

Enterprise Content Management Maturity Model (ECM3)

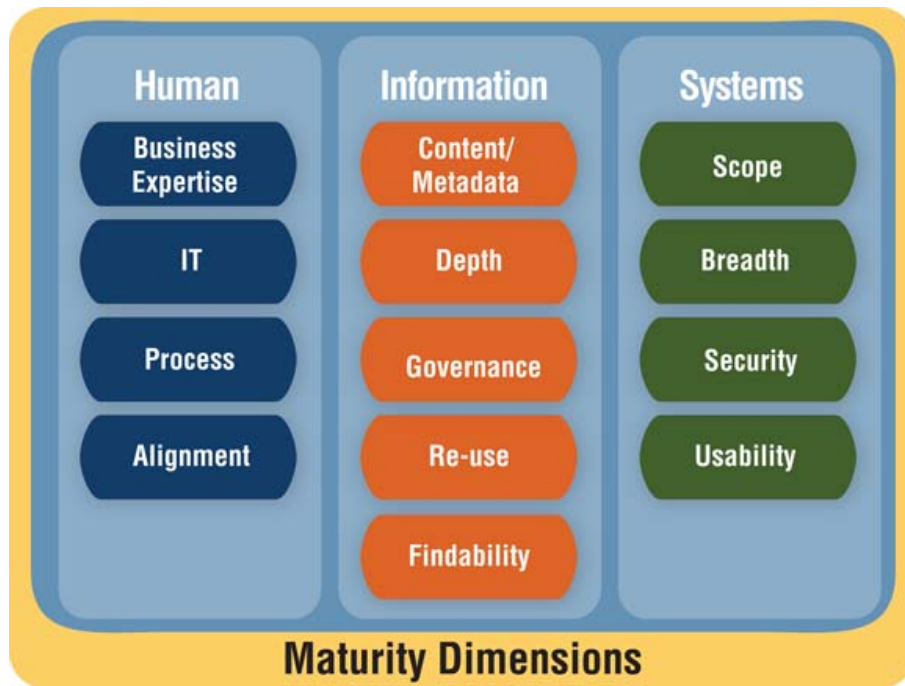


Fig. 1: There are thirteen maturity dimensions across three categories.

Human

Business Expertise - Employee and executive education and understanding of core ECM precepts

IT Expertise - Ability to properly take advantage of incumbent and new systems

Process – Extent to which enterprise has analyzed its content-oriented business processes

Alignment – Extent of effective Business – IT collaboration, understanding, and synchronization

Information

Content/Metadata – Extent to which enterprise has analyzed its content and metadata

Depth - Completeness of content lifecycle management

Governance- Extent of policies and procedures addressing information management

Re-use - Extent realization of content re-use opportunities

Findability - Ability to find the right content at the right time

Systems

Scope – Relevant range of ECM functional capabilities (DM, BPM, DAM, etc.) adopted

Breadth – Evolution from departmental to enterprise-wide management systems, where necessary

Security – Extent to which actual content access reflects enterprise entitlements

ECM Maturity Levels

An enterprise's maturity can then be broken down into five levels that identify a readiness to realize ECM strategies and deployments.

Table 1: Maturity Levels Defined by Key Characteristics

LEVEL	STATE	CHARACTERISTICS
1	Unmanaged	The enterprise does not formally manage content. Distributed share drives and local hard disks serve as document stores, resulting in redundant data, inability to find content, and high levels of rework and end user frustration.
2	Incipient	Functional or project driven approaches emerge to managing some subsets of content. Various technologies (e.g., DM, Collaboration) and competing/redundant products are deployed, but remain poorly used and insufficiently applied.
3	Formative	The enterprise has inventoried content and put plans, policies, and procedures in place, but remains in the process of implementing them --likely over several years. Multiple projects are underway, but risk conflict and failure in the absence of a broader strategy. Notions of information lifecycle management begin to get incorporated.
4	Operational	Content is managed pervasively throughout the enterprise—albeit in diverse systems. Applicable retention schedules have been applied to all critical electronic content. The enterprise has also figured out what content <i>not</i> to manage, and has made space for social/collaborative content management as well.
5	Pro-Active	Content management functionality is available broadly as a shared service and is viewed in the context of a broader services-oriented effort. The enterprise can procure and incorporate new content technologies (such as DAM) as needed, and plug into a flexible architecture to serve the business. Solid understanding of core information management issues and key business drivers allows the enterprise to be more agile in the roll-out of new services.

As you can see, each level has numerous general characteristics, but by analyzing across the thirteen individual dimensions we introduced above, enterprises can get a sense for what level they reside. Consider the following chart.



ECM Maturity Profile

Dimension:		Level: 1) Unmanaged		2) Incipient		3) Formative		4) Operational		5) Proactive	
HUMAN	IT Expertise	No experience managing formal repository and workflow systems	Struggling 1.0 implementations of some systems	More advanced version 2.0+ implementations of systems, with focus on business-critical content	Managing repository and workflow systems is a core IT skill	Pro-active experimentation and learning about emerging content technologies					
	Business Expertise	Ignorance about value and role of ECM	Growing sense of awareness about lack of management services	Communication plans include updates to key stakeholders about ECM business value	Executive sponsorship of ECM as a practice; process and content analysis are core skills	Content management designated a core employee skill and part of their HR reviews					
	Process	Few or no standardized procedures around content	Basic process analysis leads to some ad-hoc workflows	Initial modeling of inter-departmental processes to prep for automation	Automated processes span systems and departments	Robust exception-handling and experimentation within framework					
	Alignment	Key business drivers are not well understood by IT strategists, resulting in ECM gaps in IT portfolio	Gaps still exist between technology and core business processes; IT-metrics not evaluated by business outcomes	IT and Business both understand their information management roles and their respective strategies are no longer developed in a vacuum	Execution of IT & Business strategies become more cohesive, but still follow push-pull model	Strategy development between IT and the Business is done in collaborative and concurrent manner with frequent reviews using proper metrics					
	Content/metadata	No formal inventory; no formal classification	Departmental inventories and initial content tagging	Enterprise inventory underway; controlled vocabularies (CVs) initiated	All new repositories and content types registered; global taxonomies created	Pervasive ROT elimination; Folksonomy development; Ongoing metadata reviews					
	Depth	No lifecycle management	Most content archived haphazardly; some departmental RM efforts	Development of formal electronic retention, RM, and disposition schemes	Implementation of electronic and paper-based RM across the enterprise	All content types go through formal lifecycles.					
	Governance	No policies and procedures	Scattered policies; few or no formal procedures	Development of information governance structure and codification of procedures	Policies and procedures widely disseminated; Enterprise ownership in place	Active review and adaptation; Voice of Customer key to feedback process					
	Re-use	Content routinely duplicated	Content still routinely duplicated	Initial content analysis and structuring	Documents repurposed across systems and channels	Content components re-used across systems and channels					
	Findability	Employees spend excessive time searching using various internal search engines	Search indexes tuned and basic metadata applied	Rationalization of search technology; analysis of search logs and further tuning, leveraging CV terms	Development of specific enterprise and/or federated search applications	Search and classification become a central service, with business-driven variants					
	Scope	No understanding of core content types	Some basic DM implementations with ad hoc workflow	Identification of core content types, locales; pilot projects for DAM, BPM, etc.	Business-critical information systems prioritized	Broad availability of diverse management systems					
SYSTEMS	Breadth	No systems	Scattered departmental efforts	Initial attempts to combine or integrate systems across departments	Successful departmental initiatives have been scaled enterprise-wide	Encourage and adopt innovations from departmental levels					
	Security	No security regime in place	Dependent on individual systems	Formal projects initiated to address gaps & redundancies due to multiple solutions	Standardized policies and procedures exist and are system enabled	Security is treated as a centralized shared service					
INFORMATION	Usability	Lack of systems make end user usability considerations moot	Employee adoption rates measured, but dissatisfaction unanalyzed	Some initiatives use Scenario Analysis and User Persona techniques to guide design	User-centered design underpins all system designs, with formal collection of user feedback	Usability is a guiding principle in all system activity					

Measurement / Monitoring and Feedback Processes



Example Profile:



Source: http://ecmmaturity.files.wordpress.com/2009/02/ec3m-v01_0.pdf