Collaboration and Enterprise 2.0
Work-meets-play or the future of business?
About the Research

As the non-profit association dedicated to nurturing, growing and supporting the ECM (Enterprise Content Management) community, AIIM is proud to provide this research at no charge. In this way the education, thought leadership and direction provided by our work can be leveraged by the entire community.

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Process Used and Survey Demographics

While we appreciate the support of these sponsors, we also greatly value our objectivity and independence as a non-profit industry association. The results of the survey and the market commentary made in this report are independent of any bias from the vendor community.

The survey was taken by 789 individual members of the AIIM community between May 11th and May 26th, 2009, using a Web-based tool. Invitations to take the survey were sent via e-mail to selected members of AIIM’s 65,000 community.

Survey population demographics can be found in Appendix A. Graphs throughout the report can be considered to be the complete survey unless stated. Most statistics regarding organizations are for those with more than 10 employees.

About AIIM

AIIM (www.aiim.org) is the community that provides education, research, and best practices to help organizations find, control and optimize their information. For more than 60 years, AIIM has been the leading non-profit organization focused on helping users understand the challenges associated with managing documents, content, records and business processes. Today, AIIM is international in scope, independent and implementation-focused, acting as the intermediary between ECM (Enterprise Content Management) users, vendors and the channel.

About the Author

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Introduction

When we first reported on Enterprise 2.0 at the start of 2008, we found that the early adopters were achieving real business value, transforming the way their organizations share information, encourage contribution, and work together as productive project teams. As “Web 2.0 for business”, Enterprise 2.0 seemed to offer new ways for a diverse and distributed workforce to utilize social networking for knowledge sharing and the rapid deployment of expertise.

Since that first report, use of social media outside of work has continued to grow rapidly, fuelled by new arrivals such as Twitter. This has spilled over into demands for similar tools in the workplace, particularly from the younger generation. We will see that the understanding and take up of Enterprise 2.0 by business has more than doubled. Viral marketing and customer engagement through social media is high on the corporate agenda, and this is feeding back into the business as a need for alternative communications channels and more vibrant knowledge-sharing communities.

The definition and understanding of Enterprise 2.0 is still in some flux. For some it is seen as a step change in business communication, based on the revolution of social media on the web. For others it is the bringing together of collaboration tools, forums, portals and messaging into a cohesive business platform. In this survey, by “Enterprise 2.0” we mean the business use of technologies, such as blogs, wikis, forums, messaging, tagging, RSS feeds and rich media, popularized by social sites such as Wikipedia, YouTube, Facebook, TypePad and Twitter. By “collaboration” we mean document sharing team-sites and portal applications like SharePoint, eRoom and WebCenter. A full glossary of terms is given in Appendix 2.

By their nature, Enterprise 2.0 technologies encourage openness and sharing, with their focus on user-generated content. This creates an exposure of businesses to possible brand damage, and indeed, potential legal and compliance issues. As we shall see, many are not even taking the basic steps towards protective policies, whereas others are struggling to embrace and encourage their use without imposing overly restrictive governance and usage policies.

Seen as the enablers of document-centric collaboration, and the custodians of unstructured content, the ECM vendors have responded very quickly to provide businesses with the tools for this revolution, working to replace the pure-play technology pioneers. We have looked at user-intentions regarding integration with existing content management systems, and whether the ECM vendors can supply the governance that makes Enterprise 2.0 a safe place to play, so that it might truly become the future of business.
Key Findings

- Corporate understanding of what Enterprise 2.0 is and how it could help the business has doubled in the last year with only 17% still having no idea what it is.
- Over half of organizations consider Enterprise 2.0 to be “important” or “very important” to their business goals and success.
- Only 25% are actually doing anything about it, but this is up from 13% in 2008.
- Knowledge-sharing, collaboration and responsiveness are considered the biggest drivers.
- Lack of understanding, corporate culture and cost are the biggest impediments.
- IT departments are by far the strongest users, with 68% using Enterprise 2.0. In contrast, only 6% of organizations are using it throughout the business.
- 21% of organizations use Enterprise 2.0 for viral marketing.
- 27% of people aged 18-30 consider Twitter an important rapid-feedback tool for business. Only 7% of those over 45 agree.
- 35% of our sample are using or accessing Twitter for their personal life, with 19% using it for business. 18-30’s are twice as likely to use it as over 45’s. 21% of the younger group use it during work hours.
- Consumer-to-contributor ratio in personal use is 2 to 1, but in business use it is 50:50. Follower to followed ratio is 2 to 1.
- 68% think that professional networking on the web is vital to career progression.
- LinkedIn is twice as popular as Facebook for business networking, with over 50% having an account.
- 71% agree that it’s easier to locate “knowledge” on the Web than it is to find it on internal systems.
- 47% of 18-30s and 31% of over 45’s expect to use the same type of networking tools with business colleagues as with friends and family.
- 40% feel it is important to have Enterprise 2.0 facilities within their ECM suite, with SharePoint TeamSites as the most likely collaboration platform.
- Only 29% of organizations are extending their collaboration tools and project sites beyond the firewall.
- As regards governance of usage and content, only 30% of companies have policies on blogs, forums and social networks, compared to 88% who have policies for email.
- Whereas almost all companies would not dream of sending out un-approved press releases or web pages, less than 1 in 5 have any sign-off procedures for blogs, forums and even the company’s Wikipedia entry.
- Despite one-in-ten organizations having had legal, staff or customer issues with blogs and social networks, only 1 in 3 have a blanket regulation absolving themselves from personal posts by staff.
- Planned spending on Enterprise 2.0 projects in the next 12 months is up in all product areas.

User Motivation

All newly introduced communications media have had differential adoption curves between personal use and corporate use. Mobile phones, web-access and email had their early adopters and their laggards in both home use and business use. What is curious about the Web 2.0 versus Enterprise 2.0 adoption curves is that at first sight, their was no obvious cross-over between social interaction sites and business. Early pioneers such as FriendsRe-united and particularly LinkedIn always had elements of professional networking for career purposes, but MySpace was determinedly a place for friends not colleagues. The emergence of Facebook amongst the college classes, and its dramatic adoption as the place to be for the younger generation, began to attract attention for viral marketing, but was frequently barred from access at work due to suspicions of time-wasting.

However, the technologies developed for these social sites, the mechanisms for interaction and experience sharing, and the paradigm of user-generated content, alerted users – not businesses – to the potential for business use. Many blogs began as a way to bypass slow and clumsy corporate websites. Alternative communities sprang up of ambitious like-minded employees. Project managers, desperate for better ways to share documents, found usable networking technologies outside the firewalls. And support engineers boosted their fix rate from technical forums. In addition, because most of the Web 2.0 technologies have little or no entry costs for users, they have been colonized by the younger generation of 18-30 year olds. Many suggest that this generation will demand better tools at work to match those they are familiar with outside of work.
Levels of Personal Use

In the first two questions, we asked respondents to plot their use on a 6-point scale of: “Don’t know what it is”; “Know what it is but don’t use”; “Use occasionally but only as a consumer”; “Use regularly and occasionally contribute”; “Use frequently and contribute, post, etc.”; “My friends would say I am an evangelist.” We then combined these in groups of two: “Non-Users”, “Consumers” and “Contributors”.

Figure 1: How would you describe your use and experience of the following Web 2.0 technologies for your PERSONAL life? N=785

Figure 2: How would you describe your use and experience of the following Web 2.0 technologies for your BUSINESS life? N=785
What we see is a greater use of instant messaging, discussion forums and blogs at work, with Facebook giving way to LinkedIn as the preferred networking site, and YouTube at present more useful for its entertainment value than its corporate video dissemination.

As described later, Twitter has 11% of regular personal users and 9% regular business users. As regards occasional users, 23% access it for personal use and 11% for business use. This indicates a near 50:50 consumer to contributor ratio for business, comparable to text messaging and instant messaging, and much higher than other social networks such as FaceBook. This may be due to the somewhat cult following at this stage: the “evangelist” to user ratio is also very high at one evangelist per four active users.

**Generational Differences**

We asked a number of questions to identify differences of attitude between different age groups:

![Figure 3: How do you feel about the following statements? – Agree, Strongly Agree. N=785](image)

<table>
<thead>
<tr>
<th>Statement</th>
<th>18-30</th>
<th>31-45</th>
<th>Over 45</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social networking on the Web is an important part of my personal life</td>
<td>63%</td>
<td>45%</td>
<td>25%</td>
</tr>
<tr>
<td>I think that professional networking on the web is vital to my career progression</td>
<td>63%</td>
<td>51%</td>
<td>43%</td>
</tr>
<tr>
<td>I expect to use the same type of networking tools with my business colleagues as I do with my friends and family</td>
<td>47%</td>
<td>37%</td>
<td>31%</td>
</tr>
<tr>
<td>I believe that the “wisdom of the crowds” improves information quality</td>
<td>57%</td>
<td>49%</td>
<td>33%</td>
</tr>
<tr>
<td>It is easier to locate “knowledge” on the Web than it is to find it on our internal systems</td>
<td>80%</td>
<td>73%</td>
<td>64%</td>
</tr>
<tr>
<td>I think I can do a much better job at work by making use of professional networking on the web</td>
<td>65%</td>
<td>59%</td>
<td>55%</td>
</tr>
<tr>
<td>Social networking works best if you expose personal details and I am prepared to take that risk</td>
<td>32%</td>
<td>24%</td>
<td>12%</td>
</tr>
<tr>
<td>I think that social networking is well worth the time it takes up</td>
<td>52%</td>
<td>41%</td>
<td>24%</td>
</tr>
<tr>
<td>There is so much out there I could read, I get “information overload”</td>
<td>20%</td>
<td>30%</td>
<td>33%</td>
</tr>
</tbody>
</table>

We see that personal social networking is much more important to the 18-30s, although older generations do appreciate the potential importance of professional networking to their career progression – reflected in a recent rise in LinkedIn registrations as the recession bites. Over half of our respondents have a LinkedIn account. The reticence of many over 45s to social networking is based on the time it takes up, the level of exposure of personal details, and a feeling of information overload.

Despite the frequent claims, more than half of the younger generation accept that they will not necessarily have access to the same networking tools at work as they have elsewhere, but 71% of all respondents agree that it’s easier to locate “knowledge” on the web than it is to find it on internal systems.

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**Twitter**

As mentioned previously, from a near standing start at the beginning of 2009, Twitter now has 17 million unique users a month. Amongst the AIIM community responding to this survey, 18% use it for both personal and business use, with the 18-30s over twice as likely to be users than the over 45s. We found that 27% of people aged 18-30 consider Twitter is an important rapid-feedback tool for business. Only 7% of those over 45 agree. Most business users access Twitter during working hours. Amongst non-users, there is a view that it might take up more time than it is worth.

| **Figure 4:** Thinking specifically about Twitter, which of the following would apply? (Multiple answers, N=785) |
|--------------------------------------------------|-------------------------------------------------|-------------------------------------------------|
| I have no plans to use Twitter for business or professional purposes | 18-30 | 31-45 | Over 45 |
| I use Twitter in my business and professional life | 25% | 20% | 13% |
| I’m thinking about getting started | 15% | 21% | 16% |
| I use it during work hours | 21% | 19% | 12% |
| I think it could steal more time than it’s worth | 21% | 31% | 28% |
| Twitter is an important rapid-feedback tool for business use | 27% | 17% | 7% |
| I think it will become an essential business tool for all | 24% | 17% | 9% |

**Twitter business-users only (N=137):**

<table>
<thead>
<tr>
<th>I follow more people than follow me</th>
<th>18-30</th>
<th>31-45</th>
<th>Over 45</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am followed by more people than I follow</td>
<td>27%</td>
<td>32%</td>
<td>33%</td>
</tr>
<tr>
<td>It has given me an insight into other professional’s lives and business</td>
<td>55%</td>
<td>61%</td>
<td>45%</td>
</tr>
<tr>
<td>I have used it to share opinions during conferences and events</td>
<td>32%</td>
<td>45%</td>
<td>30%</td>
</tr>
<tr>
<td>It has given me unprecedented access to answers from experts</td>
<td>23%</td>
<td>37%</td>
<td>23%</td>
</tr>
<tr>
<td>I have used it successfully when on-the-road for contacts and recommendations</td>
<td>18%</td>
<td>23%</td>
<td>18%</td>
</tr>
<tr>
<td>I have used it to get a group consensus or mini-survey</td>
<td>9%</td>
<td>24%</td>
<td>13%</td>
</tr>
</tbody>
</table>

The most popular use in business is “celebrity following” of industry leaders and gurus, followed by knowledge sourcing and sharing of conference and event experiences.
Levels of Organizational Use

When AIIM surveyed business attitudes to Enterprise 2.0 at the beginning of 2008, understanding of the terminology was patchy, and there was confusion about the potential benefits. This year 54% of organizations consider Enterprise 2.0 to be important or very important to their business goals and success, up from 44% last year.

Figure 5: In your view, how critical is Enterprise 2.0 to your organization’s overall business goals and success? (>10 employees, N=656)

Understanding of what Enterprise 2.0 is and how it could help the business has doubled in the last year, with only 17% still having no idea what it is - down from 40% last year. Despite the appreciation of how critical Enterprise 2.0 could be to the business, only 25% are actively addressing it, although this is twice the number compared to last year.

Figure 6: How would you describe the understanding of Enterprise 2.0 in your organization? (>10 employees, N=656)

Figure 7: What is your organization’s current approach to Enterprise 2.0? (>10 employees, N=656)
Looking at local and enterprise-wide usage, we see a broad spectrum of adoption, with just 6% having usage across the organization. As we shall see later, the ready availability of Enterprise 2.0 tools in software as a service (SaaS) mode gives rise to rogue usage under the corporate radar in 24% of organizations.

**Business Drivers and Impediments**

As might be expected, better use of shared knowledge is a key driver within the corporation, followed by improved collaboration and faster communication. These are very much soft dollar benefits but they outweigh the more tangible savings in reduced travel costs and faster time-to-market. It is no surprise, then, that Cost and ROI are significant impediments to adoption, although they track below “Lack of understanding” and “Corporate culture”. We found that a definitive ROI is required in nearly 50% of organizations for these investments, rather than considering them to be important business infrastructure.

*Figure 8: Which THREE of the following would you say are the key drivers for Enterprise 2.0 in your organization? (>10 employees, N=656)*

- Better use of shared knowledge
- Increased collaboration
- Faster communication
- Increased agility/responsiveness
- Reduced travel costs
- Brokering - bringing together people and expertise
- Reduction of IT costs
- Increased innovation and reduced Time-to-Market

*Figure 9: How important is it in your organization to demonstrate an ROI for Enterprise 2.0 investments? (>10 employees, N=591)*

- Always required, 49%
- Covered by innovation, green or other initiatives, 6%
- Some need but not definitive, 37%
- Seen as a cost of doing business, 7%
Figure 10: Which THREE of these are the biggest impediments to wider implementation of Enterprise 2.0 in your organization? (>10 employees, N=656)

- Lack of understanding
- Corporate culture
- Not a high enough priority
- Cost
- Lack of business case (ROI)
- Potential security leaks
- Staff unwillingness to participate
- Potential legal issues
- Concern over staff time-wasting
- Technical complexity
- Loss of control by management
- Immaturity of technology

In keeping with its social roots, users are the main group driving adoption, followed by IT managers, and we see that the IT department is by far the biggest user, with Marketing well behind in second place. In fact 21% of companies are now using Enterprise 2.0 for viral marketing - a number likely to rise considerably as marketers come to realize that the immediacy and quasi-authority of content rivals that of conventional editorial coverage.

Figure 11: Which group is the PRIMARY driver of Enterprise 2.0 in your organization? (>10 employees, N=656)
Collaboration

As project groups and work teams become more geographically dispersed, the need arises for better methods of document sharing and community messaging. The concept of team sites is a mix of shared document areas, intranet-like pages, instant messaging, portals and discussion areas. Enterprise 2.0 technologies such as wikis, user-generated web pages, forums, expertise profiles and tagging have provided a rich and flexible toolkit of applications which are increasingly being brought together under the umbrella of collaboration platforms, with document sharing at their heart.

Obviously, there are many existing mechanisms for project collaboration – meetings, conference calls, email document exchange - and we explored this area to contrast with the Enterprise 2.0 usage. Alongside a near universal use of audio conferencing, we found a surprisingly high usage of video teleconferencing at 46%, and 12% have access to the more sophisticated virtual presence systems.

However, when it comes to sharing project documents, most of us are still playing ping-pong with email attachments, and struggling with Track-Changes in Word. As well as cluttering email systems with multiple copies, these mechanisms are somewhat ad hoc, with people potentially working to different versions, and no resolution of conflicting comments. They are also very difficult to encapsulate into any sort of workflow.
Drivers for Collaboration Tools

We found a considerable appetite for collaboration tools, with knowledge sharing and improved access to documents as the primary drivers. There was also significant traction for faster document and proposal creation processes, and shorter project lead times. A combination of downturn cost-cutting and green initiatives puts savings in travel costs and time high up the list, as well as being one of the easiest hard dollar savings to measure.
Figure 15: Which THREE of the following benefits would most likely justify a spend on collaboration tools within your organization? (>10 employees, N=656)

Collaboration Platforms

Whilst 23% have no recognizable collaboration platform for team sites or project sites, 47% use Microsoft SharePoint, with a further 15% using team sites in another ECM suite.

Figure 16: Which collaboration platform do you use MOST for team/project sites? (>10 employees, N=650)

As regards use across the wider enterprise, only 23% extend use outside the firewall to partners and customers, with 6% extending wider to the web. For 34% of users, the cost of CALs (Client Access Licences) was an issue for extension beyond the firewall, with 18% citing it as a major issue.

A surprisingly small 4% of our sample use hosted or SaaS team site tools, with the majority using ad hoc or best-of-breed selection, rather than integrated suites. The recent arrival of the Google Wave portal may well create a convergence of cloud-hosted options.
Governance

Our 2009 State of the ECM Industry report indicated that content generated within Enterprise 2.0 applications was the least well managed of the content types.

*Figure 17: For each type of content, evaluate the degree of control that exists in your organization in managing it: “somewhat” or “very unmanaged”. (N=478)*

Exploring this further in the current survey, and separating the technologies employed from the policies set, we found that whereas nearly all businesses have policies on the use and content of emails, only 30% set similar policies for blogs, wikis and forums. However, 45% of organizations have set a policy to ban access to social networking sites from desktops – generally to prevent time-wasting during working hours. It will be interesting to track this for the future as a similar situation existed for Web access some 8-10 years ago.

*Figure 18: Does your organization have a specific policy or guidance on the USAGE and/or CONTENT of the following technologies? (>10 employees, N=608)*
Blogs and Forums

As regards public-facing blogs and forums, we found businesses quite wary. A third of organizations have no public-facing blogs, and they discourage staff from using them for work-related matters. A further 13% have official blogs for the CEO or the Marketing Department, but discourage others. Some 7% actively encourage all staff to spread the word on blogs and forums, leaving an ambivalent majority of 47%.

The attitude to staff-facing blogs is more encouraging, with around half of companies encouraging staff to participate, particularly subject matter experts, reflecting the knowledge-sharing aspirations of collaboration. A pioneering 3% even include the level of participation in internal networking as part of staff appraisals.

Figure 19: Which of the following apply as regards internal STAFF-FACING Blogs? (>10 employees, N=613)

Legal Exposure

Based on our exploration of legal discovery issues amongst other types of content, we asked a number of questions to explore potential liabilities that might arise from Enterprise 2.0 activities. As we described earlier, the classic issue is one of giving free reign and encouragement to information sharing, whilst still retaining control of intellectual property, and limiting potential liabilities.

Figure 20: Does your organization have sign-off procedures for CONTENT published in the following places? (>10 employees, N=613)
One of the most startling contrasts in this survey is that between the near universal sign-off requirements for press releases, public-facing websites and internal intranets, and the complete lack of control in four out of five companies for publicly exposed Enterprise 2.0 content. Wikipedia itself is notorious for unofficial editing of corporate profiles, but only 14% of organizations have a policy as to the preferred “official” content, and who should be re-applying it.

Even as a very basic protection, only one third of organizations have a blanket regulation that staff contributions to non-official sites are their personal responsibility and do not reflect corporate views or attitudes. Weighing that against the risk, one in ten organizations or business units have been involved in a public complaint, legal issue, staff issue or customer issue as a result of content placed on a blog, forum or social network. This is likely to be an under reading as 53% “Don’t know”, and it is generally something that will not be widely publicized even within the business.

Finally we investigated the level of records management being applied to this content in order to defend any future legal or regulatory investigation. Remembering from other AIIIM surveys that email is only under records control in half of organizations, the finding here is five times worse than that. Since 20% of companies are using Web 2.0 for viral marketing, there is a real risk of potential consumer litigation.

Figure 21: Does your organization apply records management to content that has appeared in the past on its OFFICIAL wikis, blogs, forums or social network groups, and to other communications channels? (>10 employees, N=591)
Levels of Spend

Predicting levels of spend for 2009 has to be a difficult call. Our ECM survey earlier in the year indicated that Enterprise 2.0 was likely to be one of the more robust areas of ECM spending. This is confirmed in this survey in all product areas - including services, which were written down in other areas of ECM.

Figure 22: How will your spending on Enterprise 2.0 technologies in the next 12 months compare with the previous 12 months? (>10 employees, N=594)

Looking at actual budget levels gives a further view of strong potential spending, with some multi-million dollar projects projected.

Figure 23: What is your organization’s budget to access or implement Enterprise 2.0 functionality? (>10 employees, N=594)

All of the larger ECM suite vendors now offer Enterprise 2.0 modules, with varying degrees of integration with the core repository functions. We found that 40% of users would strongly prefer to source their Enterprise 2.0 technology from their ECM suite vendor. Frequently these functions are being combined into “super-portal” projects providing messaging, tagging and knowledge sharing functions across all enterprise applications. Twenty-seven percent of SharePoint users plan to deploy its Enterprise 2.0 functions.
Conclusion

To consider Enterprise 2.0 to be “the future of business” may be something of an exaggeration, but there is no doubt that the competitive edge set by the early adopters is robust, and that we are moving into the early majority stage. Collaboration platforms in particular are being driven by knowledge sharing initiatives, as well as faster project completions, savings in travel costs, and green policies. Forums, blogs and wikis are taking their place within the infrastructure toolset, and Twitter, or Twitter-like micro-blogs, are finding enthusiasts for business use. Perhaps it is the super-portal concept that represents the future user-experience of business computing, linking these social enterprise applications with business enterprise applications such as ERP and CRM.

Along the way there are serious governance issues to be solved. Whilst heavy-handed control runs contra to the whole user-contribution ethos of Enterprise 2.0, policies need to be set and records kept, in order to avoid or defend potential legal or compliance accusations. Currently, even the most basic precautions are not being put in place, and tools are being selected with little regard for ongoing content management. However, there are signs that ECM vendors are seen as the “natural” suppliers of integrated Enterprise 2.0 suites and particularly collaboration tools. They are moving rapidly to service this demand in competition with best-of-breed products, supported by the fact that Microsoft’s SharePoint takes just this approach. This is reflected in a positive sales growth prediction across all product and service areas.
Survey Demographics

Survey Background
The survey was taken by 789 individual members of the AIIM community between May 11th and May 26th, 2009, using a Web-based tool. Invitations to take the survey were sent via e-mail to selected members of AIIMs 65,000 community.

Survey Demographics

Organizational Size
Survey respondents represented organizations of all sizes. Larger organizations over 5,000 employees represented 35%, with mid-sized organizations of 500 to 5,000 employees at 34%. Small-to-mid sized - 10 to 500 employees - were 24%. Organizations of less than 10 employees were excluded from all of the non-personal use questions.

Industry Sector
Local and national government made up 19%, the IT sector 15% and finance and insurance 12%. The remaining sectors were evenly split. Given the infancy of this product area, IT suppliers of ECM were not removed from the report.

Geography
US and Canada 67%, UK and Ireland 13%, mainland Europe 13%. Rest-of-world 9%.

Job Function
28% IT executive or staff, 24% Information or Records Management executive or staff, 14% project management of business development, 14% consultant, 5% line of business, 4% CEO or equivalent.
Enterprise 2.0 Glossary

**Agent**
Search/query functionality that runs in background 24x7, allowing relevant information to be delivered to users as it arrives, and can filter information according to user preferences.

**Agile Development**
Agile methods are a family of development processes, not a single approach to software development, focused on ways of creating software in a lighter, faster, more people-centric way. Agile is adaptive, and focuses on adapting quickly to changing realities, rather than entirely pre-identified, hard-coded, predictive software requirements.

**Algorithm**
A mathematical rule or procedure for solving a problem.

**Apache**
A popular Web server that is freely available under an open source license. The current version runs on most UNIX-based operating systems, as well as on Windows. It is estimated that more than 60 percent of all websites run on Apache servers.

**Application Server**
A server program that houses the business logic for an application, executing the operations necessary to complete transactions and other interactions between end users and a business’ back-end databases and applications. Application servers provide functionality such as load balancing, database access classes, transaction processing, and messaging.

**Asynchronous Communication**
Exchange of ideas and content that bridges time and space. In asynchronous communications all recipients need not be connected to each other at the same time; messages are stored and forwarded as recipients become available.

**ATOM**
“‘The name Atom applies to a pair of related standards. The Atom Syndication Format is an XML language used for web feeds, while the Atom Publishing Protocol is a simple HTTP-based protocol for creating and updating web resources.” It is a way of both consuming and producing feeds, for feed aggregators and readers, and is a key component of the SIGNALS aspects of SLATES and FLATNESSES (see SLATES & FLATNESSES). http://en.wikipedia.org/wiki/Atom_%28standard%29

**Authorship**
A facet of SLATES and FLATNESSES (see SLATES & FLATNESSES) that refers to the ability to create content, both as an original “author” and in any other “participative” manner (such as commenting).

**Blog**
Short for Web Log, a blog is a light-weight authoring platform, typically focused on a single-author model, primarily textual, although can include essentially any type of “multimedia” content as well. Commenting or other interaction methods are typically provided for audience participation. The lowered barrier of AUTHORSHIP with blogging platforms is credited with the more rapid adoption of such toolsets, versus a traditional web authoring system.

**Browsing**
From a “knowledge-seeking” standpoint, browsing is the electronic equivalent of wandering the library stacks, looking for related information, rather than launching a purposeful, specific “search” (based on keywords or other criteria).

**Bulletin Boards (BBS)**
An online, group-oriented and conversation-based facility to exchange ideas. Precursor to Discussion Forums and more modern “social networking” solutions, these were siloed and disconnected from related systems, coded in proprietary client/server technology, and frequently oriented towards a local region.
**Business Intelligence**
The practice of gathering and coordinating operational data and using it to create aggregate reports for executives and managers. Competitive organizations accumulate business intelligence in order to gain sustainable competitive advantage, and may regard such intelligence as a valuable core competency. BI often uses Key Performance Indicators (KPIs) to assess the present state of business and to prescribe a course of action. A means to study, identify, change, and monitor business processes. A generic term that encompasses the techniques, structured methods, and means to streamline operations and increase efficiency.

**Business Process Management (BPM)**
BPM techniques and methods enable you to identify and modify existing processes to align them with a desired (improved) future state.

**Chat room**
Free-form, “real-time” communication channels, which may or may not have archives for historical views. Used primarily for “live” discussions, such as online meetings, in an enterprise setting.

**Classification**
Organization by categories in a systematic manner – for example grouping by subject, function or other criteria.

**Clustering**
A term used in the context of document categorization to describe unsupervised methods for identifying classes of documents based on their similarity, typically using neural network or statistical methods.

**Collaborative Filtering**
A method of determining the relevance and/or "value" of content or other contributions, by the actions of individuals. May be influenced implicit actions (such as purchasing an item, indicating “popularity”), or explicit actions (such as a ranking or rating, whether textual or via a rating mechanism such as 1-5 star reviews). “Working together to fulfill a shared, collective, and bounded goal.” - Source: http://en.wikipedia.org/wiki/Collaboration_software

**Collaboration**
Collaborative software, also known as groupware, is application software that integrates work on a single project by several concurrent users at separated workstations.

**Collective Intelligence**
Insight or discovery that emerges from the collaboration of many individuals.

**COI (Community of Interest)**
A group of two or more people that share a common interest.

**COP (Community of Practice)**
A group of two or more people that share a common role, responsibility or expertise.

**Concept-based Searching**
A search for information related conceptually (at a higher or lower level) to a keyword – rather than just those containing the specific term.

**Controlled Vocabularies**
A collection of preferred terms that are used to assist in more precise retrieval of content. Controlled vocabulary terms can be used for populating attribute values during indexing, building labeling systems, and creating style guides and database schema. One type of a controlled vocabulary is a thesaurus.

**Crowdcasting**
A problem-solving and idea-generating technique in which an organization provides details of a specific problem or situation to a group of people (crowd) for potential solutions. May be run as contests, with “prizes” ranging from public recognition, a payment for the “winning” idea, and potentially, a revenue share of the ultimate solution. Used for both simple and complex problems, although the “crowd” being targeted for feedback may need to be adjusted depending on the required experience/knowledge to provide relevant solutions.
Dashboard
A user interface paradigm used to simplify information presentation from underlying/attached systems up into a concise view, similar to an automotive dashboard. Intended to highlight the “core” information of any given process or business, and is typically linked to deeper Business Intelligence reporting capabilities, for further details.

Discussion Forums
The evolution of Bulletin Boards (BBSs), into more flexible group-based knowledge exchanges. Asynchronous communication platform. The primary difference from BBSs was in the adoption of more open access methods to the forums themselves, whether via e-mail, or a web based interface.

Dynamic Web
Addition of multimedia, interactive, or database-driven information to websites, as opposed to manually or “static” pages, frequently spoken of as “brochureware.”

Emergence
Pattern analysis that detects issues/insights that arise out of a convergence of discrete actions. Analysis may be done by algorithms measuring facets of “interest” based on traffic, purchase habits, etc., or by humans observing patterns, such as popularity of blog entries by a simple count of the number of comments on an entry.

Enterprise 2.0
A system of web-based technologies that provide rapid and agile collaboration, information sharing, emergence and integration capabilities in the extended enterprise.

Enterprise Architecture
The explicit description and documentation of the current and desired relationships among business and management processes and information technology.

Enterprise Content Management (ECM)
The strategies, methods, and tools used to capture, manage, store, preserve, and deliver content in support of business goals and objectives - coined by AIIM in 2000.

Enterprise Search
Enterprise Search is the practice of identifying and enabling specific content across the enterprise to be indexed, searched, and displayed to authorized persons.

Extensions
Recommendations to related content, provided to a system user, based on emergence from similar activity within the system.

Feedback
Mechanisms established to create “emergent” indicators of the relevance and interest of content, communities, or contexts of Enterprise 2.0 systems. Dynamic and ongoing, the feedback systems and the emerging patterns may be overtly displayed (such as 1-5 star ratings on Amazon) or used to change the presentation or ranking of information.

FLATNESSES
A framework for Enterprise 2.0 environments, developed by Dion Hinchcliffe, founder and chief technology officer for the Enterprise Web 2.0 advisory and consultancy firm Hinchcliffe & Company. The acronym stands for: Freeform, Links, Authorship, Tags, Network-oriented, Extensions, Social, Search, Emergence and Signals.

Freeform
A facet of FLATNESSES that refers to the ability to create content with little to no barriers, ease of use.

Folksonomy
A practice of collaborative categorization using freely chosen keywords. More colloquially, this refers to a group of people cooperating spontaneously to organize information into categories. In contrast to formal classification methods, this phenomenon typically only arises in non-hierarchical communities, such as public websites.
Identity Management
A set of security procedures and practices that manage information about users, including their attributes, roles within and organization, and access rights to objects.

Indexing
The process of creating an index for a database or search engine. A database index associates specific keys or keywords with a unique record. Indexing facilitates the process of locating specific records within a database. Whether and how (and how often) a database, text, or XML repository is indexed can play a significant role in the quality of search results.

Information Architecture
The organization of information, in terms of: navigation, layout and search functionality. The goal is to enable users to find the information they are seeking in a clear manner.

Innovation Management
Implementation of new ideas and discoveries, and the implementation of an innovation culture in an organization, to promote and make possible the development of new ideas and business opportunities. Innovation management consists of innovation strategy, culture, idea management and implementation of innovation processes.

Intermediation
An approach to brokering those that need to know with those that know.

Knowledge Management
A system consisting of people, process and technologies for leveraging collective wisdom and experience to accelerate innovation and responsiveness.

Knowledge Monitoring
Agent-based technology set at a group level, used to track the activity of a COP/COI.

Lean Thinking
A methodology coming from the manufacturing world, and popularized in the book “The Machine That Changed the World” by Womack et al, which described the Toyota Production System (TPS). Focuses on reduction of waste (of time, materials, effort, etc.), and an analysis of the “value chain” to understand how best to make value “flow” from one end of the chain to the other (typically, from the manufacturer to the end customer, although can extend to suppliers, partners, post-sale service, etc.). Transparency, teamwork, simplicity, adaptability and collaboration are key components to this methodology. Value, in the end, is “pulled” by customer demand, through the entire value chain, with no product/service being created until needed. “An online record of a person’s daily activities, either via direct video feed or via aggregating the person’s online content such as blog posts, social network updates, and online photos.”

Lifestreaming
An online record of a person’s daily activities, using direct video feed, blog posts, social network updates, and online photos. http://www.wordspy.com/words/lifestreaming.asp

Links
The use of hard coded (i.e., XML, html) functionality that figuratively ties one piece of content to another. By selecting a link, the user traverses to the other end of the link.

Localization
Adapting a software, product, or service for different languages, countries, or cultures. In addition to language considerations, such as support for foreign character sets, localization may require adaptations for currency, time zone, national holidays, cultural assumptions and sensitivities, dialect, color scheme, general design conventions and user preferences, both implied (heuristic) or specified. “A web page or application that combines data from two or more external online sources. The external sources are typically other web sites and their data may be obtained by the mashup developer in various ways including, but not limited to: APIs, XML feeds, and screen-scraping. Often built using APIs that provide a variety of ways to view the relationship between a mashup and any supporting APIs used to create that application.”
Mashup
A web page or application that combines data from two or more external online sources.
http://www.programmableweb.com/faq

Metadata
A definition or description of data, often described as “data about data.” For example, the data of a newspaper story is the headline and the story, whereas the metadata describes who wrote it, when and where it was published, and what section of the newspaper it appears in. Metadata can help us determine who content is for and where, how, and when it should appear.

Navigation
The practice of browsing a content repository using a classification scheme, such as a hierarchy.

Network-Oriented
A facet of FLATNESSES that specifies that all content must be network addressable.

Ontology
An ontology is a controlled vocabulary that describes objects and the relations between them in a formal way, and has a grammar for using the vocabulary terms to express something meaningful within a specified domain of interest. The vocabulary is used to make queries and assertions.

Personalization
The process of tailoring pages to individual users’ characteristics or preferences. Commonly used to enhance customer service or ecommerce sales, personalization is sometimes referred to as one-to-one marketing, because the enterprise’s Web page is tailored to specifically target each individual consumer. Personalization is a means of meeting the customer’s needs more effectively and efficiently, making interactions faster and easier and, consequently, increasing customer satisfaction and the likelihood of repeat visits.

Podcasting
Short for “iPod Broadcasting” - a term coined by Adam Curry, former VJ for MTV. Sometimes called “The Multimedia blog” format. What separates a true “podcast” from simple embedded audio/video clips, is that a podcast channel may be subscribed to, using a feed, such as RSS or ATOM, so that users can consume this content by pulling that content, rather than being sent from a broadcaster out to a recipient.

Portal
A user interface paradigm and development framework to provide the integration of content, community and process in a Single Point of Access (SPOA). Similar to a dashboard, although typically oriented more towards content than numerically or data-oriented information display. "Pluggable user interface components that are managed and displayed in a web portal. Portlets produce fragments of markup code that are aggregated into a portal page."

Portlet
Pluggable user interface software components managed and displayed in a web portal.
http://en.wikipedia.org/wiki/Portlet

Records Management
Field of management responsible for the efficient and systematic control of the creation, receipt, maintenance, use and disposition of records, including processes for capturing and maintaining evidence of and information about business activities and transactions in the form of records. - Source: ISO 15489.

Relevancy Ranking
Relevancy is an abstract measure of how well a document satisfies a users query. Based on any number of algorithms the retrieved content is displayed in relevant order.

RSS
Really Simple Syndication. The most popular/prevalent SIGNAL from SLATES/FLATNESSES in Enterprise 2.0. Standards-based, and formatted as XML for easy consumption and transformation by feed readers, aggregators, dashboards, or mashup solutions. RSS (and ATOM, a variant feed type) are pull-based rather than push-based (as compared to e-mail, for example) communication streams.
**Signals**
From SLATES/FLATNESSES model, Signals are used to actively notify users of new or updated content. Any mechanism that accomplishes the sending of a signal is valid, although RSS and ATOM tend to be the primary delivery vehicles. E-mail tends to be the fallback signal mechanism, due to its near universal adoption, particularly in the enterprise.

**SLATES**
A framework for Enterprise 2.0 environments, developed by Andrew McAfee. The acronym stands for: Search, Links, Authorship, Tags, Extensions, and Signals.

**Social Bookarking**
A form of Tagging, done by individuals, to “remember in public” resources (based on URLs), and which communicates context and categorization which may not have been seen through a more formalized taxonomy-driven viewpoint. Popularized via the service del.icio.us.

**Social Computing**
Applies to the emergent properties of Enterprise 2.0, in that the social actions/interactions (the analog of “computations”) of people cause interesting/useful information to arise, as information is created or refined. Some practitioners and solution providers prefer the term Enterprise Social Computing rather than Enterprise 2.0, but the terminology is interchangeable in most cases.

**Social Networking**
Dynamic “relationship” (friend, co-worker, family, employer, etc.) building, social networking is foremost about person-to-person connections, and not necessarily “community” or collaboration. Without being linked or integrated into a communication platform (e.g., discussion forum), the value of being able to use the established network is harder to achieve, as discussions are taken out of context into another channel. Facebook and LinkedIn are prime examples of consumer-facing Social Networking sites.

**Social Network Analysis (SNA)**
A toolkit and set of methodologies used to uncover the patterns of interactions within a social network. In an organizational setting, SNA may be used to uncover “how work is actually done” vs. a traditional organizational chart of the division of labor. It may be used to identify bottlenecks, or hidden key players who facilitate work outside of what is “normally” seen as their role. The outcome of SNA is frequently a visualization of the network, showing the numbers of connections between participants, the strength of connections, and in some cases, the volume of interactions (such as e-mail, phone, etc.).

**Static Web**
Refers to Web 1.0 and the tendency for websites that are either handcrafted, or built using solutions that create pages and sites that remain unchanged for long periods of time. The content may remain static due to the author or organization thinking of the web as simply modern paper (or “brochureware”) or because of usability and process problems in getting fresh or updated content published. This content also tends to be purely one-way, mass-publishing, with no ability for users/readers to interact via feedback mechanisms.

**Systemics**
Also known as “Systems Thinking,” - this is a methodology that examines problems holistically, to determine if a narrowly focused solution in a sub-system causes more harm than good to the overall system. Can be used to breakdown operational or technical silos via a collaborative process, and works towards simplifying systems to ensure that interactions between subsystems contribute more value to the overall system, than they take away from the larger value statement. Aims to view problems through the lens of the consumers of both the final output, as well as the interim steps, to ensure the entire system is optimized for all participants.

**Syndication**
A method of distributing content, frequently based on standards such as RSS and ATOM, to share content between systems directly, with cross-linking between the sender and receiver. Used to distribute content to a broader audience, to provide an ability to “mashup” content/data between systems, and move and re-use rather than copy (or duplicate) content.
**Sustainable Development**

“Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.” - Brundtland Commission (a commission of the United Nations), 1987. Sustainable Development was originally focused on sustainability in the sense of minimization of natural resources needed to maintain a “developed world” - meeting the needs of the present without compromising the ability of future generations to meet their own needs. Has more recently moved to include “sustainable IT” or software development as part of its operating scope as well, in the form of the Framework for Integrated Sustainable Development (FISDEV).

**Tags (Tagging)**

See metadata for underlying definition. Tagging tends to refer to activities such as social bookmarking, where users rather than administrators, authors or taxonomists provide metadata for purposes of navigation or search. See Folksonomy as well.

**Taxonomies**

In science, taxonomy allows people to precisely identify any organism by its kingdom, phylum, class, order, family, genus, and species. Taxonomy, as it relates to content management, does the same job. It describes a classification structure for content. This structure, typically highly regimented, impacts the data model, directory structure, and file naming conventions for a given implementation of a content management system. Taxonomy can also be language-oriented, as in specifications for subsets of XML, such as ebXML.

**Transparency**

The property of Enterprise 2.0 systems that allows greater visibility into information and collaboration flow, allowing participants to understand and participate in both lower- and higher-levels. Tied to the tendency of these systems to break information out of siloed systems, and into a larger context. Key to information sharing capabilities, if not to participative decision making processes. Transparency is a key and common underpinning to the methodologies of Agile Development, Lean Thinking and Systemics.

**Voting**

One of the simplest forms of social interactions in information systems, providing a yes/no, thumbs up/down aspect of feedback that can provide visual or other indicators to other users, as well as in manipulating the ranking/ordering of presented information.

**Web 2.0**

Term coined/popularized by Tim O’Reilly in 2004. Refers to characteristics separating Web 1.0 (the initial popularization of the web), from “modern” web applications. The Web As Platform, Harnessing Collective Intelligence, Data is the Next Intel Inside, End of the Software Release Cycle, Lightweight Programming Models, Software Above the Level of a Single Device, Rich User Experiences.

**Web Content Management (WCM)**

A content management system (see ECM) specifically oriented towards the requirements (such as scale) and capabilities (such as hyperlinking, embeddable multimedia) of web deployed content and applications. “Software system designed to support interoperable machine-to-machine interaction over a network.” - Source: adapted from W3C and http://en.wikipedia.org/wiki/Web_services

**Web Service**

A standard means of interoperating, by the use of XML, between different software applications, running on a variety of platforms and/or frameworks. “The computerized facilitation or automation of a process, in whole or part.”

**Workflow**


**Work-streaming**

The “professional” and enterprise-focused variation of Life-streaming (see definition). Used in particular to allow disconnected/disparate team members to remain aware of their teammates ongoing work activity, in place of traditional “water cooler” chats or hallway meetings.

**Wiki**

(Hawaiian for quick) A Wiki is server software that allows users to freely create and edit Web content using a browser. It supports hyperlinks, has a simple text syntax (at minimum) for creating new pages and cross-links between internal pages on the fly. Contributors can edit content as well as the organization of content in a wiki platform. Wikis are frequently associated with the AUTHORSHIP aspects of the SLATES/FLATNESSES models.
Allyis develops and supports technologies that help businesses operate, share information, and communicate more effectively. We specialize in building next generation solutions that drive collaboration, foster knowledge-sharing, streamline processes, surface business insights and lead to more informed, agile decision making and business operations.

Allyis views collaboration solutions as foundational platforms that are instrumental in supporting next generation, 2.0 business operations in the following ways:

- Improve operational efficiencies by enabling effective and efficient collaboration, communication and knowledge sharing.
- Increase workforce productivity by improving discoverability and access to people, documents and information.
- Streamline business processes and workflows.
- Surface targeted business information, content and knowledge to empower better decision making.
- Leverage the power of social computing tools and technologies including search, blogs, RSS and wikis to connect people and information.

Whether developing an employee intranet to connect a dispersed workforce, designing a knowledge management strategy to surface talent and expertise, or providing an internal enterprise social computing strategy to foster collaboration and information sharing, Allyis leverages people and technology to make business more efficient and effective.

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Your intranet can be more than just an information repository. Document management plus social networking and Web 2.0 tools equal an Enterprise 2.0 environment where your creative teams can communicate and collaborate together to build the assets you need for your successful business. With an Ektron CMS400.NET-powered intranet, your internal teams can build documents and resources together in a dedicated online space, sharing ideas and making updates to the document until it is finalized for publication.

Within dedicated Group Spaces, Ektron’s built-in Web 2.0 tools encourage team collaboration with functionality like blogs, commenting, ratings, wikis and social networking. Here, ideas can be shared, deliverables commented on and multiple people can work on a single document until it is ready for prime time and distributed to the rest of the intranet and beyond. Each resource saved on the intranet in the document management system (DMS) keeps a history of multiple versions of documents that can be rolled back to previous versions efficiently if the need arises. The DMS lets your users publish finalized assets directly from Group Spaces to your site, applying properties including metadata and taxonomy to them. If the documents change after they have been published, redistribute them without affecting SEO or other document properties. An Enterprise 2.0 intranet is a complete collaboration and communication solution.
Oracle WebCenter Suite

Oracle WebCenter Suite is the industry’s only complete, open, and manageable portal platform that integrates Enterprise 2.0 capabilities into business processes and custom and packaged enterprise applications to create richer connections and deliver faster time-to-value. Its unified, standards-based portal framework supports the creation of all styles of portals, Web sites, and composite applications and is designed to enable business users to evolve these applications as their business requirements change.

Oracle WebCenter Suite is an integrated suite of products used to create social applications, enterprise portals, communities, composite applications, and internet or intranet Web sites on a standards-based, service-oriented architecture (SOA). The suite combines the development of rich internet applications; a multi-channel portal framework; and a suite of horizontal Enterprise 2.0 applications, which provide content, presence, and social networking capabilities to create a highly interactive user experience. Interacting with services such as instant messaging, blogs, wikis, RSS, tags, Voice over IP, discussion forums, activities and social networks directly within the context of a portal or an application improves user and group productivity and enhances the return on IT investments.

Oracle WebCenter Suite consists of a comprehensive set of tools, services, and out-of-the-box solutions that empower business users and IT to build and deploy next-generation composite applications and portals for internal and external audiences from a single platform.

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About AIIM

AIIM (www.aiim.org) is the community that provides education, research, and best practices to help organizations find, control, and optimize their information. The AIIM community has grown to over 65,000 professionals from all industries and government, in over 150 unique countries, and within all levels of management including senior executives, line-of-business, and IT.

For over 60 years, AIIM has been the leading non-profit organization focused on helping users to understand the challenges associated with managing documents, content, records, and business processes. Today, AIIM is international in scope, independent, implementation-focused, and, as the representative of the entire enterprise content management (ECM) industry - including users, suppliers, and the channel - acts as the industry's intermediary.