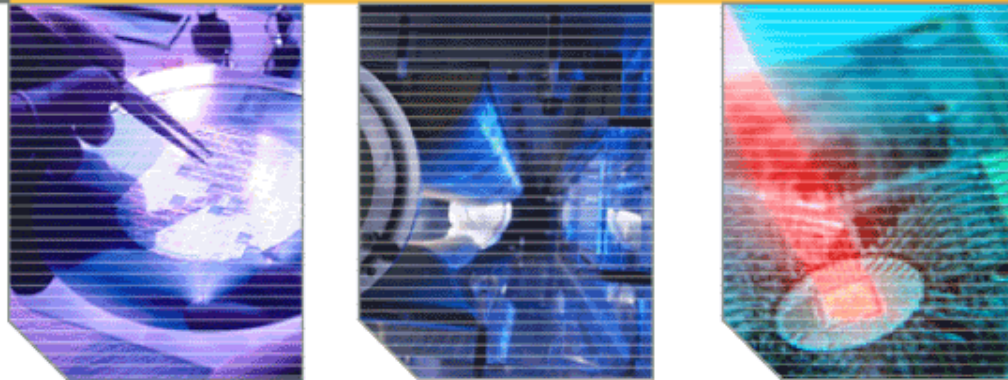


Influencing Change: Negotiating vs. Building a Vision

CYMER®



Chona E. Shumate

Influencing Change

In this presentation I'll discuss

- Making adjustments to our traditional way of thinking
- The evolution from “negotiation to vision”
- Applying 3 Basic Components: approach, strategy, and tactics
- The Rhetorical Road Trip – Tactics Learned Along the Way
 - Pain points of discovery and perseverance
 - Reading the true messages behind rejection
 - Leveraging the “post mortem”
 - The absoluteness of data, rhetoric, funding
- Examples from my own Journey (take aways)

Adjustment #1:
**How Do Tech Pubs Mgrs Successfully
Negotiate for their Needs?**

- There's a problem with this question
- We shouldn't be "negotiating" for anything
- We should consider the task as "educating"
- How do we effectively *educate* management who
 - Don't understand what we do or how we do it
 - Care, but there are bigger fires elsewhere
 - Assume we do magic, that we somehow make it all work, and will continue to make it work
- However . . . educating is a one-way exercise

Adjustment #2:
Flip the Rhetoric . . .

- Re-engineer what you communicate
- You can both educate and argue for what you need
- The question *should* be:
 - As a manager, how will you achieve efficiency gains with your organization?
- But! Be careful of the trap of the negative response:
 - Efficiency gains! Are you crazy?
 - I've already have been doing more with less
 - I've cranked my processes down tight
 - There's no more margin

Adjustment # 3: ...and Apply a Strategy

Influencers are not successful being negative

The strategy is to turn that question around and build a compelling argument for what it will take to achieve those efficiency gains *for the longer, sustaining haul*



Breaking it down to 3 Common Components

If we can adjust our traditional way of thinking, we can apply some basic directives to influence change:

- **Approach** – an attitude to convey
- **Strategy** – maneuvers and messages
- **Tactics** – the sequence of activities to get there

The Approach:

Turn an Argument into a Compelling Proposal

- The approach I'll present here is to
 - Stop negotiating
 - Ask the right question - one your manager wants to hear
 - Provide the answer with a compelling argument
 - Turn that argument into a Proposal
 - Communicate that proposal as part of your Vision
- The heart of your proposal is your Vision
- The hammer for your proposal is data – and I'll give you examples of what data to use and where to find it

The Strategy: Argument → Proposal → Vision

- The strategy is how you maneuver your negotiation to education to compelling argument to proposal to finally – your Vision
- This is a strategy for building influence
- Influence can be more successful if delivered as choices you offer your management:
 - What will the future look like if there's no change
 - Where *should* your organization be, what is the ultimate value for your company/customers, and what decisions are required to get there
 - Your management can ignore the data or act on it
 - Result is their choice: Reaction or Vision
- *Your proposal (Vision) should provoke these choices*

Now for the **tactics**: a rhetorical road trip. . .



. . . with messages learned from dialogues with management.

The Result of the Road Trip: A Roadmap

A Tactical Sequence to Build Influence for Change

PREREQUISITES



- Anticipate - tighten the ship before you ask
- Think years ahead
- Understand - *and accept* - the relationship of time and money

PROPOSAL



- Begin at the grassroots level
- Data, data, data: collect it, know it, use it
- 5 Examples of data
- Show what WILL get done IF there's change

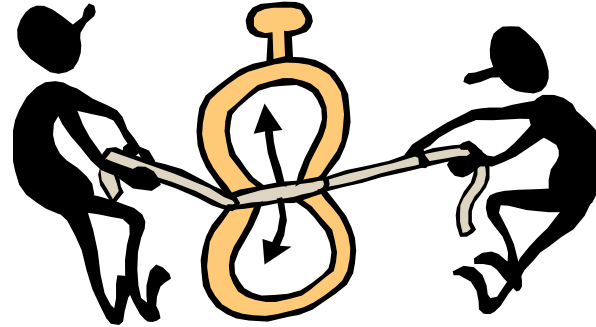
"THE CLOSER"



- Tie everything back to the customer
- Primary Message: Investment
- Show leadership and vision

Prerequisites

Tighten Up Existing Processes Before You Ask



Before you begin . . .

- Anticipate the rebuff - what questions will your management ask
- Make sure you've done what you can with your current processes
- Examine your workflows for redundancy, inefficient process loops
- Make sure you've squeezed the process down to what it will support
- Document all of this (you will use this later)
- Once you've exhausted your limited options for what you can do, then it's time to plan for what you *should be* doing

HANDOUT



Get Used to Thinking 5 – 8 Years Ahead

- Ask yourself: Are you looking ahead, or down at your toes?
- Start now on your vision of where your organization needs to be
 - Work with your team and build a roadmap
 - Put it *out there* - get your team thinking creatively and futuristically
 - What cool new deliverables will you will produce (formats, venues, media)
 - What tools and processes will you need?
 - What training is needed?
 - Where is our techcom technology headed?
 - What skill sets will you hire/train to?
 - What will be the make-up of your functional groups?
 - Build a transitional plan for your team



This is the fun part!

Planning 5 – 8 Years Ahead

- Break your roadmap down into Phases/Milestones
- Focus now on what do you need by next year to jump-start this plan
- What do you need in subsequent years to achieve your vision
 - Headcount?
 - Tools?
 - Training?
 - Process overhaul?
 - Different/new/improved deliverables?



HANDOUT

Understand the Ratio of Dollars to Time

- Don't nickel n' dime your company
- You want significant change? You have to ask for significant dollars
- Big dollars (headcount, new tools/systems) require 12 - 15 months of *company* planning (not just your planning)
- Your constraints didn't happen over night – solutions won't happen over night
- Put together a comprehensive, long-term growth plan
- Companies need budgetary input months in advance of an annual fiscal plan



HANDOUT

Proposal

First Step, Grass-roots Your Needs and Ideas

Begin a dialog with peers and management

- Build the context - the gritty constraints that kill progress
- Don't whine and complain – don't wallow in today's problems
- Never be sarcastic - set expectations of the limitations you have
- Learn to feel accountable – I learned it's ultimately my fault
- Turn the dialog to fixing what's broken, being positive, and being on a mission
- Communicate with excitement "how cool would it be if our company could do *this*"



Building a Proposal: It Must be Born of Data

- Data, data, data – you can't get around it
- Nothing gets attention if not data-driven
- Solid, robust, checked, verified, and rechecked data
- Know it upwards, downwards, sideways
- Memorize sound bytes of data for discussions with management
- Be able to explain how you derived your data in simple terms to propeller heads and the finance geeks

“If you can't measure it, then it just isn't real . . .”

. . . but where does the data come from?

Data Sources

- Product Forecasting
- The Cost of Poor Quality (COPQ)
- Retention vs. Talent Turnover (loss of IP)
- What Won't Get Done
- The Lagging Company



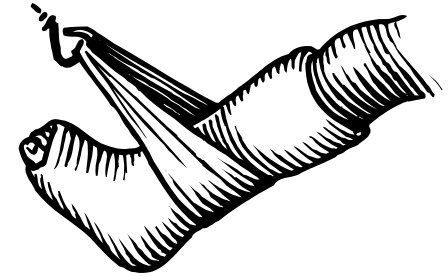
Data Example #1

Product Forecast

- Research your company portfolio
- What are the new and upgraded products over the next 3 – 5 years?
- Map out deliverables each will require and resources to meet the forecast
- Add what is supported now, and will need continued maintenance
- Upgrades? Enhancements?
- Factor in normal fixes, corrections, the overhead of change
- Show exponential growth of product line vs. the flat resource levels you have work with
- Present in graphical format - charts, paretos, tables, timelines

HANDOUT

Data Example #2



The Cost of Manual, Error-Prone Processes

- What chronically breaks down requiring workaround solutions?
- What home-grown, outdated system/tools do you have to use?
- Show quality gaps, slow cycle times, rework, hampered development, and manual production processes
- Calculate lost time from forced workarounds because of poor tools or error-prone manual processes.
- Convert this lost time into cost – either of man-hours and/or dollars – how much is this costing you each month? Extrapolate out to a year or more.
- Present in graphical format - charts, paretos, tables, timelines

“Studies collected over the past 50 years show a consistent pattern. Enterprises that do not make a significant connection between their quality systems and their financial performance waste a significant sum of money every year. Average estimates for this waste are 25% of sales in a manufacturing environment and 40-50% of operating expenses in a service environment” - Philip Crosby and Assoc.

HANDOUT

Data Example #3

84% of employers investing in employees are successful in retaining high-potential employees.

Retention of Skills

- Does your company talk about employee retention? If so, exploit it.
- What's the cost of turnover? Training, learning curves, morale, motivation **average hiring cost (only) of hi-tech new hire = \$15K**
- What gets compromised? Quality, innovation, creativity
- What's your turnover rate? What has it cost you?
- Talk to your HR Organization – they have statistics
 - High caliber employees won't stay if there's no growth
 - High caliber employees want innovation, challenges, and to work with new technology
 - High caliber employees will work *incredibly* hard if valued

High-tech companies suffer an average of 11% turnover rate



Data Example #4:

What Won't Get Done? . . . always give options

- Show what won't get done with your as-is condition.
- Present decisions needed between product priorities vs. the quality of deliverables
- What are the company options?
 - Do they want it on time?
 - With quality?
 - Translated?
 - Full doc set?
- Pick *One!*
- What products have to fall off when new ones come on?
- What product deliveries are at risk? What dates slip?
- Use visuals to draw lines between what is needed and what won't get done.



HANDOUT

Data Example #5



Add to the Competitive Edge

- Benchmark! what are other companies doing?
- Where does your company stand with Competitors? with industry peers?
- Is your company lagging? Does your company want to be at the leading edge?
- Are you translating for your global customers?
- What standards should you be adopting but can't because of poor
 - tools
 - process
 - skill sets
- What will it take to be compliant or even ahead of emerging standards?
- Show where your value is to keep or put your company in a leadership position

HANDOUT

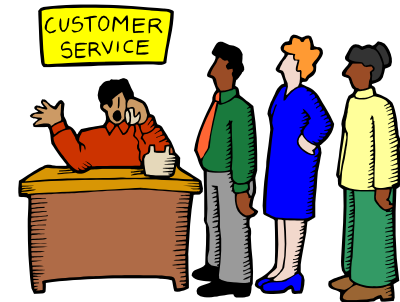
“The Closer”

Show What Will Get Done, If . . .

- Compare your current scenario against an optimum scenario, based on new tools, more people, or what it is you want
 - With better quality
 - Faster dev cycle times
 - More consistency in quality deliverables
 - Translated for competitive edge
 - Retention of key skills sets
 - Other? What else can you do if given what you need?
- Explain how your info products will improve as a result

Remember, it's always about the Customer

- Draw the argument to how your needs impact the customer
 - Where are the customer pain points?
 - What value can you add for your customers?
 - What's in it for them and how would they know?
 - What are the benefits for your internal customers?
- Couch the argument in terms of what's in it for the business
 - How does this affect the success of your company?
- Customer Perception
 - Sloppy docs = reflect on product = second rate company

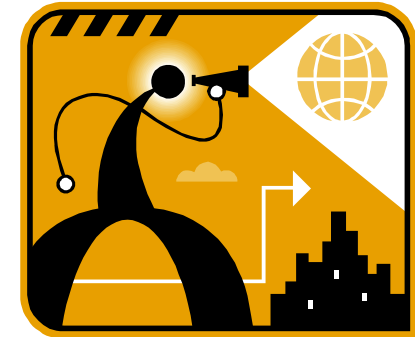




The Message Behind the Argument: You Get What You Pay For

- Put Data #3 to work
- The company must invest in your organization
 - How can you continue to be of value if the company doesn't invest in your team
 - Growth requires investment - you get what you pay for
 - A modest investment now, pays in spades later
- Provide hi-level cost breakdown of what you want: new tool, more people, etc.
- Compare this cost to the delayed cost for not investing now

Tie it All Together: Leadership and Vision



- Proposal should be part of the Bigger Plan
- Know where you need to be in the next 5-8 years
- Communicate where your organization will be and its potential
- Show your roadmap: "X marks the spot where we are today, and this is where we will be"
- Start in Q1 → to present a proposal in EQ3 → for next year's budget
- Acquire data, grass roots ideas, build a roadmap, and have proposal ready for the annual budget planning sessions.

HANDOUT

And finally . . .

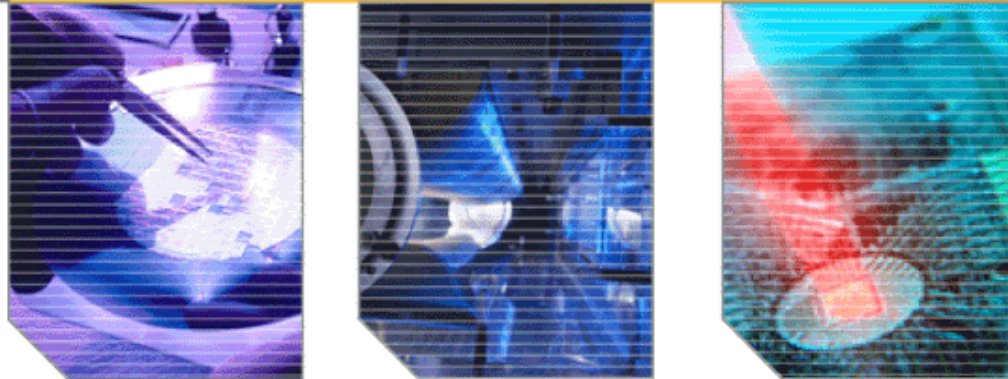
. . . don't give up!

- It may take several attempts
- Don't be dismayed – learn from each presentation
- Note where the resistance comes from; factor those into your solutions
- Take advantage of every opportunity to present and show your vision – and brand it!
 - Have your team come up with a catchy name for your new tool, system, or process
 - Create a logo and use it in your emails
 - Make announcements to your internal partners on milestones achieved
 - Get on the radar!

Q&A

Influencing Change

Example Handouts (take aways)



Chona Shumate
Sept 2008

Waiver

These handouts are pulled from many different presentations over the last five years.

The examples used in these handouts are for discussion purposes only and may no longer reflect accurate data.

Handout – Tighten the Ship



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Historical Comparative – Productivity Metrics for Tech Pubs

1997 11 people - supporting 5000 products, traditional tech pubs processes

vs.

2006 6 people - supporting 6000, 7000, XLA 100, XLA 200, XLA 360, XLA 500,
COL, Product Upgrades, and Weekly Updates

Streamlined processes, topic-based, single-sourcing methodology

Industry Productivity Standard: one technical page of content is averaged to 7 hours per page. Includes research, development, reviews, edits, graphics, text, new and modified files, and production time.

Information Products: Published 5701 pages in 2005, divided by 12 months = 475 pages per month. Applying standardized 160 work hours per month x 5 developers = 800 hours. 475 pages/800 hours = **1.68 hours per page**

Reduced production cycle time from ~ 10 man-days(2005) to \leq **3 man-days (2007)**
(the publishing and releasing process of raw files to finished product)

EXAMPLE
For pg 12

Strategy Summary

How we did it . . .

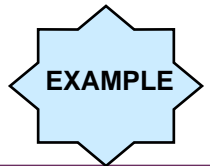
- **Benchmark top tier industries, engage in SEMI forums, adopt industry standards for quality, process, tools, and measuring productivity**
- **Become experts with our limited tools and maximize their capabilities**
- **Streamline processes, wring out all the excess, push hard for efficiencies**
- **Reduce production cycle times**
- **Adopt Single-Source Publishing model: reconfigure 1 set of files per platform for all models within that platform via condition tagging text**
- **Cross-train team for surge cycles and backfill**
- **Move service documentation online to post and download; eliminate CD distribution for FSEs**
- **Hire a dedicated technical writer to assume Tech Support documentation needs**
- **Formalize procedure validation**
- **Develop error correction feedback database and metrics**
- **Implement eLibrary Updater tool and field compliance report**
- **Develop delivery and quality solutions for internal and external customers**

EXAMPLE
For pg 12

Solutions

Providing solutions to internal customers (**the most recently implemented**)

- Dedicated technical writer to assume Tech Support documentation needs – **done 2005**
- Capability to download documentation to laptop – **implemented 2005**
- Weekly documentation updates – **implemented 2006**
- ESL issues: Visually-driven information and navigation, recommendations for translation, STE - **proposal**
- Formalized procedure validation with cross-functional teams – **implemented 2005**
- Error correction feedback and metrics – **implemented 2006**
- Procedures consolidated and available from one link – **implemented 2006**
- eLibrary Updater tool and field compliance report – **implemented 2006**
- Troubleshooting, Information Repository – 1-stop shopping (**preliminary work in progress: proposal \$\$ 2007 – 2008**)



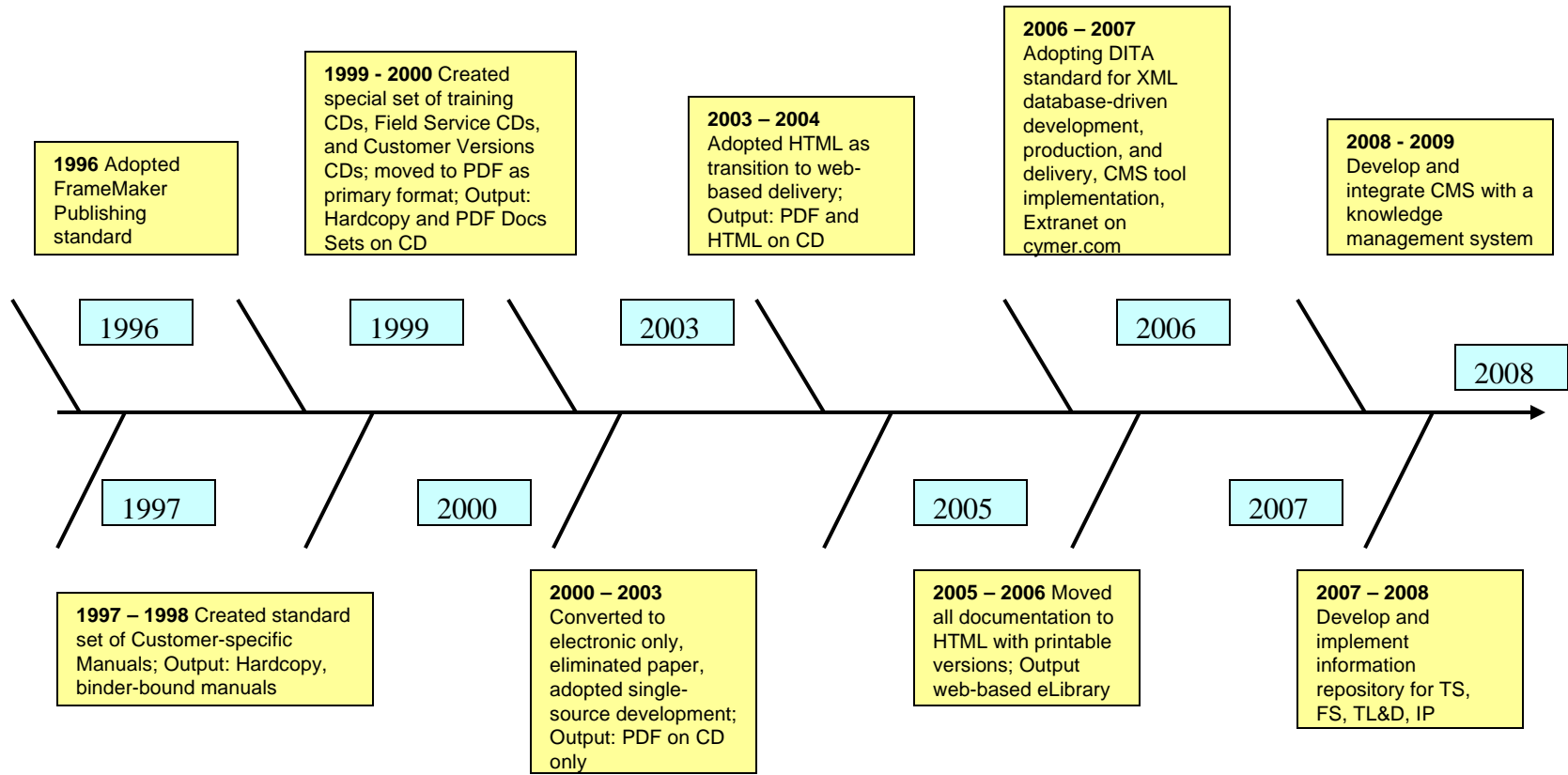
Handout – The Roadmap



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Where We've Been and Where We're Going

Information Products Roadmap 1996 - - >



EXAMPLE
For pg 14

A Strategic Vision for Information Products

The Evolution of Getting There

Benchmarking

Standards

Process

Solutions

Delivery Roadmap

Product Documentation Delivery

- **Field Service:** Dynamic content delivery, database driven, XML-sourced documentation for menu-driven, task-driven information on Intranet
- **External Customers:** Cymer.com Extranet, eCommerce, Customer Portals

Knowledge Management System

- **Service Information Repository**
- **Troubleshooting Database**
- **Software Diagnostics tools bundled behind one interface**
- **Linkage to Related ERP Systems and Tools: Siebel, Oracle, Agile, COL**
- **Multimedia Vehicle for Refresher Training and Procedure Videos**
- **Interactive Communication between TS and Field for Escalations**

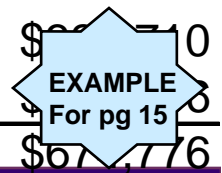
EXAMPLE
For pg 14

Handout – The Financials



Executive Summary: Program Costs Summary

in \$000's	<u>4Q 07</u>	<u>FY-08</u>	<u>FY-09</u>	<u>FY-10</u>	<u>Total</u>
<u>Capital</u>					
Tool #1	\$227,549				\$227,549
Tool #2	\$36,505				\$36,505
IS&T	\$56,656				\$56,656
Total Capital	\$320,710	\$0	\$0	\$0	\$320,710
<u>Expenses</u>					
Tool #1	\$10,000				\$10,000
Tool #2	\$12,000				\$12,000
IS&T Resources	\$14,000	\$18,000	\$18,000	\$18,000	\$68,000
Tech Pub Resources	\$117,600				\$117,600
Maintenance Agreements		\$48,822	\$48,822	\$48,822	\$146,466
Total expenses	\$153,600	\$66,822	\$66,822	\$66,822	\$354,066
Total Project Cost	\$474,310	\$66,822	\$66,822	\$66,822	\$674,776
<u>P&L impact</u>					
Depreciation	\$0	\$106,903	\$106,903	\$106,903	\$320,710
Expenses	\$153,600	\$66,822	\$66,822	\$66,822	\$354,066
Total	\$153,600	\$173,725	\$173,725	\$173,725	\$674,776



Executive Summary: Program Cost Details

Tool Number 1

Line Item (core)

1	Server Application	\$ 51,181	\$ 10,925	
2	Server DITA License	\$ 21,550	\$ 4,600	
3	Adapter (DITA)	\$ 10,775	\$ 2,300	
4	Adapter (PDF Engine)	\$ 10,775	\$ 2,300	
5	Adapter (Tool #2)	\$ 10,775	\$ 2,300	\$ 1.08
6	Adapter (Tool #2)	\$ 10,775	\$ 2,300	
7	API	\$ 1,616	\$ 345	
8	Web API	\$ 10,775	\$ 2,300	
9	Client (License)	\$ 16,163	\$ 3,450	
subtotal		\$ 144,385	\$ 30,820	
30% discount		\$ (46,672)		
subtotal		\$ 97,713	\$ 30,820	
10	Core Consulting Services	\$ 30,000		INCLUDE TRAINING
	Training	\$ 10,000		
11	Pro Services (FO)	\$ 46,360		optional DESIGN
subtotal		\$ 184,073	\$ 30,820	
12	PDF Engine	\$ 12,230	\$ 1,703	2-cpu (1 cpu optional)
total		\$ 196,302	\$ 32,523	

Line Item (dev)

1	Server Application	\$ 51,181	\$ 10,925	XXXXX
2	Server DITA License	\$ 21,550	\$ 4,600	
3	Adapter (DITA)	\$ 10,775	\$ 2,300	
4	Adapter (PDF Engine)	\$ 10,775	\$ 2,300	
5	Adapter (Editor)	\$ 10,775	\$ 2,300	
6	Adapter (Tool #2)	\$ 10,775	\$ 2,300	
7	API	\$ 1,616	\$ 345	
8	Web API	\$ 10,775	\$ 2,300	
9	Client (License)	\$ 16,163	\$ 3,450	
subtotal		\$ 144,385	\$ 30,820	
70% discount		\$ (108,902)	\$ (21,574)	
subtotal		\$ 35,483	\$ 9,246	
12	PDF Engine	\$ 5,765	\$ 803	
total		\$ 41,247	\$ 10,049	
TOTAL		\$ 237,549	\$ 42,572	
TOTAL		\$ 280,121		

TAX

Tool Number 2

Tool Number 2

Tool #2	\$ 16,163	\$ 3,300	5 concurrent licenses
Tool #2	\$ 2,694	\$ 550	5 concurrent licenses
Install/Configuration Support	\$ 5,850		
Training (1/2-day WebEx)	\$ 4,500		
subtotal	\$ 29,206	\$ 3,850	

Tool #2

Tool #2	\$ 11,799	\$ 2,400	10 named users
User Training (3 days onsite)	\$ 7,500		
subtotal	\$ 19,299	\$ 2,400	
TOTAL	\$ 48,505	\$ 6,250	
TOTAL	\$ 54,755		

IS&T

System x3950 wx3.0G 2MB 4GB	\$ 45,798
Windows Server ENT 2003	\$ 6,351
OLP SA SoftGrid CAL for TS NL User	\$ 432
tax	\$ 4,075
TOTAL	\$ 56,656

Tool Project Cost

Tool No 1	\$ 280,121
Tool No 2	\$ 54,755
IS&T	\$ 56,656
TOTAL	\$ 391,532

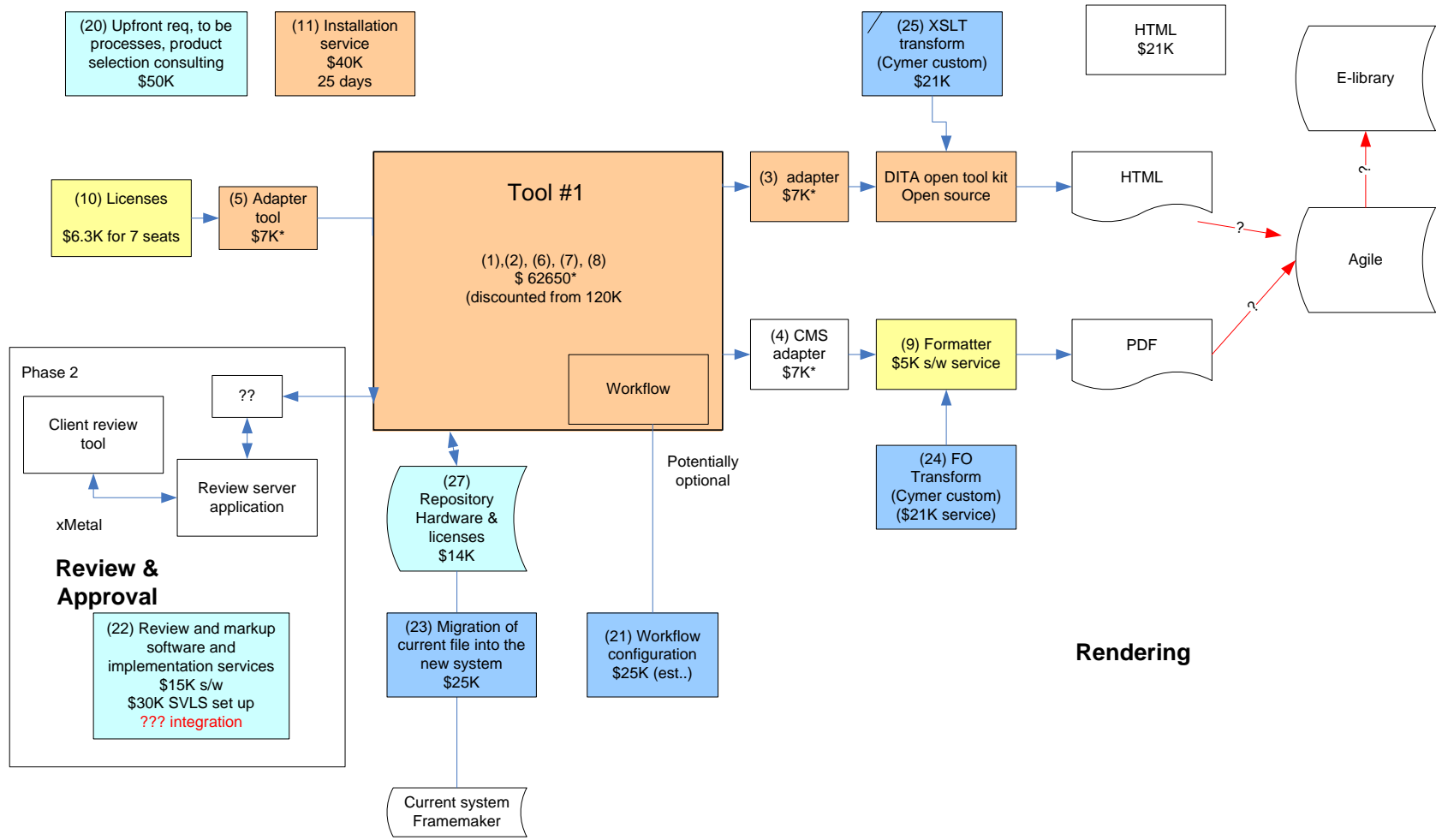
Total Proposed Reductions

Pro Services (FO)	\$ (16,000)	20 days vs. 31
Client (dev License)	\$ (15,450)	2 vs. 10
Maintenance	\$ (5,226)	20% vs. 23%
PDF Engine (developer, 1 CPU)	\$ (1,725)	use 1 CPU vs. 2 CPU
Training (1/2-day WebEx)	\$ (2,500)	
User Training (3 days onsite)	\$ (4,000)	

Total \$ 346,631

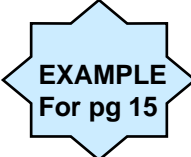
EXAMPLE
For pg 15

CMS / XML technical publication



Included in 135 K bid	Outsource or in house
Third party	Service to configure, migrate or any other service (not included in bid)

* discounted price 30%














Cymer Inc, CMS architecture diagram – rev A 10/13/2006

Handout –
Data Example #1
Product Forecasting and its Impact



Accumulated Product Release Timeline

1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996
<p>Cymer, Inc. Founded</p>  <p>CX1</p>	CX2	CX-2LS	 <p>CX-2LS</p>		<p>EX-4000A ELS-4000B</p> <p>Agreement with Seiko Instruments, Inc. to manufacture in Japan</p>	<p>ELS-4000C ELS-4000D</p>	ELS-4000E		<p>ELS-4000F CX-2A</p>	<p>EX-4000FA™ ELS-5000™ EX-5000™</p>  <p>SEMI Award for North America Cymer, Inc.</p>

1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
<p>ELX-5000A™</p>  <p>Ernst & Young Entrepreneur of The Year Cymer, Inc.</p>	<p>ELS-5010™ ELS-6000™</p> <p>Cymer B.V., Cymer Korea, Inc. and Cymer Singapore Pte., Ltd. Regional Offices Opened</p>	<p>Cymer Southeast Asia, Ltd. Regional Office Opened</p>	<p>ELS-6010™ ELS-6010A™ NanoLith™ 7000</p>  <p>ELS-6000™</p>	<p>CymerOnLine™</p>  <p>ELS-6010™</p>	<p>ELS-7000™ XLA 100™</p>  <p>NanoLith® 7000</p>	<p>XLA 100™ 1st Shipment</p>  <p>Cymer China, Cymer Korea Refurbish Center, and Cymer CSD-6 Corporate Offices Opened</p>	<p>XLA 200™ ELS-7010™ XLA 105™ Intel Funding</p> <p>ASML 1000th Shipment</p>  <p>ASML Signature Wafer March 10, 2004</p>	<p>XLA 300™ XLA 400™</p>   <p>XLA 100™</p>	 <p>XLR 500i</p> <p>3000th Install</p> <p>Nikon 1000th Shipment</p>	

EXAMPLE
For pg 20

2007 Output Forecast

Document Category	Model/Platform	Description	Actual or Estimated New Pages	Total Pages for 2006	Roadmap
New Products					
	COL 1100	New s/w version	201 pp		On Roadmap
	XLX 200	900X laser	1620 pp		New product
	XLR 560	60 W system	1620 pp		New product
	XLR 540	60 W system	500 pp		Major Derivative
	XLA 330	Canon E95	500 pp		Major Derivative
	XLR 560	90 W system	58 pp		
	XLR 540	90 W system	58 pp		
Upgrades/Fixes					
	ELS 6000/5000	Enduro	46 pp		
	NL 7000	E95 Metrology	58 pp		
	Combo/MTTR	XLA Procedures	58 pp		
	RP Pipeline Projects	Misc Upgrades/Fixes	504 pp		
Updates					
	All	General updates, fixes, eLibrary feedback estimated for all of 2007	4917 pp		
			58 pp		
			58 pp		
			58 pp		
			58 pp		
			58 pp		
			58 pp		
Unplanned But Known Projects					
	LTPS	Non-Laser Components	1620 pp		
	Cymer Pro	Formerly FST?	45 pp		
			6 pp		
			6 pp		
			6 pp		
Q1 total x 4					
Updated Specifications					
	Module, Test, and Product Specifications	Beam Reverser Module Specification	12		
		PRA WEB Module Specification MO WEB Module Specification	12		
		OPuS Module Specification	12		

Forecast vs Available Manhours

Gross hours derived from 40/hr week x 52 weeks = 2080

Less:

- Vacation 120**
- 11 Holidays 44**
- 6 Sick Days 48**
- 20% Admin 208**

Avg Net Hours Per Person Per Year 1660

Total Pages 5982 x 2.5 hrs per page = 14,955 total required man hours for 2006

Total Required Man Hours/Available hours per person per year
1660 / 14,955 = 9 people required to deliver pages due in 2006

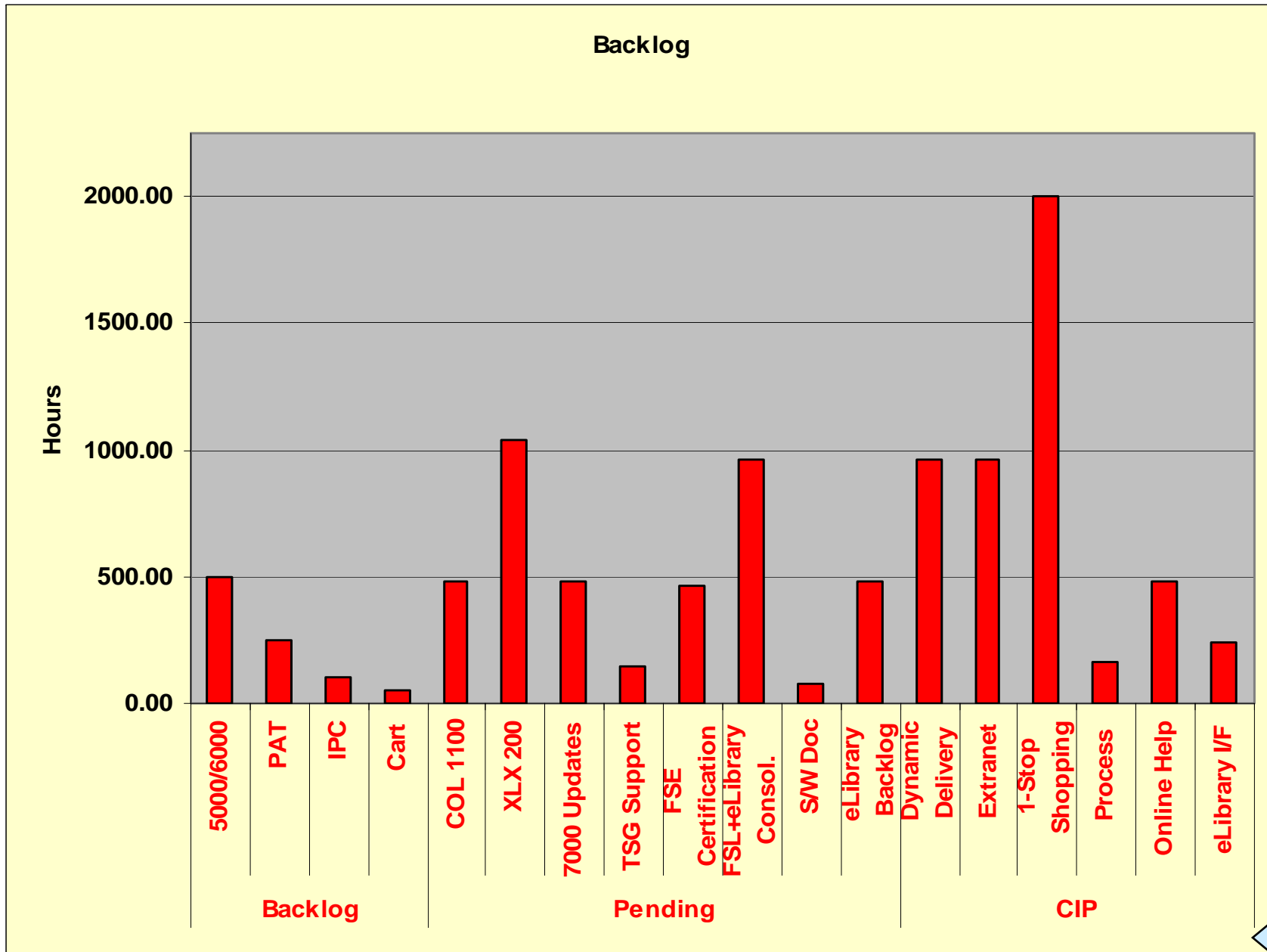
Gap Mitigation (see Solutions slides):

- CMS/Authoring Tool
- Cymer.com customer delivery
- 7000 moved to eLibrary format
- Source in XML
- Photography
- 1 contract writer for 6 quarters
- 1 permanent engineering writer

Notes:

- Industry standard is 7 hours per page. Includes research, development, graphics, text, new and modified text, technical reviews, and production.
- 2005 actual was 1.68 hours per page; increased hours per page to 2.5 due to technical scale of new platforms XLX, EUV.

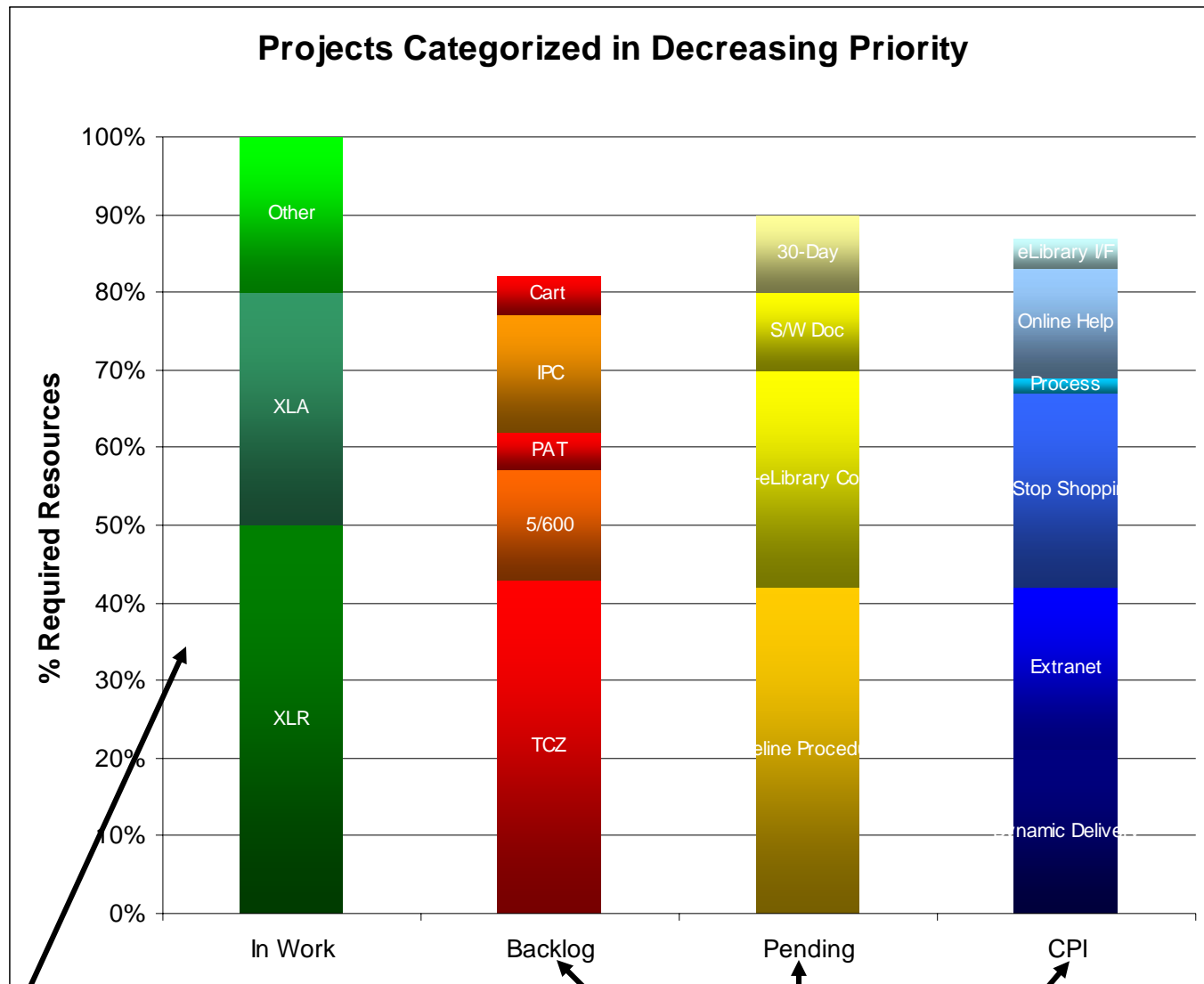
EXAMPLE
For pg 20



EXAMPLE
For pg 20

Project Descriptions and % of Resources Needed

XLR	50%
XLA	30%
Other	20%
TCZ	43%
5/600	14%
PAT	5%
Illustrated Parts Catalog	15%
Cart	5%
Baseline Procedures	42%
FSL+ eLibrary Consolidation	28%
S/W Documentation Overhaul	10%
30-Day Correction Turn Around	10%
Dynamic Delivery	21%
Extranet	21%
1-Stop Shopping	25%
Process Documentation	2%
Online Help	14%
eLibrary I/F Design	4%



Currently consumes
100% of Resources
(7 people)

Projects Not Resourced
% of Additional Resources Needed for each Project

EXAMPLE
For pg 20

Resource Demand - Detail

Dept#	Dept Name	Program	Task Detail	Job Function	Jul-06	Aug-06	Sep-06	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07
645	Info Products	XLR500	Product Documentation	Technical Writer			2.50	2.50	2.50	1.50	1.50	1.50		0.50			0.50					
645	Info Products	XLR500	Production	Designer				2.00	2.00			2.00										
645	Info Products	XLR500	TS Documentation	TS Writer							0.25	0.25	0.25	0.25								
645	Info Products	XLR500	Graphics	Illustrator			1.00	1.00	1.00	0.50	0.50	0.50		0.25			0.25					
645	Info Products	XLR500	90W Product Docs	Technical Writer											2.50	2.50						
645	Info Products	XLR500	90W Production	Designer													2.00					
645	Info Products	XLR500	90W TS Docs	TS Writer														0.25	0.25	0.25		
645	Info Products	XLR500	90W Graphics	Illustrator												1.00	0.50					
645	Info Products	RPI	Product Documentation	Technical Writer			1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25
645	Info Products	RPI	Production	Designer			0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
645	Info Products	RPI	TS Documentation	TS Writer			0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
645	Info Products	RPI	Graphics	Illustrator			0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
645	Info Products	Cymer Online	Production	Designer							0.50											
645	Info Products	Cymer Online	Product Documentation	Technical Writer				0.50	0.50	0.50	0.50											
645	Info Products	Cymer Online	Graphics	Illustrator					0.50	0.50												
645	Info Products	RPI	LL Modules	Designer				0.50	0.50													
645	Info Products	RPI	LL Modules	TS Writer			0.50	0.75														
645	Info Products	RPI	LL Modules	Illustrator			0.25	0.25														
645	Info Products	XLA300	300 Updates Product Docs	Technical Writer			1.00	0.50			1.00			0.50			1.00					
645	Info Products	XLA300	300 Updates Production	Designer				0.50			0.50			0.50			0.50					
645	Info Products	XLA300	300 Updates TS Docs	TS Writer			0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
645	Info Products	XLA300	300 Updates Graphics	Illustrator			0.25	0.25	0.25	0.10	0.10	0.25		0.25			0.25					
645	Info Products	XLA460	Product Documentation	Technical Writer					1.00	1.00				2.50	2.50	2.50						
645	Info Products	XLA460	Production	Designer						2.00							2.00					
645	Info Products	XLA460	TS Documentation	TS Writer							0.25	0.25	0.25									
645	Info Products	XLA460	Graphics	Illustrator				1.00	0.50													
645	Info Products	XLX200	Product Documentation	Technical Writer			0.50	0.50	0.50	2.50	1.50	2.50		1.00		0.50					0.50	
645	Info Products	XLX200	Production	Designer						2.00		2.00		2.00		0.50					0.50	
645	Info Products	XLX200	TS Documentation	TS Writer			0.25	0.25	0.25	0.25	0.25	0.25				0.25					0.25	
645	Info Products	XLX200	Graphics	Illustrator			0.25	0.25	0.25	1.00	0.50	1.00		1.00		0.10					0.10	
645	Info Products	Roadmap	KrF E95 Metrology	Technical Writer										1.00								
645	Info Products	Roadmap	KrF E95 Metrology	Designer											1.00							
645	Info Products	Roadmap	KrF E95 Metrology	TS Writer																		
645	Info Products	Roadmap	KrF E95 Metrology	Illustrator										0.50								
645	Info Products	Core 40Bp	Product Documentation	Technical Writer														2.50				
645	Info Products	Core 40Bp	Production	Designer															2.00			
645	Info Products	Core 40Bp	TS Documentation	TS Writer																		
645	Info Products	Core 40Bp	Graphics	Illustrator														1.00				
645	Info Products	GTS Mgmt	Product Documentation	Manager			1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00

EXAMPLE
For pg 20

Resource Demand Gap Summary

BU	Dept #	Dept Name	Job Function	J-06	S-06	O-06	N-06	D-06	J-07	F-07	M-07	A-07	M-07	J-07
GTS	645	Info Products												
GTS	645	Info Products	Manager		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GTS	645	Info Products	Designer		1.5	(1.5)	(1.0)	(2.5)	1.0	(3.0)	1.5	(0.5)	0.0	1.0
GTS	645	Info Products	Illustrator		(1.0)	(1.0)	(1.8)	(1.9)	(0.9)	(1.0)	0.8	(1.0)	0.5	(0.4)
GTS	645	Info Products	Technical Writer		(2.3)	(2.3)	(2.8)	(3.8)	(1.8)	(3.3)	1.8	(0.8)	(3.8)	(3.8)
Total					4.3	4.8	5.6	8.2	2.7	7.3		2.3	3.8	3.8

EXAMPLE
For pg 20

Handout
Data Example #2
The Cost of Manual, As-Is Processes



Only the tip of the iceberg!

Total COPQ = Measurable + Unmeasurable

Measurable

Revising Documentation
Rework
Missed Deliveries
Tech Support Costs
Constant Modifications
Higher Headcount
Outdated Procedures
Redesigning Information

Unmeasurable

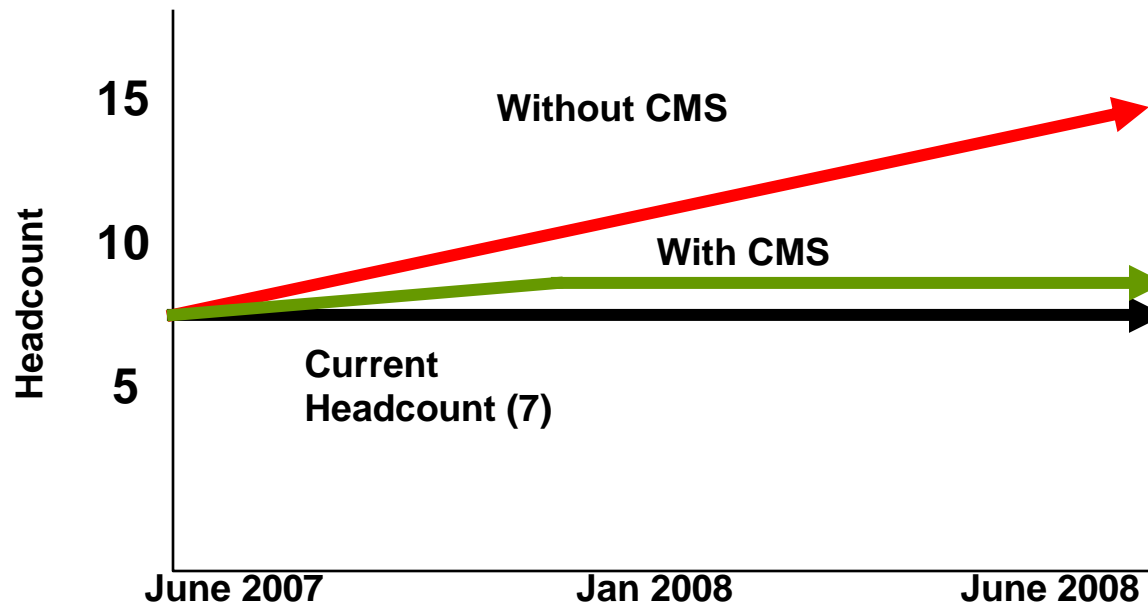
Paperwork Errors
Excessive Overtime
Loss of Customer Goodwill
Backlog of Updates
Failed Product Developments
Time Spent Handling Complaints
Loss of Customer Goodwill
Excessive Customer Audits and Presentations
Excessive Employee Turnover
Excess Work In Process

Service COPQ
Unmeasurable = Measurable X 6

EXAMPLE
For pg 21

Can't Keep Up with Demand – Affecting Quality and MTTR

- Must document **192 different permutations** (product deltas) for the new platform
- 16,000+ files must be **manually** configured by platform, model, features, and upgrades (this is new products only – doesn't include legacy files)
- All must be tracked, controlled, productized, published, released into Agile, and posted on eLibrary - **manually**
- The rate and volume of product change has now **surpassed our capacity** to
 - control quality
 - validate content
 - ensure technically accurate documentation for the field



Without CMS, headcount requirements will increase with each new product line to support

EXAMPLE
For pg 21

Productivity Impact with As-Is Process

Year	Product	Tech Pubs Resource LevEXE
1997	EXE 9900 EXE 9400 EXE 9600 EXE 9900	11
2007	EXE 9900 EXE 9400 EXE 9600 TM 9900 TM 9401 TM 9600 EXE 9910 EXE 9410 EXE 9610 XEN 190 XEN 140 XEN 149 XEN 160 XEN 169 XEN 240 XEN 260 XEN 940 XEN 960 XEN 460 RLX 940	7

- Developed process in 1997 with 11 people in Tech Pubs to support 1 product
- Now support 20 products with 7 people
- No longer maintaining T000 or F000 series pubs
- Q000 series is next to drop off, as next platform comes on line
- Gained efficiencies with streamlining the eLibrary process, but limited tools are not scalable to manage demand.
- **Basic desktop tools are not robust. As-is process is failing, causing errors and rework.**
- Production cycles now taking >2 days per topic (Should be 2 hours with a CMS tool).
- In 2005, correctly forecasted that the next product line (RLX) would exceed capacity.(proved true)
- Cap Ex for CMS first requested in 2004
- Need (2) additional headcount now to manage ALX updates, RLX 700, RLX 8000, and LXL 320
- Roadmap requires (4) additional headcount for future RLX, LXL, Pipeline upgrades, TSG, FSE Cert, and LLP. (Work to be needed with a CMS)

EXAMPLE
For pg 21

The Growing Cost of our As-Is Process

More Resources Needed with Fewer Deliverables

- Increased rate of error-prone publishing from broken system
- SL T000 and F000 documentation not being maintained today - represents 2/3 of install base (some manuals not updated since 1998)
- Support for the following will be inadequate or non-existent:
 - Troubleshooting Guide
 - Documentation in time to support Tech Training curriculum
 - Procedure validation
 - SL and LX T000 Upgrades and Updates
 - eLibrary Feedback Corrections
 - Pipeline Projects (LL Modules, RPGI, CS93, L3, LXL)
- Growing backlog
- Retention of skilled (but burned out) resources
- Alternative is to hire (2) additional headcount to manage new products and up to (4) additional to eliminate backlog

EXAMPLE
For pg 21

Handout
Data Example #4
Options and What Won't Get Done



Options

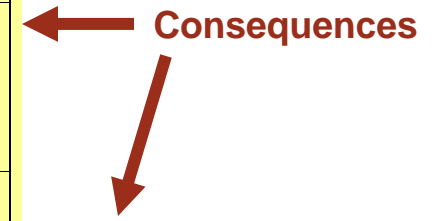
Using CMS or a Home-Grown System ...	With These Additional Resources ...	Would Achieve the Following Estimated Productivity Gains through 2008			
CMS Tool – Productivity Gain	2 Permanent Writers 2 Contractors (9 mo's)	New Products	Backlog	Pending Projects	
CMS Tool – Productivity Gain	1 Permanent Writer 2 Contractors (9 mo's)	New Products	Backlog	Pending Projects	
CMS Tool – Productivity Gain	2 Contractors	New Products	Backlog	Prioritized Pending Projects Only	
CMS Tool – Productivity Gain	1 Permanent Writer Gain 128 hours per month	New Products	TCZ Only		
CMS Tool – Productivity Gain	None	New Products	Prioritized Backlog Only		
Home Grown System	4 Permanent Writers 2 Contractors (9 mo's)	New System Built	New Products	Backlog	
Home Grown System	2 Permanent Writers 2 Contractors (9 mo's) Gain 384 hours/month	New System Built	New Products	Backlog	
Home Grown System	1 Permanent Writer 2 Contractors (9 mo's) Gain 256 hours per month	New System Built	New Products	Prioritized Backlog Only	
Home Grown System	1 Permanent Writer 1 Contractor Gain 128 hours per month	New System built	New Products	TCZ Only	
Home Grown System	1 Permanent Writer	New System Built	New Products		

EXAMPLE
For pg 23

Without CMS	With CMS
6 additional headcount needed in 2007	0 for 2007, 2 for 2008
New headcount needed as permanent hires	Contractors only needed for surge cycles
2 days production cycle per topic	2 hours production cycle per topic
RLX 90W doc set delivered late	RLX 90W doc set completed, released by ship date
LXL 700 doc set delivered late	LXL 700 doc set completed, released by ship date
Cannot commit to EXE development dates	EXE doc set completed, released by ship date
T000 Docs Sets not updated	T000 docs updated Q1 2008
D000 Docs Sets not updated	D000 docs updated Q1 2008
F000 Doc Sets drop off of schedule	Continue updates for F000 doc sets
No writing or validation support for Troubleshooting Guides	Assume validation and maintenance of Troubleshooting Guides
10- 20% manual rework from broken system	0% rework
No new procedures late to support training curriculum	New procedures on time for training FSEs
No procedure validation for new product lines	All new procedures validated prior to publishing
Growing backlog of eLibrary Feedback Corrections (45 entries in the queue)	eLibrary feedback corrected and posted within 30 days
No support for Pipeline Projects (CS93, L3, LX, LL, RPGI)	Upgrade procedures completed by product release date
Lose skilled resources from burn out	Retain team members

EXAMPLE
For pg 23

Objective	Why	Consequence
Updates to Q000, T000, F000 Product Doc Sets	<ul style="list-style-type: none"> Q000 docs not updated since Y2000 STR-T000 and STR-F000 docs not since 2002; 54 manuals outdated 	<ul style="list-style-type: none"> Field Corp working with 4 to 6 year-old product documentation
30-Day Turnaround of eLibrary Feedback Updates	<ul style="list-style-type: none"> Averaging between 26 – 44 unresolved feedback error entries per week; we solve < 6 per week; can't keep up 	<ul style="list-style-type: none"> Strong commitment made in 2005 to keep documentation current with 30-day turnaround; disillusioned Field Corps will discontinue giving feedback FS valuable source to help identify technical discrepancies –15,000 pages published per year
Overhaul of Software Documentation Reference on eLibrary	<ul style="list-style-type: none"> S/W increasingly becoming complex with matrices of versions per any one model and feature set Need efficient method to identify configs per feature-specific customer modSTR and modules. 	<ul style="list-style-type: none"> Permutations of various s/w releases and associated configs undocumented Wrong settings equate to impaired laser performance and wrong problem diagnosis
Procedures Baseline to New FSE Level with Collapse-able/Expandable Procedure Checklist	<ul style="list-style-type: none"> Procedures assume experienced FSE, yet are very detailed, some are 30+ pages New FSEs need standardized baselined procedures; experienced FSEs want only a checklist with collapse/expand feature for text Need to align procedure checklist with training certification 	<ul style="list-style-type: none"> New FSEs overwhelmed by complex procedures and learn short cuts Experienced FSEs don't follow long procedures and miss critical steps that affect laser recovery
Consolidation of FSL and eLibrary	<ul style="list-style-type: none"> Some info is on FSL, which is difficult to find; some is on W: drive, some on eRoom, some on eLibrary 	<ul style="list-style-type: none"> Field Corp has to search several locations to find information; longer down time
FSE Console for 1-Stop Shopping	<ul style="list-style-type: none"> FSEs have to open many programs to do their job; Siebel, FSL, eLibrary, Cymer network; FST, LabView programs, etc. need one interface "console" to access 	<ul style="list-style-type: none"> Takes FSEs longer to get data and information and service the laser



part to order
downtime to diagnose and
manual process required to month to customers

Service Cart Repair, Maintenance, Troubleshooting Procedures	<ul style="list-style-type: none"> Service carts need routine maintenance to work properly Minor problems require troubleshooting to repair and to avoid costly replacements 	<ul style="list-style-type: none"> Improper use and no maintenance; carts are expensive to replace, FSEs unable to troubleshoot and make minor repairs Reduces availability of service carts in the regions
Workflow Process Documentation	<ul style="list-style-type: none"> Process documentation required for Level 4 Process Maturity Cymer policy requires organization processes published on CymerSource Necessary for new hire training 	<ul style="list-style-type: none"> Processes on CymerSource outdated Info Products slipping form Level 4 process maturity New hires have outdated process docs for training
eLibrary Interface Overhaul	<ul style="list-style-type: none"> Feedback indicates improvements needed with eLibrary – navigation, organization, look n' feel, layout 	<ul style="list-style-type: none"> Takes FSEs longer to find information and perform laser service

EXAMPLE
For pg 23

Consequences – Projects Not Resourced

TZC No documentation support for LPTS Products

5/6000 FSEs using old, outdated procedures, impacts MTTR, laser performance, burdens Tech Support

PAT FSEs have no user documentation for data analysis – limits COL effectivity; Burdens Advanced Tech Support

Illustrated Parts Catalog

Impacts FSE time-to-order and % of incorrect parts; burdens Logistics

Service Cart

Incomplete documentation for using and maintaining the cart; impacts cart lifetime, proper use, safety, impacts MTTR

Baseline Procedures

Procedures are not aligned with FSE Certification levels; are of varying degrees of difficulty; new FSEs start procedures they can't finish

EXAMPLE
For pg 23

Consequences – Projects Not Resourced

FSL+ eLibrary Consolidation

FSE information resides in separate places, separate systems; information difficult to find in FSL; new FSEs don't know where info is; impacts MTTR

Software Documentation Overhaul

S/W documentation is confusing, complex, layered in hundreds of tables; impacts MTTR and laser performance when wrong settings applied

30-Day Correction Turn Around

Can't get errors corrected and published fast enough; incorrect procedures are used; affects laser performance

Dynamic Content Delivery

Takes longer for FSEs to find information they need; impacts MTTR

Extranet

Customers issued CDs which are not updated weekly as eLibrary is; CDs are labor-intensive (production, Copy Center, Shipping, Logistics)

1-Stop Shopping

FSEs have to use FSL, eLibrary, W: drive, various systems and applications complete service calls; discourages FSEs from accessing and using procedures

EXAMPLE
For pg 23

Consequences – Projects Not Resourced

Process Documentation

Workflows are outdated and do not reflect current processes; lost Level 4 Process Maturity acquired in 2001; impacts new hires and compliance to company governance

eLibrary Interface Design Improvement

Navigation problematic for new FSEs not familiar with eLibrary; impacts MTTR

EXAMPLE
For pg 23

Immediate Gaps and Solutions

GAP: Home-grown system (10 years old) reached threshold for content management

Solution: Research adequate (scalable) development and publishing tools (CMS) - proposal submitted (**awaiting funding**)

Contingency Plan: Build home-grown alternative non-CMS system (high risk)

GAP: Authoring software capabilities too limited for volume of files/data

Solution: Move to XML authoring environment (from FrameMaker to XML) – proposal being revised for reduced funding (**under draft; submit 2/14**)

Contingency Plan: Stay with FM and limit doc support to New Products (high risk)

GAP: Need standard for XML doc structure

Solution: Adopt DITA Industry Standard for XML authoring – **in progress**

GAP: Data shows resources too limited to get ahead of backlog

Solution: Hire Additional Permanent Writer, 2 Contractors (9 months) – justification data submitted (**awaiting funding**)

Contingency Plan: See Options Table

EXAMPLE
For pg 23

Publication/Technical Authoring System – 3 Options

- Plan #1 – Purchase CMS system, implement Q1 2007

Contingency Plans:

- # 2 – Purchase scaled-down software; compensate lost CMS functionality with manual processes (no meta data for file re-configuration, no automation of output)

Risk: Development, production, and delivery cycles likely not to improve for faster turn around of docs; error rate not mitigated

- # 3 – Continue using MS Access database and manual processes

Risk: Will need to compensate with additional headcount to meet PDP deliverables, field readiness, and customer commitments; degradation in cycle times and quality

EXAMPLE
For pg 23

Handout –
Data Example #5
Showing Your Competitive Edge for the
Company



Benchmarking

Learned how top tier companies manage their technical publications processes

- **Documentation development methodologies**
- **Documentation delivery strategies – reproductizing information**
- **eCommerce and Extranet capabilities**
- **Blended Learning models**
- **eLearning IT Requirements**
- **Content Management Tools**
- **Source formats (Interleaf -> FrameMaker-> HTML -> XML)**
- **Companies include: Intel, LAM, Nikon, Varian, RIM, KLA-Tencor, NCR, Spansion/AMD, IBM, TEL, Motorola, HP**
- **Organizations include: STC, ASTD, TPIC, SEMI**

EXAMPLE
For pg 24

Adopting Industry Standards

Standards adopted for development, output, and delivery of technical documentation

- **Process Maturity Model for Technical Communication (CIDM)**
- **EPSS – Electronic Performance Support Systems (SEMI)**
- **SEMI S13, Safety Guidelines for Operation and Maintenance Manuals Used with Semiconductor Manufacturing Equipment**
- **SEMI S1, Safety Guideline for Visual Hazard Alerts**
- **HTML for Structured File Hierarchy (STC)**
- **Topic-based Information and Single sourcing (STC)**
- **In process of adopting DITA Technical Communications Standard and XML (Oasis)**
- **Researching emerging standard for Simplified Technical English (STE)**
- **Member of TPIC Standards Committee for SEMI**
- **Member of DITA XML Standards for Semiconductor**

EXAMPLE
For pg 24

Handout – What Will Get Done, If . . .



Project Benefits

Reduce Production Cycle Time [cost avoidance]

- ✓ Reduce production cycle process from **2 days** -> **2 hours**
- ✓ Increase throughput (released documentation) **200%**
- ✓ Eliminate manual tracking of what information is used where (**seconds vs. hours**)
- ✓ Eliminate rework from incorrectly configured documentation **40 hrs/month**
- ✓ Auto reporting of productivity metrics
- ✓ Re-use 80% of content via attributes/meta data capabilities

Mitigate Business Risk

- ✓ Invoke content accountability with tracked tech reviews and audit trails
- ✓ Reduce error rate 50% (and resulting rework)
- ✓ Keep up with released products' updates, fixes, upgrades, COs
- ✓ Ensure compliance with SEMI and TechCom Standards
- ✓ Retention of skilled staff; alleviate declining team morale, burn out
- ✓ Eliminates alternative of re-building home-grown database

EXAMPLE
For pg 26

Project Benefits

Increase Productivity (cost savings)

- ✓ Eliminate manual intervention to reconfigure files
- ✓ Eliminate need to **manually track 192 different permutations of documentation**
- ✓ **Eliminate** immediate, critical need for **(4) additional headcount just to stay afloat**
- ✓ Replace manual QA configuration checks via automated "properties-checking"
- ✓ Allow for robust reporting for automated metrics
- ✓ Manage real-time scheduling status to adapt to volatile program schedules
- ✓ Automate workflow triggers
- ✓ Fast turnaround of urgent docs with push-button HTML and PDF output
- ✓ Collaborative review cycle and review audit trail

Cross-Discipline Use (leverage and expand efficiencies)

- ✓ Tech Training
- ✓ Mfg Tech Pubs
- ✓ Auto Generate G-Lists
- ✓ Manage Multiple Versions and Configurations of S/W Release Notes
- ✓ MarCom Collateral
- ✓ Any other organization producing hi-volume data/documentation

CA = Cost Avoidance, CS = Cost Savings

EXAMPLE
For pg 26

Project Benefits

Scalable

- ✓ Database designed to scale with volume increase as WSM grows 50 – 100% or more
- ✓ Supports infinite number of configurations
- ✓ Supports file structure in XML for Dynamic Content Delivery
 - ✓ On-the-fly doc rendering for FSEs
 - ✓ Deliver only what they need, when they need it
 - ✓ Drop-down, push-button, or query-based info selection

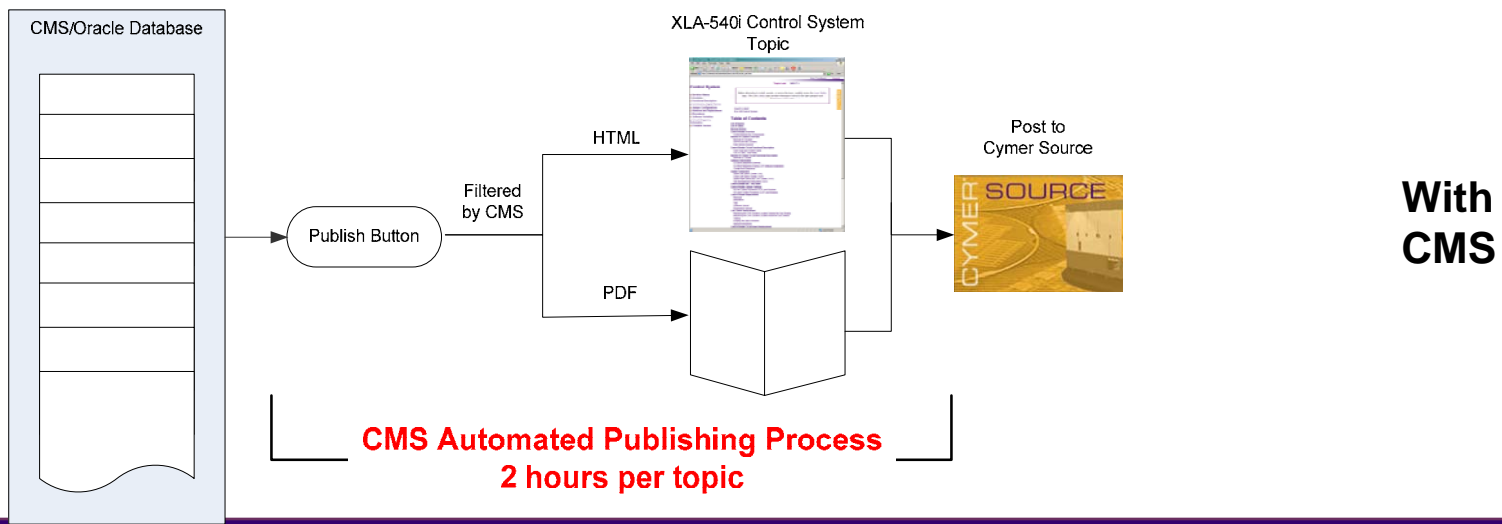
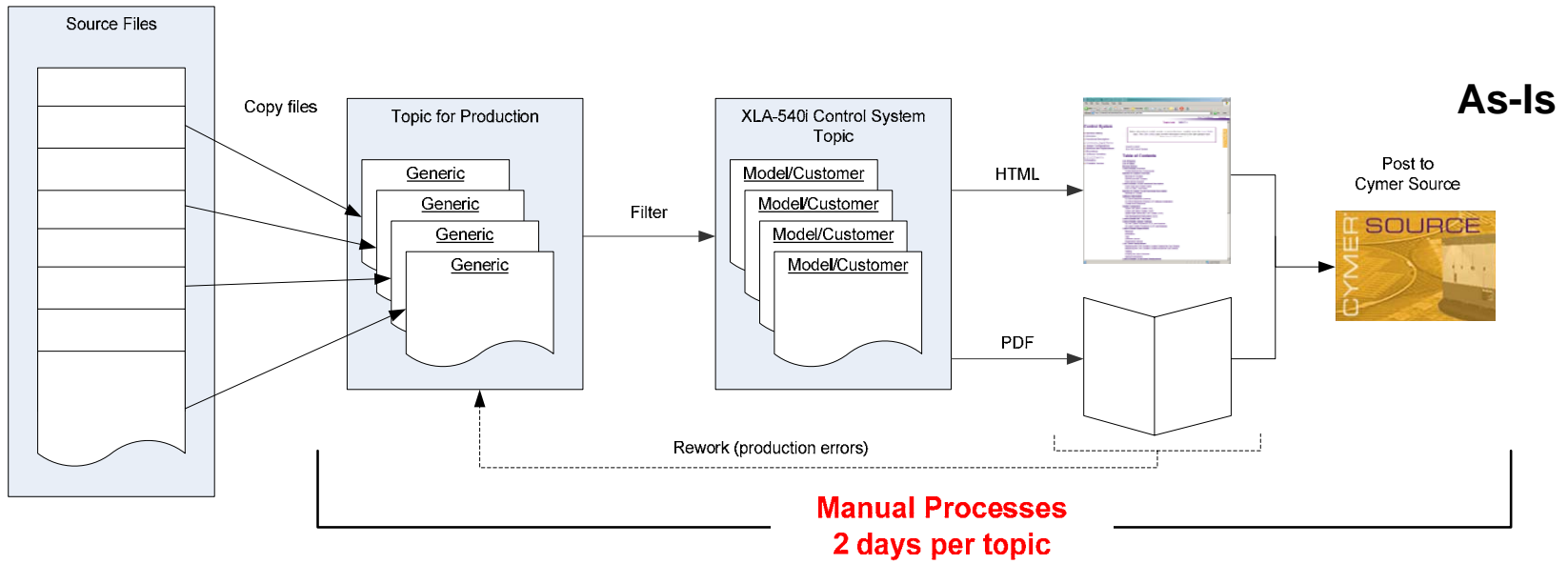
Translation

- ✓ Set up to support future automated translation requirements, if applicable
- ✓ Minimizes costs by indexing and identifying only text that has changed
- ✓ Supports output to automated translation (Trados)

CA = Cost Avoidance, CS = Cost Savings

EXAMPLE
For pg 26

Production Process

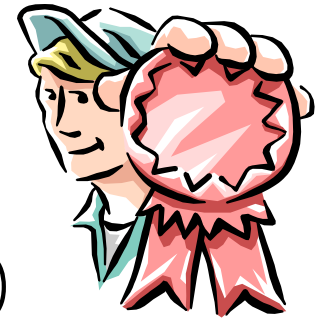


EXAMPLE
For pg 26

Publication/Technical Authoring System

Quality and Productivity Benefits

- Reduce production time from 5 days to 2 days.
- Reduce error rate by 50% (measured by eLibrary feedback)
- Reduce technical reviews from an average 10 day turn-around to 5 days using live collaboration, integrated feedback tools.
- Increase throughput by 250% (released documents in Agile)
- Meet 100% of field readiness with new product support and upgrade documentation
- Increase efficiencies with:
 - Real-time scheduling status
 - Automated workflow triggers
 - Single sourcing HTML and pdf outputs



EXAMPLE
For pg 26

Publication/Technical Authoring System

Tangible Cost Benefits

Calculated over a period of 2 quarters:

Total production hours savings: **1908 hrs**

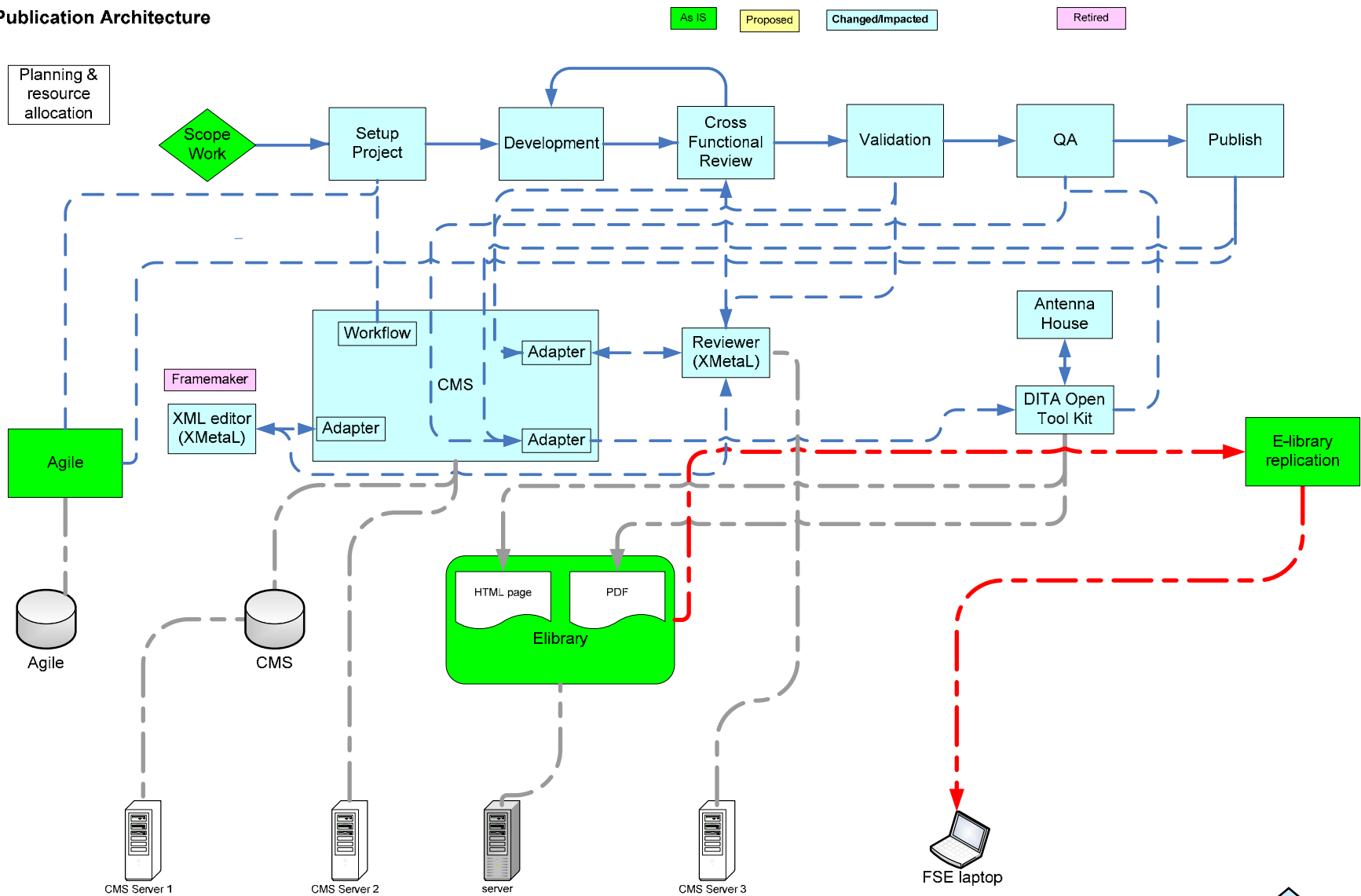
- Total production cost savings (\$80/hr = 2 FT p): **\$152,640**
- **75% reduction** in publication time, enabling new information to be published to the eLibrary within 10 hours

As-Is Process	With CMS
Total # of Topics : 318	Total # of Topics : 318
Time to publish 1 topic: 8 hrs	Time to publish 1 topic: 2 hrs
Total hours production in Q1/Q2: 2544 hrs	Total hours production in Q1/Q2: 636
	Total hours production <u>savings</u> : 1908 hrs (2544 – 636 = 1908)

8 hrs production time reduced to 2 hrs production: 75% reduction

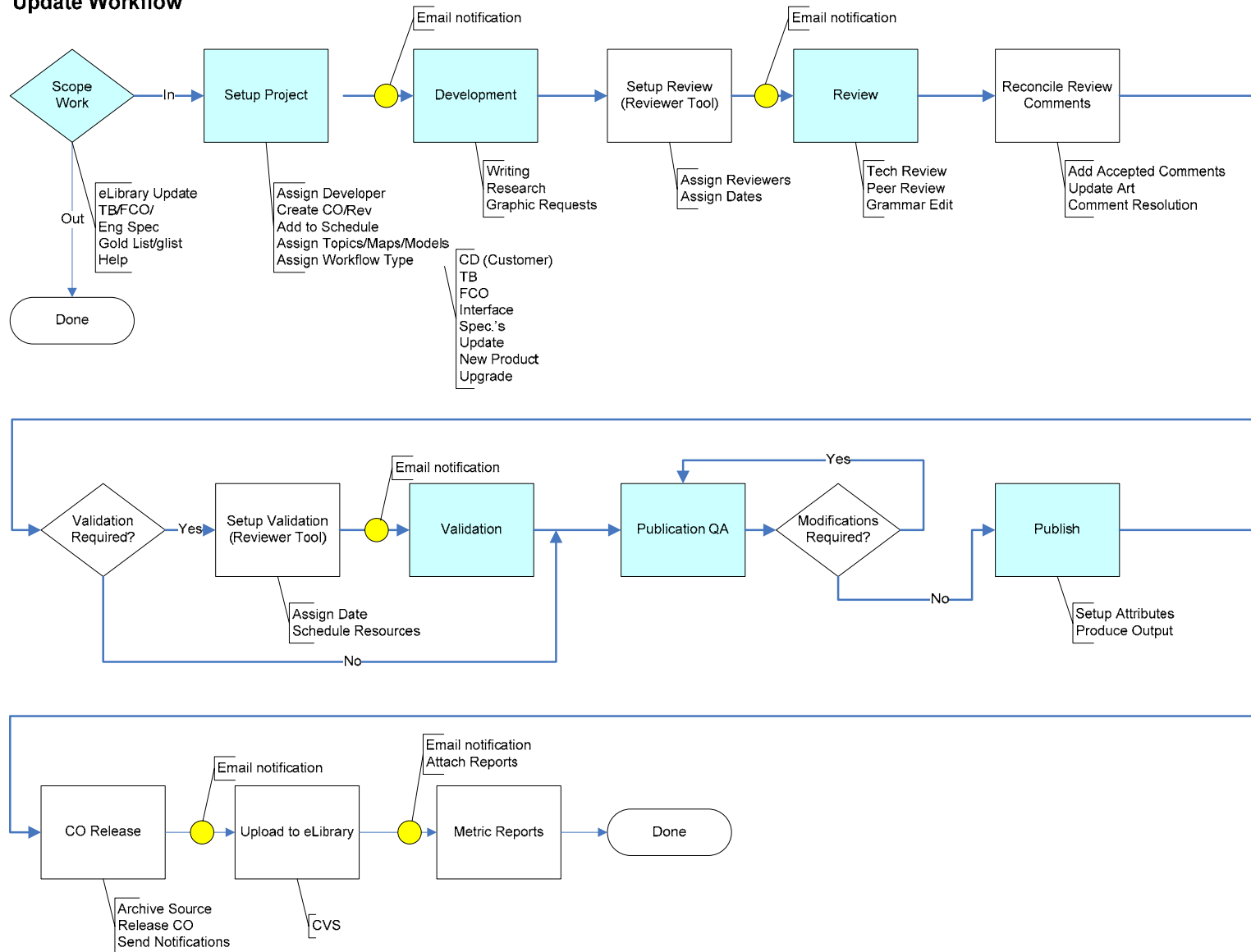
EXAMPLE
For pg 26

Technical Publication Architecture



EXAMPLE
For pg 26

Update Workflow



EXAMPLE
For pg 26

Handout – The Customer



Solutions

Providing solutions to Direct Customers

- Customized product documentation by customer, platform, and model – **implemented 1996**
- Customer documentation provided in HTML structured format for online COACH system (ASML) and for Nikon internal service repository – **implemented 2004**
- Product documentation via cymer.com Extranet - **2007 \$\$ proposal**
- Translated documentation for training - **2008 \$\$ proposal**

Providing solutions to Chipmakers

- Conform to industry standards of output - **PDF implemented 1995, HTML implemented 2004, XML 2007**
- Conform to industry standards for content (SEMI, OSHA, CE) – **implemented 1998; ongoing**
- Committee collaboration on SEMI standards for documentation and blended learning models – **Q3 2006**
- Translated documentation for training - **2008 \$\$ proposal**
- Menu-driven documentation options for product feature sets - **2008 \$\$ proposal**

EXAMPLE
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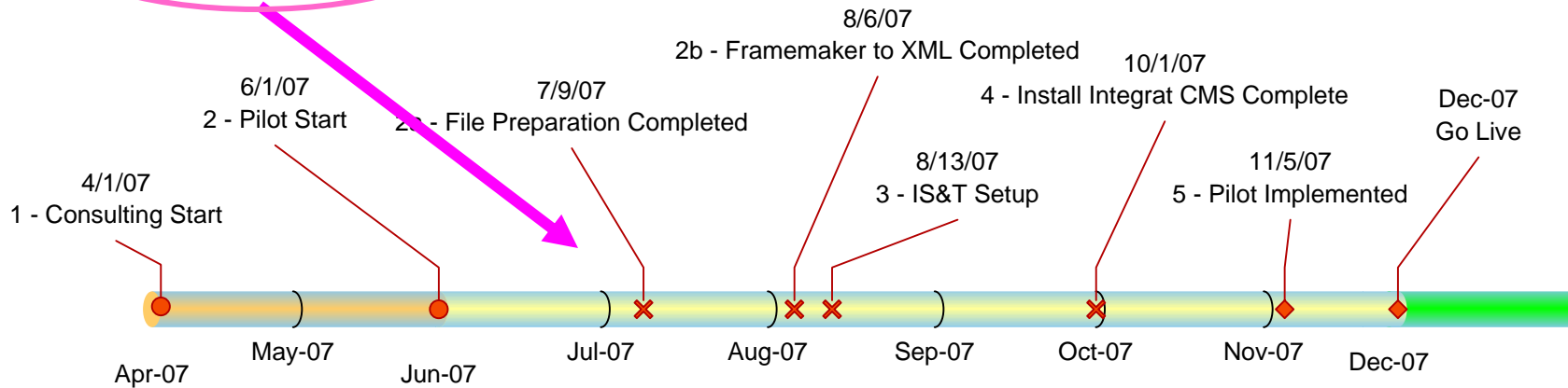
Handout – Timeline and Vision



CYMER®

Program Timeline

We are here - on track



1 – Consulting (12 weeks) <ul style="list-style-type: none"> Project plan Tool selection 	2a – File Preparation (12 weeks) <ul style="list-style-type: none"> Select topic to test Convert to DITA compliance (prepare tags, infotypes) Create DITA compliant eLibrary interface Integrate with current site Will be separate test site Done concurrently w/ as-is process w/ 	2b – Framemaker to XML (6 weeks) <ul style="list-style-type: none"> XMetaL training Determine conversion tool (MIF2GO) Set attributes XML conversion and cleanup 	3 – IS&T Setup (4 weeks) <ul style="list-style-type: none"> Server installed Oracle licensing Test Acceptance 	4 – Install/Integrate CMS (12 weeks) <ul style="list-style-type: none"> Software installed Design & planning Training - Populate DB Design/setup workflow Develop pilot timeline Document success criteria IS&T signoff 	5 – Implement Pilot (2 weeks) <ul style="list-style-type: none"> Follow workflow Generate output Meet success criteria Upload to eLibrary & test site Usability study Project signoff 	Go Live <ul style="list-style-type: none"> Develop full implementation plan Apply metrics (before/after)
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Many tasks will be done in tandem w/IS&T

ID	Name	Start	Finish	2007												
				March	April	May	June	July	August	September	October	November	December			
1	Consulting	3/18/2007	6/22/2007	[Green bar]												
2	File preparation	6/25/2007	7/18/2007					[Green bar]								
3	Framemaker to XML/DITA conversion	7/5/2007	5/7/2007					[Green bar]	[Green bar]							
4	IS&T CMS Setup	7/16/2007	8/10/2007					[Green bar]	[Green bar]							
5	Install/Integrate CMS	8/13/2007	11/2/2007						[Green bar]	[Green bar]						
6	Implement pilot	11/5/2007	11/16/2007									[Green bar]				

EXAMPLE For pg 28

Process

Timeline of developing processes and deliverables to improve efficiencies, cost savings, and quality

- **1996** – Adopted FrameMaker Publishing standard
- **1997 – 1998** Created standard set of Customer-specific Manuals; Output: Hardcopy, binder-bound manuals
- **1999 - 2000** Created special set of training CDs, Field Service CDs, and Customer Versions CDs; moved to PDF as primary format; Output: Hardcopy and PDF Docs Sets on CD
- **2000 – 2003** Converted to electronic only, eliminated paper, adopted single-source development; Output: PDF on CD only
- **2003 – 2004** Adopted HTML as transition to web-based delivery; Output: PDF and HTML on CD
- **2005 – 2006** Built eLibrary, converted content to topic-based HTML documentation; Updates downloaded to FSE laptops remotely
- **2006 – 2007** – Adopting DITA standard for XML database-driven development, production, and delivery, CMS tool implementation, Extranet on cymer.com; RMAP for GTS; benchmarking KB management

EXAMPLE
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Delivery Roadmap

The Vision 1996 – 2008 . . . and beyond

- Move from hardcopy to electronic - **done**
- Move from CD distribution to Web based access – **done**
- Adopt single sourcing/topic based information structure - **done**
- Move from file-driven development to database-driven development, production, and delivery – **planning in progress (CMS on hold)**
- Adopt DITA Standard for XML – **in progress**
- Implement CMS tool for process efficiency, scalability, and quality control – **Q4 - \$\$**
- Exploit public web site as Extranet for services and goods for customers – Begin with product documentation in **2007** (then plan for eCommerce, Online Training, Menu-driven options for documentation etc.)
- Localize product documentation for translation to other languages – **2008?**
- Integrate disparate information, tools, and repositories into a single point of access (knowledge management system) – **2008**

EXAMPLE
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One-Stop Shopping for Every Service Call

Start



Finish

1. Diagnostics
2. Problem Isolation
3. Data collection and analysis
4. Procedures
5. Online Refresher Training Module (as needed)
6. Troubleshooting
7. Parts Identification
8. Parts Ordering
9. Service Report
10. RAM Collection
11. Customer Notification

EXAMPLE
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FSE Product Support Console 1-Stop Shopping

Online Refresher Training
Procedures
Troubleshooting

Documentation Source

Training Modules

eLibrary

CSD Network Access

S/W Release Notes

Trouble Shooting Guide

TBs, FCOs, FSAs

Diagnostic Tools

COL

Beam Pro

LAM/BAM/SAM
COM Tools

AFT

PLT

Send Data

Will Flash For
New Postings

Product Support Systems

Siebel

Oracle

Agile

Problem Isolation
Software diagnostics
Data collection and
analysis

Parts Identification
Parts Ordering
Service Report



EXAMPLE
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