



The Enterprise Information Management Barbell Strengthens Your Information Value

by [Alan Weintraub](#)
with [Leslie Owens](#) and Emily Jedinak

WHY READ THIS REPORT

Businesses increasingly rely on information to make smarter, faster decisions for competitive advantage. Although business leaders want access to all kinds of information, structured data and unstructured content are often stored separately and have disconnected architectures. Enterprise information management (EIM) encompasses the processes, policies, technologies, and architectures that capture, consume, and govern the usage of an organization's structured data and unstructured content. EIM enables businesses to derive more value from their data and content, harmonizing what has traditionally been a dichotomy. Forrester proposes a logical representation for EIM that unifies data management and content management using a common set of foundational technologies.

THE INFORMATION EXPLOSION DEMANDS BETTER MANAGEMENT CAPABILITIES

Today, we live in an information society. Information has become the lifeblood for all organizations. We continually focus on making faster, better decisions that can give us a competitive advantage. The number of information sources has also exploded over the past decade, leading to many management challenges. In the past, we based decisions simply on data stored in our operational systems or the data warehouse and used reporting or business intelligence tools to mine the data to make decisions about company direction. When we talked about information, we referred to the structured data that ran the company, like customer records, product catalogs, and billing codes.¹ Making decisions today has become more complicated due to the number of sources available, both inside and outside the firewall. Decision-making must now take into account both structured and unstructured information to ensure the best course (see Figure 1). Forrester defines enterprise information management as follows:

Enterprise information management encompasses the processes, policies, technologies, and architectures that capture, consume, and govern the usage of an organization's structured data and unstructured content.

Silos Of Information Cause Decision Uncertainty

Many people hours have gone into the creation of data warehouses and content management repositories, but little effort has been spent on integrating the two information types. Only 13% of the respondents to our information strategy and architecture survey indicated that they had a formal information management strategy that addressed both data and content (see Figure 2).²



We no longer can depend on a single information source to make key organizational decisions. Many of our decisions depend on and gain strength from a combination of data and content. For example, the development of a patient care plan requires the lab results, patient vitals, any x-ray results, and the doctor’s notes. A complete picture of the patient is a combination of the data stored in the clinical systems and the unstructured information gathered from the x-rays and doctor’s notes.

Figure 1 The Enterprise Information Landscape Is Wide And Diverse

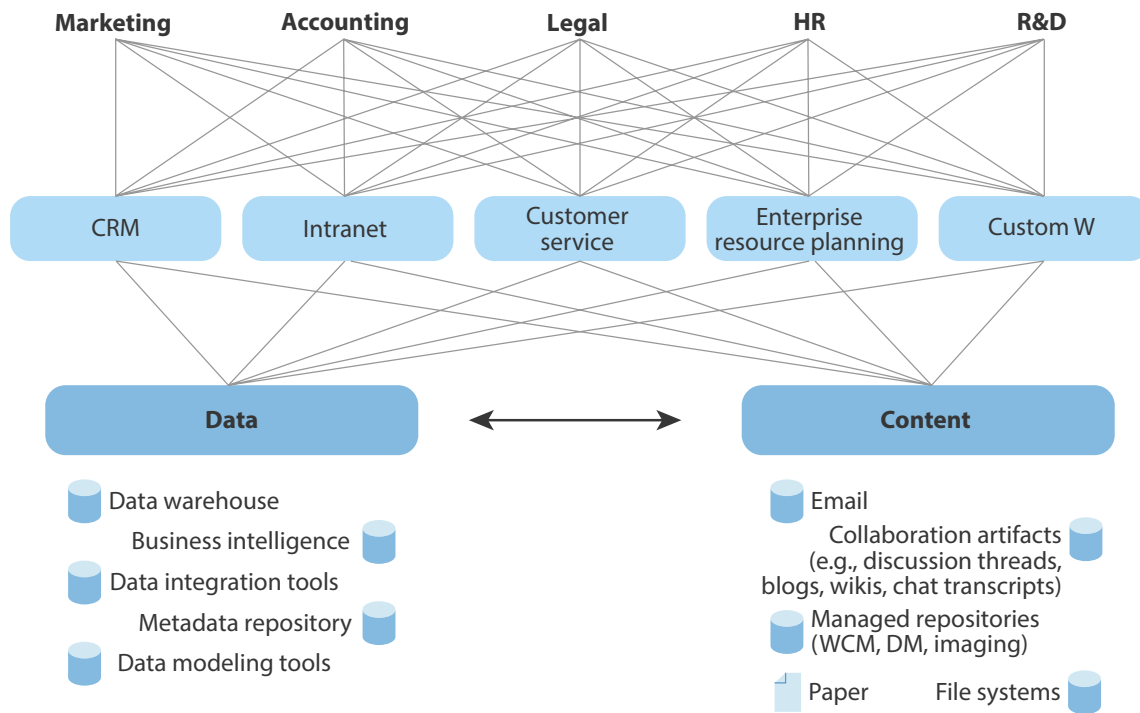
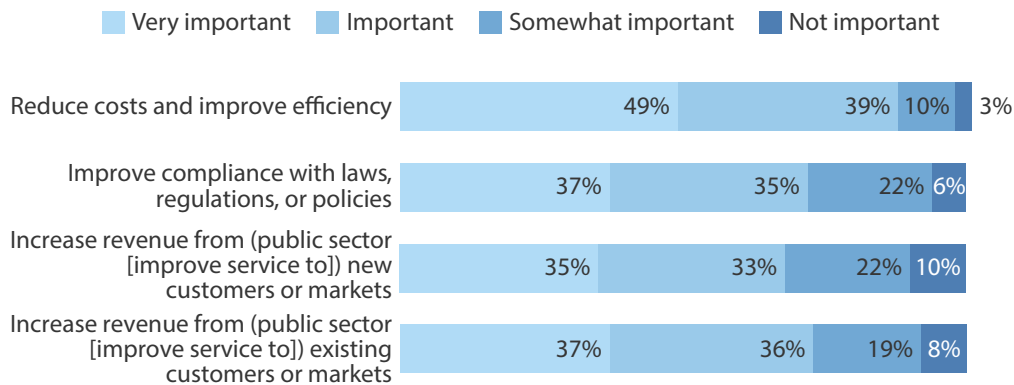


Figure 2 Only 13% Of Respondents Say They Have A Formal, Comprehensive Information Strategy**“What are the business drivers for improving your information management capabilities?”**

Base: 179 enterprise content management professionals

Source: May 2013 Global Enterprise Content Management Online Survey

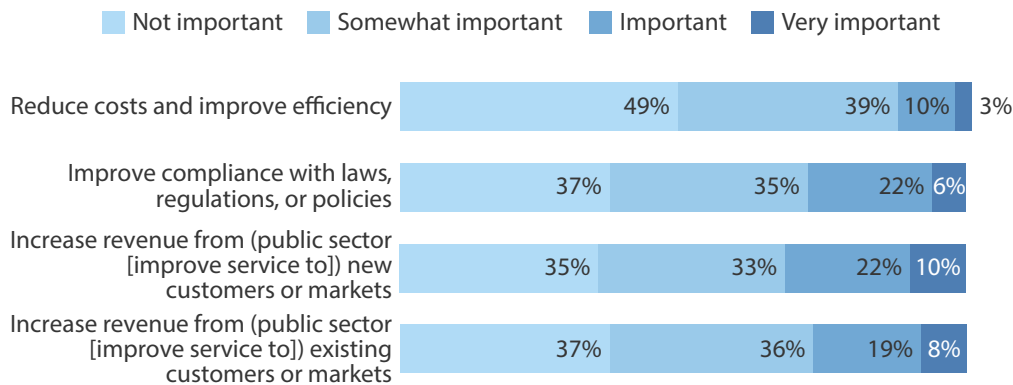
98161

Source: Forrester Research, Inc.

INFORMATION IS THE ULTIMATE COMPETITIVE ADVANTAGE

Organizations that are developing EIM strategies and capabilities are focused on reducing costs and improving efficiencies (see Figure 3). These organizations see the advantage of looking at information holistically across data and content.

- **Insurance companies look to EIM for a 360-degree view of their customers.** Insurance companies recognize the need to use both data and content when evaluating customer trends to make decisions on product direction or new offerings. Many insurance companies are working on integrating their master data management solution with their enterprise content management solution via a unified taxonomy.
- **Pension groups use EIM to provide a consistent quality look at their contributors' data.** Many pension organizations are forming EIM teams to develop and implement an EIM architecture that will help increase the quality and availability of customer information. These organizations understand the importance of unifying their data and content when answering inquiries from their subscribers.
- **Utilities are linking their GIS and asset data with documents for more efficient servicing.** Utility companies realize that linking data and content will streamline customer issue and service request response times. Current methods require the technician to carry paper drawings and records of the suspected problem in hopes of having the right information. Tying the asset data, geographic information system (GIS) data, and any associated documents together provides the technician with integrated access from a single user interface.

Figure 3 Improving Efficiency And Reducing Costs Drive Information Capability**“What are the business drivers for improving your information management capabilities?”**

Base: 113 IT professionals

Source: Q2 2013 Global Information Strategy And Architecture Online Survey

98161

Source: Forrester Research, Inc.

IT'S TIME TO INVEST IN ENTERPRISE INFORMATION MANAGEMENT (EIM) STRATEGY

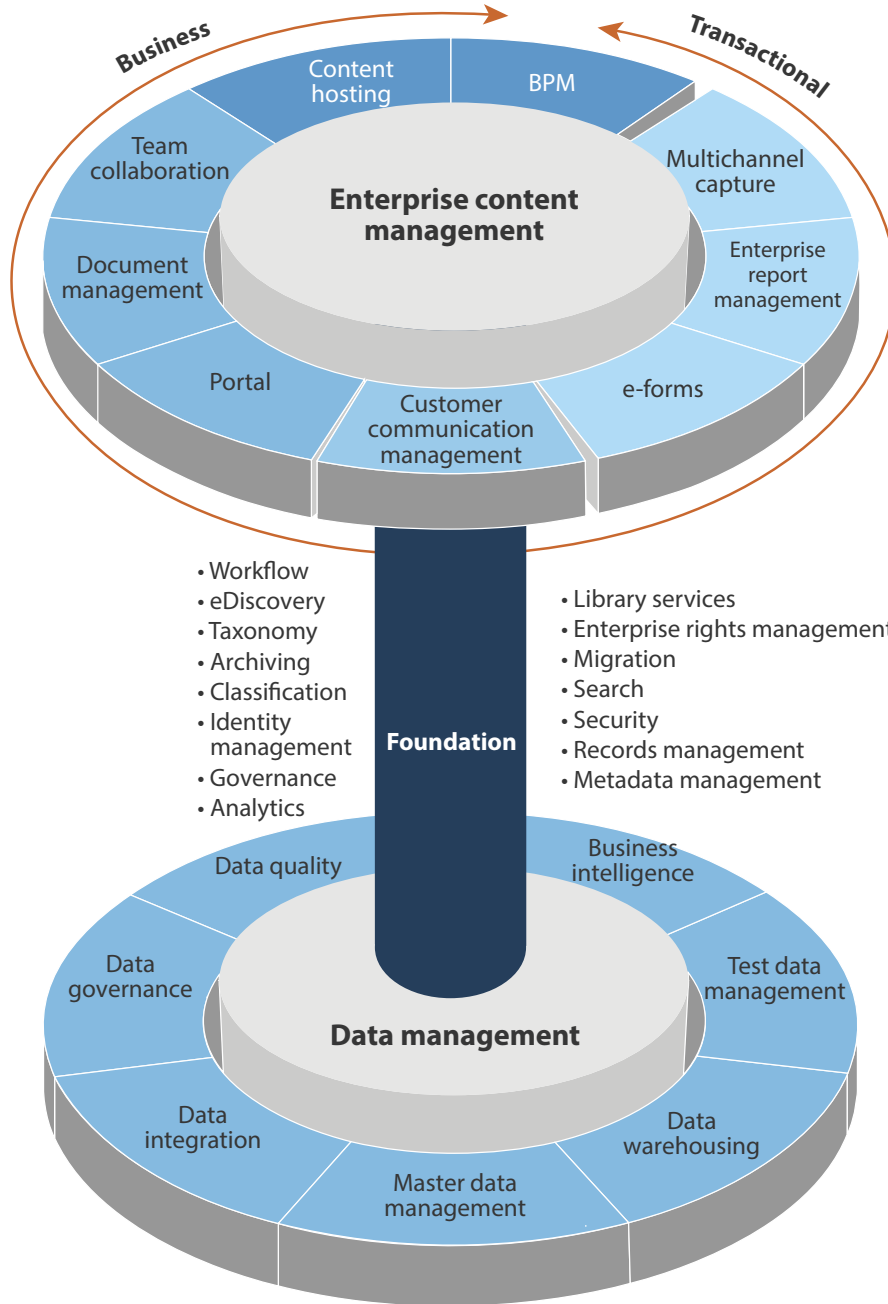
An EIM strategy begins with a vision of where your data management and enterprise content management environments can be harmonized to present a single logical architecture that leverages common functionality. Many of the capabilities found in a data management and content management solution will be similar but implemented with different technologies. While this may work in a siloed environment, it presents challenges when trying to create unified EIM architecture designed to best leverage the organization's information. An example of this dichotomy is workflow. Workflow is a key feature in both data and content management systems. Using two different workflow solutions, one for data and one for content, limits the overall desired process improvements. A consolidated workflow solution bridges workflow steps between the data and content systems to provide streamlined, efficient information automation.

Forrester sees a world where a set of common foundational capabilities is available for consumption by both the data and content systems. These foundational capabilities provide a bridge between the data and content systems that consolidate information for decisions and insights. Our EIM model provides a guide for assembling the components for your information strategy (see Figure 4).

Vendors often release products to support new capabilities and converged requirements such as those for EIM before buyers rethink their needs in this way. Several vendors have launched products that begin to shape the EIM future:

- **IBM.** IBM, with Information On Demand, has focused for more than three years on consolidating organizational structures, marketing messages, and product offerings to deliver a single EIM offering. Through acquisitions and product enhancements, IBM has developed a consolidated information management architecture that allows for information unification and enterprise information governance.
- **Datawatch.** Datawatch combines enterprise report management and analytics within a platform that enables information analysis across highly unstructured content. The Datawatch technology ingests information from multiple sources, parses the information into discrete data elements, and stores the information in a repository to enable advanced analytics to mine the information.
- **OpenText.** OpenText uses EIM to describe a strategy that unifies its set of information management products. The company's strategy is focused on collecting these individual products into a solution that delivers a defined, measurable result. For example, the OpenText Customer Experience Management (CEM) solution relies on the enterprise content management (ECM) repository, business processes management, InfoFusion, and content analytics. The OpenText products focus on both foundational and content management capabilities but lack data management functionality.

Figure 4 Forrester’s Enterprise Information Management Model



WHAT IT MEANS**HARMONIZING DATA AND CONTENT LEADS TO STRATEGIC ADVANTAGES**

Information is an organization's lifeblood. As businesses move toward an EIM vision, the value of their data and content will increase as decision-makers are able to make larger and more assured decisions. Developing an EIM strategy should be considered a relatively high priority, while the implementation does not have to be as immediate. Organizations should monitor vendor progress as they work on creating EIM integrated products. Implementation of the defined strategy should be phased, with foundational technologies that harmonize the data and content environments taking priority.

SUPPLEMENTAL MATERIAL**Methodology**

Forrester's Q2 2013 Global Information Strategy And Architecture Online Survey was fielded to 113 IT professionals. Forrester fielded this survey from February to March 2013. Respondent incentives included a summary of the survey results and an invitation to a webinar explaining what the results mean. Exact sample sizes are provided in this report on a question-by-question basis.

Forrester's May 2013 Global Enterprise Content Management Online Survey was fielded to 179 IT professionals. Forrester fielded this survey from April to May 2013. Respondent incentives included a summary of the survey results. Exact sample sizes are provided in this report on a question-by-question basis.

These surveys used a self-selected group of respondents, Forrester contacts interested in enterprise architecture and content management, and are therefore not random. This data is not guaranteed to be representative of the population, and, unless otherwise noted, statistical data is intended to be used for descriptive and not inferential purposes. While nonrandom, the survey is still a valuable tool for understanding where users are today and where the industry is headed.

ENDNOTES

- ¹ For more information on data management, see the May 14, 2013, “[Purchasing The Building Blocks For Data Management](#)” report and its associated playbook.
- ² Source: Q2 2013 Global Information Strategy And Architecture Online Survey.

About Forrester

A global research and advisory firm, Forrester inspires leaders, informs better decisions, and helps the world's top companies turn the complexity of change into business advantage. Our research-based insight and objective advice enable IT professionals to lead more successfully within IT and extend their impact beyond the traditional IT organization. Tailored to your individual role, our resources allow you to focus on important business issues — margin, speed, growth — first, technology second.

FOR MORE INFORMATION

To find out how Forrester Research can help you be successful every day, please contact the office nearest you, or visit us at www.forrester.com. For a complete list of worldwide locations, visit www.forrester.com/about.

CLIENT SUPPORT

For information on hard-copy or electronic reprints, please contact Client Support at +1 866.367.7378, +1 617.613.5730, or clientsupport@forrester.com. We offer quantity discounts and special pricing for academic and nonprofit institutions.

Forrester Focuses On Enterprise Architecture Professionals

By strengthening communication and collaboration across business lines and building a robust, forward-looking EA program, you help transform your organization's business technology strategies to drive innovation and flexibility for the future. Forrester's subject-matter expertise and deep understanding of your role will help you create forward-thinking strategies; weigh opportunity against risk; justify decisions; and optimize your individual, team, and corporate performance.

« ERIC ADAMS, client persona representing Enterprise Architecture Professionals

