

Seven Best Practices for Your Enterprise Content Management Implementation

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Focus on Strategy for Enterprise Content Management Success

Enterprise Content Management (ECM) solves a number of business problems. Its successful implementation has a dramatic effect on an organization and its people. From a strategic perspective, ECM brings value to content by encouraging a culture of collaboration, fostering process agility, avoiding duplication and controlling the risk and cost of content.

Prior to embarking on an ECM deployment, an organization needs to spend a significant amount of time in the planning phase to ensure successful rollout and end user adoption.

An ECM strategy roadmap allows an organization to explore possibilities (and potential pitfalls) while defining scope, outlining governance tactics, and planting the seeds of user buy-in. Every organization's ECM strategy is unique, and should accurately reflect an organization's evolving needs.

Open Text can help you create a solid ECM strategy that meets your organizational content management needs. This newsletter lays a solid foundation for creating an effective strategy, with our ECM implementation best practices, and ways to avoid ECM project failure from Gartner. The benefits of a successful ECM implementation far outweigh the time it takes to create a strong ECM strategy, and the tools inside will help you create a plan that works for your organization.

I invite you to read the newsletter to discover how you can measure your organization's readiness for ECM implementation, and use this to create a roadmap that will optimize your ECM ecosystem needs. Our readiness assessment tool is available at www.ecm-strategy.com.

Best of luck with your ECM implementation.

Sincerely,

A handwritten signature in black ink that reads "Tom Jenkins". The signature is fluid and cursive.

Tom Jenkins
Executive Chairman and Chief Strategy Officer
Open Text



Seven Best Practices for Your Enterprise Content Management Implementation

How to improve your organization's chances of ECM success

ECM success depends on implementation

Successful ECM implementations empower people, foster agility, and control the risk and cost of content. So why do 30-50 percent of ECM projects fail? Today's technology is certainly up to the task; it's usually the implementation that goes awry.

Gartner Research shows that often not enough attention is paid to the organization's processes and people during an ECM implementation. Project managers, planners, architects, and others tasked with implementing an enterprise-wide content management strategy and solution must consider the impacts on processes and people - as well as the lack of ECM experience within many organizations.

The general definition of ECM applies to those technology-enablers used to capture, manage, store, preserve, and deliver information assets in context with content-rich business processes. ECM success is dependent on the value realized from the technology-enabled business process. With all of the options available and all of the pressure to do more with shrinking IT budgets, customers are looking for methods and practices to maximize business value from their technology choices. And to make the most of these choices, we offer a place to start and seven key best practices for those who have been recently tasked with leading an ECM initiative and are responsible for its success.

Where to start

ECM should not be looked upon as an isolated entity but an interconnected ecosystem of content-rich business processes and systems. Because of the size, complexity, and scope of an ECM ecosystem, a question often asked by those tasked with the responsibility of developing a more comprehensive ECM strategy is "Where do I begin?" One place to start is to assess the current state of your organization's content management practices and/or program by considering the following key questions:

1. Has a clear content management vision and strategy been established and aligned with the organization's business imperatives and processes?
2. Has the organization established appropriate information governance structures to support, sustain, and evolve the content management ecosystem?
3. How aware is the organization that unstructured content is a strategic corporate asset requiring stewardship?
4. Have clear benchmarks or key value indicators been established to measure success?
5. Has a clear set of software tools and hardware standards been established to support the content-enabled business processes?

These questions provide a starting point from which to evaluate your current state of ECM readiness. With these questions in mind, realizing business value from your ECM ecosystem requires a holistic approach that balances technology choices with equally important strategic, organizational, and governance dimensions to ensure effective end-user adoption. And without end-user adoption, project success is not possible.

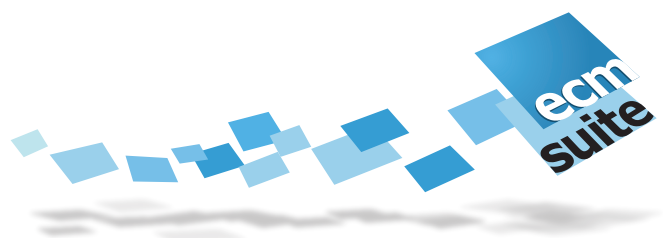
Don't worry that an ECM initiative is too complex for you to manage. The technology can be implemented in an instant. What really counts is the strategy behind the solution and taking steps to avoid project failure, which you'll learn later in this newsletter. Now, let's explore seven important steps that, if done well, can greatly impact the outcome of your ECM project, increase the likelihood of adoption, and realize business value.

Seven ECM implementation best practices

1. Understand the project.

ECM is about solving business problems, and the dramatic and positive impact it can have on the organization and its people cannot be overstated. But ECM implementations often fail because the people involved don't fully understand

¹EMC World 2008: ECM Shared Services in the Real World, 19 May 2008.



the project and how it fits in to the overall strategic objectives of the enterprise. Whatever the size of your current project — if it's not clearly scoped and understood, it can't be communicated or supported properly and it certainly can't be marketed or promoted to the rest of the organization as it needs to be.

There are experts in the field who know how to successfully implement an ECM initiative and are willing to share that information. Take advantage of your vendor's knowledge of the available best practices, roadmaps, project plans, standards, instructions, and maturity models.

2. Secure management support.

ECM can provide your organization with a sustainable competitive advantage, so securing the executive sponsorship of an ECM initiative is critical. Planning and promotion that begins at the senior level and permeates throughout the company will enable organizations to avoid the pitfalls of the project being viewed solely as an IT initiative. These projects often fail when the program is seen only from a technology perspective rather than as a business function that is supported by technology. With ownership at the business level, the drive and passion needed to ensure the solution is embraced across the organization is within reach.

3. Create a project plan for the entire program.

Before beginning an ECM initiative, create a detailed project plan that includes a change management strategy. And then agree on it. This will ensure that the organization recognizes its areas of high priority and its pain points and that it takes a consistent approach to the project. The potential complexity and scope of deploying an ECM ecosystem requires a carefully defined vision and implementation strategy that is aligned with the organization's business goals and objectives. By developing and sharing an enterprise-wide goal that focuses on what the organization wants to achieve, individuals will begin to share information across the pre-existing industry silos.

In most instances, the ECM strategy will involve multiple initiatives prioritized and based on business value and deployment risks, which can then be encapsulated into an overarching ECM implementation roadmap. A change management strategy will align and prepare the organization for what kinds of change to expect. Rather than trying to solve all of the enterprise's content issues in one earth-shaking leap, an organization should start with the biggest issue(s) in the organization and allow the solution to evolve.

Typically, more mature organizations delegate the ownership and management of the ECM strategy and roadmap to a centralized group such as a program management office.

4. Get user buy-in.

Gartner Research has found that the No. 1 mistake that clients make is to fail to take into account just how profound a change in users' work practices the content management system will make². Without that consideration, user buy-in can be difficult to achieve. The best way to ensure user buy-in is to take into account their wants and needs before any application is built or deployed. Consider usability from both a horizontal (basic file management) and specialized perspective. Realizing business value from your technology-enabled business processes requires effective adoption. By increasing effective usage of your ECM ecosystem, you will experience significant returns on your technology investment.

More mature organizations understand the importance of usability in the design of content management systems. How well integrated and seamless are the ECM technology-enablers built into the business processes? Do the ECM technology-enablers interoperate with existing enterprise software systems such as Customer Relationship Management and Enterprise Resource Planning?

Chief Information Officers are closely evaluating ECM software providers in how easily they integrate and interoperate within their organization's current software and hardware environment, which is essential if they are to maximize the value of their technology investments.

Once an organization has established technical usability; get feedback from a real user group. Too often, users are thought of after implementation begins, and the new business processes simply do not fit in with the way workers want to work. Not surprisingly, the new processes aren't used, and the project fails.

Users need to understand that the success and effectiveness of the system is up to them, and don't be afraid to market this to them: ECM offers several benefits, but many sit slightly below the surface. For example, what initially seems like "extra work" may save hours and hours of time later on, and it's the project team's responsibility to point out those reasons to people.³

²"Five Best Practices for Avoiding ECM Project Failure", Gartner Research, 1 July 2009

³"Lessons Learned: Implementing an Enterprise Content Management System from the Ground Up", Infonomics, AIIM, Sep/Oct 2009.



5. Use phased implementation.

Plan to implement the ECM initiative in phases and make sure one of the first phases includes a quick win. With the right promotion, it will make all the difference in terms of user enthusiasm and management buy-in.

An incremental approach avoids the risks associated with the “Big Bang” method of change (introducing too much change too soon) and the knee-jerk reaction it can stimulate in users. Deploying your ECM initiatives in stages allows flexibility to shift priorities as business and user needs and priorities change, and it means that organizations acquire only the functionally needed without overcomplicating the business processes and possibly inhibiting end-user adoption.

6. Encourage continuous user involvement.

The maintenance of the system totally depends on user adoption and requires their constant involvement throughout the life of the system. More mature organizations establish an ECM reference architecture that defines the suite of ECM technology standards to support the content-centric business processes. Enterprise architects dedicated to the ECM reference architecture maintain and enforce these standards so enterprise consistency and agility can be maintained.

At the same time, be aware that an ECM implementation is a journey. It's not the quick, out-of-the-box installation that most of us wish it were. It is a growing, evolving thing that needs to be tended, and it is tended by users as well as those who implemented it. A successful ECM initiative is a multi-year venture that must be constantly nurtured and championed, but the payoff is significant and begins as soon as you take the first step.

7. Create a competency center.

For an organization to properly manage, support, sustain, control, and evolve their ECM ecosystem, it requires the establishment of the appropriate governance mechanisms and decision-making structures. Some organizations establish Centers of Excellence or competency centers to manage best practices and build content management competencies.

Roles and responsibilities are established to clearly define performance expectations, ownership, and accountabilities while policies, procedures, and guidelines provide rules of engagement to support the enforcement of ECM practices. A competency center can also be used as a vehicle for sharing ECM best practices, knowledge, and technology.

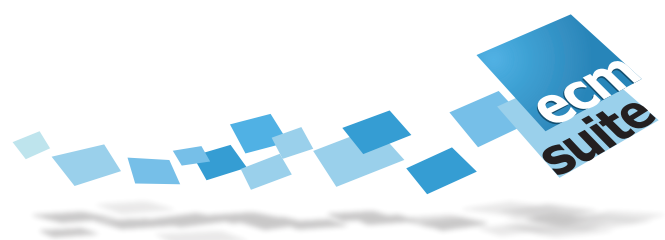
Without the establishment of appropriate governance mechanisms within the context of the organization's content-enabled business processes, an ECM ecosystem will receive ineffective usage and soon wither and die.

Measure and monitor success

To realize the business value of your ECM initiatives you must have a clear understanding of the key value indicators and other benchmarks with which to measure program success. Once identified, progress for each specific benchmark must be measured at pre-specified intervals. Keep in mind that you cannot manage what you cannot measure, let alone determine whether you are making progress, and while most organizations agree on the criticality of managing unstructured information assets, the majority of organizations are currently not measuring the success of their deployed ECM-enabled business processes.

With the complexity of the business environment and the intertwined nature of most IT departments, it makes it difficult to pull out specific measures for any one content management initiative. However, the following are some examples of ECM value drivers that could be used to develop metrics and/or benchmarks to measure success:

- **Information governance:** This category is driven by the need to mitigate risk proactively, capture and preserve intellectual capital, respond to regulatory pressures, and address the issue of content security.
- **Manage how content is used:** Organizations are challenged by the relentless growth of content, the difficulty users have finding relevant content, and inconsistent use of content in areas such as marketing, sales, or operations.
- **Achieve efficiency and productivity:** Most businesses today feel increased pressure to lower the cost of business transactions, find alternatives to bringing on headcount, get more done while keeping budgets flat, and address environmental concerns through green business practices.
- **Compete for customers:** It's imperative to find ways to use your company's content and intellectual capital to ensure global brand consistency, retain customers, and provide a personalized experience for each customer.
- **Address emerging models:** New business models require that organizations adopt interactive Web 2.0 techniques to harness the creative power of mass collaboration with customers and partners—and yet maintain security, protect intellectual property, and meet compliance requirements.



Measure your ECM maturity online

These seven best practices will provide a good starting point with which to begin your ECM implementation, but in order to evaluate your current level of ECM readiness, use an ECM maturity model. This will help you audit, assess, and explain the current state of ECM readiness and then progress to the next level of maturity. Open Text has developed an ECM maturity model to help in your self-assessment; it is a structured framework that helps evaluate key capabilities that your organization needs to consider to overcome the barriers to success.

Open Text offers a quick and easy online maturity model at www.ecm-strategy.com. Use our online tool to measure your current level of ECM maturity and identify capability gaps, and then consider working with Open Text's content experts to help map your next steps.

Implementation best practices: Increase your chances of success

A successful ECM implementation manages every type of content, enables every department within the entire enterprise to work seamlessly on a single platform, and solves every content-related need the organization faces. However, seven best practices of successful implementation are just the beginning.

Open Text believes that a valid ECM strategy comes with a platform approach to ensure integration with your other IT infrastructure, coverage of the complete information lifecycle, and cost savings from running one platform and storing each piece of information just once. It has a content model across the complete enterprise, uses best practices from your industry peers, focuses initially on projects with a real, tangible ROI instead of fuzzy knowledge-sharing concepts, and allows for seamless integration with your users' preferred front-end applications. It also is not just an IT project but has a real change management program associated and is sold to your organization using research from independent analysts.

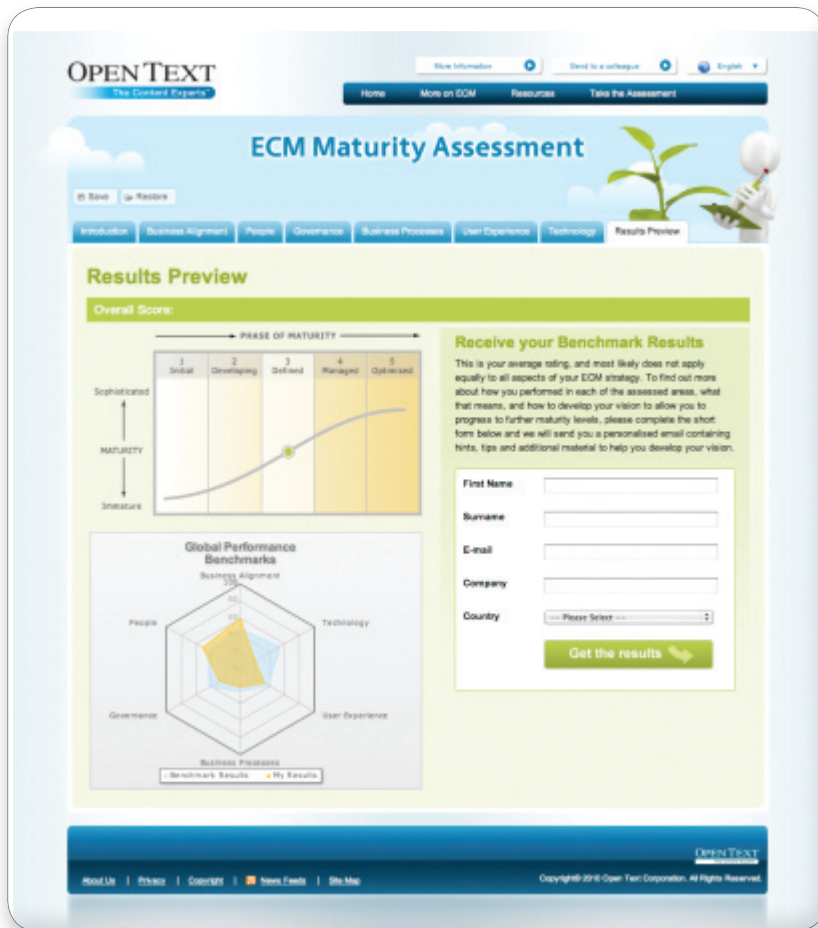


Figure 1: Get an assessment of your organization's unique strengths and weaknesses.



Next steps

Once you have begun your ECM initiative, incorporating these seven best practices, where do you go from here? The following are logical next steps:

1. Assess your ECM maturity online.

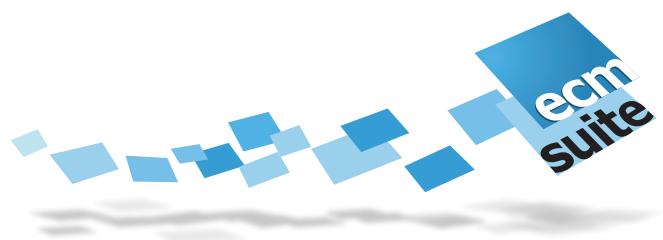
Visit www.ecm-strategy.com and complete the easy online ECM maturity assessment. This will provide a snapshot of your ECM maturity at the organizational level across a range of different factors and provide an excellent starting point.

2. Work with your ECM vendor to dig deeper.

Open Text's account management team has access to a range of tools that allow you to expand your analysis down to the departmental and ECM module level. This provides a simple visual framework to identify areas of strength, weakness, and opportunity for ECM strategy development.

3. Learn more about ECM maturity.

Consider attending one of Open Text's ECM Strategy Workshops. This is a four-hour workshop, where a senior manager of the Open Text Consulting organization introduces you to all aspects of the ECM market, provides an overview of the business benefits of the different ECM solution areas, and discusses a practical approach to identify your organization's individual ECM needs. Solution maps from several different industries, practical tips around the specific challenges of an ECM deployment, and lessons learnt from over 4,000 deployments make this workshop a very valuable experience.



Customer success stories: Open Text ECM Suite

Think Big, Start Small: MLP's ECM Journey with Open Text *Implementing a company-wide platform for audit-proof archiving, process optimization, and full compliance*

Banking transactions, asset management, and insurances—no finance and asset consultancy in Germany is as represented as much as MLP AG, and most of their processes involve the exchange of information in the form of correspondence, agreements, and advisory documentations.

Challenge

"Almost all our business processes involve loads of documents. Due to the decentralized company structure, there is a wealth of information flows and interfaces. In addition, we are required by law to keep records of documentation and verification, and that generates large amounts of information. Right from the beginning, we aimed to address the continuously growing flood of paper and the disadvantages connected to them in the field of expenditures, processing speed and quality, and compliance," explains Klaus Strumberger, CIO at MLP. "That's why we became active in the ECM field way back in 1997. Our motto was 'think big, start small'. A comprehensive ECM platform was to be built up throughout the company. However, this was not to be realized in one single large project, but in several consecutive and assessable single steps."

Solution

Whatever the ECM landscape was going to look like at the end of the journey, the crucial factor was that the new solutions could be seamlessly integrated into MLP's consistent SAP landscape. This was clear at the beginning of the project when the audit-proof filing and archiving of the SAP financial documents was realized. "No other user was as deeply integrated, as close a partner of SAP, or had as many positive and successful client references as Open Text,"

says Klaus Strumberger. "On top of that, their solutions had excellent scalability and they won us over with their product roadmap. Therefore, the decision was easy for us." However, a deep integration was not only important for a seamless incorporation into the process landscape but also for high acceptance among their users. MLP's goal was to retain the existing working environment, such as SAP GUI or SAP Enterprise Portal, while embedding the new functionalities therein. This requirement was also best met by Open Text.

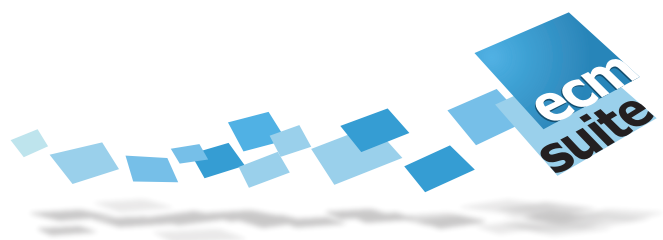
Right from the beginning, MLP and Open Text focused on involving the specialist users in each of the departments into the single projects. For these purposes, project-related teams were chosen consisting of 5-10 members. In doing so, the perspective of both the process and the users could be involved in all implementations.

Results

"Thanks to the consistent ECM landscape, we were able to reduce costs and further increase our efficiency. Besides that, we have improved our service and process quality," Klaus Strumberger explains. "The last point is particularly obvious in our compliance: due to our processes being mostly digitalized, we may reconstruct and document them in all their parts. This enables us to meet all relevant regulations."

With the help of Open Text, not only did MLP increase their efficiency, they were able to manage their documents with speed, quality, and compliance. Think big, start small—the journey starts with Open Text.

"Thanks to the consistent ECM landscape, we were able to reduce costs and further increase our efficiency. Besides that, we have improved our service and process quality." — **MLP AG**



From Archiving to Enterprise Content Management: Deichmann Supports International Expansion with Open Text

A combination of file solutions, workflows, and archiving accelerates processes and increases company flexibility

The Deichmann group is Europe's largest shoe retailer. The company, built in 1913, has always been managed by the founding family, and since the 1970s it has been growing internationally, expanding to 19 European countries and the USA. Around 28,000 employees in over 2,700 stores worldwide work on the company's recipe for success: smart shoes made affordable for anyone.

Challenge

The construction department plays an important role in the company's growth strategy. This is due to the fact that Deichmann does not only erect its distribution centers itself but also often undertakes a complete reconstruction or interior construction of the property it rents. Therefore, an archiving system was needed in which all construction-relevant information, building plans, contracts, correspondence, etc., could be stored.

Solution

After a detailed selection process, Deichmann chose Open Text. Two main components of the Open Text ECM Suite, namely Open Text Content Server and Open Text Archive Server, were implemented to the electronic building file for document management and archiving. At the same time, a project for email archiving began. Both projects were completed in just a few months, and it didn't take long for other departments to request content management support.

In February 2008, the implementation of the solution Open Text Accounts Payable for SAP® Solutions was started. In collaboration with Open Text Archive Server, SAP Business Workflows and SAP Finance Module, the complete procedure of invoice processing could be digitalized within only four months and automated in large part. A further key project was the introduction of the electronic personnel file. The employees were to be cleared of routine tasks such as document searching and storing, and at the same time, all legal requirements were to be fulfilled without huge effort. For these purposes, an existing solution, Open Text Content Server, was linked to the human resources management module of SAP.

Results

Today, all relevant information and documents are available in electronic form for the employees from the building department. Any incoming documents or correspondence are scanned and sent to the inbox of the Open Text Content Server. The workflow needed for this purpose was realized with SAP Business Workflow. Approximately 80 percent of all incoming information is stored in the archive at a later time. In addition, all emails from about 1,000 Lotus Notes users at Deichmann can be archived in an audit-proof form, ensuring compliance, and any invoice may be processed upon receipt and prepared for payment within a maximum of two days.

“Our approach to implement a company-wide infrastructure for content management from the outset, and then to expand and adjust it in accordance with the needs of each department proved to be a complete success.” — **Deichmann SE**



The National Institute of Allergy and Infectious Diseases' (NIAID) integrated solution delivers functional, technical, compliance, and cost requirements

The unique integration of Open Text Content Lifecycle Management with existing technology enhances collaboration across NIAID's widespread workforce

The National Institute of Allergy and Infectious Diseases (NIAID) was established 50 years ago and is the second largest NIH institute in terms of funding, a close second to the National Cancer Institute. NIAID focuses its research on infectious diseases like HIV/AIDS, flu, tuberculosis, and malaria, as well as tropical diseases and a number of other emerging and re-emerging infectious diseases.

Challenge

In 2007, NIAID's document and records management, storage, and collaboration issues came to a head when the Institute realized that most of its business processes were paper based and that it was experiencing exponential growth of electronic documents.

The challenges of managing these processes and growth were exacerbated by NIAID's reliance on shared network disk drives for document management. It was difficult for users to identify current versions of documents; there were no processes to remind users when updates were required

or had been made, backup times were growing, and safeguards to prevent the accidental deletion or overwriting of files were limited. With no version control, documents were mushrooming, and numerous duplicate documents were taking up valuable storage space. In addition, no enterprise search capability existed, making it impossible to search across shared drives in a meaningful way.

Solution

To integrate Open Text and NIAID's other applications, NIAID established a core ECM program management group to undertake the technical architecture and implementation. In keeping with its integration strategy of mainly configuring rather than customizing, the team was mostly comprised of product specialists supported by a limited number of engineers. Within the program, individual project teams liaised with business units across the organization as needed.

Results

NIAID's unique integration strategy paid off in terms of meeting its functional, technical, compliance, and cost-related requirements. Using Open Text ECM Suite, NIAID has built a solid foundation for future document, collaboration, and business process improvement activities. It is the framework in which NIAID will continue to build repeatable and reusable applications that can horizontally and vertically scale throughout the Institute.



Five Best Practices for Avoiding ECM Project Failure

Feedback from discussions with Gartner clients points to the complexities of implementing an overall enterprisewide content management strategy and solutions, as well as to the lack of experience in many organizations. Here we provide recommendations and best practices for project managers, planners and architects who have been newly tasked with leading or organizing an enterprise content management (ECM) initiative and are responsible for its success.

Key Findings

- ECM is about solving business problems and has a dramatic impact on the organization and its people.
- Executive sponsorship of ECM initiatives and program management, along with training and support of the people in the organization, are critical.
- Governance is necessary for defining policies and processes, and ensuring people manage content throughout its life cycle.

Recommendations

IT architects, planners and application managers should consider the following five recommendations to ensure they succeed with ECM:

- Gaining user buy-in is critical. Make sure upfront that business processes take into account users' wants and needs before any application is built or deployed. Consider usability from both a horizontal (basic file management) and specialized perspective.
- Before starting, agree on a project plan that defines the scope and addresses change management.
- Plan a phased implementation with an initial quick win.
- Get users to understand that maintenance and governance of the system will require their involvement — now and for the life of the system.
- Create a competency center as a focal point for content management technology and product evaluations, and as a vehicle for sharing knowledge and best practices.

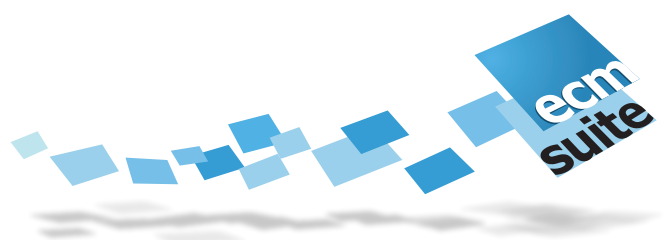
ANALYSIS

Based on interaction with Gartner clients and prospects, we estimate that up to a third of all ECM projects fail. Lack of user adoption is the primary reason for these failures. When

such projects are IT-driven, or even management-driven, the No. 1 mistake that clients make is to fail to take into account just how profound a change in users' work practices the content management system will make. They take shortcuts and often jump right into vendor selection. The feature and function overload that many of the ECM vendors propagate further confuses the issue and then the selection team gets bogged down in "a game of Trivial Pursuit," in which "must have" features cloud the larger issues of document and process discipline.

As everyone works with documents, there can be many stakeholders, all of whom want to weigh in with their requirements, but none of whom has either the authority or the budget to drive the decision forward. It is imperative to have an executive sponsor and a steering committee to drive the decision making. The executive sponsor ensures the ECM initiative receives the proper level of investment and that its importance is communicated throughout the organization. Gartner recommends having a senior business executive as the project sponsor because this will ensure a focus on the business impact and value of ECM. The executive steering committee serves as the overall decision maker and governing body for the project. Many of the benefits from ECM take a while to accrue because system adoption can be slow. After 12 to 18 months, when only a third of the users are putting only a third of their documents into the system and everyone is complaining, the project team does a postmortem to find out what went wrong.

An ECM initiative requires that information management leaders gather best practices from across the organization and seek best practices from outside. Planners and architects have to turn these best practices into methods and apply them across the enterprise on content projects. Having a solid business case for your ECM initiative, tying it to overall business objectives and having executive sponsorship help ensure a successful project. In addition, you must involve the business users in upfront planning, staffing, requirements gathering/specifications planning and acceptance testing. In many cases though, these are just the start.



Gartner recommends you consider the following five other best practices to help avoid ending up with a stalled ECM project rather than engaged users:

- Focus on the users.
- Determine your change management strategy.
- Conduct a proof of concept and/or pilot project.
- Create a content governance board and specific department-, process- or role-related positions.
- Establish an ECM competency center.

Focus on the Users

ECM is as much a management discipline as a tightly integrated software suite. Therefore, it is imperative that IT leaders and planners consider the cultural impacts of implementing content management technologies. With ECM, you are typically asking users to do something new and learn something new. If the chosen solution is too cumbersome, if it doesn't tie into familiar desktop applications they already use, or if it enforces radically different processes, users simply won't use it or they'll find ways to circumvent the process. Crucially, you are also asking for ongoing user involvement in information management: the creation of templates, taxonomies, policies and governance rules at the local level. Without staffing on an ongoing basis, information management will fail and thus content management will fail.

Consider usability when designing content applications and customizing interfaces. Focus on the experiences for the end users of your ECM solution. Think about the context in which users work — how application data, content and presentation logic relate to their roles. Can the interface be customized based on user roles? For example, does the application interface mimic how a claims examiner or property and casualty (P&C) insurance adjuster works? With Web content management (WCM) applications, you may have different audiences with which to maintain communication in accordance with the different domains — such as business-to-consumer (B2C), B2B and business-to-employee (B2E) — that will be affected by your solution. In particular, content-enabled vertical applications (CEVAs) need to adjust to the particular context in which a user works.

It is also important to understand that most organizations have multiple user constituents with differing requirements. Some users need only the basics, while others require more

advanced features and applications. For some, usability is reflected in horizontal requirements; for example, file share and e-mail folder replacement with light team support. Other users, typically a smaller set, have highly repetitive needs; for example, accounts receivable clerks and claims examiners. Consider your user population and strategize about what they will deploy horizontally (basic content services) rather than for specific teams.

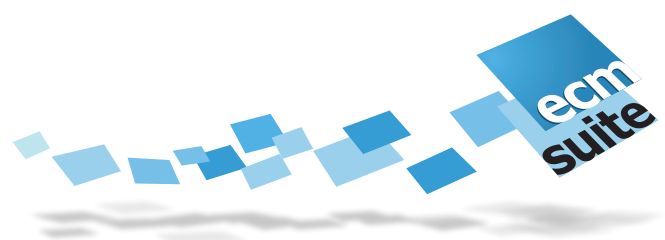
Above all, users want to know “What's in it for me?” Promoting user buy-in enables the ECM solution to be used in the most effective way. Follow these steps to ensure this:

- Adopt a strategy. There are a range of options, from the coercive (“We will put it in your objectives”) to the “cuddly” (“We will give you a hat and a T-shirt”). The middle ground works best.
- Create document templates and taxonomies.
- Define processes that reflect what users do.
- Migrate content from existing systems for them.
- Offer some kind of “clean up” service help and amnesty days from other work (“Today, we all get to clean up our files”).

Determine Your Strategy for Change Management

Plan how you will deal with changes brought about by an ECM initiative. As highlighted in “Case Study: Diversified Energy Company Powers Up With Records Management,” records management projects, which drive many ECM purchasing decisions, require good processes, enabling technologies and trained users. In this case, the company's project team created a change management process to implement the policies. Communications and employee training were essential and the implementation team ensured there was a strong organizational commitment to these aspects of the project.

Communicate and train staff. Hold regular and planned meetings with the respective stakeholders. Plan on having one or more “superusers” who champion the product, train fellow employees and are the “gurus” for simple questions. Forming communities of practice, deploying social software and expertise profiling and location tools, and leveraging social network analysis are ways to identify the people in your organization who can champion change.



Consider the culture of the workforce. Are employees digital natives accustomed to working in an online world and in team activities? Or are your workers more comfortable with manual systems and processes? Is your enterprise a top-down or bottom-up type of organization? Is your organization a “Type A” company willing to embrace change and experiment with the latest technologies? Gartner conducted a survey of attendees at its Portal, Content and Collaboration Summit in June 2009. Of the attendees who responded, 44% characterized their organization’s technology adoption profile as conservative, meaning it only adopts proven technologies. Another 34% considered their organization to be mainstream, adopting mature technologies with manageable risk. Only 22% considered their organization willing to adopt technologies that are relatively new and risky (aggressive). If the organization is one in which the culture is slow to change and needs managing, consider bringing in a consultant who specializes in change management before rolling out the ECM solution.

Conduct a Proof of Concept and/or Pilot Project

Once the vision and initial planning of your ECM solution have been locked down and your software vendor is selected, it’s time to ensure you have the road map in order regarding implementation. Consider a staged approach, implementing one set of functionality or one stage at a time to one user group — this way you can learn from doing only a portion of the implementation at a time. Mistakes that might be made visible to a small user group can be fixed before losing the confidence of the whole enterprise. Organizations may do a proof of concept to validate that the solution or application works as advertised. A proof of concept typically has a short duration (for example, a couple of weeks) and is less structured. The primary focus should be on the product’s usability and fit with your environment. Think of it as taking a new car for a test drive.

Gartner recommends conducting a pilot before rolling out ECM to the rest of the enterprise. A pilot should involve building out an actual application and simulating document volumes and peaks. It may not be the full set of planned capabilities, but should enable the organization to assess usability from an application standpoint. Select an appropriate application — one that has sufficient volume, is somewhat important and will have an impact on the organization. A pilot may last a month or more. When completed, the pilot serves as the foundation for the initial application deployment.

Create a Content Governance Board

An ECM initiative needs to extend content governance and best practices across the enterprise. Organizations must first establish good information governance around unstructured content — that is, content governance. Content governance requires organizations to establish: (1) accountability for bodies of content; and (2) effective ECM with operational support personnel who enable and enforce retention and review policies.

Publish policies and procedures. If basic document management and team collaboration tools, such as Microsoft SharePoint or Lotus Quickr, are to coexist along with a more process-focused ECM solution, putting in usage guidelines and governance policies will be imperative to ensure that users use the appropriate tools. IT departments should set a firm policy on the life of teamsites and documents within teamsites. Allowing the uncontrolled growth of collaborative tools such as SharePoint and SharePoint-stored content may result in compliance, storage and user issues. If users are not asked at the outset to be disciplined, trying to rein them in later will be difficult. Help users put governance policies in place to manage their own content.

Establish an ECM Competency Center

Establish a competency center for ECM and related technologies. A competency center brings together IT and business people with different areas of expertise, skills and experiences to collaborate on supporting the needs of an ECM project or application. Governance with regard to the role and use of the competency center is important to maximize its effectiveness. Use the competency center as the focal point for initial evaluation of content management products and technologies, sharing organizational knowledge on ECM, and framing future content management projects and applications. The ECM competency center can also serve as a help desk, assisting project teams to size up their project requirements with deployments, enterprise architects with designs for ECM systems, and business users with training and demonstrations. It may include an ECM “laboratory” to test use cases and demonstrate products to interested users. Staffing for an ECM competency center will vary depending on the size and scope of the project.

Gartner RAS Core Research Note G00169366, Karen M. Shegda, 1 July 2008



About Open Text

Open Text enables you to create value from content in a changing world.

That world is increasingly digital—and in a digital world, content is what matters. It's core to your organization. It's at the heart of virtually every process in every industry, from manufacturing to healthcare, from retail to government. And the amount of content created and consumed is exploding—doubling every 12 months. Unmanaged and uncontrolled, it has limited value. But with Open Text, content becomes a source of innovation, efficiency, and profit.

That's what drives our customers. They look to Open Text to help them:

- Empower people - bringing content to their fingertips so they can learn, decide, innovate, and act
- Foster agility - automating and streamlining business processes to make organizations leaner, more efficient, and more responsive to change
- Control the risk and cost of content - meeting the utmost scrutiny in accordance with legal, fiscal, and regulatory

At Open Text, we understand how vital content is to your organization's success. We've designed the Open Text ECM Suite as a set of modular and integrated components that enable you to remain flexible and responsive to business needs. We've built enduring relationships with other technology leaders like SAP, Microsoft, and Oracle so you can capture, synthesize, and manage new and evolving forms of content. We've invested two decades in research and development—and we continue to invest for our customers, developing products and solutions that help you derive value from content in undiscovered ways.

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