aiim® by AIIM President - John Mancini

About this eBook

My thanks to all the guest bloggers who contributed their work to this e-book.

The intention of this e-book and the other e-books in the series is NOT to provide a set of detailed technical requirements for how to create a strategy for managing information. There are other places for that — the AIIM web site and AIIM training and AIIM webinars and seminars are good places to start.

Rather, the purpose is to increase awareness across a broad cross-section of organizations and industries about the kinds of issues you need to think about when you begin to adopt a more strategic approach to managing information.

So the purpose of this series is *educational* and *evangelical* rather than technical.

You are free to share the link to anyone to download the book — and we encourage you to do so.

Links to this free e-book (http://www.aiim.org/8things) may be copied, distributed, reposted, reprinted and shared.

Table of Contents

8 Ways to Enhance Knowledge Worker Productivity

Paul Walsh, Chief Product Officer of Knowledge Worker Applications for Global Graphics, (NYSE- Euronext GLOG) is a leading developer of e-document and printing software. Drawing on a pedigree in PDF, XPS and other document formats, the aim with Global Graphics' gDoc™ product range is to provide a cost-effective mid-point between expensive, over-complex solutions and free but feature-limited PDF conversion tools.

Paul's role is defining and bringing to market innovative knowledge worker software applications. These are personal productivity tools for home office and corporate users. They sit above the content repository of a document or content management system, where these exist, and provide useful specific document manipulation functionality. As these are end-user applications, simplicity of use and the HCI experience is of paramount importance.

How much time does you or your organization waste each week assembling and compiling information?

Here are eight ways that eDocument applications can enhance knowledge worker productivity.

It is now common knowledge that information overload is a major source of stress to individual knowledge workers and a major cost to their companies and the overall economy. At the latest estimate, the cost to the US economy is $960 billion in salaries alone which corresponds to a cost of $7 million per year for companies with 500 knowledge workers.

Some of the images offered by organizations such as IDC and AIIM to illustrate the sheer amount of information are highly graphic – the amount of paper received being equal in weight to all a company's employees put together conjures up a wonderful scene to re-enact in the parking lot. Or, the fact that year's worth of information is equivalent to 12 stacks of books stretching from the Earth to the Sun. Or, that in 2010 the online digital data we produce will be 16 million times more than every book ever written.

How can we apply some Lean principles to reduce waste and restore satisfaction in knowledge worker productivity?

Here are eight ways that can help:

1 — Provide a Tool to Enable Gathering Multiple Pieces of Information Into One Source File.

Just imagine the time you would save if your eDocument application allowed you to combine pages from your Excel, Word and PowerPoint documents in one file with a simple drag and drop and converted them to PDF automatically for you. What if you could also keep a useful record of web pages you visit and find useful by virtually printing the web page using an eDocument application print driver to either a PDF or XPS file. Better than bookmarking a URL that might not be there next time you visit.

2 — Confirm at a Glance You Have the Information You Need.

An eDocument application should allow you to view multiple documents at the same time in one viewing pane. The time saved in opening multiple applications soon adds up to your benefit.

3 — Remove the Obstacle of Missing Applications and File Formats that Can't be Opened.

Your eDocument application should handle multiple file formats - you shouldn't need to have the latest version (or any version) of MS Office installed in order to access the information.

4 — Save Time Searching Through Documents.

Yes, good enterprise search tools narrow down the options, but eventually it takes a user to decide if what's on screen is the information they need. Find an eDocument application that provides a flick-based document viewer that allows you to browse through large documents quickly to find what you want by flicking through pages on screen like you would with a printed document. It saves time and money on printing out large documents too.

5 — Bring the Feature to the User, Not the User to the Feature.

Knowledge workers may have many applications installed, but research shows that they will spend a significant amount of their time in just one or two applications. And the most likely #1 application will be their word processor. Your really need your eDocument application to provide an add-in for the common Microsoft Office tools (Word, Excel and PowerPoint) that enables you to create PDFs in one click using the MS Office toolbar.

6 — Repurpose Documents for Sharing, Web, Printing with the Right Level of Security.

Too often PDFs are saved without the right Open or Security settings. A Finish Document Wizard in your eDocument application ensures the right settings are applied by guiding the user through the process, step-by-step. It allows you to apply a password that must be entered every time a document is opened. You can also apply a password that controls the security settings for printing, copying text

and graphics, document assembly, adding or removing comments.

7 — Support Editing of PDF Files.

PDFs are becoming the de-factor "format of convergence" for sharing information. Knowing that the end-recipient can open and read your information is a key requirement. But simple PDF Readers just overcome the first obstacle. Good eDocument applications allow you to edit, comment and review PDFs – the editing tools are there on the page so you don't need to waste time searching for them.

8 — Convert PDF to Word for More Extensive Redrafting.

You've been sent the latest version of a document as a PDF file. You notice that there's a mistake or something that can be improved. What do you do? You can annotate the PDF file with a comment and send it back to the author for editing. Or, you can use your eDocument application to convert the PDF to Word, make the changes yourself and send send back the finished article to the author.

AIIM E2.0 Certificate Program

Learn best practices for using Web 2.0 technologies to improve collaboration across the enterprise. Classroom or online courses available.

http://www.aiim.org/e20training

8 Things Document Automation Can Do For Your Company

Faine Mende is President of ActiveDocs North America. Faine has over ten years' experience in software product development and sales, combining expertise in both product development and client management. Having worked globally at enterprise level Faine has broad experience with introducing product and setting up often complicated implementations and she has had to understand the unique needs of a variety of territories, often working to initiate installations of cutting-edge technology with ageing incumbent solutions.

As standard documents become more complex, and organizations adopt new systems and technology, the information for these documents needs to come from different places. Pricing information may come from a financial management, sales configuration or Enterprise Resource Planning (ERP) system, while customer contact details may be stored in a customer relationship management (CRM) or contract management system. Other parts of these documents may only need to be included in certain situations, or spreadsheets that contain charts that need to somehow be incorporated. This process is often time consuming, unwieldy and error-prone. Organizations can gain extra efficiencies and optimize their resources by automating the creation of standard documents. Automation can also extend traditional templates to become more powerful by taking advantage of new technologies and other data sources.

1 — Increase Accuracy and Compliance with Changing Regulations.

By using templates and automating the document creation process, resulting documents will include the most up to date content, and will be completed accurately. By example this ensures the latest terms and conditions are applied and the right customer name is used throughout. In addition, automation enables you to keep up-to-date with changing regulations. Changes can be made to the templates in

advance of the regulatory change date and published at a set time, managing business risk.

2 — Ensure Consistency.

Approved corporate terms and language will be used by all staff in your organization.

3 — Enforce Standardization.

Document automation encourages your organization to standardize on document terms, best practices and the overall look and feel of your organization's output thus fostering brand consistency.

4 — Enhance Productivity.

Document automation dramatically reduces the time required to create complex documents such as contracts, court documents and financial statements. It also enables trainees to create first drafts of documents previously done by seasoned professionals and your organization can also serve more clients with the same or fewer resources.

5 — Increase Responsiveness.

For service organizations, automation dramatically reduces the time between client interviews to the production of support documentation. For legal companies it speeds up the preparation, settlement and filing of a case.

6 — Improve Processes.

Document automation allows instant sharing (across time, staff, and offices) of client data captured and stored in answer files and facilitates access and re-use of client information already stored in a case management system. Employees can better understand and re-engineer these kinds of processes simply by automating them.

7 — Consolidate Expertise.

Document automation captures the substantial knowledge of more experienced and specialized employees (e.g. the right questions, options, language, strategies) so that:

- Knowledge is shared within an office and across different offices.
- Knowledge is preserved in case of staff turnover.

8 — Promote Better Job Satisfaction.

Staff can focus on more challenging and satisfying tasks that lead to revenue rather than repetitive, time-consuming document creation.

By delivering low cost of ownership, sophisticated integration and flexibility to the document generation process within your organization, you will be better able to comply with regulations, mitigate risk, and save costs.

8 Ways Mobile Computing Can Make You More Collaborative and Connected

Aaron Levie is the CEO and co-founder of Box.net, which he launched in 2005 with the goal of helping people to access, collaborate, and share all their content online. Based in Palo Alto, Box.net has since grown into a leading Cloud Content Management solution for almost 4 million users and companies ranging from small businesses to Fortune 100 companies. At Box, Aaron focuses on product and platform strategy, incorporating the best of traditional content management with the most effective elements of social business software.

The boundaries of today's organizations are more fluid than ever before - we collaborate with an expanded ecosystem of partners, vendors and customers, and we need to be able to do this whether we're in the office, at home, or on-the-go. This loosely defined, increasingly mobile workforce is made possible by rich, enabling technologies such as near-ubiquitous internet access, sophisticated mobile devices, and web-based, interconnected software platforms that connect people to their content, contacts and tools regardless of location.

To highlight how far we've come in the last few years, let's look at eight ways we can use mobile devices and applications to enhance productivity in our business. Consumed together, these services can help realize the vision of a truly mobile workforce, removing all barriers to real-time, cross-organizational and cross-geographical collaboration.

1 — Web Conferencing from Webex and GoToMeeting on your Mobile Phone or iPad.

Web conferencing has been a collaboration mainstay in businesses of all sizes for the past decade. However, never before has it been so easy to participate in conferences and web meetings from any location. Imagine joining a sales presentation just by pulling out your iPad on the train, or giving a customer on the other side of the world a product demonstration from your couch at home.

2 — Cloud Content Management (For Example, From Box.net) on iPad, iPhone, and BlackBerry.

Content in the cloud can be incredibly powerful for many reasons. Beyond cost, usability and efficiency, it means that your content is accessible across mobile devices and applications. And in some cases, the mobile experience can be more compelling than the desktop paradigm. The Box iPad application, for instance, puts business content directly in users' hands and gives them the chance to engage with it in rich and interactive ways. Whether reviewing resumes, pulling up a historical financial statement, or sharing presentations with clients, there are tremendously powerful ways to use cloud content management applications on mobile devices today.

3 — CRM and Sales Management from Salesforce Mobile.

The speed at which business is done is increasing exponentially, meaning that anytime, anywhere information access is critical if businesses are going to be competitive. With mobile CRM and sales management platforms, you can view sales pipelines, results, and individual deals in real-time. Field sales reps can leverage this by viewing the latest communication with clients, updating records on the go, and more.

4 — Communication and Collaboration from Yammer and Jive SBS.

Best-of-breed social business software is also now being delivered via a mobile experience. You can chat with coworkers, see the latest updates on your department's activities, and pinpoint emerging trends in real-time, regardless of your location. If you're working outside of the office, you can still stay current on important conversations and tap into collective knowledge in a seamless and painless way.

5 — Remote Application or Computer Access from Logmein / Gotomypc.

Naturally, with the power of web conferencing and remote content access in your hands, you should have complete access to your computer as well. Both Logmein and Gotomypc support mobile use cases where you can access your computer remotely from any network. Imagine loading up client software from a windows PC directly onto your iPad, all through the cloud.

6 — Document Editing On-the-Go from QuickOffice.

While read-only viewing of content or media on mobile devices is becoming increasingly prevalent, a new set of applications is emerging to bring high-fidelity content editing directly to your mobile devices. If Microsoft won't commit to investing in the iPhone or iPad anytime soon, don't worry,

because services like QuickOffice have put together powerful applications for remote content editing. They will even pull files from complementary applications, like Box.net, so your remote editing is automatically posted back to collaborative environments.

7 — Project Management with Headquarters & Insight for BaseCamp.

For all the project teams, marketing professionals, and creative groups, project management interfaces powered by BaseCamp provide an extremely valuable utility for seeing the latest activity or task, as well as access to all the most recent changes in projects on the go.

8 — Mobile Chat and Communications - Oracle Beehive & AIM.

Yes, Oracle has an iPhone strategy. Oracle's Beehive communication and collaboration service is available on the iPhone, letting users chat in real-time with their contact list. If you're not an Oracle customer, however, there's still a broad selection of mobile chat and communication tools such as AIM for the iPhone, BlackBerry, iPad and more. The ability to chat with coworkers in the palm of your hand provides an easy, real-time communication experience.

The 9-to-5, office cubicle model no longer has a monopoly on our definition of productivity. And as ground-breaking, developer-friendly platforms from Apple, Microsoft, and Google continue to encourage deeper adoption, we'll see even more innovative ways to work from our devices and collaborate more efficiently.

AIIM's Free Online Webinars

Information management topics include: records management, search, SharePoint, document imaging and more.
http://www.aiim.org/webinars

8 Things to Consider when Aligning with Today's Growing Corporate, Legal and Regulatory Standards

George Tziahanas is Vice President of Compliance at Autonomy, Inc. In this position, he is responsible for the strategic marketing and development of compliance and information governance solutions built on Autonomy's patented IDOL technology. Prior to joining Autonomy, George held leadership positions with companies such as Orchestria, Iron Mountain, and Intel.

Enterprises today are faced with explosive growth in the volume and complexity of information, as new forms of content and communication become a part of every organization. Adding to the challenge, the legal and regulatory environment for most enterprises has become more rigorous, imposing significant obligations on all types of content and information channels. Entities need to find methods to address these disparate needs if they are to effectively manage risk and derive the true value of information within their environments.

1 — Understand the Information You Have.

The basis of any effective information management strategy is using methods to understand content. Establishing what a given piece of information means is a predicate to managing almost any obligation. Entities have to establish that a given document is a contract to apply appropriate retention and understand the parties and content in an email to appropriately preserve and discover.

Understanding information is also imperative for organizations to evaluate risk at a given point in time. And while many organizations have well developed quantitative risk management programs, few are focused on qualitative risks—especially those that arise in unstructured content.

2 — Leverage a Meaning Based Computing Platform.

Historically, enterprises have relied heavily on manual

methods to understand, organize, and manage information. When content volumes and complexity were more limited, while difficult, this method was at least minimally sufficient. Today and in the future, a model that relies so heavily on manual methods to understand the growing volume and complexity of information will likely fail.

Computing power and advancements in software analytics now provide solutions that can automatically form an understanding of information, a model often referred to as Meaning Based Computing (MBC). MBC has evolved over the last decade and mainstream enterprises are now using it to address some of the most critical information risk areas.

3 — Make Your Information Governance Multi-Channel.

The information used by organizations to conduct normal operations often arises and moves through more than one channel. Many business transactions may occur on the phone, over email, or through a web channel. In fact, some individual transactions may incorporate elements of all three. Enterprises must be prepared to address the multi-channel nature of information, especially as future technologies will continue to evolve in this area and even more technologically savvy generations become a larger share of the population.

4 — Apply Automated, Policy-Driven Control.

Over the past decade, most organizations have developed policy manuals and outlined documented controls for information. Taking those written controls and actually applying them to relevant information is often lacking. Leveraging a MBC or similar platform, enterprises can now incorporate actions through policy in the technology itself. For example, once a solution establishes that a given piece of information is a corporate record, policy can be invoked to assign a retention period and place appropriate controls. Policy-driven controls can also apply several different rules if information is subject to more than one set of obligations. Finally, policies can help proactively identify information that may violate regulatory, statutory, or corporate rules and alert compliance officers, lawyers, or other responsible parties to mitigate potential risk.

5 — Use Forensically Sound Indexing & Search.

Accessing the breadth and volume of information by organizations is critical. At no time is this more important than when doing so in the context of a regulatory inquiry or litigation. Many search engines available today miss relevant information because of their performance enhancing shortcuts that are designed to improve the response time and relevancy of information access requests from employees. When these shortcut techniques are applied over even a modest number of files, the result is an arbitrary and incomplete set of documents. In legal cases, enterprises are under a duty to provide all relevant information; not just a

subset of information that was easy for a search engine to find. The inability to assess all the relevant data and quickly develop an informed initial case strategy creates additional risks, and prevents enterprises from accurately assessing their position in a given matter.

6 — Manage Content in Place.

In order to avoid disrupting productivity, a system must provide the flexibility for users to manage content in place without the need to move the information into a central managed repository. Any model that assumes large volumes of potentially valuable information must be centralized for control will likely fail or create such inefficiency as to render the solution a costly burden. Solutions that can manage content in place, and/or provide ready access to those responsible for normal business operation, greatly improve the efficiency of managing information assets and significantly reduce storage costs.

7 — Account for Many Languages & Many Jurisdictions.

Business and governments today operate in a highly-interconnected global marketplace. Even mid-sized companies will conduct business in dozens of different jurisdictions. This requires that information governance strategies be language independent and allow organizations to access and understand potentially relevant information regardless of origin.

The ability to adhere to different and sometimes conflicting information governance obligations across jurisdictions is also important. Enterprises will need methods to apply the right controls at various points and not assume one set of rules or policies will suffice globally.

8 — Proactively Address Scalability Needs.

Enterprises today produce ever-increasing volumes of information in varying forms and formats. Compound annual growth rates for most organizations are estimated at 60 percent, with large enterprises now regularly managing over a petabyte of information. Given these information growth rates, organizations must look at solutions and models that can scale accordingly. Information governance strategies should look at scale as both a function primarily of processing, and secondarily storage. Often enterprises consider storage as the primary requirement of information growth, but in reality, the need to understand, act, and process information will continue to take on greater importance.

AIIM ERM Information Portal

Get case studies, white papers, news and information, research and more.
http://www.aiim.org/erm

8 Things You Can't Afford to Ignore About eDiscovery

John Wang is Product Manager for ZL Unified Archive. He has over 15 years of experience in enterprise software, including specialties in eDiscovery, archiving, compliance, information management, and information security. His eDiscovery expertise includes billion document information management and eDiscovery projects. John has led technology innovation and industry best practices in the areas of eDiscovery and search through his leadership role in the EDRM Project, information retrieval research in the TREC Legal Track, and research discussions in the ABA Electronic Discovery and Digital Evidence Committee.

Unstructured content is growing at an unprecedented rate, reaching 650% over five years, with Fortune 1000 companies managing petabytes of data. With electronically stored information (ESI) being formally covered under the Federal Rules of Civil Procedure (FRCP), organizations need new tools to effectively manage, analyze, and review ESI. This article presents 8 techniques and technologies that can be used to lower costs and improve litigation success.

1 — Early Case Assessment.

Early Case Assessment (ECA) enables attorneys to manage cases from a strategic top-down approach, providing information to make decisions on prosecuting or defending a case within the first 90 to 120 days. By examining the cause of action, key facts, allegations, applicable laws, key players, potential liability, and potential issues with ESI, organizations can make better decisions, reducing the time and costs spent on eDiscovery. ECA has reduced the cost of cases by 50-90% while improving litigation success to 76%. Traditionally, ECA is performed after processing and collection; however, new tools enable this to be performed before collection, with the data at rest.

2 — Data Mapping.

Data maps provide documentation of an organization's sources of ESI, a useful solution for eDiscovery, business continuity planning, and information security. For

eDiscovery, data maps satisfy the FRCP requirement to supply "a copy of, or a description by category and location of, all documents, electronically stored information, and tangible things" to the opposing party. Traditionally, spreadsheets were acceptable solutions, but the growing quantities of ESI are bringing prominence to dedicated software which improves the management and freshness of the data map. Advances in data mapping enable integration with legal hold notification, remote collections, and preservation.

3 — Investigative eDiscovery.

Investigative eDiscovery brings a top-down strategic approach to eDiscovery, through "matter-based culling." Traditional culling tools only support large-scale culling using secondary attributes such as custodian, date, and file type. This may miss ESI critical to the case and require going back to the data source late in the process, an expensive proposition that grows as the amount of ESI grows. Investigative eDiscovery enables organizations to find relevant ESI earlier in the process using scalable search engine. Matter-based culling also solves the one traditional issue with culling file systems since files are not typically associated with custodians.

4 — Concept Search.

Concept Search finds ESI using meaning instead of keywords, providing a solution when reviewers do not know the specific keywords used, as is often the case with secret code words, project names, and simple user behavior. In one case, attorneys and paralegals missed 80% of potentially discoverable documents because opposing parties used terms such as "unfortunate incident" and "disaster" to describe the same incident. Concept search uses techniques such as Latent Semantic Indexing, Probabilistic LSI, and Latent Dirichlet Allocation. An alternate solution to concept search is synonym search, a type of query expansion, which uses a thesaurus to add similar words to a query.

5 — Non-Linear Review.

Review is typically the most expensive component of eDiscovery. Traditional eDiscovery review is performed linearly in the order the ESI was brought into a case. This method is fast for systems but slow for reviewers due to context-shifting overhead which occurs when the subject matter changes frequently. Non-linear review groups related ESI together so attorneys can improve review performance by up to 3,100% to 5,900% compared to traditional review. Non-linear review relies on technologies such as clustering, concept search, and faceted search.

6 — Parallel Search.

Complex eDiscovery searches can take over a month to develop and involve hundreds of query terms. Running

these searches can then take days to return results, increasing costs and delaying case preparation. Parallel search enables searching 10,000s of terms against billions of documents in seconds to minutes. Using parallel search, organizations can move from trial and error approaches on a few terms to a simulation approach on many terms. Detailed queries of custodians, patents, products, codes, and other terms can be run efficiently, allowing organization to find the best data.

7 — End-to-End eDiscovery.

With over 600 eDiscovery software and services providers today, and forecasts that over 25% of providers will disappear by the end of 2011, vendor longevity is a legitimate concern. The traditional approach of using a vendor for a single, or couple, of stages of the EDRM process is giving way to vendors offering End-to-End eDiscovery. Single Vendor End-to-End eDiscovery provides organizations with an easier procurement process; however, the solution may have been built through acquisitions, leading to integration and usability challenges. Single Platform End-to-End eDiscovery provides additional benefits via a single technical solution, reducing costs and time by eliminating the need to transfer ESI between stages and enabling attorneys to "go back to the well" cost effectively.

8 — Cloud Computing.

The scale and project nature of eDiscovery makes it ideal for cloud computing, a distributed, utility-based deployment model that provides low cost, on-demand, and easy-to-manage computing power. The promise is so compelling that leading analyst firms forecast a $150 billion market by 2013. At the same time, recent surveys found that concerns regarding security and SLAs have restricted adoption to only 3% of organizations. The key to adopting cloud-based benefits while maintaining control over the data and infrastructure is use of private clouds, which enable organizations to receive the same benefits on infrastructure they control. Private cloud-based eDiscovery solutions will provide greater scalability, and lower costs while meeting security and SLA requirements.

8 Reasons Why Privacy Will be an Increasingly Important Compliance Concern

Bruno Wildhaber started his career in industrial electronics over twenty years ago and became a shareholder and manager in one of the first IT security enterprises in Switzerland. Since the successful sale of this business to Entrust he has participated as an expert in the establishment of the German Signature Law, and is a member of the expert group for "IT and the Law" of SWICO (the Association of the Swiss IT Industry). From 1995-1999 he was President of the Swiss Chapter of ISACA. He is a founder of the Competence Centre for Records Management. He has published several books on information security, IT-Governance and a practice guide for records management. Here's a link for Bruno.

1 — Horizontal Information Access Means that Personal and Organizational Profiling is Here.

For many years, the best protection of your personal data was the inability of IT shops to deliver value — because the tools were not there to dig through all the data and deliver useful information, the risk to privacy was mitigated! Today, not only IT professionals are capable of interconnecting internal and external data sources, but just about anyone with access to a search engine. This allows ubiquitous access to information, exceeding the wildest dreams of the creators of the original data. This means that private and government bodies can build comprehensive personal profiles of people and organizations.

2 — Googlization Challenges Privacy.

Yes, everything stored on the Internet remains there forever. Old and outdated information — whether true or not — can have a long and sustaining impact on you. The more efficient and effective data retrieval becomes, the more transparent your life becomes to almost everyone using the Internet. The fundamentals of privacy state that you are the master of your data and have the full right to do with it what you want (i.e., "right to self-determination"). How will this fundamental privacy assumption be upheld as information access continues to grow and become more and more effective?

3 — Privacy is Not Only About Individuals.

Privacy is not only about your personal feelings but also about how private organizations and governments treat personal and organizational information. Poor control over access to information can have fundamental implications not only on individual privacy, but also on how corporate assets are valued in the marketplace.

4 — User Awareness Grows - but Will it Help?

Our kids are already mature Web 2.0 users. Educated kids don't (usually!) post information that might be a potential threat to their privacy. How does this apply to corporate information? In general, authenticity of information and the trustworthiness of the sources of that information will be of increased importance. How organizations verify this trustworthiness will be an increasing challenge.

5 — Sophisticated Information Security Gains Importance: Watermarking and Monitoring.

There is no privacy without information security. One of the fundamental misconceptions of many of the approaches to privacy legislation and regulation is the idea that it will be possible to prevent data of from being created and stored. We all know that this is an illusion. But we need to be able to find out whether data about us has been *stored*. The keyword is monitoring. As tools to search and retrieve data become more and more powerful, data compromising your privacy can be found much easier. So watermarking your personal data in some way will become key. In general, most of the actual security management systems lack a proper balance of prevention, detection, and correction. Most systems rely on prevention, a strategy which has not worked and continues to cost us millions.

6 — International Co-Operation Against Privacy Crime is a MUST.

Monitoring and tracking down the bad guys is nice, but we also need an international code of criminal procedures which allows us to punish violators cross-border. As long as servers with illegal data can be placed anywhere in the world, law enforcement must be strengthened on an international level. Law enforcement must be allowed to drive active attacks against machines distributing illegal data. This is not only about privacy but cybercrime in general (identity theft is also a violation of privacy).

7 — It is About Companies, Too!

During the last two years, awareness has risen that with new players like Google or Facebook, data privacy is an important concept to protect individuals not only from excessive data usage by government but also by private organizations.

8 — Anti-Trust Regulation Will Impact Privacy Initiatives.

There is a relationship between the increasing number of Google anti-trust challenges — especially in Europe — and how privacy regulations and legislation will develop. As Google's ability to gather information accelerates, the company would be wise to apply it's "do not evil" mindset to get ahead of privacy legislation, rather than wait for mandates to be trust upon it.

AIIM Fundamentals of Electronic Discovery

Proper ways to build a successful e-discovery process.

http://www.aiim.org/training/courses/288

8 Benefits of an ECM Solution

Chris Walker is an independent Information Management Consultant. His expertise includes business and technology consulting, focusing on Enterprise Information Management, business process management, and business intelligence. You can contact Chris at walkerchrisp@gmail.com.

Implementing an ECM solution is a good thing, but how do you prove it? You identify some benefits that were realized as a result of the implementation and measure them, of course. However, unlike measuring Return on Investment (ROI) of the implementation itself, which only shows whether or not you recouped your implementation dollars, you need to establish a baseline to measure against to determine if your situation improved compared to what it was before you implemented ECM.

I'm not suggesting for a moment that you ought to abandon measuring ROI, I'm merely pointing out that ROI measurement will only tell a portion of the story. Another thing to consider is that ROI measurement typically only lasts for a (relatively) short time post-implementation, whereas benefit realization and measurement ought to continue over the life of the organization.

Listed below are eight potential benefits of an ECM solution; they're not in any particular order other than I've left the ones that are typically more difficult to quantify to the end of the list.

1 — Reduced Storage Costs are a Direct Result of Only Storing What is Absolutely Required to be Kept and Getting Rid of Everything Else.

A properly implemented ECM solution eliminates redundant or out-of-date copies/versions of content

(physical and electronic) which leads directly to a reduction in storage requirements. Storage may be cheap, but the cost of running, maintaining, and managing storage is not.

2 — Reduced Operating Costs can be Achieved Indirectly Through Reduced Storage Costs.

A reduction in operating costs can also be achieved directly by implementing, for example, imaging and workflow components of an ECM solution. Moving content around electronically is cheaper than moving the paper through an organization.

3 — Reduced e-Discovery Costs are an Obvious Benefit of an ECM Solution; Less Content Kept Means There's Less for the Lawyers to Get their Hands on and Less to Have to Examine.

4 — Increased Productivity is Achieved by Having the Right Information in the Right Hands at the Right Time.

Also, using workflow to automate routine or low-value tasks leaves more time/resources to execute the high-value tasks.

5 — Improved Work-Life Balance is Realized Because Information Workers that Have Good Tools to Work With Spend Less Time Working Overtime and More Time with Their Families.

This is one of those benefits that is typically harder (but not impossible) to quantify. Hint: measure sick days and staff turnover.

6 — Increased Customer Satisfaction is a Result of Getting the Answer the Customer Needs (Not Wants) When They Want it.

If your Customer Service Representatives can solve the customers' issues right away, your customers are gonna be happy customers and stay with you. In these times where the cost of customer acquisition is high this could turn out to be one of the key benefits of an ECM solution.

7 — Better Decisions Made Faster Can Enable Organizations to Take Advantage of Opportunities and Avoid Unnecessary Costs.

It's true that we make the best decision we can with the information that's available to us at the time; an ECM solution provides decision makers with better information, faster.

8 — Business Continuity is Served by Making Certain that the Content you Need to Run your Business is Available, Always.

A properly architected and implemented ECM solution takes into account backups, archives, near and off-line storage, and disaster recovery.

One of the cool things about the benefits of properly implemented ECM solutions is that they are cumulative. That means you're getting more value for the same amount of effort (which is, coincidently, another

benefit of ECM solutions).

Don't think that just deploying an ECM solution will automatically provide benefits. The solution needs to be deployed in a manner that supports relevant controls and is planned out in a logical manner. You also need to put a benefits realization plan in place and stick to it. Lastly, it's important to understand that an ECM solution that doesn't integrate into line of business or other systems (e.g., business intelligence) will not provide as much benefit as an ECM solution that is part of an organization's comprehensive information management strategy (ie., the whole is greater than the sum of its parts).

AIIM ECM Training: Introduction to ECM

This eLearning module is available alone or as part of AIIM's ECM Practitioner eLearning Bundle or Classroom Course.
http://www.aiim.org/training/courses/263

8 Steps to Get Started on your Enterprise Content Management Initiative

Adisa Lazetic is ECM Architect with The Dominion of Canada General Insurance Company. During her 15 year career in the field of ECM she gained wide experience in all aspects of ECM implementations from defining strategy and roadmap to design and implementation. Adisa can be reached at adisa@accessv.com.

1 — Gather High Level Enterprise Business Requirements.

Once you have high level direction from your Stakeholders on Scope, Objectives and Success Factors you will be well positioned to start defining your ECM Strategy and implementation plan.

Conduct document surveys with key representatives from each business unit/organization to understand what content your company has and what content needs to be managed. Use this opportunity to gather high level requirements as well as possible improvements of managing the content. Also meet with regulatory representatives and understand their perspective on content across the enterprise.

This initial work will set a base for the enterprise implementation strategy as opposed to departmental implementations.

2 — Select Your ECM Platform.

Based on the requirements gathered, conduct selection of the platform according to your company standards. It's important to select the product that is geared towards main goals you want to achieve whether that is process improvement, compliance (to industry, government or internal regulations) or security and control of your content.

3 — Design Content Architecture.

Not all content of the enterprise is company asset therefore it does not need to be managed, retained or kept safely in an Enterprise Content Management System. It's important to define the criteria that make content eligible for ECM system. Every company is different therefore the criteria are different. Some companies use ECM to improve processes some to improve compliance. In general content that needs to be retained or have strong process associated with or is sensitive in nature requiring sophisticated security is a good candidate to be managed within an ECM system.

Based on document surveys analyze what types of content you have across your enterprise, its commonalities and dependencies, and describe them with attributes (metadata, indexing criteria, properties, whatever team you like to use it).Create high level tree structure of identified content types to form your Enterprise Document Object Model.

Equipped with high level understanding of your content you will be able to decide on number of repositories required to house your content. The content needs to be logically grouped in repositories. Keep the number of repositories as small as possible. It's advisable as part of this early phase to create high level taxonomy (one or possibly two levels) for each repository.

4 — Do an ECM Portfolio Analysis.

All ECM opportunities discovered through document surveys should be analyzed, grouped into projects and ranked based on several criteria such as cost of implementation, magnitude of improvement, implementation risk, risk of not implementing etc. Depending on industry and company culture list and weighting of criteria will be different. This analysis will help you establish priorities of your ECM projects. This step is a very important one in establishing your implementation strategy and again depending on the company you may want to start with some quick wins to establish reputation and gain momentum or you may start tackling the biggest pain points. Your ECM portfolio will need to get approved.

5 — Create an ECM Road Map.

Create an ECM Road Map with project timelines and high level details. This Road Map will effectively help you to:

Communicate your plan to Stakeholders and other interested parties.

Do resource planning.

Manage the ECM platform – introduce new products (i.e. BPM, Records Management, etc) to your ECM platform based on project needs.

Manage the ECM infrastructure - plan upgrades, and ongoing maintenance efforts.

Note: Several products will comprise the ECM platform. The most common way is to build the base platform and extended as required.

6 — Establish ECM Standards.

Standardize as much as you can. ECM is a platform and whether a single or many teams deploy applications onto it, it will be curtail to follow the standards to maintained initially created order of your ECM system.

Establish:

- Content Architecture Standards
- Repository Standards
- Naming convention Standards
- Content/Document Analysis Standards
- Security Standards Infrastructure and Installation Standards
- Integration and Coding Standards
- Communication Standards

7 — Design Logical and Physical Architecture.

By now you have your product selected and ready to build your ECM Platform. You will need to design your logical architecture of the platform and define integration points with other applications. Once your logical architecture is approved you will map it to actual physical servers and create physical architecture. These documents are very important living documents that are updated with each new project and product added to your ECM system.

8 — Project Execution.

To have effective project execution it's advisable to set up ECM program. Also, whenever possible form an ECM center of excellence team because of specific skill set required for ECM projects and the fact that projects are deployed onto the common ECM platform. Having a center of excellence team will ensure better confirming to established standards and will make management of infrastructure easier, enable repeatability which will reduce cost of projects significantly.

AIIM State of the ECM Industry Research Report

User strategies and experiences.
http://www.aiim.org/Research/Industry-Watch/ECM-State-of-Industry-2010

8 Things You Need to Know about Information Risk

George Parapadakis (George.Parapadakis@uk.ibm.com) is an ECM Advocate at IBM, advising customers and partners on how to maximize the value from their ECM and BPM investments. He has also been monitoring the use of ECM technologies in the Risk & Compliance field. After 20 years in the Document/Content management and Process/Workflow industry, he's still a believer!... George has been an AIIM member since 1995 and you can follow him on twitter as @parapadakis or his InformationZen blog. All opinions expressed here are explicitly George's and not necessarily those of his employer.

Information is a critical asset of every organization. "Information Risk" can be defined as any possible event that prevents critical information from being used as the business intended it to. The most critical information risks are:

1 — We Didn't Keep it (*Non-Capture*) – The Risk of Critical Information Not Being Captured Into the System.

If the email gets deleted, the attachment is gone for good. Users, driven by delivery pressures and performance controls, often bypass or ignore good house-keeping practices needed for compliance policies and business continuity. Using process-controlled, automated declaration and classification procedures for capturing both paper and electronic records, this risk can be significantly mitigated.

2 — It was on the Disk That Crashed (*Loss*) – The Risk of Captured Information Being Accidentally Removed from the System.

In order to avoid the risk of information being accidentally lost from the system, organizations must invest time in selecting the right storage, availability and disaster recovery architectures. In a controlled environment, the system also needs to provide specific "hold" or "freeze" mechanisms which prevent normal information disposition schedules from inadvertently removing critical information, for example, when litigation is in progress.

3 — That is Not My Signature (*Malice*) – The Risk of Information Being Deliberately Removed, Corrupted or Damaged.

This is defined in legal context as "spoliation of evidence" which is the "destruction or significant alteration of evidence, or the failure to preserve property for another's use as evidence in pending or reasonably foreseeable litigation." Records are a key part of any successful legal or regulatory defense, but organizations must be able to locate and produce their records with the assurance that they have not been altered. In order to minimize the risk of spoliation, information needs to be captured in a controlled environment where access or deletion of records is only possible through the defined and security controlled disposal processes. All access to records must be monitored though a detailed audit log.

4 — March.xls – but Which Year? (*Attribution*) - The Risk of Losing the Context and Metadata Describing the Information.

For information to be relevant and useful to the business, the organization needs to ensure that not only documents and content be retained and managed securely, but the context or information used to describe them (metadata, relationships and processes) also need to be carefully managed too. This is especially true in large enterprises where content may be captured through many different systems and sit in different repositories, but is openly available across the organization through an Enterprise Content Management system.

5 — Where Did You Get This? It's Confidential! (*Unauthorized Access*) – The Risk of Information Being Accessed by Unauthorized Persons.

Information needs to be available to the right people only, for the right use and at the right time. Lax security can not only compromise confidential or sensitive commercial information but also personal details. Complex organizations require sophisticated security policies to stop access to information by any unauthorized person, as well as mechanisms to prevent authorized persons taking the information outside the authorized domain (information leakage)

6 — The System is Down (*Unavailability*) – The Risk of Disaster or Technical Failures, Preventing Access to the Information.

There is very little value for information that is carefully preserved for posterity, but is not available when you need it to make a decision. IT systems in general are a key operational risk for the organization, posing a threat to business continuity. But whereas loss of electronic process and transaction handling could be temporarily replaced with manual processes, critical information that is locked away in a system that is unavailable, cannot be manually retrieved. Information availability should be managed within the context of an overall business continuity planning.

7 — But Where is it? (*Findability*) – The Risk of Information Being Lost Inside the Digital Landfill Due to Lack of Sufficient Classification.

In most business environments today, information is generated, received or contained in a multitude of electronic mediums, formats, storage devices, etc. This explosive growth is an additional source of information risk. Being able to locate the correct information within the required timescales, be it a telephone enquiry from a customer, or a weeklong regulatory audit, is critical. Organizations can employ techniques such as automated content capture, classification and federation, to ensure that all relevant information is discoverable within short timescales.

8 — Does Anyone Have SuperWriter 2.0? (*Inaccessibility*) – The Risk of Information Becoming Inaccessible Due to its Medium or Format.

Format refresh is a particular issue with electronically stored information. We can read a scroll of papyrus that was written 3000 years ago. But we can't read a 5¼" disk with WordPerfect files from 10 years ago. Information that is locked into obsolete mediums or proprietary formats and systems, is worthless to an organization. So long-term preservation, media refresh and format refresh, need to be considered proactively. Information strategies that include the use of format standards (e.g. TIFF or PDF/A) and audited content refresh cycles, will ensure that information remains accessible for the whole period that it is being kept for.

Today, more than ever, access to electronic information is vital to an organization's operation. Carefully assessing your organization against the Information risks discussed above, is the first stage in identifying where your organization is most vulnerable and in defining a roadmap for implementing governance controls and monitoring to protect your information assets.

8 Things You Need to Know to Build an ECM Strategy

Today's opinion leader is **Chris Walker**, an independent Information Management Consultant. His expertise includes business and technology consulting, focusing on Enterprise Information Management, business process management, and business intelligence. You can contact Chris at walkerchrisp@gmail.com.

1 — Without Commitment, There's No Point in Moving Forward.

In my opinion the single most important element to building a strategy is commitment. I'm talking about the type of commitment you make when you jump out of a plane. Not that I'm suggesting ECM is like skydiving; if skydiving goes wrong the pain doesn't last.

Commitment can't be limited to a select few within the organization. For sure the senior leadership team needs to demonstrably show their commitment, but commitment needs to be present throughout the organization. Consider this: regardless of how committed the senior leadership team is, if the rank and file don't buy in failure is guaranteed.

So how do you get commitment? Find out what resonates and build from there. Is the motivator risk mitigation, environmental responsibility, competitive advantage, or access to information? The likely scenario is that the motivator changes depending on whom you're talking to. Your job is to sell the program to your stakeholders on their terms, not yours.

2 — Plan Strategically, Execute Tactically.

You can't eat an elephant in one bite; start at the trunk and work your way to the other end. And no, you cannot avoid the nasty bits.

Since you can't implement everything in one shot, it's important that you plan the execution in a logical manner. When defining the plan, aim to reduce rework, reduce risk, leverage previous successes, and minimize dead time. Break your implementation into short, medium, and long-term time boxes. Adopt an iterative approach that incrementally builds out more and more of the strategy. Choose iterations that make sense in your organization: by business unit, by process, by location, and by function.

Accept that the tactics you employ will likely change over time. That's okay as long as you're always moving toward meeting the strategic objectives.

3 — Communicate, Communicate, Communicate. Then Communicate Some More.

Some surprises are good – like finding $20 in your jacket pocket. Showing up at the office one day to find that you now have to get with an ECM program – not so much.

Communication needs to start when the implementation of an ECM Strategy is at the concept change. This does not mean that you tell everyone everything all the time — you don't. As the implementation progresses the audience expands, the frequency of communication increases, you add more channels to the mix, and the story becomes more compelling. It's kind of like announcing a pregnancy – initially only a small number of the affected stakeholders are in the loop. As the delivery approaches more and more people are informed (how else do you ensure all those gifts?).

One day far into the future you will have implemented your ECM strategy. BUT you still have to communicate! The nature of the communication will change. It won't be about what's coming, it will be about how to nurture what you have and continually improve upon it.

4 — It's a Marathon, Not a Sprint.

Developing an ECM strategy is like renovating your house; it seems like a good idea when you start, but 11 years later you're not so sure ('cause if you're like me you still haven't finished). However, unlike my house renovations, I'm certain that an ECM strategy is a good idea.

This is really about getting folks to adopt a "program" mindset. Unlike a project (sprint) — which has an end — an ECM program (marathon) has no end until your organization "operationalizes" ECM. By that I mean that the core habits of how business is conducted have changed to the degree that ECM practices are simply a part of your Standard Operating Procedures.

Of course, there are sprints within the marathon. These would be the numerous projects that occur to develop the strategy, develop governance models, inventory the content, deploy the solution, and on, and on… Yeah, there are a

lot of projects required to implement an ECM program. However, just like a good general contractor engages the trades people to hasten progress, a good ECM program manager engages the right resources at the right times.

5 — Define KPIs, Then Measure Them.

When you're developing your overall ECM program and strategy, define the KPIs you'll be using to determine if you're meeting objectives. Properly defined metrics prove success, indicate danger, and help identify adjustments; they're essential when you need to respond to the question "how are we doing?" Keep three things in mind when developing KPIs: 1) they must be directly related to, or supportive of, organizational objectives; 2) they must be realistic; and 3) they must be actionable.

Great! We've got a bunch of KPIs defined. Now what? Uhm, measure them. KPIs are like any other tool; if you don't use them they're no good to anyone. Put a plan in place to measure KPIs on a regular schedule. Think of it as a maintenance schedule for a really, really expensive car.

Allow ramp up time. Rome wasn't built in a day; neither did we reduce internal email volume by 50% in the first quarter after go-live.

6 — Stakeholder Engagement is Critical.

A stakeholder is any person, group, organization, or system that affects or can be affected by your efforts. Within the context of an implementation, stakeholders break down into participants (active role) and non-participants (passive role).

Stakeholder participation is not optional. This does not mean that all stakeholders have an active, hands-on role. It means that you need to find appropriate avenues of engagement such as focus groups, newsletters, lunch'n'learns, etc.

Identify stakeholders early and engage them appropriately. Don't assign a customer or vendor to a security or taxonomy working group – this just doesn't make sense.

When assigning people to ECM projects, don't expect them to be able to meet their project and operational responsibilities as if nothing has changed. It's not realistic. Project work requires a different mindset than daily operational work.

7 — "Suck it up, Princess" is Not a Change Management Plan.

While "suck it up, Princess" may be my mantra in terms of change management, it's probably not the best approach to take (though I've seen it work in a couple of private sector organizations). Change management is critically important when you're implementing an ECM strategy. Remember that the way that people do their jobs is going to undergo fundamental change. There are two basic streams of change

management: 1) People change; and 2) Process change.

People change deals with the human element of change. People in the organization are going to be asked to take on new roles and responsibilities. In some cases, people are going to take on entirely new jobs or — it's harsh but it happens — they are going to lose their jobs. Understandably they are going to be resentful, reluctant, resistant, and afraid.

Address these issues by using the Four Cornerstones of Change (there are also Four Horsemen of the Apocalypse, but that's probably just a coincidence):

Communication – see #3

Education – training is great but it's mechanical and doesn't inform people of why they're being asked to do something. Real education engages the individual by articulating why they're doing something, how they impact their colleagues, and how they contribute to personal and organizational success. Education, properly executed, provides a sense of teamwork and ownership.

Participation – see #6

Support – it's more than just a 1-800-HOLY-COW hotline. Support means being aware that people are going to need time to get up to speed. Support means putting expert assistance in place at the local level – Centres of Excellence. Support means encouragement from program sponsors.

Process change deals with how an organization conducts its business. Process change involves minutely examining end-to-end business processes, eliminating inefficiency, and monitoring for performance. Internal and external factors are the genesis of change. Take advantage of these opportunities to make your organization smarter, faster, leaner, and more profitable.

8 — It's Not All About the Technology.

Most of the ECM products in Gartner's Magic Quadrant do pretty much the same thing. The differences are in how they do what they do and what type of infrastructure you need to run them. Are you a .NET shop or a java shop? Windows or Unix? It's been my experience that the technology decision is typically the easiest to make, therefore it's made far too early in the timeline.

Long before you start thinking about making a technology decision, you need to have a governance framework in place; you need to have new business processes ready to go; you need to be managing change; you need to be communicating. Put simply, your strategy roadmap needs to be in place and you need to be executing much of it. Think of it like this: before the pizza goes in the oven, the ingredients have been gathered and assembled in the correct

order (who makes a pizza with the cheese on the bottom and the sauce on top?).

Back in the day an instructor of mine provided what I think is a great definition of a system: a system is the people, processes, and tools that work together to achieve objectives. If you accept this definition then it follows that technology, while not unimportant, is the last variable to be addressed — sort out the people and processes first.

AIIM ECM Training: Business Strategy & Blueprint

This eLearning module is available alone or as part of AIIM's ECM Specialist eLearning Bundle or Classroom Course.

http://www.aiim.org/training/courses/335

8 Things You Need to Know to Manage the Explosion of Information

Jean-Luc Chatelain is a HP Fellow and the Information Optimization CTO for HP Software and Solutions. Chatelain joined HP at the time of acquisition of Persist Technologies, where he was Founder and CTO, a world leader in grid storage & archiving solutions which technology is the basis of the HP Integrated Archiving Platform IAP.

Information Explosion is making way for a new strategy to align business policies with people and technology. The following steps are my take on ways in which organizations can be successful in creating and implementing information management practices in this challenging environment.

1 — Obtain Senior Executive Sponsorship and Cross-Organizational Involvement.

This is the cornerstone for sustainable success of an information management strategy. A new strategy will involve investments and organizational changes. Without active and visible senior executive support and commitment, any strategy or plan will be set for failure from the beginning.

Since most organizations consist of federated yet independent business functions or silos, it is important to involve all major constituencies at all stages - from definition through to implementation and ongoing monitoring of the business success metrics.

2 — Paper is Still Cool: Organizations Need to Leverage Best Practices From the Physical World.

Information management is not new. We have been managing information in one form or another since the birth of civilization. What is new is the electronic aspect of it. In nearly every organization, there are people who have been managing paper records for years. They understand how to index, classify, distribute and retain information – they are

usually known as records managers, archivists and librarians. Organizations need to leverage their domain knowledge and experience to the fullest.

It is crucial to understand that you cannot simply adopt the old policies and processes and make them electronic – you will need to adapt them. For example, policies and processes for handling paper memos will not work for emails that have a different order of magnitude and contain a plethora of irrelevant content. There is a lot of "white noise" in emails that doesn't exist in the paper world — rarely did someone type a memo to say, "let's grab a coffee."

3 — Define the Policies that will Govern your Enterprise Information.

This is the most critical phase of executing a successful strategy. Policies need to be flexible to allow the organization to be agile and respond to changing markets, customer needs, business partner ecosystems and similar business changes. Policies need to be owned and executed by the business, and supported by technology. When defining policies, remember that not all information is created equal; one needs to identify the information assets that deliver business value to the organization – information that has business, decision, risk or organizational impact. An example of such information includes legal documents, product catalogs, balanced scorecards and key performance metrics.

4 — Define the Processes you will use to Manage the Information.

Business processes define how the policies are implemented and executed across the organization. While this step seems obvious, it is often overlooked. Process flows must mirror business flows, and they must be molded to meet the users' needs, not the other way around. There are many examples of failed information projects where the technology attempted to force users to work in an ineffective, rigid workflow. A key metric for defining the success of processes is that they must improve business productivity.

5 — Stay in Constant Communication and Use a Shared Vocabulary.

As with any major change program, dialogue is most important. Be cautious to not overlook that certain terms mean different things to different people. It is very important to clearly define and document what is meant at all times.

6 — Educate, Educate and Educate Again.

Employee training is often underestimated and it is critical to user acceptance. Without training, policies will be ignored, processes will be short cut or, even worse, bypassed.

In one such example, a policy was communicated by email that states "No MP3 player content is to be stored on desktop or laptop computers." IT then runs a script every night to delete any MP3 files it finds. However, users want

to listen to music while they work so each morning they re-download their MP3 files. What they don't know is that the reason the policy was brought in was to reduce corporate liability and risk from potentially pirated copies.

Best practices for training include a planned strategy from the beginning of the project. Human resources must be consulted at this stage in order to receive the necessary support and funding. In addition, training must be repeatable in order to resonate, as well as support changes in regulations and compliance.

7 — Recognize that Technology is a Mean Not the End.

Technologies should help implement policies and execute processes faster and more accurately. As information expands, it must scale to meet new needs. It must be agile enough to respond to ever-changing business and information needs. Different sourcing models should be investigated to achieve the optimal total cost of ownership for the organization. Remember that if some technologies are selected incorrectly, they can doom the implementation of any information management strategy all together.

Today, IT manages business value, which is designed, built and delivered in the form of technology-enabled services. This increases the importance of an information management strategy since data will be consumed in a variety of new and different ways. The once tight coupling between applications and data is being broken, and centralized "ownership" of data becomes more difficult. This makes the consistency and quality of the data even more critical, putting more pressure on one's information management strategy to also include data quality and stewardship programs to help achieve a single version of the truth.

8 — Don't Forget to Prove the Business Value.

Finally, maintain momentum and executive support by showing and communicating ongoing demonstrable business value. It is critical to measure and prove the team's accomplishments in financial and business terms. Examples of financial and business metrics include: quantifiable impact on revenue, increased customer retention, reduced service calls and decreased inventory levels.

8 Things You Need to Know About Workflow & Business Process Engineering

Karuana Gatimu is a Solution Architect for ECM and BI solutions as well as an AIIM Certified ECM Practitioner. With 18 years of experience in this space as a technologist and content producer she is currently the lead SharePoint Architect for Skechers USA, writes a blog, SharePoint Strategist and is one of the driving forces behind SharePoint user groups in California.

1 — Know Your Business.

It is extremely difficult to be a good Business Process Engineer (BPE) if you don't understand your native business processes. Take the time to understand the real needs of business users and the enterprise as a whole before jumping in to automating workflows and deploying sexy on-line forms and task queues. Do not - I repeat Do Not - mention specific technologies. Listen, listen, listen and then listen some more! You'll thank me later.

2 — Automating a Poor Process is a Bad Idea.

The majority of the effort in automating workflows is with the people, not the technology. Getting good requirements, helping people to collaborate and work more efficiently is the heavy lifting. Often, you will need to have multiple meetings to get people on the same page about how the process should occur. Once you have agreement and documented it with a flow chart of some sort you will be ready to apply the technology to the process. Making this engineering process relevant to business users is critical to success. P.S. Don't forget to get everyone to sign that flowchart. Again, you'll thank me later!

3 — Pay Attention to the User Interface.

If users do not understand and adopt your solution all your business process engineering is useless. It is very important that the user interface to your workflow product be agreeable

and relatively intuitive to your user base. Take the time to brand it. Make it look like it belongs to your organization. Have some fun with this and get people talking about your solution. Never underestimate the power of water cooler buzz to make or break your project.

4 — Accommodating the Mobile Manager/Executive is Critical.

To gain real adoption and success your executive managers need to be able to approve or deny workflow tasks on the run. Blackberry or Windows Mobile support may not be an obvious requirement of your system but it will drive adoption like very few other things. Several workflow vendors offer this as an OOTB feature. Look for it to aid your exec's in utilizing the system and the rest of your users will follow. Besides, happy efficient executives are more likely to approve the budget for your next project.

5 — Utilize an Iterative Development Best Practice.

If you try to re-engineer the Universe you will most likely fail and collide the wrong particles causing a megaton implosion of your career! Pick a small project that has some true value to your users and start there. When people ask for more features when they see how cool it is tell them on the "next iteration" of the solution. Create your own versioning system and stick to it. Leave them wanting more!

6 — Get Someone from Marketing or PR Involved in your Project.

Let's face it, most BPE's are not all that creative when it comes to marketing our solutions. We may be code warriors or true systems experts but sometimes our communication is challenging for regular users to understand. Get someone on your team who specializes in communication, both visual and verbal if possible. Let this person assist you in selling your project, spiffing up your presentations and beautifying your training guides. Have fun, use color and pick a good slogan. Then your solution will stick in the minds of users.

7 — Constantly Validate Expectations.

Project documentation and communication is critical to making sure your user community, executive managers and vendors know what is going to be delivered to them and expected from them. Often times the pressure of a timeline puts this phase of project documentation on the back burner. Often times those same projects fail. Give yourself enough time to confirm with your project stakeholders, both in writing and in person that you are going to deliver what they expect. When you have launched your project make sure there is way for your user community to provide you with anonymous feedback as a part of your project post-mortem or quality assurance process.

8 — Deliver Quality Even if you Have to Change a Deliverable Date.

As a BPE often we are doubling as the Project Manager. In this scenario you are in charge of the project schedule. Do not hesitate to pull the plug on your go-live date if you are not 98% confident your solution a.) meets expectations, b) is technically solid and c.) looks great. Move your date if you must but do not deliver a half baked solution. Trust is the most important thing you can earn from your organization - don't burn it trying to rush to make a date.

In every workflow or business process engineering process there comes a low point. Stay true to your ideal of making the workplace a more efficient, smoothly running machine. Don't let people's fear of change bring you down. Believe in yourself and the project you are running. Take heart - if people are freaking out then to some extent you are doing the right thing.

8 Things You Need to Know About Using ECM for Regulatory Compliance

Daniel Chalef is CEO of KnowledgeTree Inc., a leading commercial open source document management software vendor. KnowledgeTree's free open source document management community edition has been downloaded over 650,000 times. The company's commercial offering includes product support and features that assist companies in achieving regulatory compliance. Follow Daniel on twitter at @danielchalef or on the KnowledgeTree blog http://www.knowledgetree.com/blog/.

1 — Regulations are Complex and Can't be Ignored.

One of the challenges of being regulated is understanding exactly which regulations apply to your business. You may face "horizontal" reporting regulations, such as those contained in Sarbanes-Oxley that apply to all publicly-held companies. Or, you may be subject to vertical market specific regulations such as HIPAA in health care or the FDA's 21 CFR 11 rules. Or, you may face a raft of regulations from different governments and agencies. One thing is for sure, you can't pretend these regulations don't exist or hope they go away. Non-compliance may present a very real legal and financial risk to your organization.

2 — While Enterprise Content Management (ECM) Systems Can Help, They are Only One Part of the Compliance Solution.

Any good ECM application can help you track and control document revisions, but keep in mind, they are only as effective as your underlying business processes. Don't implement ECM software with the expectation that it will magically solve your compliance problems; you have some hard work to do around standardizing and codifying your processes for document management.

3 — ECM System Vendors Can't Certify their Products for Regulatory Compliance.

A product itself is not compliant, rather it is the entire operating environment that must be compliant. This takes

into account the unique contributions and actions of people, processes and technology present at your location. Again, your ECM software is only one piece of the compliance solution that will also include scrutiny of your business processes, training programs, standard operating procedures, etc.

4 — Proper Records Management Policies, Retention Schedules and Document Classes will Keep the System from Getting Bogged Down.

Even in a regulated industry, not every document in your ECM repository is subject to regulation and compliance. There are plenty of document types that would not be examined in an audit and that could be excluded from compliance-oriented processes. Examining types of documents and structuring classes, hierarchies and policies accordingly at the outset will save you a lot of extra work and system burden down the road. Adhering to stated retention schedules for archiving documents will also keep the system running smoothly.

5 — Understand the Requirements Behind Electronic Signatures.

Many people confuse electronic signatures with encrypted signatures. Although documents can be cryptographically signed for security purposes, this is not required in most compliance scenarios, whereas electronic signatures are. An electronic signature assigns a clear identity to someone who has altered a document along with a timestamp and recorded reason for the alteration. This can occur in the form of authentication at the time the document is changed so that the action can be clearly recorded in an audit trail.

6 — Audit Trails Must be…Auditable.

Your ECM must provide not only the ability to create an audit trail but an easy way to access it! If you are ever the subject of an audit, you may need to produce reports on hundreds or thousands of document transactions. Make sure you can easily access and produce the document history and that it clearly shows the information needed during an audit.

7 — Consistency and Automation are Your Friends.

One of the very purposes of regulation is to ensure consistent and repeatable activities that conform to a set of standards. And there's no better way to achieve consistency than through automation. Your ECM system can aid you via workflow automation, especially around review and approval processes. Automated workflow reduces the risk for error by ensuring each step of the process occurs in order and receives the appropriate oversight. Tie back to point 2 – once you've identified and standardized your business processes, you can carve them in stone with automated workflow.

8 — Don't Think Higher Cost Means Better Compliance.

Because of the way compliance is determined, a more

expensive solution isn't necessarily going to be better than a less expensive one. It's all about functionality and how the system supports your individual circumstances. Especially for smaller businesses, a large expensive system is not an option and may in fact be more of a hindrance to compliance than a solution that is more affordable, and more easily implemented. Don't be afraid to look at open source products in addition to proprietary systems. You may find you can achieve compliance with far less cost and headache than you thought.

AIIM ECM Training: Security & Control

This eLearning module is available alone or as part of AIIM's ECM Specialist eLearning Bundle or Classroom Course.

http://www.aiim.org/training/courses/269

8 Reasons Why Information Governance (IG) Makes Sense

Barclay T. Blair is the Director and Practice Lead of FCS Information Governance, a specialized consulting practice that helps clients manage information better. Barclay is a consultant to Fortune 500 companies, software and hardware vendors, and government institutions, and is an author, speaker, and internationally recognized authority on a broad range of policy, compliance, and management issues related to information governance and information technology. He can be reached at bblair@fcsig.com or 403-638-9302. This article is adapted from the eBook, "Making the Case for Information Governance," available for download at http://www.fcsig.com/ebook.

The Economist Intelligence Unit, in a recent study on information governance, found that the single biggest worldwide challenge to successful adoption of information governance is the difficulty of identifying its benefits and costs. In other words, the difficulty of making the case for information governance. Learning to articulate the case for information governance can be difference between success and failure with information management. Here are 8 reasons why information governance makes sense.

1 — We Can't Keep Everything Forever.

IG makes sense because it enables organizations to get rid of unnecessary information in a defensible manner. Organizations need a sensible way to dispose of information in order to reduce the cost and complexity of IT environment. Having unnecessary information around only makes it more difficult and expensive to harness information that has value.

2 — We Can't Throw Everything Away.

IG makes sense because organizations can't keep everything forever, nor can they throw everything away. We need information – the right information, in the right place, at the right time. Only IG provides the framework to make good decisions about what information to keep.

3 — E-Discovery.

IG makes sense because it reduces the cost and pain of discovery. Proactively managing information reduces the volume of information exposed to e-discovery and simplifies the task of finding and producing responsive information.

4 — Your Employees are Screaming for It – Just Listen.

IG makes sense because it helps knowledge workers separate "signal" from "noise" in their information flows. By helping organizations focus on the most valuable information, IG improves information delivery and improves productivity.

5 — It Ain't Gonna Get Any Easier.

IG makes sense because it is a proven way for organizations to respond to new laws and technologies that create new requirements and challenges. The problem of IG will not get easier over time, so organizations should get started now.

6 — The Courts Will Come Looking for IG.

IG makes sense because courts and regulators will closely examine your IG program. Falling short can lead to fines, sanctions, loss of cases, and other outcomes that have negative business and financial consequences.

7 — Manage Risk: IG Is a Big One.

Organizations need to do a better job of identifying and managing risk. The risk of information management failures is a critical risk that IG helps to mitigate.

8 — Email: Reason Enough.

IG makes sense because it helps organizations take control of email. Solving email should be a top priority for every organization.

AIIM ECM Training: Governance

This eLearning module is available alone or as part of AIIM's ECM Specialist eLearning Bundle or Classroom Course.

http://www.aiim.org/training/courses/337

8 Things to Consider When Starting a WCM Project

Simon Smith is the UK Sales Manager for GOSS, a UK based WCM vendor. GOSS is a leading supplier of local government solutions in the UK. Their customers also include the UK ferry company Brittany Ferries and Breakfast Television broadcaster, GMTV.

1 — What is your Core Purpose / Objective of your New Web Presence?

A new website can be all things to all people so the first consideration when considering embarking on a project of this nature is to ask, what do you want to gain from your new website? This should influence your search for the WCM solution of choice.

For instance, if you are an online retailer then using a WCM with proven track record of this is vital and do you need to integrate with 3rd party systems (ordering/billing/tracking) as part of that? Alternatively, if you are a public body or media agency you will could be delivering 1000s of pages of rapidly changing content with tight approval processes, again choosing a partner with a proven pedigree in delivering this scale is vital.

Either way you will need to consider how your site will fit into your Integrated Marketing Communications plan. Your campaigns should have objectives that your online activity will support. Your website needs to tie in to your offline activity as well as your other online activity. Offline, make sure your messages, look and feel, and media are all consistent. Online, drive traffic to your site with clever PR (use of blogs and forums), online ads and PPC plus targeted email campaigns.

2 — Carefully Consider License Options.

There are a wide variety of license choices available in the WCM market for the prospective buyer. Among the options available: 1) an Open Source (OS) solution, 2) a Commercial off the shelf (COTS) system, 3) a SaaS (Software as a Service) solution and 4) a traditional license model.

Open Source has its place, but it should always have a relevant and active user community to be a viable option for your organization. The COTS market has seen some significant consolidation over the last few years and this in turn is starting to bear its unpleasant side effects as companies look to rationalise their development platforms. While you can never know when or if your partner of choice will ever be subsumed, always look to seek a vendor who has a clear understanding of your market and a defined business strategy for the future. Certainly SaaS has some significant initial benefits to licence in terms of initial outlay, cost justification and provision of a business case. A key question to ask: Will this platform support your long-term aims and strategies if they eventually they include integration and diversification? In considering a traditional license model, ask yourself these questions: 1) Does the licence provide sufficient scope for growth? 2) Is it based per seat or per server? 3) Does it provide the capability of sub sites that have the same level of functionality as the main license? 4) What, if any, are the limitations in terms of numbers?

3 — Carefully Examine In-House Skills and Development.

Fundamental to your decision on license option, an organisation will need to consider where skill sets lie for the development of your new WCMS.

If it's in house, do you have the skill sets already, are they up to date and are they up to the job in hand? Alternatively if you are looking for an external partner or development house to support you, consider these questions: what is their long term strategy, what is yours and do they match?

4 — Integration – What do you Need the WCM System to Integrate With?

It seems obvious, but it is always important to consider what legacy systems - such as EDRMS, CRM, and ERP systems – do you want to integrate with? You would do as well to qualify and match vendors with proven integration case studies to your own in house systems as part of your initial evaluation process.

All too often it is after the contracts are signed that integration projects are raised, which can prove to be a very expensive afterthought. If that integration is in place does it fulfill your requirements and more importantly, is it included?

5 — Carefully Consider your Hosting Requirements.

There are two basic ways to host, DIY (Do It Yourself) or professionally.

If you host yourself you could be setting yourself up for a fall. Don't do it. It is too difficult and the ramifications can be very costly. Professionals, on the other hand, will look after everything for you. Hardware, software, security and monitoring – all delivered to a defined SLA (Service Level Agreement). When choosing a partner for hosting, check that they are familiar with hosting your type of installation, ideally ask your WCM vendor for recommendations (and a discount). Some WCM vendors will host your site too. This is far and away the safest option and will save you hours when trying to fix bugs as there will be no passing the buck between agencies.

6 — Carefully Consider Design, Web 2.0 Factors and User Personas.

When it comes to developing the look and feel of your website, you need to develop a creative brief. The design brief should contain a range of information including project background, audience or user personas, and style and requirements imposed by your brand or corporate identity. Your design agency will be able to guide on this.

Start by gaining an understanding of your audience, this comes from data you have collected from online registrations and surveys (you could run one specially) plus the knowledge you already have about your target markets and their buying habits. For each target group develop user personas. These help give you a realistic picture of who your website is for. You only need four to six personas generally. Then define how each user type will engage with you depending on what they are looking for and how. If it is a simple transactional service, such as registering for a free service, you will have to work hard to keep them onsite with your key messages in front of them. If they are coming to you for recreation or detailed research, it will be easier to engage them. The former group may require a more creative use of Web 2.0 to generate user generated content.

7 — Selecting a WCM Partner.

Large projects can be bid out to your specifications. Make sure you set the criteria that are important to the web team and contributors before you start the process. These might be ease of use, technology platform or proven integration with 3rd party systems. You will obviously need to set a budget and be ready to attribute this to different elements; license, design, build, content migration, support and hosting.

8 — How will you Measure Success?

Set objectives in advance so you can measure success. Typical metrics might include: 1) number of unique visitors,

2) number of users who register or buy, 3) how long they stay on your site, 4) how much they interact with it (adding content) and 5) how many users came from certain ad campaigns.

In order to measure these, there are free and paid for web analytics packages on offer (if they don't come with your WCM). Google Analytics leads the free ones. You just need a gmail account to get going and then you have to copy and paste some code into your site. This will give you all the usual visitor numbers, referrals and search terms plus integrates well with Google Adwords. If you are running a larger retail site, then user journeys will be at the heart of your analytics. You might require a more feature rich package to enable you to follow users around and to discover where and why they drop off and do not complete every transaction and contain variant testing.

8 Things You Need to Know About Preservation of e-Documents for Litigation and Regulatory Investigations

John Okonkwo is dual qualified US Attorney and UK Solicitor specialising in information governance, with a focus on e-discovery and e-fraud. He is a professional member of AIIM and the Association of Certified Fraud Examiners (ACFE).

As regulators and courts increasingly exercise their oversight powers, it can be expected that they will hold organisations accountable to explain the evaluations which underpin their ESI (Electronically Stored Information) preservation protocols.

The business impact of this heightened level of regulatory and judicial scrutiny is that enterprises which ignore the ESI preservation risks inherent in local and remote working, as well as the management of employee Web 2.0 communications do so at their peril. Since over 93% of enterprise records are electronic, and the volume and mix of data types is exploding, millions of electronic documents are now routinely collected from all locations where an organisation has custody, control or access to electronic documents – be it in London, Lima, or Timbuktu.

The dynamic nature of ESI means that critical documents can easily be overwritten, modified, destroyed, or corrupted during normal use. It does not matter whether this happens accidentally or maliciously. The result is the same – loss of potentially relevant evidence giving rise to probable criminal penalties, fines or court sanctions for spoliation.

The following tips may provide useful guidance.

1 — Dig your Well Before you are Thirsty.

The Chinese proverb "dig your well before you are

thirsty" is particularly apt. Be proactive and establish a transparent, documented and defensible methodology for the preservation of ESI once a regulatory investigation or litigation is foreseeable. This process should be driven by senior stakeholders from legal, IT, records, and compliance.

2 — Define your Information Management Framework.

Implement an effective information management framework that ensures that records generated by the business are kept and destroyed in a legally compliant manner. This structure will generally provide a consistent methodology and the volume thresholds in which data is deleted, overwritten, or stored to off-line or back-up systems.

3 — Preserve Metadata.

The metadata associated with an electronic document can be just as important as the data in that document because it establishes the context in which the electronic content was created. The courts and regulators expect that the metadata associated with ESI will be kept intact.

4 — Implement an IOA Strategy.

Implement an information organisation and access (IOA) strategy as the essential cornerstone of the above procedures. AIIM runs an excellent program which can enhance an organisation's ability to systematically create, implement, and administer a holistic information management and compliance strategy.

5 — Constantly Monitor Custodian Based-Retention Practices.

Employees tend to store data in the most convenient manner regardless of policy. Portable media or storage devices can now hold vast amounts of data which can exist at any given time only on that device. Along with Web 2.0 social networking platforms, they can be crucial in establishing relationships, timelines, and exceptions to hearsay objections. Remember that different functions handle data in different ways. For example, mahogany row executives often deploy private email systems that are known only to a handful of people. You must guard against the concealment of such potential sources of ESI.

6 — Deploy Archiving Technology.

Deploy archiving technology that meets evolving data retention and preservation obligations, and don't rely on backup tapes as an archive.

7 — Centralize and Consolidate Preserved ESI.

Centralize and consolidate preserved ESI into one or just a small number of repositories if your organisation is routinely involved in litigation or regulatory investigation, or once you anticipate any of these events. This will reduce the cost and disruption normally caused by the e-disclosure process.

8 — Develop a Transparent and Consistent Process for Ingesting Preserved ESI.

Develop a transparent and consistent process for ingesting preserved ESI back into an enterprise archive once the investigation or litigation is fully concluded.

8 Things You Need to Remember About eDiscovery

Thomas Bahr is a project manager for Enterprise Content Management within the Information Management Competence Group of BearingPoint. He has more than 10 years experience in ECM software. BearingPoint is an independent management and technology consultancy. Owned and operated by its Partners throughout Europe, BearingPoint is offering its clients the best possible value in terms of tangible, measurable results by leveraging business and technology expertise. The company currently employs 3,250 people in 14 European countries and is serving commercial, financial and public services clients.

1 — Have a Governance Model to Control the eDiscovery Process Centrally.

Without an approved governance model, eDiscovery will be prone to failures associated with:

- Ill-defined roles and responsibilities, resulting in everyone doing everything and/or no one doing anything.
- Inability to properly monitor the success of or adherence to policy and processes.
- Inability to measure the effectiveness of policies and processes.
- Inability to track the costs/benefits and properly budget for ongoing operational activities.
- Inability to ensure that the eDiscovery strategy continues to align with business strategies.

The program needs to encompass four core competencies: guiding/strategizing, designing/coordinating, executing and monitoring. Each of these competencies is necessary to ensure a relevant and sustainable governance model.

Who will guide the company by defining policy for eDiscovery and aligning it with Information Management / Enterprise Content Management policy?

Who will design and coordinate processes to enable each business to consistently fulfill their execution obligations?

Who within each business will execute and enforce the policies and processes?

Who will audit and monitor adherence to the policies and processes?

2 — eDiscovery is Risky and Costs Money.

eDiscovery costs a lot of money. The primary costs occur at the review and the processing stage. The review stage is used to sort out responsive documents to produce and privileged documents to withhold. It is the time where the legal team can begin to gain a greater understanding of the factual issues in a case. 30-70 % of the eDiscovery budget is spent here. The processing stage must accommodate a wide variety of unstructured data, handle each form in a manner appropriate to its file type, and generate output that is structured in accordance with review requirements that often vary with law firm practices and client needs.

Connected to costs is risk. The most obvious risk is that e-mails, files or paper are destroyed after a litigation hold has been called. Sanctions can be significant if this procedure is violated. Such sanctions include but are not limited to: 1) Substantial fines; 2) Adverse inference instructions; and 3) Striking a Claim or Defense.

3 — You Need an Email Policy with a Specific Section on eDiscovery.

Your e-mail policy should cover the aspects of eDiscovery. The section should describe what happens when your company is hit by litigation or by subpoena. It should state the mandatory process of litigation hold and all responsible contacts. But keep it simple and useable.

4 — Use an Accepted eDiscovery Framework.

Using an accepted framework helps your organization to speak the same language about the necessary task during the eDiscovery process. There are two common frameworks available:

The Sedona Principles (http://www.thesedonaconference.org), focusing on fourteen best practices recommendations and principles of eDiscovery issues, including comments on their application.

The Electronic Discovery Reference Model EDRM (http://edrm.net), guiding a common, flexible and extensible framework for the development, selection, evaluation and use of electronic discovery products and services. It can be used as the basis for comparison of your current eDiscovery practices.

5 — IT, Legal, Business and Administration Must Work Together.

Being forced by court to produce tons of electronic stored information within a short time frame is the emergency case for IT, Legal, Business and Administration Departments. All four departments are stakeholders within an eDiscovery process and must be recognized by the Governance Model. They must closely work together during the phase of document preservation, document collection, processing, review, analysis and document production. All for one and one for all!

6 — eDiscovery Also an Issue for European Companies.

European companies, especially multinational global companies from different industries (e.g. Pharma, Automotive, Finance or High-Tech) get hit by eDiscovery topics in the future. They will struggle with the challenges in meeting different language requirements and moreover to cope with different national and multinational regulatory requirements e.g. German Data Protection Law, The Hague Convention on the Taking of Evidence Abroad in Civil and Commercial Matters, The EU Data Protection Directive with its Safe Harbor approach or the French Blocking Statue.

However they are not ready for eDiscovery as BearingPoint´s survey of 2008 about e-mail management states. 500 companies in Germany, Austria and Switzerland were been asked about their ability to provide within 2 weeks the complete correspondence (including all e-mails) to a transaction. 45% reported "yes, with huge costs," 15% stated "No," and 15% were not sure. Only 23% were confident they could meet the requirement.

7 — Think of In-House vs. SaaS and Hosted eDiscovery Solutions.

During the current economic climate it is helpful to think about a hosted email archiving and hosted review platform, in order to avoid spending budgets on an in-house solution. On the other hand an in-house solution is a preferred way to control the eDiscovery process.

8 — eDiscovery is Not Only an Email Issue.

Although most litigation focuses on e-mail, the changes driven by the Federal Rules of Civil Procedure (FRCP) do not focus on e-mail alone. E-mail is just an example. Other content types on file shares and desktops are of importance and the FRCP requires that all companies who conduct business in the U.S. must:

Produce electronic information in its native format, with metadata intact (which precludes providing hardcopy of email, for example).

Prove chain of custody for electronic information.

Ensure litigation hold policies are enforced.

Complete an exhaustive search of all electronically stored information (ESI), noting its description, category and location, prior to the first pre-trial discovery meeting (within 99 days).

File an electronic discovery plan within 120 days of a complaint being filed in federal court.

AIIM Fundamentals of Electronic Discovery

Technical and logistical considerations at each phase of the E-Discovery process.
http://www.aiim.org/training/courses/288

8 Things That You Should Know About Open Source ECM

Cheryl McKinnon is Chief Marketing Officer for Nuxeo. With more than 16 years experience in Enterprise Content Management, Cheryl has developed a keen interest in the challenges facing information workers in the increasingly electronic and online work environment. Her specialty is researching, writing and educating on current and emerging trends in information management. Check out her blogs: http://blogs.nuxeo.com/cmckinnon/ and http://candyandaspirin.blogspot.com.

Here's a perspective from an open source vendor on the benefits of open source ECM...

1 — You Can Get Started on an ECM Project – NOW.

Need to get an ECM project moving now—even if you don't have much budget today? Open source ECM offerings let companies get started with early requirements research, prototyping, and piloting just with a simple download and installation. In the spirit of community, of transparency, of truly believing that ECM is a critical platform for any customer in the 21st century knowledge economy, open source ECM vendors actually want you to get moving forward on a project.

2 — ECM from the Open Source World Puts Value on Things that Matter to You – Not the Vendor.

Companies who need ECM will measure their return on investment once the system is up and running and savings and gains are evident. Automation of routine transactions, reduced storage costs, faster reuse and retrieval, more time to let your knowledge workers focus on the important stuff – this is why you RFP'd. But most proprietary ECM software vendors derive their value on the upfront seat purchase – hence the haggling and legal review over the license acquisition phase of the deal. The customer and vendor parties aren't in alignment on what is of mutual benefit. Open source ECM vendors make it easier to align

the value – applications can be downloaded at no upfront cost, letting customers invest in the support subscriptions when they're ready to go live.

3 — You Don't Need to be a Developer to Use and Deploy ECM from Open Source Vendors.

There's a lingering out-of-date perception that open source applications are intended for the uber-geeks. That's not true as we approach 2010. Content management applications coming out of the open source world today are simple to download and deploy and have clean and approachable UIs designed for everyday information workers. They're built to be used by a wide range of customer skill sets and IT platforms, but still ensure companies with specific needs have full access to source code to meet unique requirements.

4 — Don't Confuse "Open Source" with "Free."

It's important to approach open source ECM with the same long-term planning as traditional ECM products. Be careful not to skimp on the appropriate needs-analysis, training, change management and ongoing care and feeding of the underlying IT infrastructure. While you don't need to pay for typical license seats with open source, you do need to plan for all the same ongoing ECM deployment and support costs to be successful.

5 — Open Source ECM Vendors Have Been Walking the Talk Around Enterprise 2.0 for Years.

Was 2009 the year your current vendor finally set a goal to be more transparent? More community-driven? Be more open to input and feedback from customers and partners? Guess what... this is how open source ECM vendors have been operating for years. Customers drive innovation, roadmaps can be turned on a dime to support cool new things or updated platforms. Tips and tricks are openly shared online across community sites.

6 — Not All Vendor Business Models Are the Same.

Nobody likes surprises. When doing due diligence on ECM products to short-list, make sure there is full transparency on which products are vendor-supported and which are not. Some open source vendors have free products which are great for demo/prototyping, but are not actually supported for production use. Ensure the vendor is willing and able to support the product that you've tested and meets your requirements. Also understand the type of license agreement the vendor uses to ensure it fits your company's business needs. How well will it fit into the rest of the organizational technology ecosystem that increasingly is a mixture of open source, SaaS and proprietary enterprise applications? There are a small number of well-known license options, making it easy to verify what will work for you.

7 — Open Source ECM Products are Not are Written by Some Guy in his Mom's Basement.

All of the major industry analysts agree that open source is here to stay. Companies in this space are growing, doing business globally, and invest in the same marketing, sales, development and support resources as traditional ECM vendors.... maybe even more when it comes to those last two, because peer to peer and community contributions are highly valued.

8 — ECM is No Longer a Frill – It is an Essential Platform for the 21st Century Digital Economy.

The rise of the web means small or new businesses can compete globally with bigger incumbents. But with this democratization of opportunity comes the inevitable democratization of risk. New and emerging regulations – including the US Federal Rules of Civil Procedure regarding electronically stored information – apply to everyone – not just large publicly traded firms or regulated industries. The need for an ECM platform to share, protect, preserve and dispose of business content is now for everybody. Innovation, ideas, intelligence – this valuable business content is stored in our electronic corporate memory. Open source ECM helps keep this playing field level.

8 Excuses for Not Implementing an Enterprise Content Management System When You Know that You Should

Andy Eberhard is currently CEO of UFC, Inc. (www.ufcinc.com) and has over 20 years of experience that spans a wide range of managing Information Technology initiatives as well as various Supply Chain departments for Fortune 500 firms. His previous experience in working with consulting and Fortune 500 firms includes production planning, warehousing, business analysis, system analysis and design, system integration, project management, program management, and post-production system support. In recent years, Andy's focus has been on leading the installation, service, and support of data capture and document management systems across a wide range of clients for UFC, Inc.

1 — There are Too Many ECM Systems on the Market Today. I will Never be Able to Find the Right One that Fits my Business Needs.

There are many ECM Systems on the market today. And trying to find an ECM System that will fit your business needs at the right cost can seem like a daunting task. While this may be true, finding the right ECM System starts with understanding your underlying data and document management challenges and needs and then mapping those core needs to a system and vendor that solves those needs for you.

Although it is probably best if you can do your own analysis since you know your own business better than anyone else, if you feel strapped for time or knowledge, then you always have the option of using an outside consultant who can help you.

2 — My Department or Company Doesn't Have Enough Money to Buy an ECM System.

The cost of ECM Systems is all over the map. But with the number of ECM Systems on the market today, there is an ECM System price point for almost every business. Cost can range from less than $1,000 for out-of-the-box ECM Systems that provide very basic scanning, capture, and content management capabilities to over $100,000 for systems that not only provide workflow capabilities in multiple languages and on distributed networks but which will also almost brew

your coffee in the morning. It really depends on your needs, current infrastructure, volume, and number of users, to name a few.

But the real question to this excuse that you don't have enough money to buy an ECM System is — can you afford not to? In many cases a return on investment can be easily calculated and will show that for many businesses the ROI for an ECM System is quite rapid (less than 12 months in many cases, although it could be less or more depending on the cost of the system implemented and the costs savings obtained).

3 — Implementing an ECM System, Including any Document Conversions or Back Scanning that has to be Done, is too Involved and we Don't have the Resources to Either Implement the System or Convert our Existing Documents.

For many businesses, the amount of documents (either stored electronically on hard drives or stored in paper format) that need to be converted or back scanned when implementing an ECM System can seem insurmountable. However, if you don't want to tackle this challenge yourself, there are vendors and service bureaus which can either help you by providing conversion services or help you to back scan your documents into your new electronic ECM System. Yes, there is a cost involved, but the cost is less than you probably think when compared to your own time or the time of your business' resources. And as you free up storage space and reduce your time for filing and searching for documents, your ongoing costs will decrease and your efficiencies in how you handle existing and new documents will increase.

4 — Learning How to Use an ECM System is Too Complicated for Our End Users.

Change management is always considered challenging, whether the system implementation is small or large. But change is also constant and in reality, with the changing pace of technology and business processes, an organization can't afford to not keep pace. Implementing an ECM System will introduce change to an organization's processes. There is no doubt about that. But if end users are shown the benefits of the change in relationship to the end results, if proper expectations of the change are set by management, and if good training is not just given but also repeated, then change can be accepted and even embraced. If end users are included in the ECM implementation and their voices heard, then they will be more receptive to the change that will inevitably occur.

5 — We Have Many Other Applications in our Business and We Don't Know if We Will be Able to Integrate Them With an ECM System.

Ah, yes, the dreaded word -– integration. Just mentioning the word 'integration' conjures up thoughts of annoying technical design work, project scope creep, sleepless nights,

and a lighter pocketbook. But it does not need to be that way. Many ECM Systems now offer straight forward back-office connectivity and extensibility through easy to use application programming interfaces (APIs). Integrations are not always easy, but with the right application programming interface (API) and knowledge of the two applications involved, integrations don't have to be feared.

6 — We Have Too Many Other Initiatives That We Need to Implement First Before We Would Even Consider an ECM System.

"I have too much to do already" is always a good excuse for everything that we have to do, whether at work or at home. And there is no doubt that we all do have a lot on our plates and conflicting priorities within our organizations. But are we working on and doing the right things? That is the question that has to be answered. For instance, are you working on projects that will ultimately improve your department or business through more efficient processes and less manual labor? Are you working on projects that will provide your employees with more job satisfaction? Are you working on projects that will reduce costs and make your business more profitable and competitive in the long run? If you install an ECM System then the above questions are answered with a 'yes'. Can you say the same for your current projects?

7 — We Don't Have the Infrastructure in Place to be Able to Maintain an ECM System.

With the proliferation of data centers, Software as a Service (SaaS) providers and cloud computing, the notion of a business having to internally support applications, like ECM, and the associated hardware has become a thing of the past. You now have a choice. You can install and service the application on your own hardware or it can be installed and serviced through an outsourced service provider. The costs versus benefits of the two options will need to be weighed, but the excuse of not having the internal infrastructure in place to implement an ECM System should really be a moot point.

8 — We Actually Enjoy Shuffling our Documents and Papers Around the Office and Storing them in Filing Cabinets or Offsite. We Think that Implementing an ECM System Would Take that Fun Away.

No one that we know of likes copying, carting around, filing, or searching for documents – either electronic or paper. An ECM System eliminates your need for those boring and inefficient activities. With an ECM System, access to your documents is at your fingertips and your documents are securely stored in easily backed up electronic media or servers. Through metadata and search criteria, documents can be easily located while functionality like workflow means that documents can be easily routed from user to user. Additionally, access to documents is controlled, information

can be redacted, and audit trails can be put in place to make sure that only resources who should be allowed to view certain documents or data will be able to view them.

Taking all of these factors into account, companies are running out of excuses for not implementing an enterprise content management system.

AIIM ECM Request for Proposal Template

Tailor to meet the specific needs of your organization.

http://www.aiim.org/Shop/Product/2293