



## Look Beyond Technology For Content Management Success

Executive Overview: The Content Management Playbook

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### WHY READ THIS REPORT

Enterprises continue to struggle under increasing volumes of varying types of content. Historically, enterprise architecture (EA) professionals have taken a product-specific approach to their enterprise content management (ECM) strategies: document management for office docs, web content management for online content, records management for corporate records, and so on. However, enterprises increasingly need to support multiple content types in different ways. Successful content management implementations must focus on controlling and optimizing information assets using content and records management technologies, policies, and best practices. Forrester's content management playbook shows you how to architect a successful content management solution to ensure that all content is easily accessible, current, secure, and trustworthy.

### RISING VOLUMES OF CONTENT DEMAND A BETTER MANAGEMENT STRATEGY

Organizations continue to grapple with an explosion of unstructured content.<sup>1</sup> In addition to the sheer amount of content, the types of content are becoming increasingly diverse and include documents, scanned images, web content, rich media, email, corporate records, blogs, wikis, e-forms, audio, and video. Each content type comes with its own editing and workflow requirements, and often regulatory and compliance pressures, making managing content that much more complicated and expensive. At the same time, information workers still demand simple and easy-to-use content management tools.

### Users Demand Secure, Easy Access To Their Trusted Content

EA pros find it challenging to source content management technology due to the wide array of business use cases and content technologies to support them. Merely buying a content management solution can still result in functionality gaps, or it may result in shelfware if you don't need the total breadth of functionality. Instead, as the number of content types grows, you will find it easier to match requirements with content usage, rather than just content types. A successful content management program must:

- **Provide a consistent, predictable ECM experience.** Creating an acceptable user experience is essential for ensuring that the ECM solution is consistent and meets the needs of the users. A successful ECM implementation will define standard processes and procedures for maintaining structure and consistency in the access and management of the ECM system.
- **Surface the content easily.** A primary goal of any ECM implementation is to provide quick, easy access to information. Easily turning content into knowledge is critical to realizing an effective return on investment (ROI).



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- **Increase the value and reliability of the information.** End users want to be assured that they can trust the content they are using to accomplish their job. Trust can be achieved by knowing the content at hand is valid, approved, and controlled.

## FORRESTER'S CONTENT MANAGEMENT PLAYBOOK SHOWS THE WAY

The content management (CM) playbook provides guidance to implement a successful content management program. Implementing a successful CM solution is less focused on the technology and more focused on the people aspect of the project. Forrester's approach defines the best practices for defining the goals and objectives of the program, developing an executable implementation road map, designing an effective organizational change management program, and executing the implementation of sound governance. Building this practice requires a four-step process (see Figure 1):

1. **Discover: establishing the value of a CM program to the enterprise.** To develop an effective approach, you need to understand how a content management solution has helped other enterprises, how and why it has failed in many organizations, and how the role of content in the enterprise will evolve over the next decade. Then you must turn your lens on your own enterprise to examine where your specific benefits will come from.
2. **Plan: creating the strategy and road map for the CM program.** The planning phase research takes you from strategy to road map development. Along the way, you'll see how to define your program goals and objectives, guiding principles, critical success factors, the organizational structure for implementing a CM solution, and the technology strategy that you'll need. We'll help you build a road map that bridges the gap between where you are today and your effective CM program of tomorrow that enhances the value of your content.
3. **Act: implementing the program.** Our detailed implementation research describes the roles, responsibilities, skills, organizational structures, and technologies that you'll need to build your program. We describe a framework that keeps the program on track with the CM road map. This framework will address your organization's change issues required to ensure successful CM program adoption.
4. **Optimize: measuring, monitoring, and marketing your results.** Finally, our continual improvement research shows you how to measure your progress and report on your successes. We guide you through the development of a continuous communications and training program that is designed to re-enforce the benefits of content management.

**Figure 1** The Content Management Playbook



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Source: Forrester Research, Inc.

**ENDNOTES**

- <sup>1</sup> Organizations are struggling to control their digital content. Redundant and unnecessary information sloshes around in content management systems and circulates through email. Unmanaged content can reduce information worker productivity and expose organizations to enormous legal risks. To launch (or simply build a case for) an information governance initiative, content and collaboration professionals need a map of what content is out there. See the October 20, 2010, “[Take Control Of Your Content](#)” report.

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