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The Co-existence of Microsoft SharePoint and Advanced ECM Platforms:

What You Need to Know

Microsoft SharePoint Server (MOSS 2007) is fast becoming a part of the technology environment for many organizations, as they seek to provide general-purpose, user-friendly, collaborative content management that can be rolled out easily to the majority of their users.

But many organizations are struggling with the question of whether – and when – they require the more advanced content management functionality typically found in platforms offered by providers such as IBM/FileNet and EMC/Documentum. The question is: How do you deploy both MOSS 2007 and advanced enterprise content management (ECM) solutions within the same environment?

This white paper identifies the top ten questions organizations are asking now, and provides Doculabs' insights concerning issues such as:

- MOSS 2007 functionality vs. advanced ECM functionality

- System ownership and support

- Policies and procedures

- Cost control

Doculabs provides the guidance and the information you need to leverage the content management capabilities of both MOSS 2007 and advanced ECM solutions within *your* environment.

Overview

The sheer volume of unstructured content that organizations now produce is enough to scare any CIO: all those word processing files, e-mail, spreadsheets, web content, images, graphics, and other digital assets that are created and used in the course of business processes.

Many organizations have deployed or are now considering MOSS 2007 as the possible answer to their content management needs. Why not make content management part of the IT infrastructure? It's an attractive proposition; after all, consider the ubiquity of Microsoft Windows and Microsoft Office deployments in enterprises today, and it's clear that Microsoft "owns" the user experience.

The fact is, MOSS 2007 is already part of many organizations' technology environments – particularly those with Microsoft-centric infrastructures – and the release of MOSS 2007 seems certain to solidify its presence in many more environments. For those organizations that have already implemented an enterprise content management (ECM) solution with advanced content management capabilities such as EMC's Documentum or IBM's FileNet P8 and Content Manager, how do you ensure an integrated and transparent relationship between these systems? How do you make the most effective use of the content management capabilities of both MOSS 2007 and an advanced ECM solution, in order to best meet the content management needs of your various user constituencies?

Clearly, most organizations have a need for content management capabilities at both ends of the spectrum: general-purpose, user-friendly content management that can be rolled out easily to the information workers who represent the majority of users, as well as to the sophisticated capabilities of an advanced ECM product to meet the needs of many power users and process workers. In addition to desktop documents, most organizations still need to manage certain specific applications, requiring advanced features such as complex version control, management of engineering drawings, or records management functionality. What these organizations need is a strategy that allows for the co-existence of both MOSS 2007 and advanced ECM solutions within the same IT environment.

Doculabs has worked with many organizations that are facing this challenge. Based on our consulting experience, we have developed this white paper to address questions that our clients are asking us as they seek to achieve successful co-existence. This white paper will provide you the information you need to answer these questions and help you to begin addressing these challenges within your own technology environment.

Doculabs' Top Ten Questions

MOSS 2007 has been rolled out by many business units and workgroups as a way of meeting their immediate, tactical content management needs. And MOSS 2007 is likely to accelerate this dynamic, with capabilities that simplify deployment.

In this white paper, Doculabs has compiled the top ten questions our consulting clients ask us, together with answers that will help you to address these questions in your own organization. Our objective is to clarify the primary capabilities and usage scenarios that Microsoft highlights with its introduction of MOSS 2007: collaboration, portal, business intelligence, search, business process and forms, and enterprise content management.

Considering these capabilities, the introduction MOSS 2007, and the possibility of overlap with existing systems and more advanced solutions currently in the marketplace, the top ten questions that organizations are asking are:

1. What applications should leverage MOSS 2007 functionality, versus those that require advanced ECM systems?

2. What is the functional comparison between MOSS 2007 and advanced ECM systems?

3. How should my architectural framework change as a result of bringing MOSS 2007 into the mix?

4. How do I control the costs of a MOSS 2007 implementation to ensure they do not become redundant with existing ECM investments?

5. What are the policies that should govern implementation and administration?

6. What group or function should own responsibility for MOSS 2007 and/or our existing ECM systems?

7. Which system should serve as my official system of record?

8. What about metadata and information taxonomy synchronization?

9. Will MOSS 2007 meet my enterprise search requirements?

10. How do I accelerate the implementation of solutions that leverage both MOSS 2007 and advanced ECM solutions?

1. What applications should leverage MOSS 2007 functionality, versus those that require advanced ECM systems?

Discussion

On the surface, the content management functionality of MOSS 2007 appears similar to what's provided by an advanced ECM system. In many cases, this functionality is redundant to that offered in existing advanced ECM solution. The result is duplicative content management functionality and confused users who don't know which system to use in their day-to-day business processes. Still worse, from an enterprise perspective, the result is inconsistent content management practices.

Factors to Consider

Most organizations have business units that continue to require full-functional advanced ECM solutions, while others need just the core functionality. For this reason, a multi-tiered ECM model is the reality of the future: the broad deployability of core, general-purpose functionality of MOSS 2007, along with the deep, robust functionality of advanced ECM solutions.

The first step to this multi-tiered model is to define the boundaries for the use of the MOSS 2007 and advanced ECM systems within your key applications for content management technology. Defining the application boundaries requires the following actions:

- Taking an inventory of existing content management systems and the usage patterns associated with each

- Reviewing existing applications and forecasting future content management needs

- Developing an enterprise ECM reference architecture that shows services that will be deployed across all ECM systems

Doculabs' Opinion

When it comes to core content services (such as collaborative document management, simplified /general-purpose workflow, enterprise search), MOSS 2007 and advanced ECM products will provide some functional overlap; that's a "given." Establishing a reference model will allow you to more clearly define the process and end goals for technology adoption and usage throughout your organization, while also ensuring that the organization's content management objectives are met.

The key point is to approach multi-tiered ECM as a combination of general-purpose content services, combined with advanced and specialized content services, and implementing it in a way that clarifies the roles for each technology provider involved. If done effectively, the end result could be a broader base of end users using ECM functionality, with greater control and management of content, where the system enriches the user experience rather than impeding use productivity.

The figure below shows the kind of inventory Doculabs recommends, showing an approach to "bucketing" an organization's applications as the first step to identifying the target platform for the various applications and usage scenarios. Note the increasing complexity of the functionality required for the scenarios listed, as well as the different user groups (and potentially widely varying sizes of these various user groups).

Application	Description	Purpose/ Benefit	Applicability to Audience		Potential Audience Size
Simple Library Services	▪ Document check in/out ▪ Simple version management	▪ Network drive replacement ▪ Simpler centralized storage and retrieval	Information Worker **HIGH**	Process Worker **LOW**	20,000+
Process-driven Document Workflow	▪ Simple library services ▪ Basic workflow	▪ Streamline common and repeatable business processes ▪ Audit trail	Information Worker **MEDIUM**	Process Worker **HIGH**	14,000+
Litigation Support/ Compliance Support	▪ Simple library services ▪ Basic workflow ▪ Records retention ▪ Robust security	▪ Reduce costs for litigation or regulatory review support ▪ Improve responsiveness	Information Worker **HIGH**	Process Worker **LOW**	All for capture, 20+ for retrieval
Image Capture and Indexing	▪ Simple library services ▪ Basic workflow ▪ Taxonomy and auto-classification	▪ Eliminate paper management requirements ▪ Automate classification of inbound documents as much as possible	Information Worker **LOW**	Process Worker **HIGH**	200+

Figure 1: Application Inventory

D o c u l a b s

2. *What is the functional comparison between MOSS 2007 and advanced ECM systems?*

Discussion

It is highly unlikely that MOSS 2007 can meet all content management requirements for large, global organizations. In addition to desktop documents, most organizations still need to manage certain specific applications, requiring advanced features such as complex version control, management of engineering drawings, or centralized, scalable records management functionality.

So there remain many key areas that will continue to require the functionality of an advanced ECM system – areas such as imaging, or complex document management, or the centralized set of functionality that can serve as a universal system of record for the organization among others.

Factors to Consider

What is needed is a clear and cohesive strategy that defines when the MOSS 2007 and the advanced ECM system are to be used – a portfolio management strategy for ECM. Following are the key questions to ask:

- What are the criteria for portfolio management?

- When should applications be on-boarded with MOSS 2007 only?

- When should applications be on-boarded with advanced ECM capabilities only?

- When should applications take a co-existence approach – i.e. leverage the capabilities of both MOSS 2007 and advanced ECM?

Doculabs' Opinion

While MOSS 2007 provides a broad set of content management capabilities, Doculabs believes that for most Global 2000 companies, a multi-tiered approach is what makes most sense. It's a matter of opinion as to whether MOSS 2007 can address certain sets of functional capabilities, such specialized document management. Other capabilities are simply not in MOSS 2007's arsenal, such as imaging capabilities or any functionality, for that matter, that is highly pertinent to process workers who conduct repeatable tasks. For these reasons, the only viable option seems the one of co-existence rather than single-vendor domination.

The following table offers Doculabs' perspective on the functional comparison between MOSS 2007 and advanced ECM solutions, showing where we recommend using MOSS 2007 out of the box and where we recommend using advanced ECM solutions.

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Functional Sub-Domain	Where To Use MOSS 2007 (Out-of-the-Box)	Where To Use Advanced ECM Solutions
Portal	Departmental sites for sharing documents, discussion threads, and project plans; enterprise intranets	Typically a stand-alone system, offered by other leading providers
Collaboration	Ad-hoc grass-roots efforts to generate ideas, collect feedback, and retain a history of an effort	Processes where cycle time and structured review steps must be enforced and monitored (e.g. project-based collaboration)
Search	Native Microsoft Office documents, web pages, and Microsoft SQL databases	Heterogeneous and federated content repositories and databases requiring metadata synchronization
Business Process and Forms	Simple, multi-step workgroup processes, primarily user- initiated, that leverage data-driven web forms	Complex, rule-driven workflows supporting transaction processing that may also require high-fidelity electronic forms
Business Intelligence	Aggregating native Microsoft Office and SQL materials into easy-to-design dashboards	Typically a stand-alone system, offered by other leading providers
Document Management (Note: Microsoft uses the term "Enterprise Content Management")	Authoring and reviewing tasks that a large majority of the workforce currently require	Authoring and reviewing conducted by internal and external parties, requiring rights management, component security, permissions, and advanced version management
Web Content Publishing	For departmental or small/medium enterprises posting materials and static content	For interactive sites requiring content approval, site staging, testing and provisioning with native roll-back and redundancy
Records Management	Basic retention and disposition at a departmental level	Wide array of retention and disposition capabilities at an enterprise level
Imaging (capture and repository)	Via third-party tools	Inherent to most systems
E-mail Management and Archival	E-mail management is done via Microsoft Exchange for smaller volumes, while archival is out of scope	Inherent to many systems via additional components or through third-party providers
System-generated Output Management (reports, statements, correspondence)	Via third-party tools	Typically a stand-alone system, offered by most of the leading providers
Document Composition	Via third-party tools	Typically a stand-alone system, offered by the leading providers

Table 1: Functional Comparison of MOSS 2007 and Advanced ECM Solutions

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3. How should my architectural framework change as a result of bringing MOSS 2007 into the mix?

Discussion

With the advent of MOSS 2007, many of the architectural foundations within an ECM implementation could change. For instance, in the long term, not all ECM vendors will be in the business of building end-user interfaces; that will be an assumed part of the core MOSS platform that ECM systems will learn to leverage and add value around it. We expect to see a similar change associated with the long-term repository, as advanced ECM suppliers focus on compliance and retention capabilities that complement MOSS 2007 as a "work-in-process" repository.

Factors to Consider

Clearly, enterprise architecture is critical to making the most effective use of MOSS 2007. There are three possible architectural elements to consider:

▪ Those areas of an ECM architecture that are clearly MOSS 2007's core competency, where it is relatively easy to set architectural standards

▪ Those areas of an ECM architecture that are clearly the core competency of the advanced ECM solution – where, again, it is relatively easy to set architectural standards

▪ Areas of architectural overlap, where handoffs need to occur – such as process automation, where MOSS 2007 might handle certain elements of process automation, and the advanced ECM solution might handle other elements. In these cases, from an architectural perspective, interoperability handoffs must be clearly defined.

Doculabs' Opinion

Doculabs believes that for some time, the industry will experience some healthy tension, as the architectural roles of the respective providers are sorted out. We foresee the formation of an ISV community that ends up developing solutions that complement the capabilities of MOSS 2007. Examples here include ecosystem members that consist of back-end repository and system-of-record capabilities to MOSS 2007's front end; specialized, high-volume production imaging systems, where search for those images is conducted through the Microsoft Office and MOSS 2007 interfaces, etc.

The following figure shows a conceptual design of the architectural division of labor between MOSS and advanced ECM within a sample organization. This is not necessarily the end configuration of an engagement model for your organization; however, it serves to indicate possible areas of overlap and other areas of clear demarcation.

Content Capture and Access

| Document Capture [Advanced ECM] | E-Forms [Microsoft] | Portal [Microsoft] |

Application and Integration Services

Document Management [Microsoft] [Advanced ECM]	Collaboration [Microsoft]	Imaging [Advanced ECM]
Web Content Management [Microsoft] [Advanced ECM]	Document Compilation [Best-of-Breed]	Report Archival [Best-of-Breed]
Workflow [Microsoft] [Advanced ECM]	E-mail Management [Best-of-Breed]	Enterprise Search [Microsoft] [Advanced ECM]

Data and Storage Services

| Enterprise Taxonomy [Advanced ECM] | Data Storage [Advanced ECM] | Records Management [Advanced ECM] |

Legend

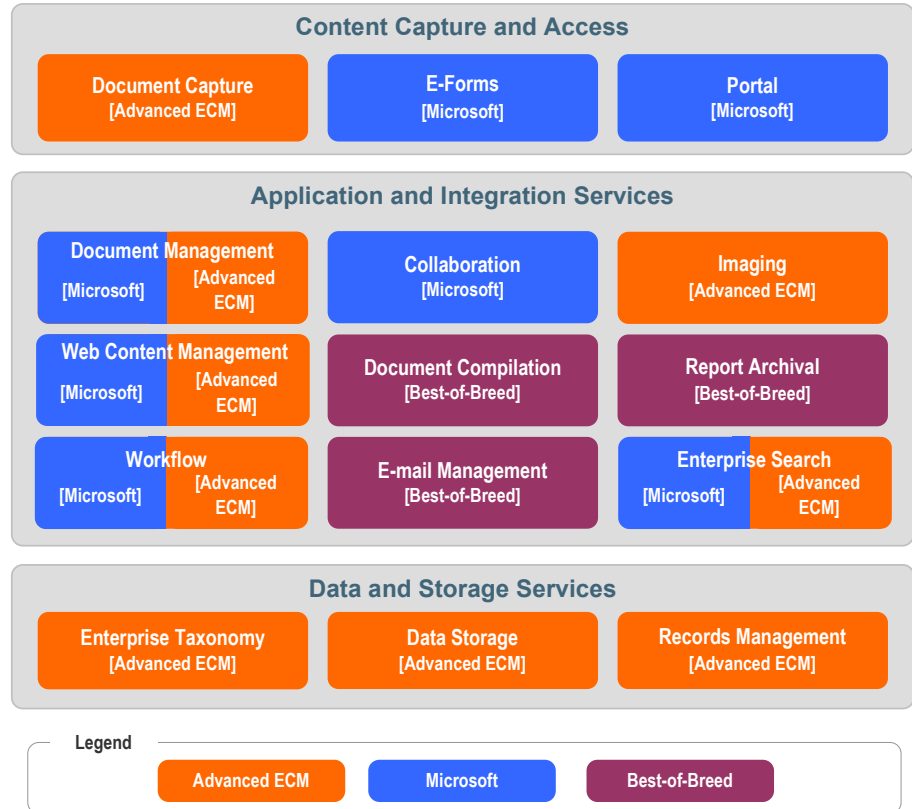| Advanced ECM | Microsoft | Best-of-Breed |

Figure 2: Conceptual Design of an Environment with MOSS and Advanced ECM

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4. How do I control the costs of a MOSS 2007 implementation to ensure they do not become redundant with existing ECM investments?

Discussion

While the licensing costs of MOSS 2007 are very attractive compared to advanced ECM solutions, a number of other factors need to be considered in the overall cost of ownership. These details have to be factored in to ensure the highest value across platforms in order to avoid double-costing for duplicative functionality.

It's worth remembering what happened in many organizations that deployed Lotus Notes. These organizations saw their systems grow un-checked at the departmental level and found themselves having to add application development and administration resources just to manage the proliferation of databases.

Factors to Consider

Essentially, the need is to match requirements with the appropriate solution. The problem is compounded in the case of MOSS 2007 in the past, and most likely with MOSS 2007 in the future. Microsoft utilities are typically acquired at an enterprise level and then appear to be "free" at the departmental level, or at least bundled into some complex charge-back algorithm that gives users an "all-you-can-eat" mentality. Thus, as an application is considered for future implementation, a business unit or department will be forced to either request an appropriation for funding the acquisition of an advanced ECM system, or to start small, using existing resources and MOSS 2007.

Ideally, organizations will thoroughly review current and likely future requirements, and then make the appropriate solution decision – without a focus on "gaming" the charge-back system. In the case of MOSS 2007, costs such as integration and customization must be kept in check; otherwise, there is no need not to use the functionality of an existing advanced ECM system. Excessive system customization is always a red flag, making future upgrades more expensive, and with multiple systems, the interoperability testing creates a fair amount of overhead.

By no means is this an argument for or against the use of either approach. Instead, it is the reason that organizations must strategically map out usage and costs and set pragmatic goals of system usage across solutions before deploying systems. Additionally, consider the economics with a goal to create broad adoption, and thus network effects. When considered in this way, MOSS 2007 not only helps expand its own adoption, but also helps the capabilities of the advanced ECM solution reach a broader audience, as well.

Doculabs' Opinion

Overall, the economics of MOSS 2007 do make sense. What makes even more sense is the increased adoption rate that is directly proportional to value derived from the overall combined ECM system (MOSS 2007 and advanced ECM).

While advanced ECM systems are highly functional, they have not achieved significant adoption rates. We believe that MOSS 2007 will drive adoption rates – not just for MOSS 2007 itself, but also for the advanced ECM systems. For example, if a records management system were implemented for certain types of content types with an advanced ECM system, it could realistically be deployed only to a smaller set of users. However, when a system of record from an advanced ECM system is augmented by a MOSS 2007 front end, it can scale to almost 90 percent of the users within an organization. The result is a larger amount of content managed by the back-end repository.

The table below highlights Doculabs' estimate of the relative costs of the different approaches to implementing content management, showing a cross-comparison of costs for implementing MOSS 2007 out of the box, advanced ECM, and the multi-tiered model (i.e. a combination of MOSS 2007 with advanced ECM deployed to those areas where advanced capabilities are required; highlighted). Doculabs believes that this multi-tiered model allows an organization to maximize the pervasiveness of content management capabilities across the enterprise, and as such is Doculabs' recommended approach.

Cost Factors	MOSS 2007 (Basic Implementation for the Enterprise)	Advanced ECM Solutions for the Enterprise	Combined MOSS / Advanced ECM Solution
Licensing	$	$$$	$$$
Customization	$	$$$	$$$
Integration	$	$$$	$$
Administration	$	$$$	$$
Content Lifecycle Migration	$	$$$	$$
Total Cost	**$**	**$$$**	**$$**

Table 2: Relative Costs of Approaches to Content Management

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5. What are the policies that should govern implementation and administration?

Discussion

Organizations must address a number of areas when it comes to defining policies, procedures, and guidelines for the governance of any application.

- **Policies** define an organization's rules for actions at the corporate level (for example, a policy concerning which system is the official system of record, or policies for migration).

- **Procedures** are the processes by which the policies are to be carried out (for example, procedures by which users manage content).

- **Guidelines** are the recommended approaches to performing procedures on a day-to-day basis (for example, guidelines for determining which documents are corporate records).

The same factors apply when considering application and solutions that leverage both MOSS 2007 and advanced ECM services. Some of these factors relate to information security, information classification, end-user access and usability, business continuity, content migration, data management, change control, and many others. (See figure below for an illustration of a framework for evaluating the progress of policy and procedure development against enterprise goals.)

Many organizations already have policies and procedures defined for general implementations that can be leveraged to build more specialized and more effective policies related to MOSS 2007 co-existence with advanced ECM systems. For example, a simple policy related to the encryption of information as it passes over a network may evolve into a policy to govern the transfer of information from MOSS 2007 to an advanced ECM system. As a result of the complexities of a co-existence strategy and implementation, it is important to review all current policies to determine what, if any, impact a coexistent implementation may have on a particular policy, procedure, or guideline.

Factors to Consider

Do not assume that all the policies and procedures for managing content have been defined. Although it is valuable to have a starting point (and Doculabs highly recommends leveraging it) your organization should not be paralyzed by them. In other words, take a holistic review of the various categories in which policy should be defined (e.g. security, accessibility, integration, operational, etc.) and ensure completeness before embarking on developing corollary policies based on an incomplete set of policies.

	Information Security	Information Classification	Accessibility (End-User Access and Usability)	Business Continuity	Content Migration
Policies	1.0	Q3'06	Done 1.5	Q2'07	Working 2.0	Q1'08	Hold	1.0	Q1'07	Working 2.0	Q4'07	Hold	1.0	Q2'05	Done 1.5	Q3'06	LATE 2.0	Q4'07	Hold	1.0	Q3'06	Done 1.2	Q1'07	Early 1.5	Q1'08	Working 2.0	Q1'09	Hold	1.0	Q2'06	LATE
Procedures	1.0	Q3'06	LATE 2.0	Q2'08	Hold	1.0	Q1'07	Working 2.0	Q1'08	Hold	1.0	Q2'07	Working 2.0	Q2'08	Hold	1.0	Q2'05	Done 1.2	Q1'07	Early 1.5	Q1'08	Working 2.0	Q1'09	Hold	1.0	Q3'06	LATE
Guidelines	1.0	Q3'06	Done 2.0	Q1'08	Hold	1.0	Q1'07	Working 2.0	Q1'08	Hold	1.0	Q2'07	Working 2.0	Q2'08	Hold	1.0	Q1'04	Done 1.5	Q4'05	Done 2.0	Q2'07	Hold	1.0	Q1'07	Working

Figure 3: Framework for Evaluating Progress of Policy and Procedure Development

Doculabs' Opinion

In the end, it all comes down to effective management and governance. Since policies often drive these skills, effective policies lead to effective implementations. This is particularly true in complex implementations that involve both MOSS 2007 and advanced ECM systems. To succeed, draw upon existing policy work, but keep an eye open for gaps. Finally, remember that success is only as good as the policies that help maintain structure and change.

6. What group or function should own responsibility for MOSS 2007 and our existing ECM systems?

Discussion

Today it's a fact: enterprise content management has been deployed primarily as a point solution, or as a component of a line-of-business application, but not generally as part of an overall IT infrastructure available to all users. With MOSS 2007, we witnessed a change, as users quickly were attracted to its ease of use and simple implementation. MOSS 2007 is likely to accelerate this trend. But organizations need to address the question of overall responsibility for ECM – for both MOSS and advanced ECM systems.

As with other computing utilities, when a large majority of users take advantage of a system, that system is typically managed centrally, to ensure ownership and responsibility at the enterprise level. Some of these areas of responsibility include architectural ownership, implementation ownership, policy ownership, information ownership, and operational ownership.

Each of these areas is logically and functionally distinct and requires staffing and governance to ensure success. As such, many organizations find that establishing a "Center of Excellence" or "Governance Council" is the most effective way to manage overall vision, mediate discrepancies between owners, and measure success.

While many organizations may continue to leave tactical decision- making decentralized, based on the specific skills and the requirements of different groups, overall direction and control should be given to a governance body or "Center of Excellence" that includes representation from more than technology interests. In fact, a key factor in the success of such a group is representation and active participation from executive and staff from lines of business.

Factors to Consider

In most organizations, the decision to leverage both MOSS and advanced ECM will result in a number of changes to system responsibilities for each.

For existing MOSS 2007 and new MOSS implementations, these changes include:

- Application development will need to take a much more active role to ensure that interface design guidelines, development environments, and data integration concerns are addressed.

- Recognizing the scalability and redundancy requirements likely to result from the growth of repositories, infrastructure support teams currently supporting Microsoft server tools will need to systematically purge or migrate content to more appropriate storage utilities.

- For system administrators and help desk staff, a more formal process of "enabling" new sites and users must follow a more structured process to ensure consistency.

For advanced ECM implementations, these responsibility changes will include:

- The role of business analysts, familiar with content-based processing applications, will need to expand to address collaborative applications within smaller workgroups that may be accustomed to performing their own analysis.

- Line-of-business or application-specific developers will need to be consolidated into a single team for better leverage across the enterprise.

- Specialized integration resources will need to be committed to ensure system compatibility as various components are updated with new releases.

The following figure shows Doculabs' recommendation on how roles and responsibilities can be divided within enterprises that choose to leverage both MOSS 2007 and advanced ECM solutions:

Role	Departmental or Workgroup Roles	"Center of Excellence," "Shared Services," or Centralized Reponsibilities
Business Analysis	- Describe intended goals and objectives - Provide baseline business metrics system intends to improve	- Develop "as-is" and "to-be" intended process descriptions - Document requirements - Provide guidelines on expected benefits and costs
Development and Testing	- Provide feedback on design documents - Participate in usability labs and prototype evaluation - Participate in acceptance testing	- Select tool - Determine development approach (customize vs. re-use) - Determine level of integration
Administration and Support	User provisioning via administration liaison	- Design and standardize templates - Define folder and meta-data structure settings - Define security protocols
Infrastructure (Hardware, Common Utilities)	Forecast user demand and storage needs	- Define "dial-tone" services with defined SLAs - Determine redundancy - Address business continuity
Program Management	"Voice of the Customer": provide active input on future needs and feedback on existing implementations	- Address funding requests - Define reporting needs - Define staffing plan - Prioritize projects

Figure 4: Division of Roles and Responsibilities

Doculabs' Opinion

Doculabs expects responsibilities to become more centralized over time as ECM becomes more pervasive – and the ownership of MOSS 2007 and advanced ECM should not be divided. Many organizations have made mistakes in this area over the past ten years, such as dividing ownership of Lotus Notes and web strategy. This invariably created an intractable and unmanageable situation with both technical and political challenges that continue to this day.

With the centralization of content management, many organizations are seeing their environments evolve into shared services frameworks – which is the approach that Doculabs recommends for organizations deploying both MOSS 2007 and advanced ECM over the long term.

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7. Which system should serve as my official system of record?

Discussion

MOSS 2007 is clearly the place to keep information that is "in-flight," and advanced ECM systems should store content that has been finalized or information that should be associated with a business record. Much is made of the term "system of record." In reality, a system of record is the place you can trust to look to find the right, final, latest version of a piece of information.

For information that is changing quickly and requires collaboration, it is valid and preferable to keep this information close to the collaboration that is generating it; in our opinion, this would be MOSS 2007. Once the document is deemed worthy for wider distribution, even as a draft, it should be moved to an advanced ECM system's repository. This approach would result in a strong audit and chain-of-control documentation, and could lead to the automated creation of business records and related information critical for the information discovery process.

Furthermore, as documents are added to the advanced ECM system, the access mechanisms should remain the same – i.e. users should access their documents via MOSS 2007. The systems should be transparent to the user, with advanced ECM serving as the back-end infrastructure and MOSS as the front-end infrastructure. The advantage, from the end user's perspective, is reduced complexity.

Factors to Consider

As information is stored and moved between systems, it is important to eliminate duplication and redundancy. While it is critical to maintain data, and information, redundancy from an operational perspective, it is counterproductive and inefficient to maintain information redundancy, more properly called, information duplication between two systems with two different purposes. Once information moves from ad-hoc development to a more solid and permanent format, it should transition securely and completely from MOSS 2007 to the advanced ECM system. This is not to say that a system such as MOSS 2007 cannot refer to and reference information once it is transferred, but it should not maintain a copy of the information.

Doculabs' Opinion

A strong and clear separation of retention requirements has to be defined. The question of what type of information should be stored in MOSS 2007 versus what should be stored in an advanced ECM system needs be answered once, and then enforced rigorously.

Doculabs proposes policies based on where the information is in the content lifecycle. According to this approach, in-transit information that is shared by a relatively small group of people (for example, a project team) properly resides in MOSS 2007, while finalized drafts or completed content that is destined for a larger audience should reside in a advanced ECM system, along with other discoverable business records and content. This may change in the future, but we don't see such changes coming within the next two years.

8. What about metadata and information taxonomy synchronization?

Discussion

One of the shortcomings of "enterprise" content management was the fact that many organizations deployed ECM solutions on a departmental basis, creating information "silos" that prevented cross-departmental sharing of information. MOSS 2007 deployments present the very real danger that even more of these information silos will be created.

It is critical to develop a uniform metadata standard that can then be shared across all ECM technologies within your organization, and a common taxonomy for organizing information – for a number of reasons:

- Varying metadata standards cause confusion and information loss within your organization.

- Depending on how MOSS 2007 and advanced content services are used within your organization, some content might have to move from one system to another, based on its point within the information lifecycle. Here, the implementation of an enterprise taxonomy is critical.

- Common nomenclature and metadata standards across systems are necessary to ensure consistent search. Without a common taxonomy, users need to know how to search for content based on the system the content resides in – which is completely counterintuitive.

Factors to Consider

A taxonomy ensures the consistency of the categories by which information is classified across various MOSS 2007 implementations and the advanced ECM systems, thereby greatly facilitating the migration of data to the system of record. Having a common taxonomy in place also makes it easier to integrate information from MOSS 2007 with information in other repositories, ensuring effective and consistent searching and access of content across business units, where necessary.

It is also important to develop policies, procedures, and guidelines for when content needs to be in which system – many of which can be system-based, depending on the workflows and types of documents that are created, thereby insulating users from the need to make these decisions.

Doculabs' Opinion

A high-level enterprise taxonomy, as well as a consistent process for developing (and updating) an enterprise taxonomy, are critical for multiple content management systems to interoperate effectively. The following figure shows an example of an enterprise taxonomy for an insurance organization, illustrating the classification of documents and records by business function. Note that meta-data and index structures will need to transcend both MOSS 2007 and advanced ECM solutions.
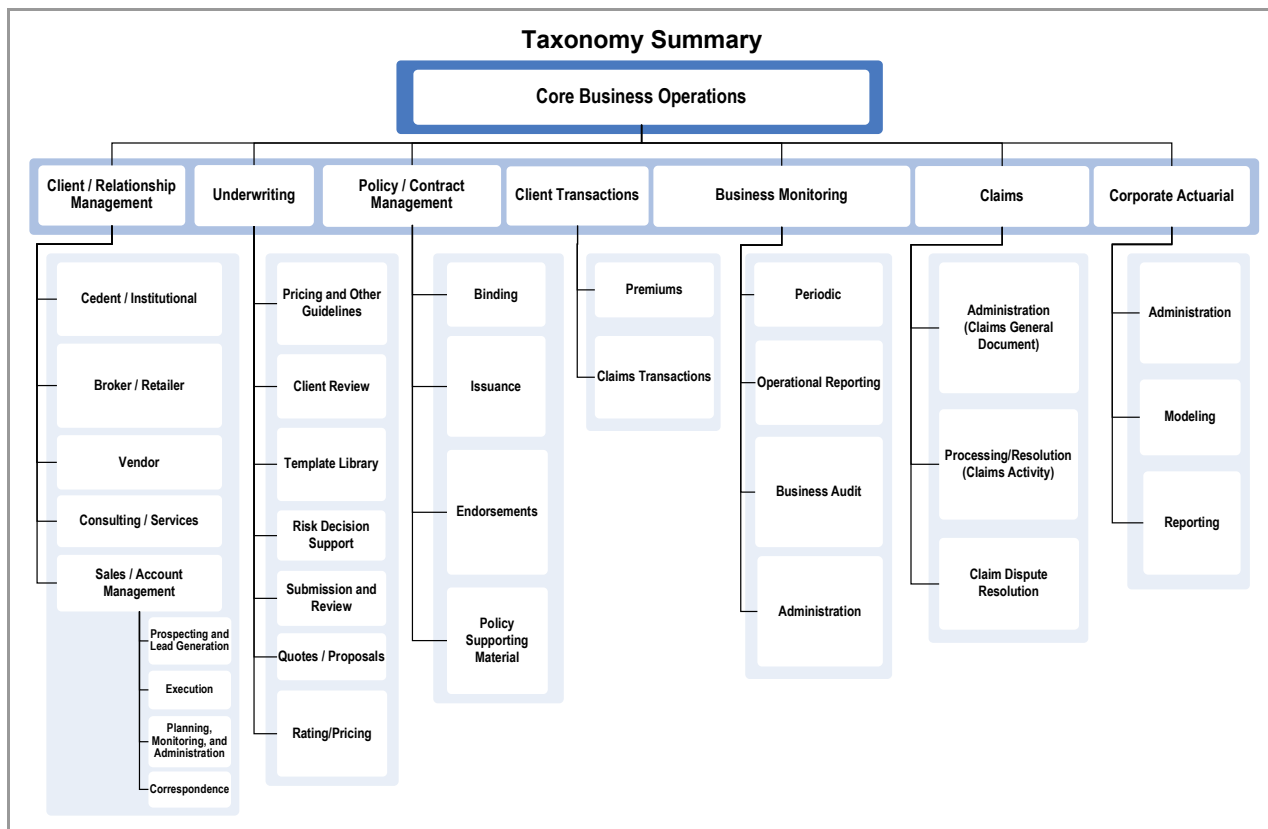

Figure 5: Sample High-level Taxonomy

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9. Will MOSS 2007 meet my enterprise search requirements?

Discussion

MOSS 2007 in its most recent incarnation has significantly upped the ante in the enterprise search arena. The expanded search options in the core product can provide organizations with a quick and well-integrated search capability to all resources housed in MOSS 2007, as well as content trapped in structured data sources, namely relational databases. In addition, MOSS 2007 is now able to handle much larger sets of data; it has a more resilient and scalable indexing engine capable of working with tens of millions of documents.

So why not use MOSS 2007 to solve your business's enterprise search requirements? For organizations that primarily store their information in standard information stores such as a file system or MOSS 2007, the built-in search capabilities will meet the search requirements quite well. However, for organizations that have more diverse search requirements, MOSS 2007 may not be as complete a search solution as first appears.

Organizations that need to do federated searches across a wide-variety of structured and unstructured data sources such as SAP or Siebel, or that have the need to execute complex queries incorporating analytics and business intelligence, will not be satisfied with the MOSS 2007 solution. Even many of the more robust search capabilities bundled with more advanced ECM systems can't handle the variety of requirements that large enterprises often present, in many case because of access and integration needs.

The following table provides a brief summary of the level of search functionality offered by MOSS 2007 and advanced ECM systems for various content types.

Content Type	MOSS Search Capabilities (Out of the Box)	Advanced ECM Search Capabilities
Web Pages	Microsoft web pages	Yes
File Systems	Yes	Yes
Microsoft Office Documents	Yes	Yes
MS SQL	Via configuration	Yes
Reports	No	Yes
LOB Databases	Via packaged add-ons	Via customization

Table 3: Search Capabilities of MOSS 2007 vs. Advanced ECM

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Factors to Consider

One of the key drivers for specialized search solutions is the fact that search technology is only as good as the information structure they are asked to index. The more organized and structured your content, the better, more accurate your search results will be. For most organizations, this means building, implementing, and maintaining a good information taxonomy. A taxonomy helps structure information in a common and well-understood manner throughout an enterprise, or throughout business units within an enterprise.

With the proper classification and capture of metadata, content becomes much more accessible, enabling search technology to provide accurate and consistent results. Unfortunately, not all search solutions are created equal; many solutions, including MOSS 2007, still don't ingest or directly leverage taxonomy information. Solutions that do leverage taxonomy are able to better distinguish documents of value from those that have less business value, based on the information found (or not found) in the taxonomy.

Doculabs' Opinion

MOSS 2007 will eventually have an enterprise-grade search solution; it's simply a matter of time. The question is: Can your organization afford to wait? Many providers of search solutions, including popular solutions such as Google Enterprise Search or Autonomy, claim you don't need to customize the algorithms or inject a taxonomy to get valuable results. Doculabs disagrees vehemently. We have worked with organizations that presented a wide variety of search requirements – from those requiring departmental solutions, to enterprises relying on search to gather information for wide-ranging litigation support requests. Invariably, without proper information structure and taxonomy, search results were marginally useful.

Success in enterprise search today comes from 1) building a good taxonomy and revising it over time, 2) creating ways to capture metadata from content creators, and 3) integrating this information and structure with an enterprise search solution that can leverage it properly.

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10. How do I accelerate the implementation of solutions that leverage both MOSS 2007 and advanced ECM solutions?

Discussion

To implement content management solutions that make use of the capabilities of MOSS 2007 and advanced ECM, you should make sure to address the following key areas:

- Clear and cohesive vision of how you want the multitude of systems to interact

- Clear understanding of how the content management program will be structured, at the highest level

- An approach to information organization that involves a taxonomy, metadata standards, and the development of policies and procedures

- Service support and delivery models that will enable repeatable implementations

- Communications and marketing to make users aware of the benefits of content management functionality – regardless of platform

In fact, many of the prescribed best practices discussed earlier in this white paper apply to rolling our any solution that leverages both MOSS 2007 and advanced ECM solutions.

Factors to Consider

For an effective content management initiative using both MOSS 2007 and advanced ECM solutions, many organizations develop and implement a framework to oversee the management and rollout co-existence-based solutions within their enterprises. We recommend that such a program management framework address the following key areas:

- Program organization: management structure, demand management, roles and responsibilities

- Information organization: taxonomy; policies, procedures, and guidelines

- Communication and marketing; communications and awareness building, organizational change management, training and development

- Services and support delivery model: resource management, solution packaging, deployment methodology, financial models, change control, architecture development and maintenance

These areas have many sub-components that intermingle to provide a comprehensive mesh of processes, procedures, and general structure to maximize the chances of success.

Doculabs' Opinion

Doculabs strongly believes in the creation or adoption of a program management framework in order to ensure success with complex co-existence-driven solutions, and has developed a model that addresses each of these areas. The following figure shows the model at a high level.
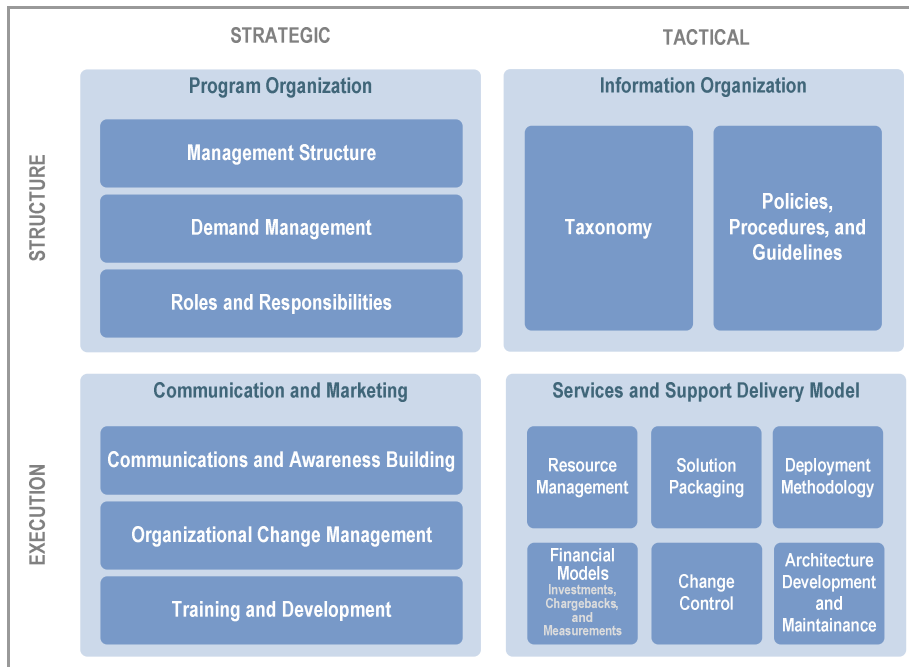

Figure 6: Doculabs' Recommended Program Management Framework

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Final Word

Doculabs' Insights into Shared Services Frameworks:

For further information on the shared services approach referenced in this document, see Doculabs' white paper, "ECM as a Shared Service: The New Frontier."

How Doculabs can help you get the most out of your ECM investments:

Doculabs has helped several organizations to derive the maximum value from MOSS 2007 co-existing with an advanced ECM environment by developing strategies and detailed operating models and program management frameworks.

For more information on best practices used by organizations for developing an effective execution model, contact Doculabs at info@doculabs.com.

Managing content at an enterprise level is clearly an imperative. Maybe you are among the many organizations that tried to get control of your content by rolling out an advanced ECM solution to the enterprise – only to find your deployment stall out. Now, with MOSS 2007, Microsoft is offering an integrated suite of server applications that promises to provide "comprehensive control" over this electronic content, and you need to decide whether it is in fact the answer to your content management problems – or whether it has the potential to create many more content management problems than it solves.

Organizations that see their unstructured content proliferate at nearly exponential rates over the next decade are eager for tools to help them organize and properly manage that content. But these same organizations are also wary of rolling out yet another tool to their users, particularly if that tool is going to be made available enterprise-wide, without proper controls.

The critical factor for the successful deployment of MOSS 2007 and any advanced ECM solution is this concept of proper controls, together with an enterprise strategy for how content services will be provided to the various user constituencies throughout the organization. Such a strategy requires that you define the boundaries for the use of the MOSS 2007 and advanced ECM systems within your key applications, identifying where MOSS 2007 leaves off and advanced ECM picks up. It also requires that you develop (and implement) policies and procedures that will not impede your users.

It's an approach can drive greater adoption of content management, not to mention providing greater overall value for the organization. At the end of the day, ECM economic models are all about network effects. The greater the adoption, the larger the value. The larger the amount of content managed, the deeper the impact.

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About Doculabs

Doculabs is a consulting firm that helps organizations develop sound technology strategies for content- and process-related applications. Our engagements focus on helping clients leverage their existing enterprise content management (ECM) investments on a broader enterprise basis through objective analysis and in-depth market knowledge. This approach is based on our fundamental belief that in order to protect a client's long-term interest, technology advisors should not be implementers.

Doculabs helps clients deliver on their technology objectives through consulting engagements that address ECM opportunities such as strategic planning, center of excellence creation, taxonomy development, and maturity assessments. Through more than a thousand engagements for organizations facing technology-, compliance-, and process-related challenges, our proven approach has provided our clients the information and advice they need to make confident and well-informed decisions.

Hundreds of leading organizations in the Global 2000 and in state and local government have turned to Doculabs for assistance with their technology strategies.

For more information about Doculabs, visit our web site at www.doculabs.com or call (312) 433-7793.