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ebook

Rethinking Enterprise Content Management

What you need to know to plan for the cloud, mobile and more

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FOREWORD

ECM: Disrupted & Evolving

Today's business users want to find information at work the same way they do at home — in the cloud, on any device, at any time and in the right context.

As a result, organizations must change the way that they serve up company content on enterprise content management (ECM) platforms. And they must do it now, since their employees and business partners are using unofficial file storage and sync (EFSS) systems borrowed from the consumer market.

As part of a month-long deep dive, CMSWire reporters and industry professionals investigated the issues and evolution of ECM. This ebook contains their best analysis and advice. Key findings include:

- **ECM and EFSS platforms will coexist.** However the lines between them will blur, as both categories broaden their capabilities.
- **Hybrid hosting is one possible solution.** Some companies won't ever move all their information to the cloud. Some will have on-premises requirements for governance and security.
- **Metadata is key.** It will make information easier to find.

We hope you enjoy this special look at ECM, and we hope it helps you ask the right questions and make the right decisions. Let us know your thoughts.

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ABOUT US

CMSWire

CMSWire, published by Simpler Media Group, Inc., provides news, advice and analysis for professionals driving digital content strategy, management, and marketing for leading organizations. More than 400 industry professionals and editors produce our authoritative and innovative analysis for a community of over 750,000 market influencers each quarter.

Coverage areas include digital and customer experience, digital marketing, social business and information management.

ECM: Listen to Your Users!

Deploying an enterprise content management (ECM) system that meets the needs and demands of your employees sounds easy enough. However, many organizations focus on evaluating specific ECM features and capabilities instead of understanding how and where their employees can gain value from the system.

We've talked to thousands of users about what they want in their ECM solution, and here's what they've told us:

1 Make it easy ... but secure

As the popularity and adoption of file sharing and sync tools has grown, companies have become aware of the need to balance security and data protection against employee needs for a simple solution for sharing documents and collaborating with others outside of their organization.

2 Make it available anytime, anywhere

Today's workforce is more dispersed and mobile than ever, and professionals demand access to business critical information at any time and from anywhere. The ability for users to leverage ECM apps on their mobile devices for accessing information and participating in workflows while out of the office is now becoming an expectation, not a "nice to have."

3 Make it smart

Providing fast and precise access to structured data and unstructured content is good, but intelligently linking content and context is where the value of ECM begins to reveal itself. Intelligently linking information in structured data systems (CRM, ERP) to unstructured content repositories in an ECM system establishes relevance. For instance, a proposal is important because it is related to a certain customer that is managed in the CRM system, or an invoice is of interest because it is related to a certain vendor or project. This integrated environment provides instant access to the most up-to-date information from any system.

Mika Javanainen, Senior Director of Product Management, M-Files Corporation

Will File Sharing Replace Your ECM Solution?

BY DAVID ROE

Enterprise File Sync and Share (EFSS) is a disruptive technology that burst into the information management space a few years ago. Workers worldwide were quick converts because they were tired of big, difficult-to-use proprietary enterprise content management systems (ECM). As more workers started using EFSS, more and more analysts and vendors began to discuss the possible demise of ECM. But is that really possible? Compared to ECM systems, EFSS has relatively little functionality.

The Issue

Sure you can send files around the enterprise. You can even send files beyond the firewalls to colleagues, customers and anyone else that strikes your fancy with a speed and abandon that leaves IT managers quaking in their boots. But can this technology replace ECM? Yes? No? Maybe?

The jury is still out, and the issue still generates a lot of debate in the enterprise IT industry. There's strong support for both sides of the argument, based on the many statistics and research papers produced by vendors, trade associations and independent research organizations.

To get a better idea of what's happening and how this debate is likely to end, we asked a number of people in the industry for their thoughts.

THE QUESTION

Will enterprise file sharing systems replace ECM?

THE ANSWERS ▼

ALAN PELZ-SHARPE, RESEARCH DIRECTOR FOR SOCIAL BUSINESS AT 451 RESEARCH

Alan Pelz-Sharpe has overall responsibility for the coverage of social business technology and trends, including social collaboration, compliance and legal, marketing and sales automation, and integration. He has more than 25 years of experience in the IT industry, working with a wide variety of end-user organizations and suppliers around the world. He was formerly a partner at The Real Story Group.

Every so often in an industry analyst's career, something comes along and disrupts a market in a way that none of us expected. File sync and share did just that a few years ago.

Initially posited as a consumer tool for sharing photos, in almost no time, the use of these tools was growing at a viral pace throughout the enterprise. Of course tools for managing files are nothing new.

We have more than 20 years of document management system development behind us. But Document Management and ECM tools only solved a part of the problem because they only dealt effectively with truly mission critical files.

Those files represent only a small percentage of the digital landfill that hit our organizations. Most files simply don't require or justify the tight controls of an ECM system. EFSS systems provide simple enough file management and bring true mobility to formerly tight controls for on-premises files.

The ease of use of EFSS combined with the mobility elements continue to have huge appeal for end users and these systems are here to stay. But they are unlikely to dislodge ECM implementations any time soon. What they do dislodge are legacy File Servers and SharePoint installations. EFSS provides a dynamic alternative to these clunky and relatively static predecessors.

ECM as a market may not grow spectacularly in the future. But an effective ECM implementation is in fact a highly configured, process-driven business application. They are customized applications built to automate and control specific business activities.

EFSS are not an alternative in these situations, though over time some will build out more functionality to at least gain some parity. ECM is not sexy, but it is important and won't be going away anytime soon.

Will enterprise file sharing systems replace ECM?

ALEX GORBANSKY, CEO AND CO-FOUNDER OF DOCURATED

Alex Gorbansky was previously CEO of Frontier Strategy Group (FSG). Before that, he was a consultant at the Boston Consulting Group, where his work focused on the natural resources sector. He has also worked in strategic positions with Loudcloud and EMC.

File sharing systems were originally meant to offer the simplicity and ease of use missing from many ECM products. In fact, the messaging used by Box and other players sought to position ECM as a dirty word and their own products as the great new hope.

That was five years ago. Fast-forward to today and the file sharing landscape has become incredibly crowded and commoditized.

As a result, vendors are looking to add value and capabilities beyond basic storage. This includes building out advanced workflow and tagging capabilities and other highly specialized features typically seen in the ECM space. So ironically we see file sharing tools becoming the very products they told customers to move away from in their early days.

In the short-term, file-sharing tools will not replace ECM entirely, but they will eat into some of the use cases and therefore budgets. Over the long run, file sharing solutions like Box will directly compete with some of the established ECM tools.

KEN BURNS, MARKET INSIGHTS MANAGER AT HYLAND

Ken Burns is the Market Insights Manager at Hyland, creator of OnBase. He is responsible for research and intelligence relative to competitors, market segmentation, strategic positioning as well as cross-industry trends related to ECM, BPM, case management and related technologies. He has worked in the ECM industry for nearly 15 years.

Will enterprise file sharing systems replace ECM?

To assess the likelihood of EFSS systems displacing, conventional ECM solutions in wholesale fashion, it's helpful to clarify one's assumptions about ECM products. ECM systems will be displaced by EFSS systems if you assume that:

- **Collaborative document authoring and publishing components of all ECM systems provide the same depth and mix of general purpose and specialized functionality**
- **Collaborative document authoring and publishing represents the core competency of all ECM systems**

The repositories of transaction and case-driven content management solutions are a commodity devoid of sophisticated capabilities for leveraging metadata, events and business logic to enable people and systems to use content files and associated information assets in a highly dynamic and contextualized fashion.

The content management interoperability specification (CMIS) is an effective integration method for EFSS systems to enable BPM suites and enterprise applications (e.g. ERP, CRM) to leverage content assets in transaction and case management scenarios.

If you feel as I do, that these assumptions are inaccurate, then the idea of EFSS superseding ECM no longer seems inevitable but, rather, implausible. Instead, I see the relationship between EFSS and ECM as complementary and one that will primarily play out in three ways:

ECM providers will develop or acquire EFSS capabilities to serve as integrated extensions to an existing offering. Extensions will typically be multi-purpose but tailor to use cases the ECM product addresses most often.

Conventional ECM providers will develop or acquire EFSS systems to serve as standalone, "destination" products that add value as part of a product portfolio.

Again, destination products will typically be multi-purpose but tailor to the vendor's target markets.

A range of consumer grade and specialized EFSS offerings for heavily regulated environments will continue to co-exist alongside ECM in the enterprise.

For the past two decades, ECM suites have evolved largely by combining and absorbing existing technologies from adjacent markets. EFSS doesn't threaten to end that evolution — it holds far more promise as a means for it to continue.

Will enterprise file sharing systems replace ECM?

EFSS won't replace ECM. But they are part of the disruption in the ECM landscape.

Business users are gravitating to file sharing and sync platforms (whether sanctioned by their employer or not) because these tools are typically more accessible and easier to use than those provided by their company for managing documents and other business information. However, file sharing solutions often lack the robust ECM functionality required to meet demanding security, workflow and compliance requirements for many enterprises.

The 'Holy Grail' of information management is to provide a more user friendly and collaborative workplace with easy file sharing capabilities that enable access to content from anywhere, at any time and on any device without trading off true enterprise-class information management and control capabilities.

This ensures that security and compliance mandates are addressed, while also providing features that address deeper business needs, such as business process automation and version control.

Both enterprise-class information management solutions such as ECM and file sharing services will continue to adapt and evolve. But what's for certain is that the proliferation

GREG MILLIKEN, VP OF MARKETING AT M-FILES

Greg Milliken oversees worldwide marketing. He brings 20 years of management experience in a variety of technology companies. Previously, he served as CEO of Alibre, a 3D CAD/CAM software vendor, and was VP of Marketing for Knowledge Revolution, acquired by MSC Software. He also co-founded AccelGraphics, a 3D graphics hardware provider that was the eighth fastest growing public company in Silicon Valley in 1997.

of low-cost, and even free, file sharing and sync platforms is driving the cost of storage to new lows.

The ability to add value and differentiate will be increasingly based on more advanced capabilities to actually control and manage information and processes, rather than simply storing and sharing files in the cloud.

Will enterprise file sharing systems replace ECM?

The popularity of file sharing and synchronization tools is a symptom of the ongoing tensions between the types of tools that users want and the tools that the enterprise needs.

Users are looking for simple tools that are easy to use and get the job done. Their requirements are much simpler than the enterprise. They want compelling experience, high performance and no training requirement, which means that the feature set has to be minimal.

Enterprises need control and accountability. They need security, information governance, integration to other systems and a rich feature set.

The first wave of EFSS tools catered purely to users but now vendors are working to shift the buying from individual users to the enterprise procurement. They are calling on companies with significant amounts of users and offering them an enterprise license. Once that happens, the enterprise will have much more say in what features get into the next version.

The EFSS systems will start adding enterprise types of features and essentially start evolving into ECM products. Most of the EFSS systems won't make that transition and they will perish along the way. In the meantime, the ECM vendors simply add EFSS as a feature to their ECM platforms, which is what we have already done at OpenText. N

LUBOR PTACEK, VP, PRODUCT MARKETING AT OPENTEXT

Lubor Ptacek has worked with big names in the past like EMC, Documentum, Vignette and Novell. He joined OpenText in 2008, where he leads corporate-wide marketing functions including product marketing, corporate messaging, thought leadership, and technical marketing. He also serves on the Board of Directors for the Association for Intelligent Information Management (AIIM).

10 Cloud Roadblocks & What To Do About Them

BY MIKE FERRARA

As organizations face growing pressure to properly manage their digital content growth, cloud vendors have been marching out a series of improvements in an attempt to gain their favor. Consumer cloud services are ubiquitous and cloud adoption is steadily climbing in the enterprise. Yet IT organizations still lack experience on how to approach cloud services.

Over the last five or so years, I've tested my mettle against various shapes and sizes of cloud projects for my clients. I've had failures, successes and many outcomes that required some calculated compromises to achieve project goals. So what does any good consultant do with these lessons learned? Make a list. What follows are the 10 most common cloud roadblocks and then six tips on how to avoid them.

10 ROADBLOCKS

1 **Client objections:** Your clients may object to storing their content on cloud servers, which often times is built into business agreements. Right or wrong, this can completely derail any good intentions you may have about moving to the cloud.





2 **Heavily regulated industries:** Clients that are in heavily regulated industries or that are subject to complex corporate compliance may require a higher level of security than is available from your cloud vendor.

3 **Global locations:** Clients may require data storage in specific regions where your cloud vendor is not located. A common example is businesses located outside of the United States, who don't want their data within reach of the U.S. Government.

4 **Fear:** Users may object to cloud storage simply out of fear. This can be a powerful force against initiatives to onboard business units to new IT services.

5 **Process challenges:** E-discovery may become more difficult if you can't easily integrate cloud data into your current review process.

6 **Data expiration:** You may not be able to ensure beyond a reasonable doubt that your data is truly gone when you want it deleted.

7 **Privacy concerns:** People in the United States are still afraid that cloud vendors will violate their own privacy policies when the government comes asking.

8 **Customer-service needs:** Remote users or offices in remote locations may not get the quality of service they are used to with on-premises services.

9 **Current services:** Existing consumer-based cloud services in the network have undermined your ability to introduce enterprise cloud services that do the same thing.

10 **Costs:** Subscription fees add up fast, and you're having a tough time selling management on cost as a primary driver for adopting cloud services. This is especially true when current systems are not in an end-of-life situation, and you've already invested heavily in them.

With so many variables to consider, you've got to plan. And then plan some more. It's not uncommon for organizations to rip out prospective cloud services when it doesn't meet their expectations. The good news is — there is nothing wrong with that if you set the proper expectations.

TIPS FROM THE FIELD

How do you prevent, avoid or deal with some of the roadblocks listed above?

Try before you buy.

There's no harm in piloting a cloud service before you fully commit. Find an isolated business unit, group of users or project that can be used to evaluate a cloud service. With proper analysis, you should be able to determine whether or not any given cloud service is right for the whole organization.

Clearly and accurately justify savings to management.

This is particularly important if cost reduction is the primary goal. Many cloud services' long-term subscription costs do not solely justify a decision to move to it. In addition, lower implementation costs can be overshadowed by difficult challenges when integrating cloud services with your on-premises ones. If you don't anticipate this, you risk under budgeting the overall implementation costs.

Involve your legal and compliance teams.

An often overlooked aspect of a move to the cloud is ensuring that your legal and/or compliance professionals review cloud vendor contracts and data management policies well in advance of making a decision. For organizations without a lengthy and formal procurement process, this is very important, as some IT shops are able to freely engage vendors without extensive contractual oversight.





Consider your disaster recovery plan.

Make sure to compare it with cloud vendor service-level agreements. If you find that you have to compromise in any way, carefully consider the potential impact to your organization.

Plan for outages.

The one thing you can guarantee is you will absolutely experience outages of some kind, even with cloud services. Consider implementing a warm standby or cached environment that is on-premises if available. Depending on how important the service is, this may be critical.

Conduct an internal communications campaign.

This can help combat fear or ambiguous requirements by notifying the user base of the potential adoption of cloud services. You may save yourself a lot of embarrassment by making it clear that there will be a period of evaluation before any concrete services are introduced in production. [N]





Cloud and Mobile: Information Management Challenges

BY JOHN MANCINI

Although technology is one of the great enablers, for every issue it addresses, it brings new ones to replace it. Take information management. It has changed beyond recognition over the last decade. Enterprise Content Management (ECM) systems have made the storage, management and use of traditional content easier than it would ever have been thought possible.

But other technologies have meant that the sheer volume of content in a modern enterprise is growing at a rate that makes keeping track of every last plan, proposal, video, tweet, email, white paper and article a thankless task.

We're regularly reminded how important it is in the digital economy to manage these information assets. But many organizations we speak with feel like they are drowning in a sea of content and information. File servers are overflowing and multiplying and organizations are concerned about the likelihood and implications of information leaks.

Put simply, cloud and mobile have altered everything, not least information management.

CLOUD: OPPORTUNITY AND THREAT

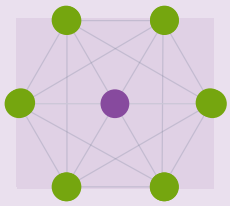
The cloud isn't new, but remains a constant source of threat and opportunity for many organizations. And with a major platform war under way between vendors, that's not about to change any time soon.

All the platform vendors have bet their future on the cloud. At this point in the cloud's evolution, the vendors are way ahead of the user community. So Google, Microsoft and IBM are all looking at ways to lock organizations into their cloud platforms.

Put simply, the cloud and mobile have altered everything, not least information management.

There will be no escape from the cloud, but security risks arise from information management in the cloud.

Document and content sharing usually involves external collaborators, yet traditional on-premises systems have been deliberately set up to prevent access to those outside of the business. This results in users turning to consumer cloud file-sharing services such as Dropbox, Skydrive, iCloud, Google Drive and YouSendIt. These carry security threats, and leave CIOs with concerns about business critical information leaking outside the organization.



MOBILE CHALLENGES

Mobile offers a similar story of opportunity and threat. Remote access plays a big part in information sharing and collaboration. And that access has to take place across a whole host of mobile devices.

Many organizations see mobile access to content as vital, especially the ability to interact with ECM workflows — commenting, approving and editing documents. Employees are driving this move towards mobile too, motivated by changing working patterns and a desire to achieve a better work - life balance by working

outside the traditional 9 to 5 workday. Companies view mobile device support for knowledge workers as an enhancement to productivity and process efficiency. But always-on mobile connectivity — across multiple devices and operating systems — brings its own set of challenges.

Hybrid cloud models are one way of retaining some of the benefits of the cloud while minimizing the risk.

Cloud and mobile have truly altered everything. They change our expectations of where we can work, when we can work, with whom we can work and on what devices we can work. Addressing this in an information management sense is a challenge. But not an insurmountable one.

INFORMATION MANAGEMENT IN 2015

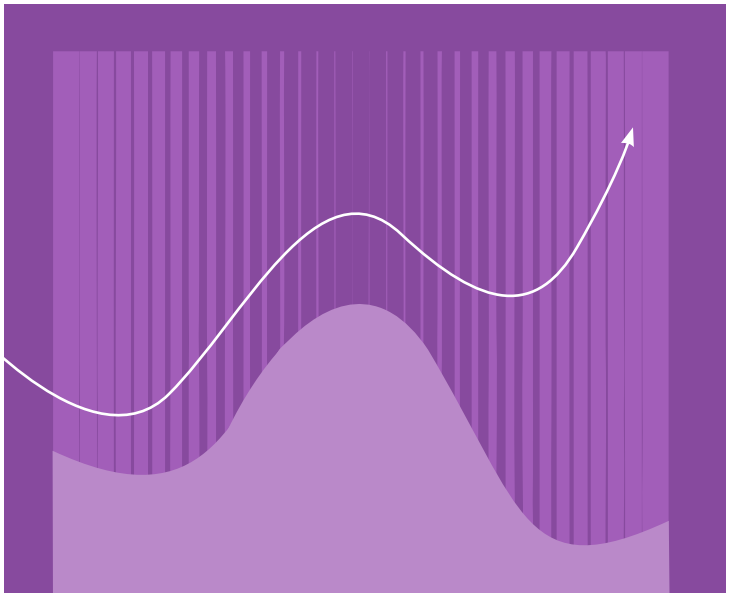
Hybrid cloud models are one way of retaining some of the benefits of the cloud while minimizing the risk. While a number of organizations would be wary of putting all their content in the cloud, people generally feel more comfortable about using a hybrid model.

Hybrid models hold business critical content securely on-premises and the more active, collaborative content is moved to the cloud. Offering enterprise grade cloud file sharing services would be a significant step for many organizations too, preventing the need to use consumer-grade alternatives.

Addressing issues of information governance is a further challenge. The basis of good information governance is a sound and solid information governance policy — technology needs to be given rules. A comprehensive information governance policy covers multiple types of content, including content-in-motion — on USB sticks, in the cloud, on mobiles and so on.

But perhaps the main challenge with information management in 2015, is that mobile and cloud technologies increase the volume, variety and velocity of information. This makes obtaining true business insight from it — finding opportunity from among the information chaos — a key objective for most organizations. This is a challenging path, but ultimately a rewarding one. A productized analytics toolset is key to achieving this opportunity, particularly if it is well integrated with existing content and search systems.

Information management in 2015 is not easy. It has been changed forever by the cloud and mobile waves of technology. But by combining content and processes in new and unexpected ways, organizations can dramatically mitigate risk, reduce process costs, better engage with customers, employees and partners, and transform information into insight. N



Managing Content? Start with Metadata

BY JOHN HORODYSKI

To effectively manage and exploit a company's knowledge, you need a metadata plan. The successful implementation of any content-related strategy — be it data, digital assets or text — requires implementation of a holistic metadata schema that is supported by technology, people and process.

Building a DAM or CMS without a metadata plan is akin to throwing papers in an unmarked box. The systematic organization that metadata provides increases the return on investment of a content system by unlocking the potential to ingest, discover, share and distribute assets.

WHAT IS METADATA?

"Metadata is a love note to the future."—Unknown

Simply stated, metadata is information that describes other data — data about data. It is the descriptive, administrative and structural data that define assets.

Descriptive Metadata describes a resource for purposes such as discovery and identification (i.e., information you would use in a search). It can include elements such as title, creator, author and keywords.





Structural Metadata indicates how compound objects are put together, for example, how a digital image is configured as provided in EXIF data, or how pages are ordered to form chapters (e.g. file format, file dimension, file length).

Research shows that workers waste a lot of time searching for existing assets and recreating them when they are not found.

Administrative Metadata provides information that helps manage an asset. Two common subsets of administrative data are rights management metadata (which deals with intellectual property rights) and preservation metadata (which contains information needed to archive and preserve a resource).

As a structural component of a DAM or CMS, metadata becomes an asset unto itself — and an important one, at that. It provides the foundation needed to make assets more discoverable, accessible and, therefore, more valuable. In other words: Metadata transforms content into "smart assets." Simply digitizing video, audio, graphic files provides a certain convenience, but it is the ability to find, share and distribute files with specific attributes that unlocks their full potential and value.

SEARCH, AND YOU SHALL FIND HAPPINESS

"This search for what you want is like tracking something that doesn't want to be tracked. It takes time to get a dance right, to create something memorable." — Fred Astaire

Research shows that workers waste a lot of time searching for existing assets and recreating them when they are not found. This lost productivity and redundancy from the non-discovery of assets is expensive. Inefficiency only increases over time as a system grows, evolves and is exposed to new kinds of content and users.

It's estimated that every year, 800 neologisms (new words and phrases) are added to the English language. Metadata is a snapshot representing the business processes and goals at a particular time. In an ever-changing business environment, metadata must be able to





evolve over time. If maintained and governed well, metadata will continue to contribute to expanding business needs.

The best way to plan for future change is to apply an effective layer of governance to metadata. Remember that metadata is a "snapshot" in time. Take the time to manage language, and control the change.

WHY METADATA

Metadata is the best way to protect and defend digital assets from information overload and mismanagement. Invest the time, energy and resources to identify, define and organize assets for discovery. Metadata serves asset discovery by:

- **Allowing assets to be found by relevant criteria**
- **Identifying assets**
- **Bringing similar assets together**
- **Distinguishing dissimilar assets**
- **Giving location information**

You know that assets are critical to business operations. You want them to be discovered at all points within a digital lifecycle from creation, to discovery and distribution. To accomplish this, establish systems that inspire trust and certainty that data is accurate and usable. Metadata increases the return on investment on the assets and is also a line of defense against lost opportunities. Think about the digital experience for users and ensure they identify, discover and experience brand the way in which it was intended. It is a necessary defense.

Metadata is the foundation for every digital strategy. It is needed to deliver an optimized and fully engaging consumer experience. There are other critical steps to take as well, including building the right team, making the correct business case, and performing effective requirements gathering — but nothing can replace an effective metadata foundation. The goal of storing assets is discovery — they want to be found. Metadata will help ensure that you are building the right system for the right users.

Metadata Design: Where to Start?

The path to good metadata design begins with the realization that digital assets need to be identified, organized and made available for discovery. The following three questions serve as the beginning of that design:

1 **What problems do you need to solve?**
Identify the business goals of the organization and how metadata may contribute to those goals. The goal is to be "cohesive," not "disjointed."

2 **Who is going to use the metadata and for what?**
Consider the audience for the metadata and decide how much metadata you need. The best strategy is accurate intelligence.

3 **What kinds of metadata are important for those purposes?**
Be specific about today and plan for flexibility in the future by developing an extensible model that will allow for growth and evolution over time.

Metadata is the foundation for every digital strategy.

AN ONGOING EFFORT

"A journey of a thousand miles begins with a single step" and there is no greater journey upon which to embark than that of managing content. Metadata is never really done. It's continuous, an ongoing improvement and development that needs time and effort. As with all good governance practices, it demands full attention to change. The sophistication of metadata lies in its evolution within an organization.

Metadata matters. It's neither a trend, nor a buzzword. Metadata is the most real application of asset and data management that enables creation, discovery and ultimately to distribution and consumption. Start now!. N

6 Best People Practices in ECM

BY DAVID ROE

While firms are gravitating toward the slickest, newest technologies, nothing can replace a well-developed enterprise content management (ECM) strategy, but nearly half of the companies that responded to a survey by nonprofit knowledge consultancy APQC report that their organizations are poor content managers.

Less than 20 percent of respondents blamed technology. The problem, they concurred, lies with issues around change management, organizational structure and accountability.

DON'T BLAME THE TECH

These findings, captured in an APQC report titled "Connecting People to Content," shows that most of the technologies needed to manage content in the enterprise have already been deployed. What's missing: better use of existing technologies combined with an effective information management strategy.

The report was based on responses to a survey of 500 professionals in early 2014. It focuses on the content itself and what enterprises can do to make it more effective. The research found 43 percent of those surveyed are minimally or not managing their content, and trying to paste over the cracks using new technologies.

How can organizations maximize the value of their content?

"We found that a targeted strategy that creates ongoing accountability for content creation and upkeep is a bigger determiner of success. Effective content teams are attuned to the needs of content stakeholders and end-users inside their organizations. They understand their audiences and provide tools and processes that align with how people want to contribute, access, share and reuse organizational knowledge," said Lauren Trees, Knowledge Management research program manager for APQC.

Here the emphasis is on people. If technology is an enabler and not to be blamed for its mismanagement in the enterprise, APQC said that enterprises need to move in the direction of people and processes that will engage employees, develop content and match people with resources whether they be human, or technological.

But the number of content types is growing through wikis, social media conversations, presentations and video.

There are enormous problems with this growth such as storage, access and discovery, not to mention the universal problem of finding the appropriate content for ongoing tasks. How can people distinguish good content from bad and how can organizations maximize the value of their content and deliver to employees in the context of work?

THE IMPORTANCE OF PROCESS

While there was a wide selection of questions, one of the goals was to identify how effective content management systems are in surfacing relevant content and enabling workers find what they need.

The survey found that while 43 percent of respondents said their organizational content management was ineffective, less than 25 percent said it was effective.

Less than 25 percent said that the problem was with technology. Rather, the problems are with issues around change management and organizational structure and accountability, the report notes.

APQC was able to conclude that employees weren't following the processes in place to manage content, or the organizations had not defined sufficient ownership models for the tools and approaches.

CONNECTING PEOPLE TO CONTENT

APQC also conducted a study, based on an examination of five organizations, designed to identify best practices in content management. In this study, a number of attributes emerged, including one unifying characteristic: best-practice organizations thoroughly understand their target audiences for content.

The result is that their tools and processes align with how people want to contribute, access, share and reuse organizational knowledge. It is on the basis of this that APAQ identified 20 different best-practices for content development and management grouped around six themes.

1 Developing a content strategy

Organizations need to develop a content strategy that aligns the creation of content with business goals by connecting how employees interact with content and the overall performance of the business. They also need to distribute accountability between those who own content-related processes and those who own the content. The content strategy should be developed around the needs of those who actually use the content. Best practice organizations clearly identify internal and external audiences and build their content processes, tools and improvements around those audiences.

2 Creating useful content

Content creators need to align the type and format of available content for its intended audience, with best-practice organizations designing it for young, mobile and collaborative workforces. They also need to create roles, or processes, to identify content gaps. The best-practice organizations use subject matter experts to accomplish this.

3 Developing a content life-cycle

Best-practice organizations clearly distinguish between vetted and unvetted content with best-practice organizations ensuring differentiation between authoritative content and informal content. This requires balancing metadata requirements with the need for a streamlined user experience. Best-practice organizations recognize that content needs to be tagged so it can be found, but where possible they use auto-populating metadata to improve and speed up the experience. They also maintain strong accountability for content review cycles and get rid of content that is outdated.

4 Ensuring content is finable

Best-practice organizations create taxonomies and organizing frameworks that reflect how users think about content. User engagement helps build employee buy-in for taxonomies and ensure that terms and relationships represent the way organizations used data in the organizations. Analytics should be used to ensure search results and content recommendations are coordinated and to help organizations see what users are searching for. APQC said best-practice organizations do not have better search technology, they just use it better. Finally organizations need to integrate content into business applications and processes and also provide mobile apps to connect people to content through smartphones and tablets.

5

Integrating content and social channels

Best practice organizations use communities and social networks to surface needs and incubate content. Combine people and content search in a seamless environment. When social needs arise, best-practice organizations prioritize the creation of content to meet those needs. Search should also be developed to combine content search with expertise location and to make associating the two easy.

6

Managing change

Organizations need to turn workers into better searchers and consumers of content. Best-practice organization track the health of their content management approaches by measuring how many people are using them. Organizations also need to show Return-On-Investment from content management to demonstrate business impact. N

END NOTE

Thank you

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