Develop A Content Management Strategy
by Craig Le Clair, October 2, 2012

KEY TAKEAWAYS

A CM Strategy Is Necessary To Meet Business Needs
Enterprise architects need a solid content management strategy to document their firms’ choices in a time of disruptive business and technical change.

A Successful ECM Strategy Incorporates Three Elements
While it’s possible to frame CM from an infrastructure/technology perspective, it is better to define a strategy to reflect your business context and tradeoffs. A successful ECM strategy assimilates three elements: 1) your organization’s business capabilities; 2) your unique workforce needs; and 3) the technology landscape.

EAs Must Look Forward
Enhanced expectations for information access due to mobile adoption have transformed the ECM landscape. Tomorrow’s ECM will take hold of the worldwide Internet with access to documents stored in various cloud and on-premises locations. Dealing with these emerging trends requires EA pros to focus not just on best practices but on next practices.
### WHY READ THIS REPORT

Enterprise architects (EAs) need a solid content management strategy to document their firms’ choices in a time of disruptive business and technical change. While it’s possible to frame content management from an infrastructure/technology perspective — many companies do just that — it is better to define a strategy to reflect your business context and tradeoffs. This document explains how to build an enterprise content management (ECM) strategy that assimilates three elements: 1) your organization’s business capabilities; 2) your unique workforce needs; and 3) the technology landscape. With this approach, your strategy will not be affected by the ever changing marketing of content management tools; instead, your strategy will reflect how your firm wants to support content-centric use cases to maximize profitability.

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Forrester developed this strategy from more than 30 advisory and workshop engagements and more than 500 ECM inquiries received over the last year. Forrester routinely is briefed by leaders in the ECM enterprise software market, including EMC, Hyland Software, IBM, Lexmark, Microsoft, and OpenText.

### Related Research Documents

- **The Forrester Wave™: Multichannel Capture, Q3 2012**
  August 15, 2012

- **Enterprise Content Management Emerges From An Economic Slump**
  February 15, 2012

- **The Forrester Wave™: Enterprise Content Management, Q4 2011**
  November 1, 2011
A SOLID ECM STRATEGY BALANCES TECHNICAL AND BUSINESS NEEDS

Business and technology leaders invest in content management initiatives for a variety of reasons, including to simplify its infrastructure, comply with regulatory requirements, and improve process efficiency (see Figure 1). When an organization’s current approach isn’t sustainable, the pressure for compliance and better efficiency stays with enterprise architects until they get it right. Sometimes, this can take a long time, particularly if the project team looks at the problem through a technology lens.

**Figure 1** Top Drivers For ECM Strategy Initiatives

<table>
<thead>
<tr>
<th>Company profile</th>
<th>Primary drivers</th>
<th>Top recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Midsize engineering firm</td>
<td>Determine the best vendor for integration with ERP and fit within the engineering management firm.</td>
<td>• Niche ECM product and SharePoint back the integration with required enterprise app and poor support for Lotus Email. • Evaluate OpenText and IBM P8. • SharePoint should be an option for collaboration but not for full ECM needs.</td>
</tr>
<tr>
<td>Federal agency</td>
<td>Too many repositories with inconsistent archive, storage, and disposition procedures</td>
<td>• Move to segmented shared service approach. • Look to standardize on Documentum Suite but upgrade to Version 6.</td>
</tr>
<tr>
<td>Oil and gas exploration</td>
<td>90% of unstructured information on shared drives. Inability to find information. Information handling quality dependent on manual behavior. Lack of categorized content; keyword search is the only information retrieval method.</td>
<td>• Use segment approach to support all business areas and processes. • Develop information classification and retrieval processes with business-relevant metadata and hierarchies.</td>
</tr>
</tbody>
</table>

Reducing Infrastructure Chaos Usually Ranks As The Primary Goal for ECM

Most enterprises source ECM technology from large vendors such as Microsoft, IBM, EMC, and OpenText. And overall adoption is increasing: 71% of those recently surveyed indicated that their firms will invest in ECM initiatives in 2012, a steady figure since 2010 signifying consistent demand for ECM initiatives and confirming the need to control and manage a growing content base. In fact, 46% of ECM decision-makers say that proliferation of file shares and SharePoint is the biggest challenge facing their organization.¹ In addition, enterprises have way too many ECM solutions. For example, one large pharmacy has 29 ECM solutions; at the same time, it is considering a cloud-based ECM system to support new drug certifications that interacts with R&D partnerships and labs in other time zones — so even more chaos is likely. An ever increasing number of enterprises now try to:

- **Rein in out-of-control ECM costs.** Enterprises feel locked in to their ECM providers and are trying hard to reduce the number of systems and license costs spread across the organization. Enterprises are placing more value on the management of unstructured content, but this value still pales in comparison with what is routinely spent in the structured world.
For years, we’ve interviewed EA and information management professionals, senior IT professionals, and content professionals about ECM. We have also interviewed document-processing services providers and leading consulting companies to uncover successful ECM strategies. The three hard-won best practices that surfaced during our interviews are:

- **Take a business context view as opposed to a technology perspective.** Too often, strategy efforts start with issues around vendor tools, such as whether to deploy this one or convert to that one; the discussion has little to do with how content gets used by businesspeople and within business processes, many of which may be quite complex. Keeping how content is used within the business process front and center is the first and most frequently observed attribute of successful ECM planning.
■ **Use the contextual view to segment your content use cases.** The days, if they ever existed, of having one ECM solution meet all needs are long gone. Today, enterprises have deployed many solutions that support their wide-ranging needs — from web content management (WCM) and digital asset management to the capture of inbound electronic forms, email archiving, and eDiscovery. And, of course, SharePoint is spreading deeper and wider into the organization, driven by the business looking for quick solutions and higher productivity. Segmenting your ECM needs by how content is used will not get you to one infrastructure solution, but it will provide much better clarity, strategic focus, and the ability to align the organization for governance.

■ **Create segment-based ECM services.** Identifying gaps and developing a road map allows IT and lines of business to work together to define ECM service packages for each segment identified. Services defined for a segment align technology to multiple lines of business. This allows the lines of business to make better use of limited IT resources and moves IT from a reactive to a proactive support attitude. EAs can form governance based on a service segmentation to create cross-group synergy and take a process focus rather than a technology one. As if ECM were not complicated enough, an ECM strategy now incorporates several adjacent technologies, such as e-signature solutions, document output for customer communications management, electronic forms, and social media.

**BEST PRACTICE: TAKE A BUSINESS CONTEXT VIEW INSTEAD OF A TECH VIEW**

Tangible needs — such as IT cost reduction, system and server consolidation, and keeping the enterprise out of hot water due to the mismanagement of content — drive most strategies. The missing piece and root cause of most ECM woes is a lack of understanding of business context — how people and business processes consume, modify, process, and output content. When IT organizations force technology upon businesspeople without much knowledge of how the technology can benefit them, businesspeople often refuse to use it. Enterprise architects and content professionals have found out the hard way that implementing ECM changes the way people work. For example, a new ECM system may force users to take additional steps to manage or access their emails. As a result, businesspeople constantly come up with workarounds that help them avoid using ECM systems altogether. To address this real need, EAs should:

■ **Understand the business context.** This starts with documenting how businesspeople and business processes create, consume, and use content. This use can focus on the tangible — such as the cost savings from improving new account openings in retail financial services by infusing content into the business process. But numerous intangibles can also define business context — such as the soft benefits associated with helping people more quickly find documents as part of a task or activity or improving how people collaborate on a document.
- **Understand how better use of content within context will improve business objectives.** People in operational roles understand what makes a particular line of business, department, or function tick. With that knowledge also comes a good understanding of how better use of content can help the organization achieve its objectives. For example, according to an IT director at a consumer packaged goods company, a line-of-business VP understood the importance of content, but the directors in marketing operations supporting different brands knew exactly how the use of content would affect specific business objectives.

- **Use questions that get to context for categorization purposes — not requirements.** Here’s the challenge: How can you determine the business context for all of the unstructured information within your organization and not drown in a protracted requirements definition cycle? To address this problem, we developed a list of questions based on our interviews and worked with dozens of enterprises and systems integrators to help build better ECM strategies based on business context (see Figure 2). Use these questions and develop the right approach — based on your timeline — to gather the information to redefine your ECM strategies.
### Figure 2 Questions To Help Understand Business Context

<table>
<thead>
<tr>
<th>Business orientation</th>
<th>What are the business unit’s (function, department, line of business) primary business objectives for the coming year? The next three years?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>What roles are within the business unit?</td>
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<tr>
<td></td>
<td>What are the primary business objectives of each role within the business unit?</td>
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<tr>
<td></td>
<td>Does the role primarily interact with and support other internal constituents? Or does the role primarily interact with and support external parties (customers)?</td>
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<tr>
<td></td>
<td>How is content used in these internal and external interactions? To make decisions? Share ideas? Drive task/project completion? Execute processes? Influence people's behaviors?</td>
</tr>
<tr>
<td>Work style</td>
<td>What's the role's work style? More ad hoc or process-oriented? If process-oriented, what business processes does the role participate in?</td>
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<tr>
<td></td>
<td>Are there one or more structured workflows, processes, or timelines that influence the work activity?</td>
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<td></td>
<td>To what extent can work only be completed if the content's available?</td>
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<td></td>
<td>What metrics does the role commonly use to measure and monitor aspects of its job?</td>
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<tr>
<td></td>
<td>What is the average person's technology aptitude in this role? Are they tech natives?</td>
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<tr>
<td></td>
<td>What technology (line-of-business systems, email, calendaring, and collaboration tools) does this role use now to get the job done?</td>
</tr>
<tr>
<td>Content orientation</td>
<td>What type of content is used by the role (e.g., business types such as contracts, collateral, deals, business cases, financial models, engineering documents, etc.)?</td>
</tr>
<tr>
<td></td>
<td>To what extent, right now, does the lack of ability to manage or use content impact the role's primary business objectives?</td>
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<tr>
<td></td>
<td>How should these types of content be consumed by the role? As a research activity? Just-in-time? Guided? Proactively delivered?</td>
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<tr>
<td></td>
<td>Is the role a net consumer or creator of content?</td>
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<tr>
<td></td>
<td>What type of content is created by the role?</td>
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<td></td>
<td>What issues are expressed by those responsible for creating the content?</td>
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<td></td>
<td>What tools are used to create content?</td>
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<tr>
<td>Content volume</td>
<td>What's the estimated volume of content sent to other employees or business groups within the organization?</td>
</tr>
<tr>
<td></td>
<td>What's the estimated volume of content sent outside the organization to customers and/or partners?</td>
</tr>
<tr>
<td></td>
<td>What's the volume of inbound content (emails, papers, facsimiles, office documents, etc.) received by the role?</td>
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<tr>
<td>Content process characteristics</td>
<td>How is content approved?</td>
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<tr>
<td></td>
<td>What's the life cycle for the different types of content?</td>
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<td></td>
<td>How should changes to content be tracked and audited?</td>
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<tr>
<td></td>
<td>Is there a need to define and enforce policies around how the content is used?</td>
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<tr>
<td></td>
<td>What are the legal requirements and risk mitigation concerns?</td>
</tr>
<tr>
<td>Environment</td>
<td>Is there a need to localize for language, laws, or other location-specific issues?</td>
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<tr>
<td></td>
<td>Where does the role work? Remote? Office? Home?</td>
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<tr>
<td></td>
<td>What legacy content needs to be considered?</td>
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<tr>
<td></td>
<td>Are there special security needs? Accessibility needs?</td>
</tr>
</tbody>
</table>

Source: Forrester Research, Inc.
Pitfalls To Avoid: IT Teams Failing To Understand The Business Context

Forrester answers numerous inquiries each year from EA professionals trying to understand how the business uses content. For the majority of those we spoke with, understanding the business context takes a back seat because ECM project teams often fail to:

- **Find the right audience to ask.** Most EAs claimed that although they interacted with business peers to develop their ECM strategies, they most likely interacted with the wrong people. Department heads, line-of-business VPs, and C-level executives often make the interview shortlists, but individuals in these roles do not always have the insight, input, or time needed to help ECM teams understand how the business uses content.

- **Know which questions to ask.** “Even when we were talking with the right person, we were never comfortable that we were asking the right questions,” said an IT program manager for a North American manufacturer. The questions most often focused on which types of content businesspeople managed and what their pains were in managing this content. Few project teams asked questions related to how businesspeople use content in their day-to-day tasks.

- **Possess interview skills or the ability to analyze findings.** One CIO for a UK-based consumer packaged goods company stated that his ECM team members likely didn’t have the skill set needed to analyze what they discovered in business interviews. He noted, “I’m afraid we’ll just focus on basic needs and not the finer points.” Others said that part of their reasoning for using outside professional services was to complement their IT teams’ interview and analysis skills. To accommodate for this risk, Forrester recommends picking the right techniques to elicit business needs in light of your need for accuracy and turnaround time (see Figure 3).
**Figure 3** Choose The Right Techniques For The Accuracy And Turnaround Time You Need

<table>
<thead>
<tr>
<th>Techniques:</th>
<th>Traditional needs assessment techniques</th>
<th>Quantitative technique</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT interviews</td>
<td>Business interviews</td>
<td>Employee focus groups</td>
</tr>
<tr>
<td>• Key stakeholders</td>
<td>• Managers and employees</td>
<td>• Identify likely segments.</td>
</tr>
<tr>
<td>• Business liaison staff</td>
<td>• Include enthusiasts and laggards.</td>
<td>• Find representative employees and managers.</td>
</tr>
<tr>
<td>Best for:</td>
<td>Quick assessments</td>
<td>Quick assessments</td>
</tr>
<tr>
<td>• Tough political situations</td>
<td>• Key issue identification</td>
<td>• Turning segments into personas</td>
</tr>
<tr>
<td>What it misses:</td>
<td>A business or workforce point of view</td>
<td>Details on each group, scenario, and employee type</td>
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</tr>
</tbody>
</table>

**More fact-based, less opinion-based**  
**Lower cost, faster turnaround**

**BEST PRACTICE: USE BUSINESS CONTEXT TO SEGMENT CONTENT USE CASES**

While the content needs of different roles, lines of business, and functions may vary, they are not all unique. Analyzing collected information for similarities across roles, for example, in terms of business capabilities, will help ECM teams develop a model that places different roles in the enterprise into segments that share common characteristics. The more diverse an organization’s roles, lines of business, and functions are, the greater the number of segments they may identify (see Figure 4). The best projects create content segments to provide a divide-and-conquer approach and allow an incremental road map to emerge. Segments will differ based on industry and organizational maturity, but typical segments include:
A transactional or operational segment that manages content for core business processes. This segment supports content usage for business processes that tend to be structured, with predictable, high-volume tasks that use transactional content and have a strong need to integrate with other systems and processes. In one retail banking enterprise, the primary target for this segment was high-volume and lower-value retail transactions.

A corporate services segment to capture lighter ECM tools and requirements. This segment captures the needs of departments that exist across all business units. These departments typically include HR, accounting and finance, and contract management. These departments are classified as a separate segment because a more departmental-class content/EAM solution can often meet their needs. In addition, the business case for standardizing platforms across these shared business services is strong.

An outreach segment that organizes persuasive content applications. This segment supports business processes that have an external — outside-facing — business orientation. They involve creators and net exporters of content and often require creative support. This segment creates and distributes persuasive content used in marketing, promotions, and campaigns through print and interactive channels.

An iWorker segment that supports business content. Getting people to stop managing content in email or on the dreaded network drive pushes many organizations to seek the Holy Grail of ECM — a low-cost, lightweight technology that they can deploy to large groups of people. An iWorker segment looks to satisfy the lowest common denominator of needs — such as version control, check-in/checkout, workflow, and retention management — without much regard to how different groups vary in their use and management of content.

An advisory segment that is collaborative and leverages internal and external research. High levels of intuitive and tacit interaction depend on email and personal productivity apps like Microsoft Word and Excel, as well as advanced decision-support tools like business intelligence (BI). One large retail bank created an ECM strategy to support processes such as mergers and acquisitions, underwriting, trade services, and small business private banking relationships. While primarily focused on the wholesale banking line of business, several other departments, including private, corporate, and investment banking, were expected to deploy aspects of the advisory services segment.

A foundational segment that cuts across other segments. The foundational segment generally includes ECM capabilities that provide a strong foundation for compliance, such as a centrally developed records management policy and technology. This segment, for example, may include a corporate approach for message, report, and image archive. E-signature solutions, which cut across internal and external business processes, often become part of the foundational segment.
Figure 4 Typical Business Capability Groupings For ECM In Financial Services

- **Transactional**
  - Customer onboarding
  - Account opening (retail, HNW, SME, corporate)
  - Account servicing
  - Retail lending
  - Business lending
  - Payment
  - Trade services
  - Clearing

- **Outreach**
  - Advisory documentation
  - Client reporting (statements)
  - Website management
  - Marketing and intelligence
  - Corporate communications
  - Community and social

- **Corporate**
  - HR (onboarding)
  - Invoice processing
  - Facilities and managed print services
  - Contract management

- **Research and advisory**
  - M&A and deal room
  - Trade services
  - Regulatory reporting
  - Risk management
  - Underwriting

**Foundational components**
- Records management, message archiving, eDiscovery, e-signature

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**Pitfalls To Avoid: Failing To Enlist Stakeholders In ECM Segment Definition**
Segmentation, or identifying use cases, requires strong input from the business. In addition, the major challenge of the segmentation approach is the failure to align core business processes with each segment and to validate the complete list with the business stakeholders.

**BEST PRACTICE: MAP TECHNOLOGY TO BUSINESS CAPABILITIES**
After completing the segmentation exercise, ECM teams can more confidently identify, from the superset of the transactional, business, and persuasive ECM technologies in the market, which most appropriately helps address each segment's business capabilities (see Figure 5). Mapping technology and service-to-business capabilities is the first step to ECM shared services. EA pros can align specific ECM technologies with business capabilities that allow governance, service-level management, and focus. The service packages help identify which existing solutions should be brought forward, which tools should be phased out, and which new tools need to be acquired — and form the basis of an enterprise strategy road map. Shared ECM services allow:
Multiple lines of business to share ECM service capabilities. IT and lines of business work together to define the ECM service for a segment. As ECM services are deployed, lines of business can make better use of limited IT resources. Plus, governance can be formed based on segmented and standardized offerings to create cross-group synergy and take a process focus rather than a technology focus.

Enterprises to look beyond traditional ECM technologies. This step helps EA pros look beyond core ECM technologies — such as document imaging, document management, WCM, records management, and content archiving — and take into consideration other technologies that help address business context, such as collaboration, enterprise search, predictive analytics, and BI.

Information architecture and taxonomies to be better categorized. After compliance and costs, EA professionals we speak with cite the ability to find information when needed as the leading driver of their ECM strategy initiatives. Most organizations reach a low level of maturity in terms of information architecture.13 Segmentation can help improve information architecture by focusing efforts on a particular segment. As an example, for any given segment, EA pros can study and document information types, key attributes, and what is needed for improved search.
ECM Is Becoming Even More Complicated

When asked to look out three years and answer how great a change they expect in various parts of their architecture, 31% of EAs expected either a “complete replacement” or “major or pervasive change” to their content platforms. As if ECM alone was not complicated enough, several new solutions are now being incorporated into ECM strategies, and these require a rigorous adherence to Forrester’s best and next practices (see Figure 6). Electronic signature usage is on the rise, helping enterprises streamline customer onboarding processes, save costs, and improve transaction security. Document output for customer communication management is becoming more critical to solve multichannel output problems, and dynamic case management is also part of the emerging ECM story. And, finally, enterprise content integration to help consolidate and federate ECM infrastructures should not be overlooked. Other technologies frequently used in conjunction with the core ECM system include:

- **Dynamic case management.** Case management automates new business process tasks — from collecting data to creating, sharing, and tracking information as work moves from the customer through account support staff, production staff, and transaction systems. Passing information among front- and back-office systems with EAM can significantly increase the speed-to-revenue. Dynamic case management’s particular strengths lie in automating work that has high variability and low predictability, and that requires a significant amount of flexibility.

- **Document output for customer communications management.** ECM tools like document output for customer communication management can assemble the correct form set, automate requests for supporting documentation, create the correct forms and supporting documents, and provide a single point of entry to reduce paper handling. The system can generate customized cover letters using the latest template-based authoring approach to drag and drop personalized content into a cover letter template with the appropriate compliance language.

- **Enterprise content integration.** Transforming business processes depends on access to information from an increasing number of systems, with a wider range of formats, and in greater volume. Organizations should use content integration software, frameworks, and strategies — enterprise content integration (ECI) — to consolidate archives, federate access, and/or synchronize content. ECI is becoming a growing part of an ECM strategy. One large credit card processor needed to convert to just two systems from more than 20 as a first step before addressing new ECM initiatives.

- **File sharing and collaboration solutions.** Emerging solutions like Egnyte, Dropbox, and SugarSync work with files both on and offline between multiple computers, mobile devices, and cloud applications like Google Docs and salesforce.com. The key to their success is that they oversee documents without having to put them under specific control (i.e., in a managed repository). And users don’t have to think about anything in advance.
Enterprise social platforms. Enterprise social platforms are a much discussed area today and serve goals (like innovation, collaboration, and workforce productivity) that few can argue with. Yet real productivity has to connect to core business processes, and enterprise social has yet to do that. When this occurs, content artifacts (e.g., activity streams) will become important content that must be managed.

**Figure 6 ECM Strategy Best And Next Practices**

<table>
<thead>
<tr>
<th>Best practices</th>
<th>Next practices</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Take a “context” view as opposed to a technology perspective.</td>
<td>• Focus less on technology and more on people, process, and change.</td>
</tr>
<tr>
<td>• Use the contextual view to segment your content use cases.</td>
<td>• Include dynamic case management in strategy development.</td>
</tr>
<tr>
<td>• Create comprehensive ECM service packages: Identify gaps and road map.</td>
<td>• Don’t let imaging and compliance dominate the conversation.</td>
</tr>
<tr>
<td>• Align governance with ECM shared service segments.</td>
<td>• Take a greater role in mobilizing the enterprise.</td>
</tr>
<tr>
<td>• Focus less on technology and more on people, process, and change.</td>
<td>• Incorporate emerging workplace technologies into ECM strategy.</td>
</tr>
</tbody>
</table>

**Recommendations**

**FORRESTER’S ECM STRATEGY NEXT PRACTICES**

Enhanced expectations for information access due to mobile adoption have transformed the ECM landscape. Today’s document management assumes a private corporate network with a controlled repository. Tomorrow, it will take hold of the worldwide Internet with access to documents stored in various cloud and on-premises locations. But stronger and better management may be on the way as semantic search, metadata extraction, auto classification, dynamic learning from forms, and analytics promise to help solve historic adoption problems and move to transparent management of content. Dealing with these emerging trends requires EA pros to focus not just on best practices but also on next practices that:

- **Concentrate less on technology and more on people, process, and change.** Culture and politics top the list of barriers to successful ECM strategy programs. A next practice for IT professionals is to spend less time with technology and more with the people they serve. Further, with core ECM technologies like content management, search and collaboration, and enterprise content integration quickly reaching maturity, making these various tools work together will require less time and investment.

- **Include dynamic case management in strategy development.** Interest in case management will climb rapidly throughout 2012. Business drivers include: 1) an increased need to manage the costs and risks of servicing customer requests, like loans, claims, and benefits; 2)
a greater emphasis on automating and tracking inconsistent “incidents” that do not follow a well-defined process; 3) new pressure on government agencies to respond to a higher number of citizen requests; 4) new demands that regulators, auditors, and litigants place on businesses to respond to external regulations; and 5) the increased use of collaboration and social media to support unstructured business processes. The convergence of EAM, ECM, business analytics, and event processing will require ECM strategy efforts to include these platforms to support content segments in the enterprise.

- **Don’t let imaging and compliance dominate the conversation.** In the past two years, the 20-plus ECM strategy initiatives that we’ve been involved in center on legacy platform issues, such as upgrading or replacing Documentum or FileNet, converting to SharePoint, consolidating systems, refreshing capture subsystems, embracing holistic records management, and renewing or replacing a capture system. This is understandable given the large investments that these solutions require and the importance of transactional content. Yet, increasingly, these requirements form only part of the story. Future initiatives will soon be driven by data quality, unified communications, email/IM/webconferencing, smartphone applications, and text and predictive analytics. Next practices will focus more on these emerging areas, which will drive the next iteration of productivity and innovation.

- **Take a greater role in mobilizing the enterprise.** An increasing number of EA pros are involved in mobile strategies, and we expect that to continue. Our data shows that interest in smartphone support among information workers will soon require access to ECM repositories and related workflow apps. As these devices achieve greater acceptance among IT departments, information workers will also demand access to all of the information and collaboration tools with which they’ve grown familiar within the enterprise, like intranets, knowledge repositories, search tools, and emerging file sharing and collaboration tools.

- **Incorporate emerging information workplace technologies into ECM strategies.** With continued adoption of consumer tools and services like social technologies and video, Forrester expects that EA professionals will increasingly adapt consumer-born innovations to enterprise use cases. ECM strategies should include tools for business that will continue to drive productivity for their enterprises.

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**SUPPLEMENTAL MATERIAL**

**Methodology**

Over the past two years, Forrester has contributed to 30-plus ECM strategy projects, working with business process, content and collaboration, and enterprise architecture professionals and senior IT professionals, including the Canadian provincial government; one of the top three French
banks; a US-based major credit card processor; a regional utility company; three midsize insurance companies; a US defense contractor; and several major US federal agencies. We have also fielded more than 500 inquiries on ECM strategy during this period. In addition, we interviewed nine vendors specializing in ECM, EAM, e-forms, systems integration, strategy consulting, dynamic case management, and document-processing services.

**Companies Interviewed For This Document**

Adobe Systems  
DocuSign  
EMC  
Hyland Software  
IBM

**ENDNOTES**

1 Forrester surveyed 252 content and collaboration (C&C) professionals with decision-making roles in enterprise content management (ECM) about their plans for the coming year. Their organizations will continue a steady investment in ECM, emphasizing employee enablement through content sharing and search. Yet product satisfaction and return on investment (ROI) remain obstacles to cementing ECM's role as a corporate necessity. However, the mobile and cloud frontier provide possible impacts to the top and bottom line. Source: Forrester's October 2011 Global Enterprise Content Management Online Survey.

2 Despite Microsoft's best attempts to position the SharePoint platform for content and collaboration, many people still see it as a business process management platform. The process management features of SharePoint 2010 are better than MOSS 2007, but they're more limited than most modern BPM suites. See the March 31, 2010, “SharePoint And BPM — Finding The Sweet Spot” report.

3 Demands to meet regulatory requirements and to ease eDiscovery burdens are driving 2010 message archiving adoption. Effective message archiving programs can go a long way in achieving IT operational objectives, like lowering storage costs and mitigating legal risk associated with eDiscovery. Yet stakeholders report customer satisfaction concerns and significant gaps in current solutions. To succeed with message archiving, information knowledge and management professionals will need to navigate complex eDiscovery requirements, internal organizational demands, changing solution models, and other key considerations. See the March 17, 2010, “Regulatory And eDiscovery Demands Drive A Growing Message Archiving Market” report.

4 Source: Forrester Research And ARMA International Records Management Online Survey, Q3 2011.

5 The next phase of compliance that affects ECM is the movement to more “transparency” in operations and business processes. See the August 28, 2009, “Transparency Is The Next Step In Compliance . . . Bring On Enterprise Content Management” report.

6 Increasing regulatory requirements and onerous eDiscovery burdens are forcing enterprises to design strategies to mitigate legal risk. Well-crafted records management (RM) programs help enterprises meet regulatory requirements, cut litigation costs, and achieve IT and broader information governance goals. Recognizing these opportunities, more than half of RM stakeholders expect to ramp up deployments in
2012. Yet building or expanding RM programs proves problematic for many enterprises. Records managers report that they continue to grapple with complexity, cost, low user adoption, and integration shortcomings while struggling to achieve strategic standing within their enterprise. Information risk management (IRM) professionals must overcome these obstacles to keep their organizations out of legal hot water. See the September 13, 2011, “Records Management: Market Trends And Enterprise Expectations” report.

Electronic signature usage is on the rise and can help enterprises streamline customer onboarding processes, save costs, and improve transaction security. Document output for customer communication management is becoming more critical to solve multichannel output problems; EAM and particularly dynamic case management are also part of the emerging ECM strategy. And finally, enterprise content integration helps consolidate and federate ECM infrastructures and should not be overlooked.

Defining and executing an enterprise content management (ECM) strategy can be frustrating. Tangible needs, such as IT cost reduction, system and server consolidation, and keeping the enterprise out of hot water from the mismanagement of content, drive most strategies. Yet information and knowledge managers often describe their ECM initiatives as too costly, poorly adopted, or just unused. The missing piece and root cause of most ECM woes is a lack of understanding of business context — how people and business processes use content. See the December 27, 2007, “Business Context: A Better Way To Define An ECM Strategy” report.

Business capabilities are a way to look at processes that support multiple departments and functions within an enterprise. See the September 23, 2010, “Establish Business Capabilities As The Foundation Of Your Technology Strategy” report.

The technology landscape for ECM cannot simply be looked at as the collection of document management, imaging, web content management, digital asset management, content archiving, and records management. Instead, a superset of technologies can be looked at to address an enterprise’s transactional, business, and persuasive content needs. See the November 1, 2011, “The Forrester Wave™: Enterprise Content Management, Q4 2011” report.

Persuasive content technologies deliver content that supports multichannel marketing, lead generation, and customer self-service. Examples of persuasive ECM include web content management, digital asset management, and document output for customer communications management. See the November 1, 2011, “The Forrester Wave™: Enterprise Content Management, Q4 2011” report.

Organizations continue to grapple with an explosion of unstructured content. In addition to the sheer amount of content, the types of content are becoming increasingly diverse and include: documents, scanned images, web content, rich media, email, corporate records, blogs, wikis, e-forms, audio, and video. Each content type comes with its own editing and workflow requirements, and often regulatory and compliance pressures, making managing content that much more complicated and expensive. At the same time, information workers still demand simple and easy-to-use content management tools. See the November 1, 2011, “The Forrester Wave™: Enterprise Content Management, Q4 2011” report.

Business cases to fund information management capabilities traditionally characterize information problems in ways that elicit little more than yawns from business executives. Data redundancy and
information that can't be easily searched sound like issues that IT should solve. What compels business
subject matter experts (SMEs) to engage with information architects? Yet many enterprises lack a
framework to ensure business alignment with their information management (IM) strategies. Yet sound
strategy is critical for prioritizing IM investments. See the July 20, 2012, “Treat Information As A Strategy
Asset” report.

14 When asked this same question in 2010, 37% expected either a “complete replacement” or “major or
pervasive change” to their content platforms as opposed to 31% in 2011. Source: September 2011 Global
State Of Enterprise Architecture Online Survey.

15 E-signature transaction volumes continue to increase as firms see the value of eliminating paper in
transactional business processes and as e-signature vendor solutions mature. See the November 16, 2011,
“Customer Experience Drives E-Signature Adoption” report.

16 Forrester developed an overview of enterprise content integration issues and top use cases. See the October

17 Forrester recently reviewed EAM suite products and used criteria that compared vendors in terms of
Suites, Q3 2010” report.

18 Forrester recently reviewed DCM platforms. See the January 31, 2011, “The Forrester Wave™: Dynamic
Case Management, Q1 2011” report.

19 DOCCM is emerging as an important technology to meet the needs of customers who expect
communication to be fast and in their channel of preference. See the September 14, 2011, “The Forrester
Wave™: Document Output For Customer Communications Management, Q3 2011” report.

20 Enterprise content integration is becoming an integral part of ECM strategy as enterprises try to
consolidate, federate, and migrate repositories in order to gain better control of content and prepare for
increasing volumes and content types. See the October 7, 2010, “Take A Process View Toward Enterprise
Content Integration” report.

21 Groundswell technologies — social, mobile, video, and cloud — put tremendous power in the hands of
customers. Only empowered employees can respond at the speed of empowered customers — and they’re
often information workers outside of IT. See the June 18, 2010, “The HERO Index: Finding Empowered
Employees” report.

22 Putting senior managers in place to lead content and collaboration initiatives for their organizations is a
growing imperative. Our ongoing work with Forrester clients indicates that the skills mix required to deliver
and scale up enterprisewide workplace solutions, like enterprise social tools, infrastructure for engaging
web experiences, and content management, is changing. Raw technology skills are of lesser importance than
they once were. Now the ability to influence stakeholders across IT, legal, communications, marketing, and
HR is of utmost importance. See the November 3, 2010, “A Snapshot Of Today’s Content And Collaboration
Professional” report.

23 We define dynamic case management as a highly structured but also collaborative, dynamic, and
information-intensive process that is driven by outside events and requires incremental and progressive responses from the business domain handling the case. Examples of case folders include a patient record, a lawsuit, an insurance claim, or a contract, and the case folder would include all the documents, data, collaboration artifacts, policies, rules, analytics, and other information needed to process and manage the case. See the December 28, 2009, “Dynamic Case Management — An Old Idea Catches New Fire” report.

24 If you think capture and imaging is old technology, you’re correct; it has been around for more than 20 years. But there are still a lot of paper-based processes out there, and Forrester clients still spend significant dollars on systems to support them. More importantly, capture extends beyond paper to email with PDFs, allowing for new inputs through mobile devices to handle increased volume from office and point-of-service locations. During the next five years, capture platforms will incorporate advanced analytics, mobile solutions, business process management (BPM) and case management, and stronger integration with enterprise production platforms. See the August 15, 2012, “The Forrester Wave™: Multichannel Capture, Q3 2012” report.

25 Putting senior managers in place to lead content and collaboration initiatives for their organizations is a growing imperative. Our ongoing work with Forrester clients indicates that the skills mix required to deliver and scale up enterprisewide workplace solutions, like enterprise social tools, infrastructure for engaging web experiences, and content management, is changing. Raw technology skills are of lesser importance than they once were. Now the ability to influence stakeholders across IT, legal, communications, marketing, and HR is of utmost importance. See the November 3, 2010, “A Snapshot Of Today’s Content And Collaboration Professional” report.

26 The staggering rate of mobile device adoption today gives content and collaboration (C&C) professionals a good reason to plan ahead for offering mobile access to enterprise content. Demand for the devices today likely means demand for access to enterprise content tomorrow. C&C pros must frame mobile strategies around business, transactional, and persuasive content. While a few enterprise content management (ECM) and third-party vendors have developed mobile support, options remain immature, leaving many firms to develop customized applications for mobile ECM. C&C pros will face several challenges when mobilizing enterprise content strategies: addressing fragmented mobile device support, tailoring content delivery to device form factors, and navigating ECM. See the November 17, 2010, “Mobilize Your ECM Strategy” report.
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