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## Marcialynn Harrington, MBA, ERMp, ERMs, ECMp, ECMs

### Overview

Ms. Harrington has more than 25 years' industry experience as a detail-oriented business professional. Her broad background includes marketing research and project management. Industries served include technology, major retail, insurance, government, media, discrete manufacturing, and not for profit. She earned a Bachelor of Arts degree with Honors in English, and Master of Business Administration degree.

### Significant Projects

#### Colorado State University

Ms. Harrington helped conduct a brief initial assessment of needs and practices in a number of department interviews. A number of options for centralizing and improving paper records storage and archiving were outlined in a final assessment report based on extensive interviews in other universities and experience with similar organizations.

#### A professional association serving the insurance industry

With 200 employees, 2 million emails, more than 2.5 million files and significantly more than 1,000 Notes databases, this nonprofit association contacted IMERGE to help them determine justification for an enterprise content and records management system. Ms. Harrington was part of a team that helped develop a taxonomy and records classification scheme and budgetary projections.



This highly successful and growing catalog company receives thousands of customer orders daily through the mail and the Internet. They wanted a new remittance processing system that would enable them to process orders more efficiently, increase already high customer satisfaction, and increase the speed of check deposits. Ms. Harrington documented their current processes so that the "to be" processes could be developed and an RFP issued to the most qualified vendors.



AMERICAN ASSOCIATION  
OF NURSE ANESTHETISTS

A not-for-profit, AANA came to IMERGE for enterprise document management strategy (EDMS) and, subsequently, vendor selection. They understood their processes to be inefficient and paper-intensive. IMERGE worked with AANA to, in Phase I, understand the current, "As Is" situation, and then determine the "To Be" scenario. Phase II followed in which IMERGE wrote the RFP, evaluated responses and after the client chose the top responses, interviewed—with AANA—potential

solution providers.

One of the 50 largest property and casualty insurance groups in the U.S.

Ms. Harrington provided project management services, managed user interviews, compiled detailed summaries of user interviews and questionnaires, and contributed to and edited the final report.

HARRIS ASSOCIATES L.P.

This client had paper- and people-intensive processes with numerous handoffs and heavy reliance on third-party requirements. Their goals were to substantially reduce paper in the process; increase the speed and convenience of handling redundant paper folders; decrease administrative expense; automate document review processes; secure confidential information; improve disaster recovery; make documents more accessible; enable efficient file sharing; decrease the chance of lost files; consolidate information storage; increase customer satisfaction and the speed of servicing clients; build processes which better support exception processing; increase capacity and scalability of processes and systems. IMERGE developed and distributed questionnaires and conducted interviews to understand current processes, and developed the "To Be" scenario (Phase A) to which the RFP was subsequently written in Phase B.



IMERGE conducted a comprehensive study and report with recommendations on available options for an enterprise solution for EDM. The study included 24 University departments. The key deliverable: a report having an opportunity assessment/analysis for York; an overview of market trends and available technology; and recommended next steps for acquisition and implementation.



The City of Toronto retained IMERGE to develop an electronic records strategic plan. This included reviewing compliance issues, detailing the alignment of the plan with other related initiatives (e.g., document management pilot projects), and reviewing the impact of the electronic records strategic plan on legacy systems. The major deliverable, the electronic records management strategic plan, and the related workshops to finalize this, have been completed.



To facilitate process re-engineering and improvement in critical-impact departments IMERGE concurrently conducted three projects: business process optimization; training; and knowledge transfer. IMERGE worked with more than a dozen departments to thoroughly understand all major processes and departmental interactions, and identify opportunities for improvement. IMERGE trained 125 managers in the basics of process reengineering; assisted two teams, Imaging and Pre-Admit, as they met to work on their processes; and identified FTEs that could be saved with process reengineering. MH has three locations, 600+ beds, 2300+ employees, and is a not-for-profit, community-based healthcare system.



For Wisconsin Housing and Economic Development Authority (WHEDA), IMERGE developed a document imaging and management system strategy and plan. The project had three phases, each with several deliverables. Phase 1: A feasibility study to identify document imaging and management opportunities at WHEDA and their general requirements. Phase 2: A more detailed planning effort. Phase 3: Selection of a document imaging and management system via an RFP.



IMERGE reviewed department operation processes and opportunities to improve the way work is done through the use of integrated ERDMS solutions. IMERGE developed an RFI-RFP and a report detailing for management the expected beneficial changes. The focus was on Microsoft SharePoint Portal or similar solution in 2006.



Ms. Harrington conducted benchmark analysis of 15 websites of state departments of transportation to help determine ultimate content, strategy, and direction for Kansas Department of Transportation.



Managed \$24 million advertising campaigns for Sears Corporate (US and Canada), including developing an integrated marketing strategy for all Sears business units, and managing primary and secondary research projects to increase understanding of Sears shoppers and non-shoppers with the objective of placing effective advertising.



Drove marketing, communication strategy for existing and acquired product and service areas. Developed, produced, and rolled out sales training programs, new products/services, and company orientation packages. Managed entire RFP process (research and writing through production). Established, managed branding.



Wrote, edited management consultants' reports to ensure content completion and consistency, flow, and readability. Clients represented diverse industries throughout the U.S.

**Professional Experience**

IMERGE Consulting, Inc.

**Director, Best Practices**

Client work includes documenting current work processes through personal interviews and questionnaires, and compiling results; and uncovering and reporting on industry best practices. Writes responses for proposals. Managed development and content of IMERGE's second-generation website, for which she also wrote content.

Envision Communications

**Founder and president** of business providing comprehensive business plans and marketing strategy for business-to-business and business-to-consumer organizations. Clients served include technology, government, insurance, media, wholesale food, and not-for-profit.

TMP Worldwide

Sixth largest business-to-business advertising agency; now Monster.com.

**Regional Marketing Director**

**Marketing Manager**

Developed and implemented integrated short- and long-term marketing strategies for multi-million-dollar consumer and business-to-business clients in various industries in U.S. and Canada. Established and applied best practices for return on investment calculations. Constant direct client with senior marketing executives.

Reynolds & Reynolds

Business Systems Division

A \$1 billion provider (one of the five largest in the U.S.) of value-added consulting and software technology for application with electronic business forms, workflow, and on-demand digital printing. Company has since been acquired and redefined.

**Manager, Marketing Systems**

Drove marketing, communication strategy for product and service areas. Controlled \$300,000+ budget, managing projects to achieve target results. Developed, produced, rolled out sales training programs, new products/services, and company orientation packages. Established, managed branding. Crafted sales presentations and scripts to shorten sales cycle, raise sales force productivity, and deliver a consistent high-impact message to customers. Directed creation of award-winning graphics standards ensuring continuity and communication of vision, positioning, and value proposition. Managed entire RFP process (research and writing through production). Wrote, produced all communications. Managed product/service roll-outs and current product promotions.

Cox Newspapers

**Market Research Manager**

Grew advertising revenue for this Cox newspaper. Designed readership/shopping habits surveys; analyzed/ reported results of primary and secondary research. Led a team that developed and implemented promotions to increase circulation and readership.

A.T. Kearney, Inc.

**Editorial Assistant**

Wrote, edited management consultants' reports. Production project manager, ensuring report deadlines were met.

**Current Industry  
Certifications**

**AIM International:** erm<sup>p</sup>, erm<sup>s</sup>, ecm<sup>p</sup>, and ecm<sup>s</sup> certificates; passed exams for erm<sup>m</sup> and ecm<sup>m</sup>.

**Professional  
Associations**

**AIM International:** member.

**Chicago Chapter, Business Marketing Association:** Past Awards Committee member.

**Chicago Chapter, American Marketing Association:** Past Board Member, Professional Business Development.

**Dayton (OH) Chapter, American Marketing Association:** Past Vice President

**Dayton (OH) Chapter, Direct Marketing Association:** In two years, built into the top Dayton-area marketing organization. Doubled membership to 300 by booking nationally known speakers, including Dave Thomas (founder, Wendy's fast-food chain). Initiated, wrote chapter newsletter. Served as President, and Vice President.

**Education**

Bachelor of Arts with Honors in English, Northern Illinois University.

Master of Business Administration, University of Dayton (OH).

Attended Loyola University of Chicago.