



REVOLUTION OR EVOLUTION?

10 Strategies to Navigate
the Shift from ECM to
Content Services

In Partnership with

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About the author

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John Mancini is an author, speaker and respected leader of the AIIM global community of information professionals. He believes that in the next 5 years, a wave of Digital Transformation will sweep through businesses and organizations, and that organizations now face a fundamental choice between Information Opportunity and Information Chaos.

As a frequent keynote speaker, John offers his expertise on Digital Transformation and the struggle to overcome Information Chaos. He blogs under the title "Digital Landfill" and has almost 10,000 Twitter followers and a Klout score in the 60s.

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About AIIM



AIIM has been an advocate and supporter of information professionals for nearly 70 years. The association mission is to ensure that information professionals understand the current and future challenges of managing information assets in an era of social, mobile, cloud and big data. AIIM builds on a strong heritage of research and member service. Today, AIIM is a global, non-profit organization that provides independent research, education and certification programs to information professionals.

AIIM represents the entire information management community: practitioners, technology suppliers, integrators and consultants. AIIM runs training programs, which can be found at <http://www.aiim.org/Training>.



A YEAR OF RADICAL CHANGE

2016

A Year of Radical Change

2016 was certainly a year of radical change. At the macro political level, we witnessed the “ouster of the incumbents” with first the Brexit vote in June and then the U.S. Presidential election in November. In the sports arena, the insurgents triumphed and two teams with a collective 176 years of frustrated championship expectations battled for the World Series. PokemonGo swept the world and led to a host of injuries when enthusiastic participants careened into each other and into stationary objects whilst staring at their screens. Alexa Echo Dots began appearing on every imaginable surface, listening... listening...listening. And perhaps because of the need to be silent in the face of all of this listening, silent Mannequin Challenges became all the rage.

“2016 was a pivotal year for content management”

2016 was a pivotal year for content management as well. A short sample of 2016 events illustrates the rather tumultuous current state of enterprise content management, and provides starting points in thinking about the future direction and evolution of the ECM space.

- 1 January 2016 --** Xerox announces it will split into two publicly traded companies, a business process outsourcing operation and a document technology company. The process also begins to split HP into two publicly held companies: HP Inc., which largely consists of personal computers and printers, and Hewlett-Packard Enterprise, which sells computer servers, data storage, networking, software and consulting services intended for business use.

- 2 May 2016 --** 13,000 users and partners tune in for Microsoft announcements about SharePoint.
- 3 September 2016 --** Dell completes acquisition of EMC, including Documentum, one of the founding companies of the content management space. Shortly thereafter, OpenText announces that it has entered into a definitive agreement to acquire Dell EMC’s Enterprise Content Division (ECD), including Documentum. ECD offers a suite of Enterprise Content Management solutions with industry focus, including the Documentum™, InfoArchive™, and LEAP™ product families.
- 4 November 2016 --** Lexmark announces completion of its acquisition by a consortium of investors led by Apex Technology Co., Ltd. and PAG Asia Capital. It also announces that Lexmark’s Enterprise Software group will be separated from Lexmark and rebranded to Kofax. The Consortium and Lexmark will engage in a process to sell the business while focusing on growing the imaging business, particularly in China and the Asia-Pacific region.
- 5 December 2016 --** Gartner announces it is “retiring” the term “ECM” due to the cumulative impact of three key factors: “1) Cloud, social, mobile, analytics and digital business have changed ECM forever; 2) SharePoint, Office 365 and G Suite, and SaaS have made content management available to everyone; and 3) Dropbox, Box and others have changed expectations on managing content.”



THREE CONSTANT

Reference Points



Three Constant Reference Points

Amidst all of this change, are there any points of consistency we can use as reference points as we think about the future of information management?

We should consider these three reference points

1. People, 2. Processes, 3. Technology -- as we think about the evolution of the content space through three major eras over the past two decades. In order to understand what is coming next for content management, we need a clear understanding of where we've been.

	Document Management & Workflow - Circa 1995	Enterprise Content Management - Circa 2005	Mobile and Cloud Content Management - Circa 2015
PEOPLE	Solutions are difficult to use and require lots of training, but it does not matter because the people who use these systems are records and document specialists.	Focus shifts from ECM "specialists" to knowledge workers, but usability still not a top priority.	Usability becomes everything. Lines blur between home and the office. Even individual users can implement their own solutions.
PROCESSES	Focus is on automating content intensive, complicated, mission-critical processes; solutions confined to departments at large Fortune 500 organizations.	ECM believes it's an enterprise layer, but is often still driven by departments. Silos explode. ECM reaches into more organizations, but still basically a large organization game.	Process owners can implement their own solutions. Business processes must be "applied." "Good enough" content management solutions emerge for the SME market.
TECHNOLOGY	Complex, custom and expensive implementations purchased by business buyers. No standard document body of knowledge exists.	Rise -- and then decline -- of the "suites," and focus shifts to the technology buyer. SharePoint disrupts the traditional ECM market.	Configuration, connection and mobile skills become key. Awareness grows that perimeter-based security no longer sufficient. File sync and share and cloud solutions disrupt the market and organizations struggle with the drag of legacy systems.

All of this creates demanding and complex information management challenges for organizations and for the information professionals at these organizations trusted with the challenge of aligning technology priorities and business strategy:

- ★ These eras are coming faster and faster.
- ★ Successive eras don't **replace** what came before -- they are **stacked on top** of what came previously.
- ★ New disruptive competitors are building their business models without the burden of legacy systems. Existing large organizations, operating at a massive and global scale, do not have the luxury of casually ripping out legacy systems that run mission critical applications and processes and quickly adopting new technologies.

So what does this all mean for the new era of content management that is knocking at the door?

Let's take a look at some of the new challenges facing end users -- the items on their "wish list" -- and consider how these might map against a new set of supplier functional requirements in a content services era.

Even if the term "ECM" ultimately moves to the background, the need for "ECM" capabilities is not going away -- organizations still have a need to automate core back-end, document-intensive processes, and many have yet to do so. In addition, organizations that have already implemented these solutions are not about to cavalierly rip them out. So the challenge for end-user organizations is to understand the new opportunities afforded by looking at content challenges through a content services "lens" and build strategies that connect these opportunities to their existing core back-end ECM systems.



NEW CHALLENGES FACING END USERS

and

Solution Providers



And How Do These New User Needs Translate Into Supplier Requirements?

What does all of this mean for solution providers?

What kinds of functional requirements must a future-facing solution provider have in order to stay relevant?

For user/buy-side organizations What is on your content management wish list?	For solution-provider/sell-side organizations What kinds of functional requirements must you address in order to stay relevant?
<i>We want solutions with a clear cloud strategy -- even if we say we're not ready for cloud right now.</i>	Cloud-first -- Quickly deployed, elastic, available from anywhere, with constant updates.
<i>We need to do so much more than just capture documents; we need to ingest information of all sorts as early as possible, and turn this information into data to drive processes.</i>	Intelligent Capture -- Ability to standardize disparate input streams and directly connect them with core business processes.
<i>Solutions must meet the "consumer" test -- they must be as easy to learn and use as those in our everyday lives.</i>	Consumer-grade user experiences -- Drive adoption with simple, clean UIs, self-signup and simple administration with instant subscription provisioning. Simple and transparent consumer grade knowledge worker tools designed for mobile workers.

<i>Much as we might wish it otherwise, we exist in a multi-repository world, and we are not likely -- in the short-term, anyway -- to rip out major systems.</i>	Repository agnostic -- Able to work independently, or with existing repositories to eliminate migrations and leverage existing ECM investments. Ultimately it's all about managing metadata effectively.
<i>We want to respond to the increasing demands of our employees for mobile solutions that foster collaboration and sharing.</i>	Integrated collaboration tools -- Incorporate knowledge worker tools into the overall content strategy.
<i>We need help in cost-effectively complying with growing industry-specific and country-specific privacy and regulatory requirements.</i>	Automated governance -- Take as much of the human element as possible out of governance by applying semantic and auto-classification technologies.
<i>The business is demanding rapid development of new applications with a minimum of customization.</i>	Open content services -- Ability to easily link low-code and no-code process-specific applications and platforms to content assets and both SaaS and on-premise options.
<i>We want to incorporate both data and content to create integrated customer experiences.</i>	Auto-classification and analytics -- Ability to infer metadata where it doesn't exist and use that data to provide the context for unstructured content so that there is less searching and more finding, less manual work, and less manual classification.

Given that organizations cannot just be idle while all of this change sorts its way through, how should organizations modify their content and information management strategies over the next 12-18 months to avoid falling behind? What key questions do you need to ask -- and why?



ACTIONS THAT SHOULD BE ON

Your List for 2017



What actions should be on your short list for 2017? Here are 10 suggestions:

- 1 Resist the impulse to simply throw the baby out with the bathwater --** Where do you want to rip and replace and where do you want to leave things alone? How do you leverage your existing ECM investments? How do you allow existing mission-critical legacy systems to continue AND invest in new customer-centric initiatives? Most organizations have many more systems and repositories than they think. Understand the purpose of each major content system, how current it is, its cost, and whether there are opportunities to consolidate suppliers. As you consolidate, keep in mind the core functional requirements listed above.
- 2 Help your organization connect the dots --** As the line shifts from technology buyers to business buyers, whom do you need to convince of the merit of your project? Who has funds to pay for your initiative? What kinds of internal capabilities must you have in place in order to be successful? What kind of vendor(s) do you need in order to get this job done? C-level executives are scared to death about disruptive competitors and are demanding new business transformation and customer experience initiatives. Many do not understand that there are often existing technologies and staff competencies in their organization that they equate with their legacy Systems of Record that are directly relevant to challenges created by the needs for Systems of Understanding. Help C-level executives understand these connections, and refocus existing document and content “practitioners” around the challenges and opportunities created by Digital Transformation.
- 3 Give up on the idea that one size fits all --** There are a wide variety of content solutions in the marketplace, doing everything from basic back-end process automation at scale to providing a sharing platform for knowledge workers to fueling an integrated and innovative data/content customer journey across multiple sub-processes (like procure to pay, for example, or new customer origination and fulfillment). Understand that the point from which you are starting will likely determine a lot about how far you can go in the next 12 months, and be realistic.
- 4 Understand the importance of metadata --** Metadata is the key to moving from a content storage mindset to a content services framework. It is also key to building some element of sanity around both the ability of your knowledge workers to find information across multiple repositories and your ability as an organization to put some framework around the management of content assets. The days of imagining that everything would wind up in a single repository are over.
- 5 Adopt a day-forward mindset --** The information management challenge facing most organizations is akin to a leaky boat filling more quickly than the people in the boat can bail out the boat. Are you better served by adopting point solutions to deal with legacy information, and focus your efforts on day-forward initiatives? Do you understand that when information variety and volumes are growing geometrically, a preoccupation with legacy data and information will mean we will never get ahead of the problem? Focus on the water coming INTO the boat first.
- 6 Per Dr. Strangelove, stop worrying and learn to love the bomb --** Can shifting focus from records management perfection to risk management-driven realities better position your governance initiatives? How do you become more comfortable with the information chaos that is coming? What will it take to create a hybrid cloud/on-prem capability? These are difficult questions. Traditional command and control approaches to these questions will not work in an environment in which the volume of information is increasing geometrically. Organizations need to rethink their strategies, focus on understanding where risk truly lies, develop strategies to manage that risk, and be willing to embrace an element of “chaotic architecture” for the rest.



- 7 Embrace and experiment with new technologies --** Every organization must be open to the introduction of new and innovative technologies in order to stay competitive. Rather than prohibit certain technologies, define principles for how technologies are introduced into the work environment and invest in systems to allow you to audit, find problems, and quickly correct. Invest in educating your employees about what kinds of practices are safe and which are not.
- 8 Don't use Records Management as a proxy for Information Governance --** Or the other way around, either. Maintaining the records of the business is one thing. Managing the information assets of the business has an overlap, but it is not the same. Don't confuse the two.
- 9 Invest in building new data competencies --** In the world that is coming, not everyone will need to be a data scientist, but a LOT of employees will need to be data entrepreneurs. In addition, the worlds of data and content are combining/colliding, so invest in building competencies that understand the intersection.
- 10 Stop thinking about ECM as the lead application --** The shift to content services means ECM will take a back seat. The focus shifts to applications that leverage content services for specific business purposes. It also shifts to the integration of content services into our existing applications - finally providing the long-promised benefits of ECM without the adoption issues we have struggled with for so long.

About OpenText

OPENTEXT™

OpenText ECM solutions are designed to help organizations take full advantage of the opportunities offered through Digital Transformation. By creating a centralized, unified information grid, OpenText ECM solutions connect information from across the enterprise with the people and systems that need it, driving Personal Productivity with simple, intuitive tools and user experiences, Process Productivity through full integration with lead applications such as SAP and Microsoft, and Control with legendary OpenText governance and security functionality. Utilized by the largest and most innovative companies and governments in the world to enhance competitive advantage and customer relations, OpenText solutions are available on premise, as a subscription in our cloud, or as a managed service.

Learn more about OpenText ECM solutions.

www.opentext.com



AIIM is the global community of information professionals. We provide the education, research and certification that information professionals need to manage and share information assets in an era of mobile, social, cloud and big data.

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