



Time to make content a board-level issue

How effective Enterprise Content Governance
will enable your business to reduce costs, ensure
compliance and boost corporate efficiency.

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Executive Overview

Putting content on the agenda

Digital content is burgeoning – the proof is there in black and white. Industry analyst IDC states that in 2008, the amount of digital information the world created exceeded its predictions by three percent. Not only that, but it predicts this ‘digital universe’ is set to grow by a factor of almost five in the next four yearsⁱ.

The world is in the midst of a content explosion.

When it comes to the enterprise, the effects of this digital ‘big bang’ should not be underestimated. Gartner predicts that by 2013, more than 25 percent of the content that the average worker sees during their day will be dominated by pictures, video or audioⁱⁱ. While this digital content should have a hugely positive impact on the way we work, the issue is how to determine the on-going value of it to the business.

A great deal of it will need to be stored. But how can stockpiling web copy, emails, spreadsheets and other content add any value to a business? Content must be indexed, classified and filed like paper files used to be, so that we can find it and understand its value. Compliance, knowledge sharing and business productivity make this fundamental.

What’s needed is effective Enterprise Content Governance (ECoG).

The need for businesses to protect costs and competitive edge has never been greater. That’s why now is the time for organizations to control and structure their content properly across the enterprise. Through proper control of content – truly effective Enterprise Content Governance – businesses can optimize their existing investment in enterprise content management systems, while reducing costs, improving corporate efficiency, ensuring compliance and reducing their carbon footprint.

Read this paper, and you’ll discover the business case for ECoG in more detail. And you’ll learn how you can achieve effective ECoG by establishing and maintaining content quality within your business.

It’s time to put content on the business agenda.

The business case for Enterprise Content Governance

Enterprise Content Governance is the act of ensuring your content is structured and controlled so that it enables the business to minimize Total Cost of Ownership (TCO), reduce exposure to compliance risk, maximize worker productivity and protect the organization's key knowledge assets.

Simply put, ECoG is the process of not only achieving, but maintaining good content quality.

Effective Enterprise Content Governance can bring a wealth of benefits to an organization.

Lowering the risk and cost of compliance

“ failure to comply with FRCP data discovery demands in litigation cost financial services firm UBS Warburg \$29 million.”ⁱⁱⁱ ”

In late 2006, new amendments were made to the Federal Rules of Civil Procedure (FRCP) regarding electronic discovery of evidence. Known as 'eDiscovery', these amendments force US companies in litigation to present a whole array of electronic evidence data to lawyers, from email to instant messaging chats and accounting databases.

Yet companies are struggling to do this – and are paying hefty fines as a result. In 2008, failure to comply with FRCP data discovery demands in litigation cost financial services firm UBS Warburg \$29 millionⁱⁱⁱ. Pharmaceutical company Merck, meanwhile, was forced to hand over an astounding \$253 million for the same reasons. In fact, a well-known international fast food company allegedly spends \$100,000 dollars in fines every day because it cannot respond with the right information in time. These costs are real, and extremely damaging.

What's interesting, though, is that FRCP compliance – and compliance with SOX, HIPAA and various SEC and other government regulations, come to that – isn't just a matter of handing over information to regulators; not at all. If that information is badly organized it can also cost a business dearly. Who hasn't heard the stories of hundreds of members of staff who are forced to spend weeks reviewing thousands and thousands of documents for specific content in response to threatened or actual litigation?

A recent HP survey^{iv} found that the greatest concerns regarding eDiscovery are risk (of not having an appropriate strategy in place), lack of infrastructure and the potential cost of facing a 'hold' order. Effective ECoG has to be part of a successful eDiscovery strategy to lower the risk of being unprepared, and ensure that access to electronic content doesn't end up being extremely costly.

Brand governance

Then again, compliance isn't always legislative. Brand compliance, too, is hugely important for today's globalized organizations, in order to ensure their competitive messages are consistently communicated to key (and often geographically distributed) communities of interest.

Brand governance (cont)

For the sake of brand perception and customer loyalty, then, the use of logos, fonts, colors and styles – as well as initial capitalization and corporate terminology – must be effectively standardized across all content. Yet this can be particularly challenging if a company manages multiple brands, and even more so if its portfolio is international.

In a globalized economy where mergers and acquisitions are increasing, effective ECoG can dramatically boost this consistency.

Reducing the need for storage

“Vamosa has found that as much as 50% of an organization’s content is typically redundant”

Burgeoning content and the constraints of compliance are inevitably going to have an impact on storage. And while the unit cost of storage is starting to decrease and technologies such as virtualization are coming to maturity, more work can be done to reduce the amount of storage a business uses.

In the process of migrating over 100 organizations from one Content Management System to another, Vamosa has found that as much as 50% of an organization’s content is typically redundant – i.e. copies of the same information are stored in multiple locations, or information is actually retained for compliance unnecessarily. Remove this content, and 50% of a company’s server farm can be freed up, offering a huge saving on operating costs. (IDC estimates that in 2008, the average datacenter disk drive cost US\$36.29 just to power and cool for a year^v – so you do the math.)

By halving the energy required for power and cooling, removing redundant content is also great news for the environment. Regulations around data centers are increasing, so any way to reduce their impact upon a business is bound to be of great financial and ecological benefit.

Corporate efficiency

But there are more significant, farther-reaching benefits to be had from effective ECoG.

‘Collaborative working’ and ‘knowledge management’ may be industry buzzwords at the moment, but the concepts they represent should be taken seriously by every organization. The ability for a company to capture, share, organize, find and use its knowledge efficiently has a direct impact on its ability to be productive, competitive and ultimately, profitable – yet not all organizations are properly equipped to do this.

According to research by the Economist Intelligence Unit, two-thirds of executives complain that they are unable to turn the large volumes of data in their IT systems into information that they can act on^{vi}. Here, Enterprise Content Governance comes into its own, and the rewards are proven to be hugely significant – as Accenture understands only too well.

Accenture's story

Accenture is an organization that thrives on effective knowledge management. As one of the world's leading consultancy firms, it sells its knowledge to customers, making it fundamental that all enterprise content is effectively categorized and ordered.

In 2005, Accenture's Global Knowledge Management Team decided to measure the return on investment (ROI) of its browser-based content portal, The Knowledge Exchange. This structured online repository is used by Accenture staff to connect to each other, find information, exchange ideas and share knowledge, in order to deliver work to clients.

Using a simple survey, Accenture asked its staff a variety of questions – including how useful they found the information within the Knowledge Exchange, and how much time they saved by having access to it.

Despite being deliberately conservative in its estimates, Accenture discovered that ROI in this system was extraordinarily high. Based on the estimated average time savings alone, the calculated return for every dollar spent on the Knowledge Exchange was at least \$25. This figure did not take into account any further benefits, such as increased sales and improved quality. And the data can be trusted. The methodology used was so meticulous that the study was named the 2007 Best Impact Study by the ROI Institute at the 2007 Global ROI Conference^{vii}.

The fact remains: the effects of good ECoG for knowledge workers are incredibly far reaching.

Beyond Enterprise Content Management (ECM)

Let's discuss for a moment the distinction between Enterprise Content Governance and Enterprise Content Management.

By acting as centralized repositories of an enterprise's content, ECM systems are enormously valuable for content storage and management. And they're often touted as the cure-all for enterprise content woes. But ECM systems support the content publishing process, not the process of providing structure and control.

Quite simply, an ECM is a warehouse. It doesn't make content more findable, or reduce duplication. It simply consolidates distributed content into a single location. Thus, it cannot impose order or content quality – and that means it cannot enable an organization to achieve effective Enterprise Content Governance on its own.

Not only that, but much of the organization's enterprise content – emails, documents on laptops and so on – is not contained within ECM systems. Vamosa's own experience of migrating Fortune 500 companies and government departments to an ECM system demonstrates that only 10-15% of enterprise content is loaded, leaving as much as 90% of business content completely out in the cold.

Effective ECoG, however, can resolve this as it finds and catalogues all content wherever it resides. It is complementary to ECM, and can be used to maintain structure and control of all enterprise content – both inside ECM systems, and beyond.

The five steps to effective Enterprise Content Governance

To be able to control and structure content properly across the organization – i.e., to achieve effective Enterprise Content Governance – organizations need to improve their content quality. There are five significant steps in the process:

Analyze

Discover where your content is and what condition it is in.

- ▼ Is it used?
- ▼ Is it findable?
- ▼ Is it fit for purpose?
- ▼ Is it appropriate?
- ▼ Does it resonate with its audience?

Step 1

Enhance

Improve on the condition of content.

- ▼ Make content accessible
- ▼ Apply control and risk management processes
- ▼ Ensure content follows best practice
- ▼ Make content compliant with company policy (e.g. language, tone, grammar, vocabulary)
- ▼ Does it resonate with its audience?

Step 2

Standardize

Ensure content can be re-used.

- ▼ Ensure it has a home in the corporate Information Architecture
- ▼ Ensure it exists only once
- ▼ Describe content correctly
- ▼ Make content available to all users

Step 3

Migrate

Ensure content is findable.

- ▼ Place it in the optimal storage location for users
- ▼ Ensure all properties and tags are correctly completed
- ▼ Optimize content for the platform

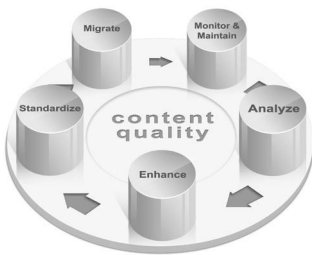
Step 4

Monitor and maintain

Ensure content is maintained to the quality standards that have been established.

- ▼ Establish a maintenance process
- ▼ Build content quality into processes from the point of creation
- ▼ Automate maintenance activities
- ▼ Maintain legislative compliance
- ▼ Protect brand values

Step 5



Broadly speaking, these activities can be split into three steps.

Step 1: Analyze existing content

“Corporate data is growing at an average annual rate of 62%^{viii}”

Enterprises often fail to grasp the extent of the content that exists in their businesses. Yet given that corporate data is growing at an average annual rate of 62%^{viii}, it's easy to understand why. In this burgeoning environment, it's virtually impossible for any organization to know the volume of content they actually have, where it is stored and how often it is accessed. But this 'content discovery' is vital in order to establish good content quality, particularly if you're thinking of migrating to a new ECM system.

Duplicated files, broken web links or missing content can cost time, money and affect customer service. And they will make any migration nigh-on fruitless – much like herding sick sheep from one field to another. Moreover, trying to retro-fit the quality after a migration project will end up costing a significant amount more than if it's done at the outset.

The key, then, is to do the right content analysis at the outset of any content quality project. And software can automate this process, significantly reducing the time and cost of manual efforts. This should enable an organization to 'reduce the noise' in its content estate very rapidly, before taking any further steps.

Step 2: Standardize and enhance

This process will remove duplicate documents; implement version control; ensure adherence to branding guidelines; apply a taxonomy and implement tagging. This will help you make existing content findable, and ensure your staff get the most out of that content investment.

But the value stretches beyond existing content. By establishing good processes for content quality, you can ensure that all future content produced by your business is properly classified and tagged, and that staff access the correct version at all times. You can also ensure that no effort goes into re-producing content that already exists, eradicating duplication. Again, this process must be automated so that it can be carried out easily – and regularly.

Step 3: Automate, automate, automate

Ensure content is monitored and maintained

“Once you know exactly what content you have, you can take steps to cleanse, enhance and standardize it.”

In fact, content quality can never be a one-off activity. Existing content is amended and new content is created within your business on a daily basis. The quality must be effectively monitored and maintained in order to ensure your business is agile and efficient.

With the best will in the world, content publishers (users) cannot be expected to do this. Their focus is on generating the content and publishing it – not worrying about whether the metadata or properties are accurate, or whether content is stored in the right place. HTML code standards, accessibility, brand governance, search engine optimization – all of this and more must be assessed and fixed as required, yet relying on people to do it is risky for the business and time-consuming for them.

The answer, therefore, is to avoid the need for human intervention. Ensuring content quality – and effective Enterprise Content Governance – requires process *automation*, through software that will automatically analyze and optimize content on a regular basis. Content needs to take a tip from the world of structured data: quality must be built in.

Enterprise Content Governance: the credibility

At Vamosa, we are the only organization to deliver control and structure to all enterprise content – in a fully automated way – through the broadest and most sophisticated range of products and professional services for Enterprise Content Governance. Our solutions allow the world's largest enterprises and governments to analyze, enhance, standardize, monitor and maintain the quality of all forms of business content.

“Throughout the project the Vamosa team was extremely professional and efficient. The findings of the analysis Vamosa carried out will prove an invaluable resource as we develop our Content Management Strategy.”

Kåre Bjordal
Project Manager
Statoil

“Vamosa could be a good fit, if your company is looking to implement a content governance framework across the organization to deliver compliance requirements, such as eDiscovery and improve content findability.”

CMS Wire, 2009

Statoil

The Challenge

Statoil decided to implement a more robust Enterprise Content Management System (ECMS) for its company intranet. For years, thousands of employees around the globe had used it to store a range of content, but the result was a seemingly insurmountable mass that had become unmanageable and outgrown the existing system. Content was duplicated and out-dated.

Before committing to a content management system, Statoil wanted to fully understand its current content infrastructure. This would give the organization a clearer picture of the size and complexity of the migration task, as well as helping to decide which ECMS would be best suited to their needs.

The Solution

Statoil used Vamosa Content Analyzer to fully audit its current content stores – including websites, file systems and other repositories – assessing the size, structure and usage of the content, and producing a report detailing the findings.

The Results

The automated analysis of 150,000 pages took just 3 weeks. As a result, Statoil has implemented an enhanced Content Management policy, removing duplicated and out-dated content, and enforcing stricter publishing guidelines for the future.

Kåre Bjordal, Project Manager at Statoil added, “Throughout the project the Vamosa team was extremely professional and efficient. The findings of the analysis Vamosa carried out will prove an invaluable resource as we develop our Content Management strategy.”

Cable & Wireless

The Challenge

Cable & Wireless needed to integrate two company intranet sites – a legacy of its acquisition of Energis in 2005. The integration of these sites involved the migration of thousands of pages of valuable information to a new CMS.

The Solution

Cable & Wireless chose Vamosa Content Migrator as the most efficient and cost effective way to carry this out. During the live process, Vamosa CM reached migration rates of up to 3,000 pages per hour.

The Results

From start to finish, the actual content migration took one week. In total, the overall project lasted four weeks. Had they done this manually, the migration process would have taken a team of four people roughly 250 days to complete, with additional time needed for checking and corrections. Mark Jesson, Project Lead at Cable and Wireless says: “When the project began, I was prepared for a long and arduous migration process. However, Vamosa and its toolset ensured that the migration ran smoothly and much more quickly than was first expected.”

Janis Binnie, project lead for Vamosa, adds: “Using the Vamosa toolset brought real benefits to the Cable & Wireless project team as the speed and efficiency of Vamosa CM helped it to complete the project on time and within budget.”

“It is the opinion of Butler Group that any organization daunted by the thought of migrating their content from one content management system to another should seriously consider Vamosa Content Migrator.”

Butler Group, 2008

Our Clients

Vamosa has provided solutions and consultancy for content discovery, cleansing, migration and maintenance to some of the world's largest enterprises and government departments including, Cable & Wireless, Vodafone, IBM, Oracle and Volkswagen North America. For more information, visit www.vamosa.com.

About Vamosa

Vamosa is a sector-defining software and solutions company specializing in the emerging area of Enterprise Content Governance (ECoG). Recognized as a global leader in ECoG, Vamosa is the only company that offers an integrated suite of products and services to manage the end-to-end process of discovering, transforming, deploying and maintaining content quality. Our solutions allow the world's largest enterprises and governments to analyze, enhance, standardize, monitor and maintain all forms of business content within a policy-based infrastructure of best practice methods.

Organizations with Vamosa's ECoG solutions benefit from improved regulatory compliance, enhanced knowledge management and a lower Total Cost of Ownership (TCO) for content management. We have provided solutions and consultancy for content discovery, cleansing, migration and maintenance to some of the world's largest enterprises and government departments – including Cable & Wireless, Vodafone, IBM, Oracle and Volkswagen North America.

Vamosa has quickly established itself as the sector-defining ECoG provider. Large multinational companies and government organizations in Europe and North America are relying on Vamosa to solve content quality challenges.

Our unique solutions for both documents and web content include:

- ▼ **Vamosa Content Analyzer** - enabling organizations to gain a clear understanding of their current content inventories and content management activities
- ▼ **Vamosa Content Migrator** - for simple, automated, web content and document migration
- ▼ **Vamosa Content Quality Builder** - a high performance rules based content transformation engine for complex multi-platform, multi-site migrations
- ▼ **Vamosa Check and Fix** - the world's only web monitoring tool that also fixes problems automatically, for guaranteeing governance, accessibility and brand monitoring
- ▼ **MetaPoint** - which tags document content in an MS Office/ Sharepoint environment at the point of publication ensuring that it is readily found, shared, and stored according to corporate information management guidelines
- ▼ **Vamosa Expert Services** - to ensure industry best practices are tailored to the unique needs of every business

Find out more

To find out how your organization can ensure good content quality and reap the benefits of effective Enterprise Content Governance, call **+44 (0)141 574 2500** (EMEA) or **(617) 273 8398** (US). Alternatively, visit **www.vamosa.com**.

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