

Open Text and Enterprise 2.0: Bloom into a New World of Social Media

June 2009

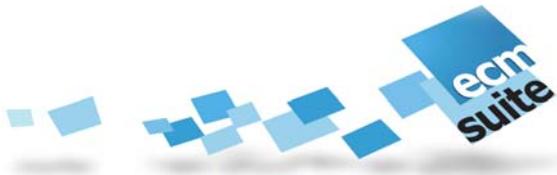
Abstract

This paper will explore how to nurture an environment that encourages a higher plateau of connectivity and collaboration by adopting the tools and culture of Enterprise 2.0. Organizations across public and private sector can bloom into a new world of the Social Workplace and Social Marketplace enveloped by the safety of the ECM Suite. We'll recommend best practices and answer the pertinent questions as we outline the social fabric of trust and teamwork that binds people together and connects them with the processes and content they need to achieve their goals. Are you ready?



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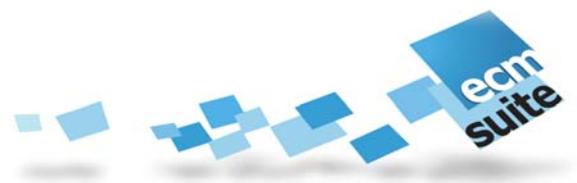
Executive Summary

Enterprise 2.0 allows your people to bloom into to their full potential. People are the greatest asset to an organization. Nurturing a culture and environment that encourages a higher plateau of connectivity and collaboration delivers the baseline for greater engagement and productivity. This social fabric of trust and teamwork is what binds people together and connects them with the processes and content they need to achieve their goals. Our vision is to help organizations move forward, to connect and collaborate with their people both inside and outside the enterprise. With the Open Text ECM Suite as the foundation, organizations across public and private sector can bloom by delivering the promise of the Social Workplace and the Social Marketplace enveloped by the safety of Social Compliance.

Setting goals and measurable objectives for an Enterprise 2.0 initiative is critical to successful implementation and for navigating change management challenges. What are the business objectives of the project? What engagement levels are expected and achievable? Communication of goals, objectives, and key milestones will be important to get employee and management support.

Where do you start? Identify tangible business objectives with measurable and meaningful milestones, include participants from a variety of job levels to test and pilot solutions, consider risk and compliance issues proactively, and ensure business managers are supportive of goals and targets: these are the keys to success.

The demands of this uncertain and competitive world mean adaptation, strong networks, and creativity. Open Text sees the future of content and is ready to deliver. Our vision is ready to bloom. Is yours?



Enterprise 2.0: Are You Ready?

Inspiring the Enterprise

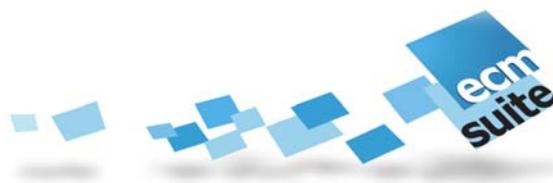
Leadership has two key characteristics: a clear vision and trust in your people. At Open Text, pride, passion, and a willingness to pioneer have propelled us into a leadership role in Enterprise Content Management. Beginning with online search, and now all aspects of content management: web experience, rich digital media, collaboration and information governance. Working with the Content Experts—our customers, partners, and staff—we have achieved success and stability across the last two decades.

Enterprise 2.0 encompasses the culture and technology to allow your people to bloom into their full potential. People are the greatest asset to an organization, and nurturing an environment that encourages a higher plateau of connectivity and collaboration delivers a foundation for greater engagement and productivity. This social fabric of trust and teamwork is what binds people together and connects them with the processes and content they need to achieve their goals. Our vision of Enterprise 2.0 is to help organizations move forward, to connect and collaborate with their people both inside and outside the enterprise. With the Open Text ECM Suite as the foundation, organizations across public and private sector can bloom by delivering the promise of the Social Workplace and the Social Marketplace enveloped by the safety of Social Compliance.

The workplace is changing. Disruptive forces are at play in business and are compelling organizations to rethink traditional content communication and the way they define an information worker. We must address these disruptive forces to stay competitive, deliver services, manage risk and costs, and protect the corporate memory resident in employees and applications. A more Social Workplace and Social Marketplace raises productivity even as resources become scarce; it taps into the collected intelligence across employees, customers, and other external stakeholders; it opens the door to mentorship and knowledge sharing to information workers who are not traditional desktop PC users; it connects your people to the content and processes they need to get their job done.

People, Processes, and Content: Connect for Competitive Advantage

Remaining agile and innovative in a challenging economy requires a new perspective on productivity and performance. Open Text envisions a world in which our customers orchestrate their People, Processes, and Content to achieve strategic success. Enterprise Content Management (ECM) is not just about controlling and managing business content and the repositories where it resides. It is about understanding the relationships among the People, Processes, and Content in an organization. It is about documenting how content flows within and across departments and how it is experienced in the marketplace. It is about the systems content touches, the processes it is tied to,



and the people it empowers. It is about experiencing the value of content and managing it across an entire lifecycle from creation and collaboration through to consumption and disposal.

*Figure 1
Orchestrating people,
processes, and content to
gain competitive advantage.*

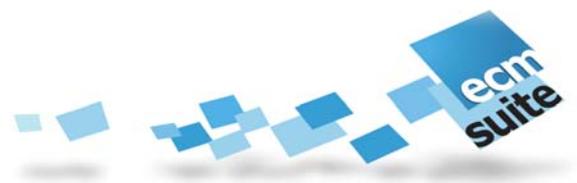


Content Experts: Learn from Shared Experiences

With two decades of experience in helping organizations across every industry around the globe overcome the challenges associated with managing business content, Open Text stands unmatched in the ECM market.

With more than 50 million users globally and by fostering truly collaborative relationships with our customers and business partners, Open Text has developed a keen understanding of how content flows throughout an enterprise and how organizations can leverage it to drive growth, mitigate risk, and generate business advantage.

Our knowledge of the business challenges organizations face today and the richest array of content management applications and solutions in the industry, along with our ability to provide organizations with the guidance required to most effectively address these challenges based on rich subject matter and domain expertise makes Open Text, along with our customers and partners, **The Content Experts**.



Enterprise 2.0: Adapting to New Business Drivers

What Is Enterprise 2.0?

Enterprise 2.0 allows organizations to take advantage of the technology innovations of Web 2.0 to meet business objectives. Private and public sector can benefit enormously from the use of social computing, and Open Text delivers on this vision of by making the evolving 2.0 world safe. ECM has evolved to support collaboration between people within and outside an organization. Web 2.0-inspired tools open new channels for information exchange allow people to find internal expertise, and deliver on the promise of enhanced productivity at low cost. Open Text facilitates co-operation among your information workers, provides a secure and managed collaborative environment for content creators and consumers, and helps orchestrate your people, processes, and content to achieve strategic success.

Definitions of Web 2.0 and Enterprise 2.0 have emerged. An early piece on [Web 2.0](#) by Tim O'Reilly called out characteristics including tools that could harness collective intelligence, used the Web as a platform, and opened content control to users. The evolution to Enterprise 2.0 two years later applied the culture, platform, and applications of Web 2.0 specifically into the business context. [Enterprise 2.0](#) is the "use of emergent social software platforms within companies or between companies and their partners or customers." It connects people with their processes and their content on the Web, shares collaborative workspaces, and engages in meaningful idea exchange.

Why Enterprise 2.0?

Organizations are recognizing that they need to bloom to thrive. Disruptive forces are at play in business. Globalization of commerce, economic uncertainties, demographic shifts in the workplace, greening of the enterprise, the era of peak email, and regulatory legitimization of 2.0 tools all answer the question, "Why 2.0 now?" Business and government are under pressure to reduce costs and freeze or reduce workforces yet deliver the same quality of product or service and be competitive for talent and market. Technology can facilitate this new productivity imperative. Information workers across generations are increasingly technology savvy, often by learning to use online productivity or networking tools in the personal or consumer realm. Desire to use similar tools in the workplace has often caught traditional IT management by surprise.

Challenges faced by today's business compels organizations to look carefully at expenditures and seek cost savings and productivity gains across all areas of operation, while ensuring customer retention, pipeline generation, and quality targets remain on track. Delivery of the Social Workplace and Social Marketplace while meeting Social Compliance objectives is the end goal of an Enterprise 2.0 strategy.

The "Social Workplace" is an ideal expression of Web 2.0 technologies to connect people with their peers and with critical content and information. Culturally, it helps break down hierarchical and administrative barriers to innovation and idea exchange among rank and file employees. Technologically, it



introduces simpler content creation and communication tools and uses the Web to bridge geographical and generational gaps.

The “Social Marketplace” recognizes that the Web has opened up conversations among and between customers, prospects, employees, citizens, and external trusted advisors. Business is increasingly carried out based on peer-to-peer or word-of-mouth recommendations. Content and information can flow unimpeded out to a diverse audience who can consume the personalized data as needed and then offer rapid and simple feedback and commentary to the enterprise.

“Social Compliance” is a necessary consideration for organizations that recognize the value of the Social Workplace and Social Marketplace but need to balance the risks inherent in opening new channels of peer-to-peer and frontline-to-client communication. Traditional compliance pressures are reactive—records retention mandates and restrictive access to content are often driven by external regulations. Social compliance ensures proactive prevention of unauthorized information exchange as communication channels become more transparent.

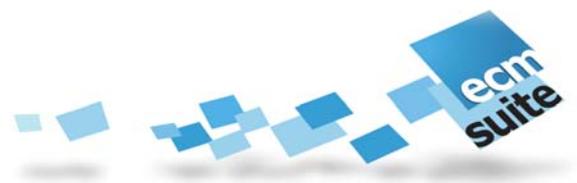
Enterprise 2.0: Emerging Across Organizations Today

Social and rich media-driven Web experiences and mobile accessibility have delivered meaningful and measurable results within the business-to-consumer (B2C), business-to-business (B2B), and business-to-employee (B2E) contexts. Whether building customer loyalty and retention as part of Social Marketplace or bridging communication gaps among staff in the Social Workplace, 2.0 technologies and behaviors enrich the experience.

Figure 2 charts the sources of economic value for organizations that do and do not adopt social computing.

*Figure 2
Social computing & sources
of economic value*

Sources of economic value	Firms that do not adopt Social Computing	Firms that do adopt Social Computing	Industries most affected
Community	No user content or interaction	User content, forums, add value to brand	Media, retail, telecom
Customer service	No follow-up to user suggestions	Community self-help reduces service costs	High-tech, automotive
Sales	Lower loyalty erodes prices	Community loyalty reduces commissions	CPG, finance, telecom, travel
Marketing	Bad targeting and no use of WOM	WOM and better targeting raise ROI	CPG, automotive
Production	Products don't meet user demand	Co-design reduces waste	CPG, media, high-tech
R&D	No use of user intelligence	Community input raises success rate	Healthcare, high-tech



Achieve Your Objectives

Business objectives are simple: meet top-line revenue and customer retention targets, contain bottom-line costs, and ensure appropriate risk mitigation measures are met. Enterprises can bloom when adopting 2.0-inspired tools and approaches to achieve these goals.

Accelerate Employee Engagement and Productivity

A productive workforce is a natural result of teamwork and effective information sharing. Employees that use technology to strengthen their internal social and expert networks can respond quickly to demands and opportunities. Tools that make collaboration and information access easy and intuitive allow for the streamlining of routine tasks that free information workers to focus on more complex and challenging tasks. The connected and engaged knowledge worker is better equipped to deal with exceptions and has access to precedent and appropriate practices to make informed decisions.

Protect and Value Corporate Memory

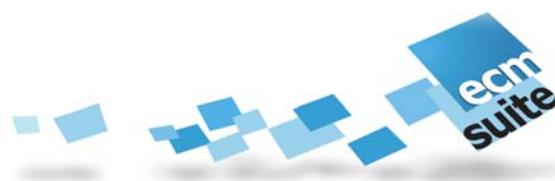
Electronic content is the residue of the decisions, ideas, and communication that result from engaging with peers and markets. Preserving corporate memory—the content, context, and discussion that led to decisions and actions—is essential for continuity of operations, consistency of goals, archival preservation, and education of employees. Capture of content, however, is not sufficient. Allowing people to share, reuse, and learn from this collected knowledge contributes to productivity and accurate information disclosure.

Develop Trusted Relationships

Transparency and reliable responses to issues and questions underpin trusted networks. These networks emerge from the social fabrics we weave among peers and with clients. Trust occurs when we become aware of the expertise, experience, and track-record that surround people as nodes in that network. Our trust in the sources of the knowledge greatly affects our decision to subscribe to, use, and communicate information. Unknown sources or unproven advice are less likely to compel peers to act on, buy, or accept recommendations.

Educate and Enable Channels

The difference between a leading organization and a laggard is usually very small. In a competitive environment, small process variations can mean the difference between organizational success and brand failure. And in today's information-driven economy, the most critical battles are won by those organizations that can deliver knowledge and insight to partners, customers, and prospects at precisely the right moment for maximum impact and competitive advantage. Communication across the ecosystem expands the reach of message, brand, and offerings by equipping influencers outside the business to communicate and recommend in very cost-effective ways. Sharing timely product information and allowing customers and partners to help shape the future direction for your business builds loyalty, engagement, and ultimately revenue opportunities.



Reach Out to New Markets

Today's competitive landscape forces organizations to be nimble and expand market share. Reaching markets is no longer about opening a new office; it is about awareness in a noisy environment. Delivering a Social Marketplace gives business the opportunity to find new prospects and builds new dialogue with current customers.

Customers can be the voice of your success. An organization can spend millions of dollars on brand awareness or it can let the brand speak for itself through the positive communication across existing ecosystems. Embracing social media, cultivating effective online engagement, and delivering superior customer experiences will result in new business opportunities via repeat business, referrals, and positive endorsements.

Engage and Empower

Organizations that will thrive will deliver on the promise of experience, empowerment, and inclusion. The enterprise with a vision to reach a more mature level of collaborative culture will look beyond the traditional definition of the information worker as glued to a computer monitor. Easy access to social networked communities via Web or mobile devices opens the door to content sharing, information exchange, and mentorship with a broader range of people—expertise in employees in the field or remote locations and in trusted advisors, clients, and partners.

Organizations that are challenged to achieve cost reductions, accelerate productivity, enrich partner, customer, or citizen engagement channels, and better capture corporate memory are prime candidates to adopt the Social Workplace and Social Marketplace for competitive advantage.

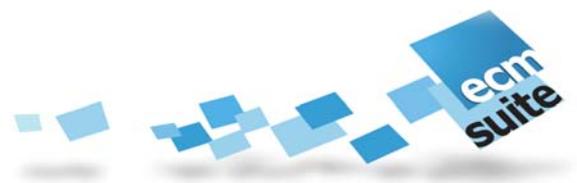
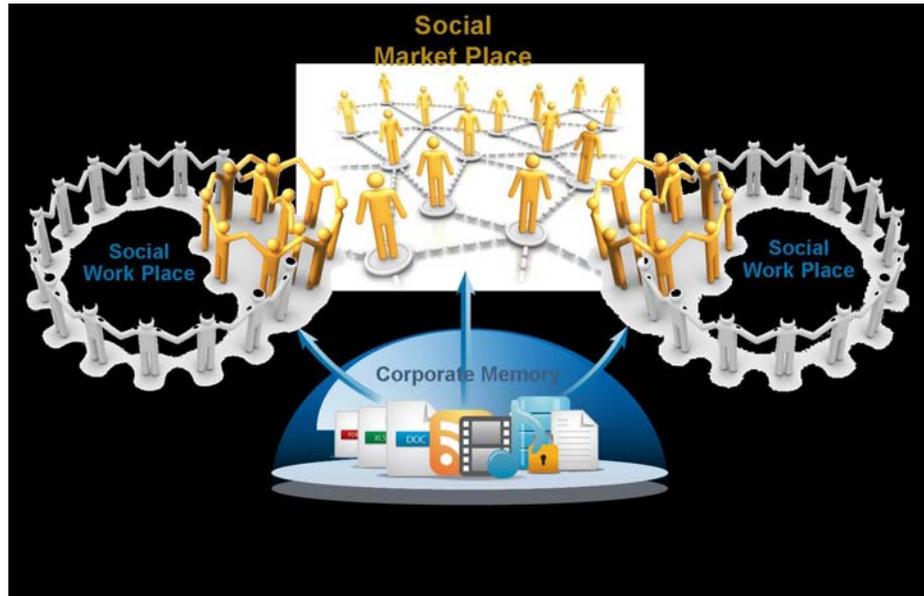


Figure 3
The Social Workplace and
the Social Marketplace
nourished by Corporate
Memory:



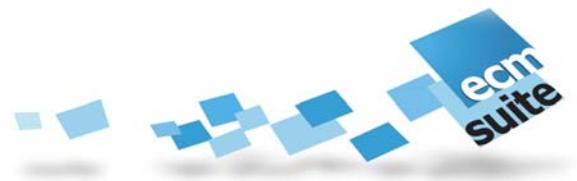
The Social Workplace

As Web-based communication becomes energized by Social Media forms, sharing and maintaining quality content can accelerate employee productivity. Where individual knowledge was previously hidden, successful companies are seeing shared information and experiences becoming part of corporate culture. Employees who actively share their knowledge emerge as experts, and companies that encourage employees to share their knowledge build stronger peer-to-peer and community networks, accelerating internal productivity gains.

Organizations that provide a variety of simple, interactive, personalized community tools accessible over the Web or smart phones can achieve measurable positive results with a Social Workplace. Attraction, retention, and management of the talent as part of human capital management; inclusion of transparency in corporate governance and communication of disclosure rules among employees; accurate and timely enablement of frontline staff to respond and serve; enablement of the more virtual enterprise; and respect and protection of corporate memory—these are the underlying contributions the Social Workplace makes to the enterprise.

The Social Marketplace

Social Marketplace strategies are developed by organizations that see the value of deepening trust from customers, prospects, and partners. Closure of the gap between customer satisfaction targets and customers' actual experiences demands metrics that account for engagement and influence. Analytics, digital



footprints, and online monitoring are part of the benefits of investing in digital content and interactive media. ROI that is customer-centric measures opportunity, satisfaction, and loyalty that the Social Marketplace allows. Converting awareness, engagement, and online interaction into leads and a pipeline is a core objective. As online relationships evolve into a new phase of online interactivity, customers and prospects will share information, seek feedback, and create content pertinent to the business cycle.

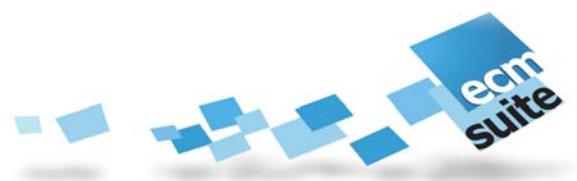
Organizations that see the value of Web and mobile interaction with their external stakeholders can preserve market share, accelerate pipelines, cultivate customer loyalty, and reduce the costs of frontline customer service. Customer engagement and proactive peer-to-peer support and recommendations; development and solidification of communication and recommendation channels; ability to find and react to new opportunities for markets and prospecting; and community engagement with your brand to build loyalty and customer commitment—these are the fundamentals a Social Marketplace delivers to business.

Social Compliance

Social Compliance is a proactive perspective to mitigating risk. The enterprise that embarks on a strategy to bloom with the Social Workplace and Social Marketplace must understand both rewards and risks. Finding the right balance for your business will mean success. Social Compliance permits a layer of control and audit to the *safely* transparent enterprise.

Compliance lingers as a shadow over business practices. Information handling and disclosures have become subject to laws and regulations, and companies need to be mindful about the legal and risk implications related to a more open culture. Management can be held responsible for any material information disclosed by staff. Email has emerged as the corporate “Achilles heel,” and enterprises adopting Web 2.0 tools must be cognizant of this lesson and know that new forms of content can be subject to compliance and electronic discovery just as more traditional types. Reducing burden and headache means balancing “aspirin” to ensure relief from the pain of not proactively controlling the risk of the “candy” appeal that 2.0 tools deliver to employees and customers.

Beyond the reactive compliance compelled by regulation and e-discovery rules, proactive Social Compliance allows the enterprise to monitor outward facing communication to ensure appropriate use and disclosure practices are respected. Providing the assurance and comfort to corporate legal and management that a more open culture will not compromise consistency of message, brand, vision, or leak proprietary information, personal data, or inappropriate language is the protective layer Social Compliance brings to the Social Workplace and Social Marketplace.



*Figure 4
Balancing candy and aspirin:
optimize your people,
processes, and content
while safely meeting
regulatory compliance.*



Balancing wants and needs: Social Compliance respects the legal, regulatory, and governance requirements of the enterprise with the productivity demands of information workers.

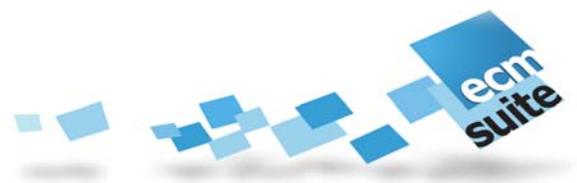
Case Studies from The Content Experts™

Motorola: Protects and Values Corporate Memory

Motorola understands that to maintain its market lead, it is imperative to capture its collective knowledge and leverage its intellectual capital. With approximately 140,000 employees in over 400 cities worldwide, Motorola faced several knowledge management challenges: it needed one repository; it needed to share information in silos; and it needed to streamline its distribution infrastructure. With Open Text ECM-based COMPASS, [ranked in the top five Web 2.0 applications](#), Motorola's customized knowledge management system and collaboration environment, the company saves time, boosts productivity, and ultimately reduces product time-to-market.

Northrop Grumman: Accelerates Employee Engagement and Productivity

A long-standing Open Text customer, Northrop Grumman uses Open Text as the content repository to support more than 40,000 users from different business sectors enterprise wide. Outside of this, however, knowledge sharing was via emails, phone calls, and one-on-one conversations. The organization now uses Open Text to provide online communities and 2.0 capabilities, such as blogs, forums, and headlines, to bring together people with the same type of background and the same interests or expertise and improve communication and share knowledge. Northrop Grumman has embraced the change in the way employees view and exchange content and knowledge.



Hatch: Develops Trusted Relationships and Connects Communities

Hatch, a global engineering and construction management organization, saw social networking and Web 2.0 technology as essential in addressing two critical concerns: information exchange within a dispersed work force and meeting the needs of the growing percentage of their employees who belong to Generation Y, the next generation of specialists and experts. With Open Text, Hatch can benefit from the growing opportunities provided by social computing to support advanced collaboration while at the same time provide a secure and managed enterprise 2.0 environment for their content and intellectual property.

STA Travel: Reaches Out to New Markets

STA Travel is the world's largest student travel organization and drives 80 percent of its customer engagement on the internet. A global e-commerce technology strategy ensures expeditious deployment and control across multiple Web sites, while still offering the flexibility and adaptability to tailor local content to local needs and demands. Engaging the travel customer includes allowing personalized user profiles and online travel journals and enabling the student to keep friends and family updated about their trip.

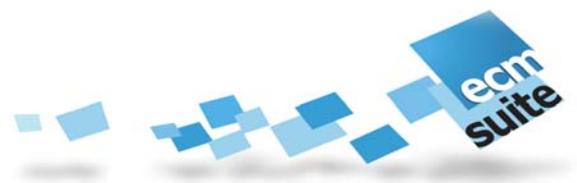
Foundation in the ECM Suite

Organizations will continue to work with existing information systems; the introduction of the Social Workplace and Social Marketplace must operate in tandem with the current enterprise technical infrastructure. Corporate IT must step forward to help champion tools to help the business achieve its cost reduction, employee productivity, customer engagement, and risk mitigation goals.

Social Media Builds Connections and Trusted Networks

The most valuable information within any organization often resides in the minds of its knowledge workers. This "intellectual asset" has remained relatively untapped because there has not been an effective way for organizations to capture this knowledge base, allow it to grow, and share it company-wide.

Humans are social by their nature. We possess the desire and the need to connect and collaborate with others in order to feel empowered and relevant. Unfortunately, many employees are confined within a 20th century-communications model that inhibits their ability to collaborate, share, and learn from each other. Employees are burdened with spending hours a day glued to the email inbox trying to identify important items, scheduling endless conference calls and meetings to stay informed or to update others, and looking for ways to easily share content and collaborate on documents and projects. This often results in "corporate paralysis"—the inability to find information, connect with relevant people, and make informed decisions quickly—which can be devastating to the productivity, growth, and bottom line of an organization. Businesses today need a new approach to help them unleash the full potential of their people by providing a community-based environment where experts are discovered and relationships are developed.



Social Media moves the conversation from the water cooler directly to your secure corporate network, creating a historical knowledge base of ideas, opinions, experiences, and content that can be easily accessed by anyone with permissions at any time. Employees no longer have to rely on email, conference calls, or wait for face-to-face meetings in employee lounges to share ideas and stay informed. This is a new era of socially-networked business communication, and of community-based environments allowing great minds meet, share, network, and experience the power of collected experience.

Create communities inside and outside the firewall to support the Social Workplace and Social Marketplace. Virtual community spaces bridge teams, geographies, and generations. Social Media offers the ability to build networked communities, providing a virtual space for people to work together. Sharing thoughts, opinions, and information through a combination of discussions, document/file sharing, and wikis, communities can be customized with a distinctive look and feel, and members can display their presence and status updates to their connected peers.

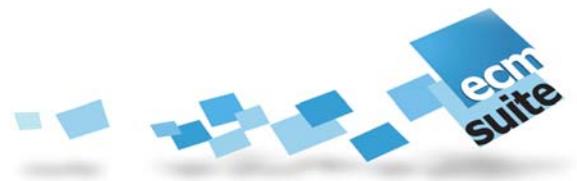
Capture corporate memory and enhance shared knowledge across your organization regardless of content type. Structured and unstructured information is being captured, stored, and reused today, but the Social Workplace and Social Marketplace can extend the potential. Preserving corporate memory—the electronic residue of the content, context, and discussion that led to decisions and actions—is essential for continuity and consistency of operations. Capture of content, however, is not sufficient. Allowing employees to share, reuse, and learn from this collected knowledge contributes to productivity and accurate information disclosure.

Discover people and content in context. Rapid search delivers relevant content, people, and communities in parallel and displays results. Permissions are fully respected to ensure users find results from only the communities to which they have access. Real-time indexing ensures immediate search results and handles all community data as well as many common office application types. Rich personal profiles, blogs, and individual contributions to the community are open to search, bringing a new expertise locator element to the Social Workplace and Social Marketplace.

Rich Media Inspires the Senses

Rich media is quickly becoming part of everyday communication. Engaging your audience through an interactive and rich experience is no longer a “nice to have” but a requirement. Organizations today need to offer rich media solutions in an engaging way allowing the user to interact with the experience. Creating and delivering a broader range of content to engage, educate, and collaborate with participants in both the Social Workplace and Social Marketplace opens the door to greater understanding and information consumption.

Delivering an engaging 2.0 experience means exploring content types that are audio, visual, animated, and interactive. Visual imagery and digital broadcast allows use of media types that transcend the language differences or technical



jargon that can render text ineffective for all audiences. A participatory Web experience delivers content in line with the consumers need and preference.

Control of intellectual property can be essential due to the costs and complexity of producing high-quality rich digital media. Ensuring appropriate use and distribution and applying social compliance principles to assure quality controls on these high-cost electronic assets is a key component of making such interactive content safe.

A single point of access for rich media assures the authenticity needed to build the foundation of trusted content that powers the Social Workplace and Social Marketplace. Content that is categorized, tagged, and securely hosted ensures that rich media consumers can trust the ownership and authorship of the message relayed in the media clip. Content found on untrustworthy or unsanctioned public social-networking Web sites do not deliver this same sense of safety and reliability.

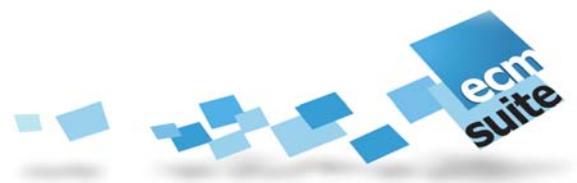
Web Content Delivers an Engaging Online Experience

Whether you are connecting employees through your Social Workplace or opening up these conversations with partners and customers through the Social Marketplace, the Web experience is critical to successful adoption. Keeping visitors interested and participating can only be achieved if the site they are visiting is compelling and engaging.

Deliver a consistent and compelling brand experience to new visitors or regular participants in both the Social Workplace and Social Marketplace. The Web experience is often the first online impression made with a prospect. The experience should be engaging, professional, and a reflection of your brand. Managing multiple sites with a consistent and compelling brand experience is a challenge addressed and simplified with Web Content Management—even with a global enterprise with sites in multiple languages.

Empower people to own their content. Managing a consistent flow of information to all of these online channels is critical to your organization's success. Effectively leverage these channels in the Social Workplace and Social Marketplace by placing the ability to update Web content into the hands of those who know it best. Giving subject matter experts the ability to keep content fresh and relevant fosters agility, timeliness, and responsiveness. Save time, money, and effort by giving both internal and external audiences the information they need to be productive and contribute to your bottom line.

Engage with a personalized Web experience. Delivering the right information to the right audience at the right time is a fundamental value proposition of a Web experience. Integration of information from both structured and unstructured sources, connecting content owners, and delivering personalized content through an individual Web experience feeds the Social Workplace and Social Marketplace. Tailored, relevant search results and respecting roles, interests, and language ensures productivity regardless of platform or device used to access the online experience.



ECM Suite as the Foundation for Content and Process Governance

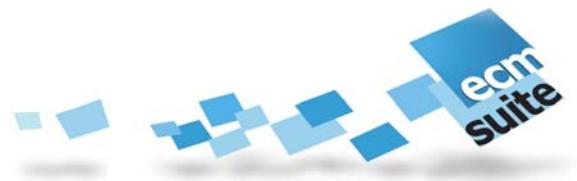
As organizations begin to adopt Social Media, Open Text has stepped forward to deliver the same market-leading risk mitigation and cost reduction technologies to the world of Enterprise 2.0.

The Open Text ECM Suite brings together the content management capabilities needed to manage all types of enterprise content, including business documents, vital records, Web content, digital assets, email, forms, reports, and more. Business process management tools provide agile workflow and automated task abilities that connect your people and transactional content.



Figure 5
The Open Text ECM Suite

Open Text has delivered the most comprehensive ECM solution offering and continues to be ranked as market leader in the breadth and depth of technology scope. This leadership allows us to bloom and help our customers connect across their next generation of people, with new types of process, and rich content forms in the emerging world of the Social Workplace and Social Marketplace.



Conclusion: Are You Ready?

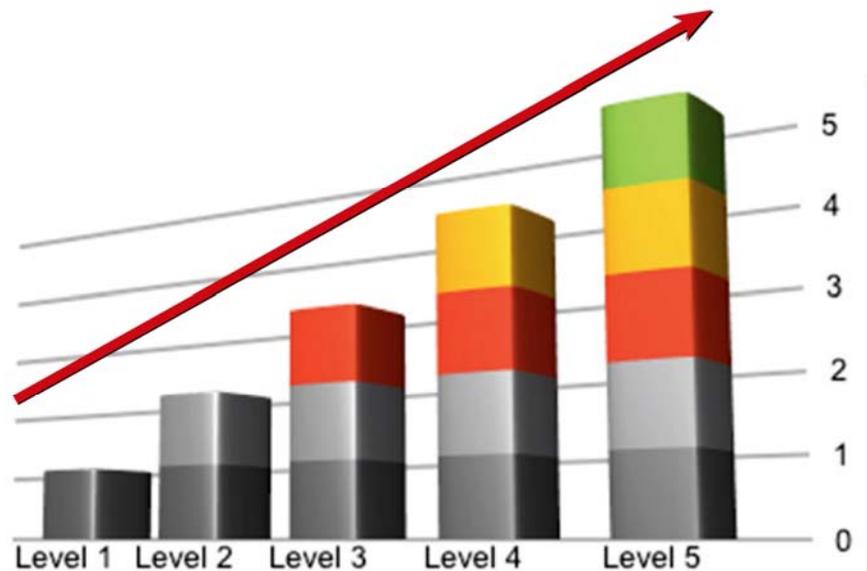
Your Enterprise Potential to Bloom

Setting goals and measurable objectives for an Enterprise 2.0 initiative is critical to successful implementation and for navigating change management challenges. What are the business objectives of the project? What engagement levels are expected and achievable? Communication of goals, objectives, and key milestones will be important to get employee and management support.

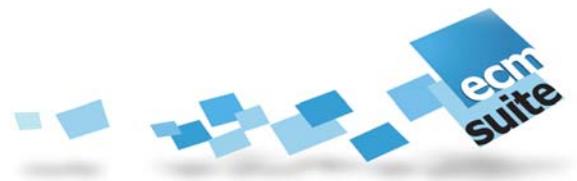
Understanding where your organization is on the readiness scale for Enterprise 2.0 today is critical to setting realistic expectations as we progress to the Social Workplace and Social Marketplace. Taking stock of existing technologies, processes, content types, organizational culture, and user behavior and mapping this against industry-accepted maturity models or capacity checklists will help prioritize tasks and milestones.

Organizations in the earlier stages of maturity might have focused on compliance as a priority for a content management deployment whereas a company more driven by cost savings for remote office collaboration may identify itself in a middle stage having recognized departmental success with a Social Workplace use case.

*Figure 6
Where Does Your
Organization Sit on the
Enterprise 2.0 Readiness
Scale?*



Understand where your organization fits on the Enterprise 2.0 readiness scale and design an implementation plan to move to the next appropriate level. Organizations can progress to a higher level of collaborative maturity by devising



a strategy to become a more Social Workplace internally and better engage with clients in the Social Marketplace.

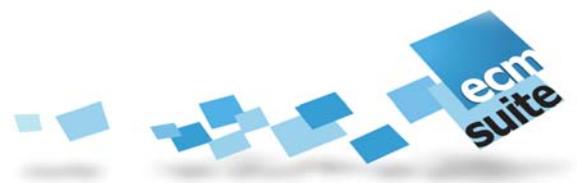
Cultivate New Ways of Working

Companies that are ready to bloom recognize that social media, rich interactive content, and a compelling Web and mobile experience are needed to meet 21st century business goals. Web 2.0-inspired tools that found initial adoption for personal productivity have become core components of a new approach to business communication. Bringing engagement, productivity, and cost effective communication to a culture of safe and trusted sharing uncovers new channels for innovation and competitive advantage. Whether targeting internal stakeholders by cultivating the Social Workplace or engaging with external audiences with the Social Marketplace, embracing a more open, transparent enterprise wraps employees, partners, and customers into the trusted social fabric that is your business ecosystem. People do business with people. By connecting individuals, organizations allow their processes and content to bloom with enriched meaning and vitality.

Unleashing the potential of your information workers will not be without challenges. Organizations ready to embrace the Social Workplace and Social Marketplace must be prepared to work through the cultural and change management risks implicit in new approaches to solving problems.

Where do you start? Identify tangible business objectives with measurable and meaningful milestones, include participants from a variety of job levels to test and pilot solutions, consider risk and compliance issues proactively, and ensure business managers are supportive of goals and targets: these are the keys to success.

The next generation of corporate content has begun to enter mainstream business. Information workers are increasingly interacting with their peers, their partner networks, and their markets with simple tools that can be consumed over the Web or their mobile devices. People are connected in the Social Workplace and Social Marketplace. They are connected with shared purpose, collected knowledge and experiences, and meaningful content. Communication can now flow across geographies, generation gaps, and language barriers. Traditional text is supplemented by rich interactive audio, video, and graphical forms of shared knowledge. The demands of this uncertain and competitive world mean adaptation, strong networks, and creativity. Open Text sees the future of content and is ready to deliver. Our vision is ready to bloom. Is yours?



Recommended Reading

“The ECM Book Trilogy - Enterprise Content Management: Turning Content into Competitive Advantage,” Open Text, July 2006

<http://www.opentext.com/2/company/company-ecm-book>

“Wikinomics: How Mass Collaboration Changes Everything,” Don Tapscott and Anthony D. Williams, December 2006

<http://www.wikinomics.com/book/>

“Web 2.0: A Strategy Guide: Business Thinking Strategies Behind Successful Web 2.0 Implementations,” Amy Shuen, April 2008

<http://oreilly.com/catalog/9780596529963/>

“Are You Ready for Enterprise 2.0? What Records Managers Need to Know,” Cheryl McKinnon, November 2008

<http://www.kmworld.com/Articles/White-Paper/Article/Are-You-Ready-for-Enterprise-2.0What-Records-Managers-Need-to-Know-51343.aspx>

“Balancing Candy & Aspirin: The Goal for Enterprise 2.0,” Daniel Kraft, October 2008 http://www.opentext.com/download/userinfo.html?guid={B51DBAB1-35EA-46DD-AD07-2F61321E330F}&sfc=&path=/solution/enterprise2-0/Social08_OpenText_8.pdf

“The Future of Content: Exploring Digital Asset Management and Web 2.0,” Damian Saccocio, September 2008

http://www.artesia.com/Common/files/restricted/Exploring_Web_2.0_and_Digital_Asset_Management.pdf

“Building a Foundation for Information Governance: An Enterprise Vision for Critical Knowledge Assets,” Open Text, August 2008

http://www.opentext.com/download/userinfo.html?guid={E58DF14A-FBDF-4C7B-BB6D-C2035D67F28C}&sfc=&path=/product/livelink/content_lifecycle_management/Building_a_Foundation_for_Information_Governance_whitepaper.pdf

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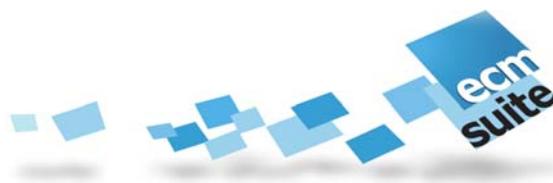
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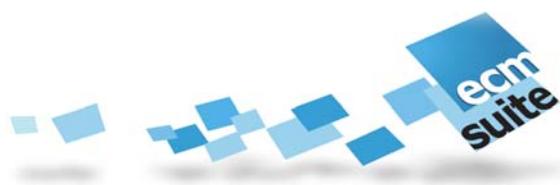
http://blog.hbs.edu/faculty/amcafee/index.php/faculty_amcafee_v3/enterprise_20_version_20/

“The Business Impact of Social Computing on CRM Processes,” Michael Maoz, September 11, 2008

http://www.gartner.com/DisplayDocument?ref=g_search&id=756512



“Maturity Model to Improve Enterprise Collaboration,” Jeffery Mann, November 22, 2007 http://www.gartner.com/DisplayDocument?doc_cd=153195&ref=g_rss



About Open Text

Open Text is a leader in Enterprise Content Management (ECM). With two decades of experience helping organizations overcome the challenges associated with managing and gaining the true value of their business content, Open Text stands unmatched in the market.

Together with our customers and partners, we are truly The Content Experts,[™] supporting 46,000 organizations and millions of users in 114 countries around the globe. We know how organizations work. We have a keen understanding of how content flows throughout an enterprise, and of the business challenges that organizations face today.

It is this knowledge that gives us our unique ability to develop the richest array of tailored content management applications and solutions in the industry. Our unique and collaborative approach helps us provide guidance so that our customers can effectively address business challenges and leverage content to drive growth, mitigate risk, increase brand equity, automate processes, manage compliance, and generate competitive advantage. Organizations can trust the management of their vital business content to Open Text, The Content Experts.

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