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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. We would like this research to be as widely distributed as possible. Feel free to use this research in presentations and publications with the attribution – “© AIIM 2010, www.aiim.org”

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Process Used, Survey Demographics and Terminology

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 624 individual members of the AIIM community between May 6th and June 5th, 2010, using a Web-based tool. Invitations to take the survey were sent via e-mail to a selection of the 65,000 AIIM community members.

Survey population demographics can be found in Appendix A. Graphs throughout the report exclude responses from organizations with less than 10 employees and suppliers of ECM products or services.

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 to 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

Doug Miles is head of the AIIM Market Intelligence Division. He has over 25 years experience of working with users and vendors across a broad spectrum of IT applications. He was an early pioneer of document management systems for business and engineering applications, and has most recently produced a number of AIIM survey reports on issues and drivers for ECM, Email Management, Records Management, SharePoint and Enterprise 2.0. Doug has also worked closely with other enterprise-level IT systems such as ERP, BI and CRM. Doug has an MSc in Communications Engineering and is an MIET.



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Introduction

SharePoint has become one of Microsoft's fastest selling products of all time. Initially promoted in its 2003 release, the 2007 update has propelled SharePoint into nearly two thirds of the AIIM community, and the 2010 release looks likely to add further momentum. SharePoint has created a new collaboration paradigm, encouraging many new users, and fuelling innovative add-on applications.

However, the rapid adoption rate for SharePoint has created confusion in many organizations regarding their future strategy for information management, particularly those with existing and established ECM (Enterprise Content Management), RM (Records Management) and BPM (Business Process Management) systems. Many new users consider SharePoint to be an IT infrastructure project and have little experience of document and information management. Even for experienced users and consultants, the openness and breadth of the product raise a number of critical governance issues. Meanwhile, vendors across the ECM spectrum have rushed to integrate their products with SharePoint in order to add value or plug potential functionality gaps.

In this report, we look more closely at the impact SharePoint is having, both for existing ECM-suite users and for those choosing SharePoint to be their first ECM system. Features and functions are changing fast, so planning and policy setting are vital. In this report, we measure the experiences of users so far, and highlight their options for the future.

Key Findings

- 47% of respondents have SharePoint Server 2007 (MOSS) in use, compared to 7% using the server-bundled WSS. 14% are in the process of actively implementing the 2007 version, and 6% have plans in the next 12 months.
- 13% are planning a near immediate upgrade to the 2010 release, with half upgrading within a year.
- For 23% of respondents, all of their office staff actively access SharePoint. This is set to double in the next 12 months.
- 44% of respondents have rolled out SharePoint across 10 or more geographical sites, with 14% covering over 100 geographical sites. One third of installations span more than one country.
- 12% are hosting more than 1,000 team sites, with 11% adding more than 25 team sites a month.
- 45% use SharePoint for collaboration between project partners, and 18% use it to interact with customers.
- Collaboration is the most popular application, followed closely by document management and file-share replacement. Portals and intranets are the next most popular usage.
- 37% of organizations consider SharePoint to be their first significant implementation of ECM. For smaller organizations, 52% are first-timers, but this is also the case for 25% of over 5,000 employee businesses. For those who already have ECM or RM systems, 41% have set SharePoint as their collaboration tool, but will retain their existing system for document and records management.
- 8% plan to phase out their existing ECM suite in favor of SharePoint, but a balancing 7% plan to implement a new ECM/RM suite to work with SharePoint.
- 19% have SharePoint and an existing ECM suite, but do not yet have a strategy as to how they will co-exist.
- One third of respondents found their SharePoint project took longer than expected, although cost overruns were reported less often. The biggest project issues were management of process change, and user resistance to new interfaces.

- 23% found it to be technically more difficult to implement than they were expecting, with 18% struggling with performance or infrastructure issues.
- A third of implementing organizations have no plans as to where, and where not, to use SharePoint, suggesting a lack of management direction. 26% reported that the IT department is driving the project with no input from information management professionals.
- Team site sprawl, with no policy on ownership and end-of-life, is an issue for a quarter of users. 58% of active users do have a policy on site ownership and responsibilities, but only 19% on end-of-life.
- Granularity of security and poor provision of records management were cited as technical shortcomings by 28% of users.
- A majority of 58% have been able to do most of the things they needed with SharePoint. 39% have used customization to meet their needs, and 28% have added third-party applications. 27% felt there were considerable shortcomings in some or all areas. Re-porting existing customizations to the 2010 version is the biggest expected issue for those upgrading.
- The most popular 3rd party additions are Workflow/BPM, Search/Analytics and Security & Rights Management.
- Only 9% are currently utilizing 3rd party scanning and capture, with a further 24% having plans in the next 18 months.
- 43% have yet to bring SharePoint-stored content into their existing retention and long-term archive policies, including 11% who feel that their exposure in these areas is being increased by SharePoint. Only 28% of active users have a legal-discovery/legal-hold policy that extends to SharePoint.
- Only 22% of organizations provide their users with any guidance on corporate classification and use of content types and columns. Only 10% have a policy on dealing with emails and email attachments.
- Half of SharePoint implementations went ahead with no business case being made to justify the investment. Only 23% were required to make a financial justification. Where a business case was made, improved collaboration and better knowledge sharing were the main benefits assessed.
- Of those who have completed their implementation, 28% consider the ROI to be better or much better than expected, only 9% consider it to be worse, and for 40% it turned out as expected.

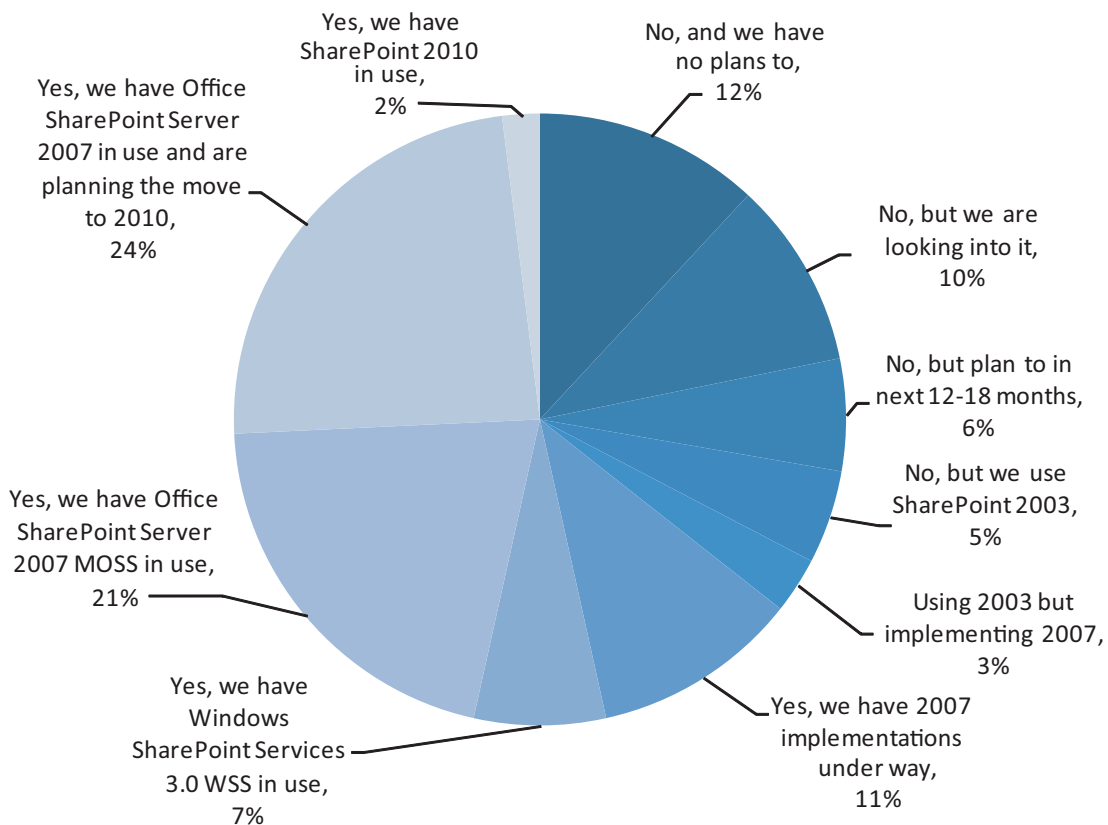
SharePoint Deployment

2007 Adoption

There has always been some confusion about the true usage of SharePoint 2007, partly due to the availability of two different versions. A starter version known as Windows SharePoint Services (WSS) is available for free as part of the server for Windows Server 2003 and 2008, and provides a moderately extensive set of features. The main “paid-for” version is Microsoft Office SharePoint Server (MOSS), which requires specific Client Access Licences (CALs). There has been a dramatic shift in the proportion of MOSS to WSS installations from 2:1 in our 2009 surveys, to 7:1 in this survey.

It is still possible to access a MOSS installation without a paid-for CAL. We found that 62% of organizations using MOSS have CALs for all SharePoint users, and 80% have CALs for 50% or more users.

Figure 1: Have you implemented Microsoft SharePoint 2007 (WSS/MOSS) in your organization? (N=581, 10+emps, non-trade)

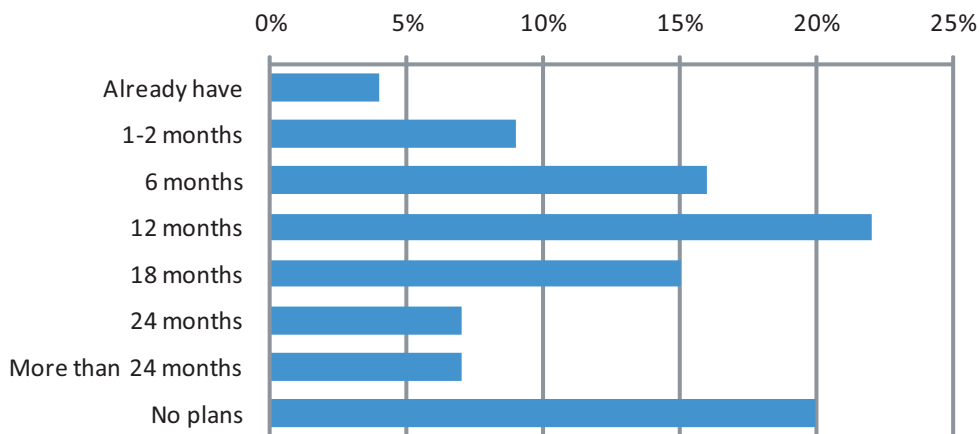


Since participants attracted to this survey are more likely to be SharePoint users than the general AIIM base, the numbers in Figure 1 do not represent a true market penetration. For comparison, our more generic State of the ECM Industry 2010¹ report taken across the AIIM community measured 32% participants actively using MOSS or WSS and 21% implementing. If SharePoint 2003 users are also included, this makes a total of 61%, with a further 13% having plans for SharePoint in the next 12-18 months.

Plans for Upgrade to 2010

SharePoint users seem quite keen to take up the 2010 release, with 13% planning a near immediate upgrade and half upgrading within a year. There is, however, quite a long tail of users who will still be digesting their 2007 implementation for some time yet.

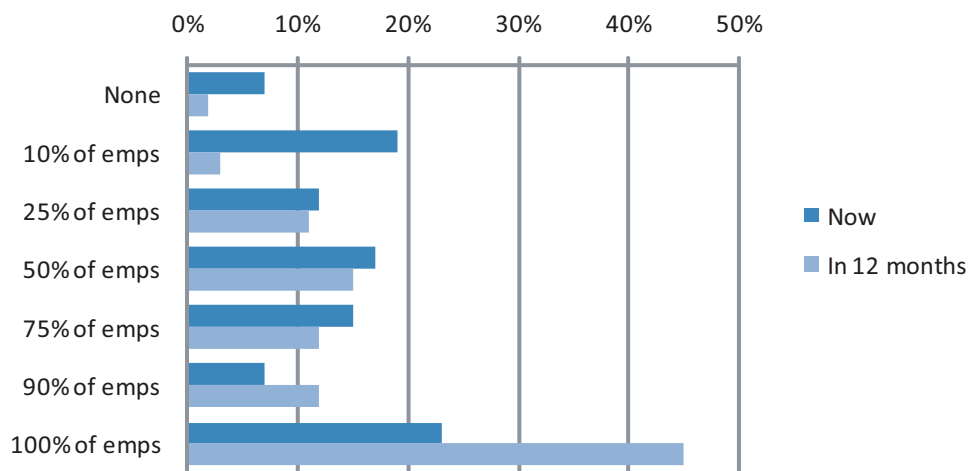
Figure 2: How soon after its launch do you envisage implementing the SharePoint 2010 upgrade? (N=365, using or implementing)



Depth and Breadth of Roll Out

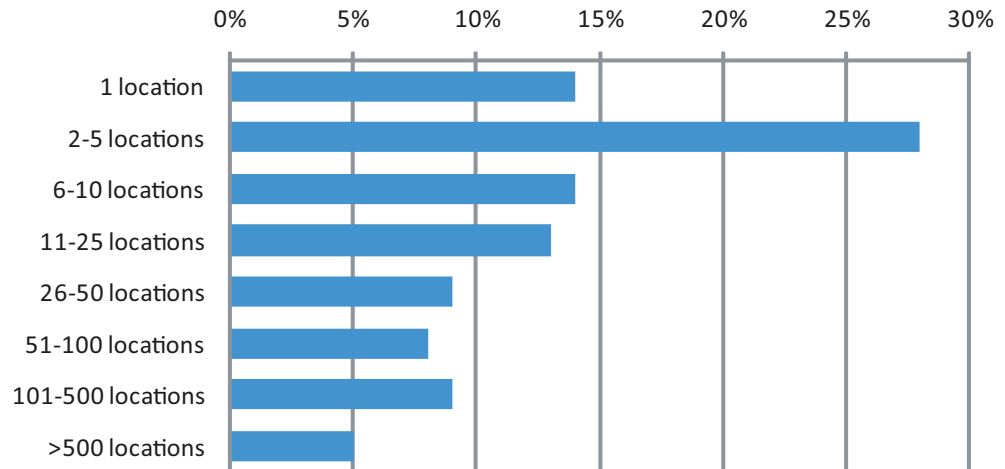
One of the differentiating aspects of SharePoint compared to traditional document and content management systems is its presence as an infrastructure, and the universality of access across the organization – a truly enterprise-wide system. For 23% of respondents, all of their office staff actively access SharePoint. This is set to double in the next 12 months.

Figure 3: What proportion of your office employees have access to, and are active users of SharePoint, (i.e., at least once per week), now and in 12 months time? (N=441, using or planning)



As befits an infrastructure technology, SharePoint seems relatively easy to roll out across multiple servers and sites. 44% of respondents have rolled out across 10 or more geographical sites, with 14% covering over 100 geographical sites. Only 7% of our respondents considered the task of rolling out across multiple sites, multiple servers and multiple languages to be an implementation issue.

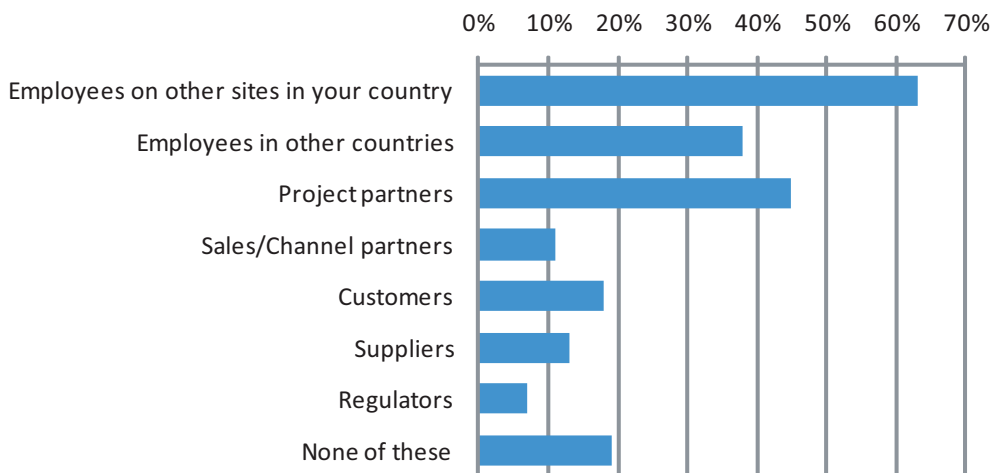
Figure 4: How many geographical sites/company locations does your SharePoint system cover? (N=388, using or implementing)



SharePoint is no passing fad. It is in use in a majority of organizations and is being rapidly rolled out for universal employee access. Although initial trial projects have been helped by the free-client version, most organizations are now using fully paid-up client licenses.

As a browser-based application, it is relatively easy to extend SharePoint access to others within and outside of the organization, although there are license implications if exposing SharePoint sites to the open internet. As we see in Figure 5, 45% use SharePoint for collaboration between project partners, and 18% with customers.

Figure 5: Do you use SharePoint for collaboration with any of the following? (N=391, using or implementing)

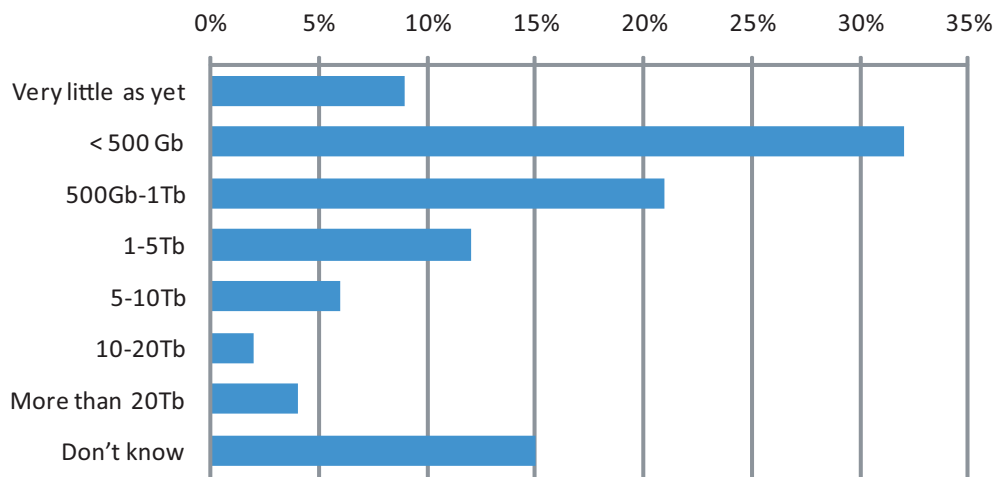


Data Sizing and Storage

There has been considerable debate about the storage scalability of SharePoint 2007. This can become an issue very quickly if scanned documents or video images are captured, or if a large quantity of content is migrated from a legacy system. All content is stored within the SQL database as large binary objects or “Blobs,” and therefore uses the highest performance storage media. There is a SQL Server recommendation to limit the database capacity to 100 Gb, largely for performance and back-up reasons. As can be seen from Figure 6, many organizations already have content sizes far in excess of this limit, although this will likely have involved some careful database crafting. The 2010 release has more flexibility for Remote Blob Storage (RBS), allowing high volume scanned data to be backed off to higher capacity, lower-grade storage.

Just under two thirds of SharePoint installations have less than 1 Tb of content stored, but we recorded 16 sites with more than 20 Tb of content.

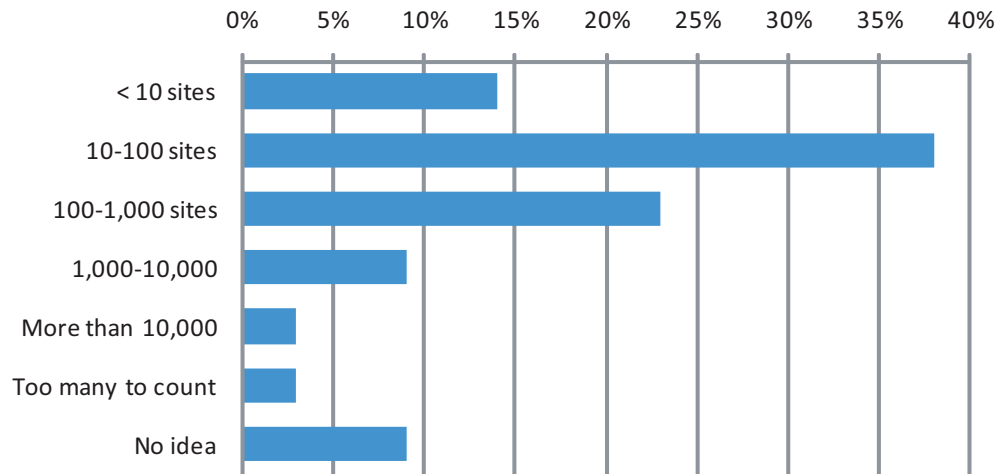
Figure 6: How much content do you think you have stored in your SharePoint deployment? (N=387, using or implementing)



Team Sites

Team sites have proved to be the most popular feature within SharePoint, covering everything from major project collaborations to best-restaurant lists. The ease with which they can be set up, and the potential for an ungoverned sprawl of team sites, has been another area of some debate. We can see from Figure 7 that just under half of organizations are maintaining over 100 team sites, and 12% have over 1,000 sites. Some are already approaching 10,000+ sites.

Figure 7: How many SharePoint sites/sub-sites/team sites are hosted in your organization? (N=388, using or implementing)



We found that most companies are adding less than 25 sites per month, with just 11% of even the largest companies adding more than 25 per month, although they were the most likely to have no idea of the number being created.

There have been user concerns regarding scalability and team site proliferation, but these would appear to have been brought under sufficient control to allow some very large deployments.

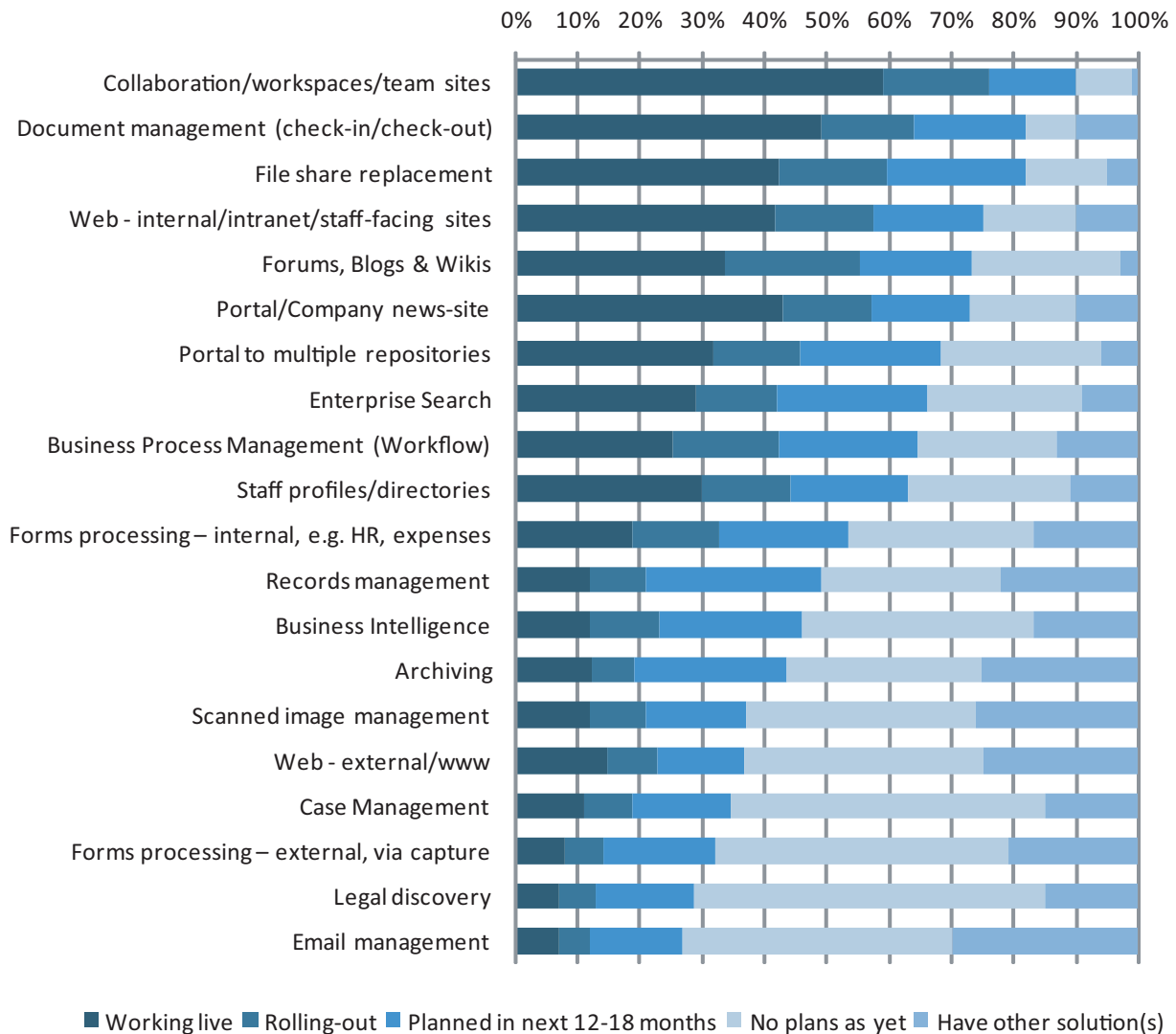
Non-Adopters

For this survey, we did not set out to measure why some users had decided against using SharePoint. From the 72 non-users who did participate, the main decision criteria were: the ability to match records management needs; having existing ECM, RM and collaboration suites from another vendor; and integration with the existing software base.

Functions in use

SharePoint has a very wide range of functions, not all of which will be relevant to all organizations. It will certainly be the case that many companies have alternative solutions in many of these functional areas. It is also brought out in many of the free-form comments in the survey that attempting to roll out all of these functions at once will be fraught with difficulty. We have listed all of the functionalities together here largely to indicate the popularity and priorities that users have taken in bringing the different elements on stream.

Figure 8: How would you describe your use of SharePoint in the following ECM areas? (N=445, using or planning)



As one might expect, “collaboration/workspaces/team sites” is the most popular application, and is the least in conflict with existing or alternative solutions. This confirms the view that Microsoft successfully targeted a latent demand for browser-based collaboration with the original SharePoint concept, and this has subsequently resonated with the increase in globalized teamwork and increased mobility.

Project collaboration will inevitably involve documents, and these will require version control and check-in/check-out for shared access - hence the 82% of users using or planning to use these functions, although as we will see later, this may not necessarily be considered to be the preferred enterprise document management system.

An alternative focus to the SharePoint implementation may be taking control of the “content chaos” in the current file share. If it is in good shape, mapping the existing fileplan is relatively straightforward, but if not, this may involve an extensive migration project.

Company portals and staff-facing intranets come next, along with Enterprise 2.0 functions, such as forums, blogs and wikis. Users are obviously looking to SharePoint to provide their Enterprise 2.0 functionality, as the graph shows that there are very few alternative solutions in already in place.

Providing portal access to multiple repositories appears quite high on the list with 32% using this now, moving towards 69% in the next 12-18 months. Business Process Management (BPM) is also a strong ambition with 25% using now, growing to 64%. Interestingly, only 8% are currently using forms capture at the input to business processes, growing to just 32%. This reflects a generally low take up so far in scanned image capture of any sort to SharePoint, with 12% using it now growing to 37%. This is in contrast to most traditional ECM implementations where imaging plays strongly, although it can be seen that this area is already well provided for in many organizations.

The low showing of records management reflects both a deferred prioritization, and the accepted shortcomings of the 2007 release in this area. The indicated growth from 12% to 49% likely reflects expected improvements in the 2010 release.

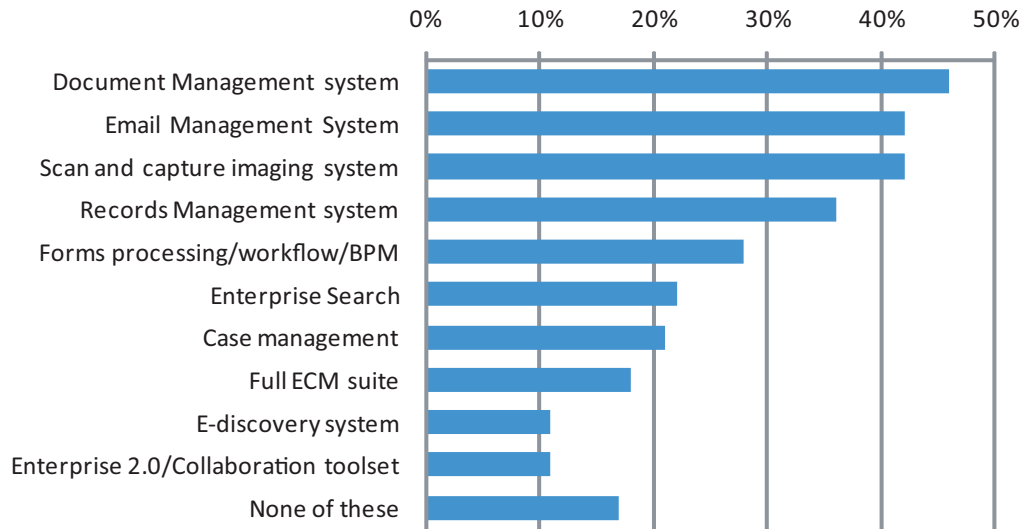
Email management has the lowest take up, with just 7% of existing users. There are obviously fears over possible swamping of the system with emails, although other likely factors are the generally low take up of both records management and legal discovery, and some confusion from Microsoft as to whether this should be a SharePoint function or an Exchange function. This is also an area with a high installed base of dedicated systems.

As well as its obvious use for collaboration and intranet replacement, SharePoint is in widespread use for document management, both internally, and as a portal to existing repositories. Other typical ECM applications such as scanning and capture, records management and email management have yet to adopted by the majority.

Strategies for Existing ECM Suites

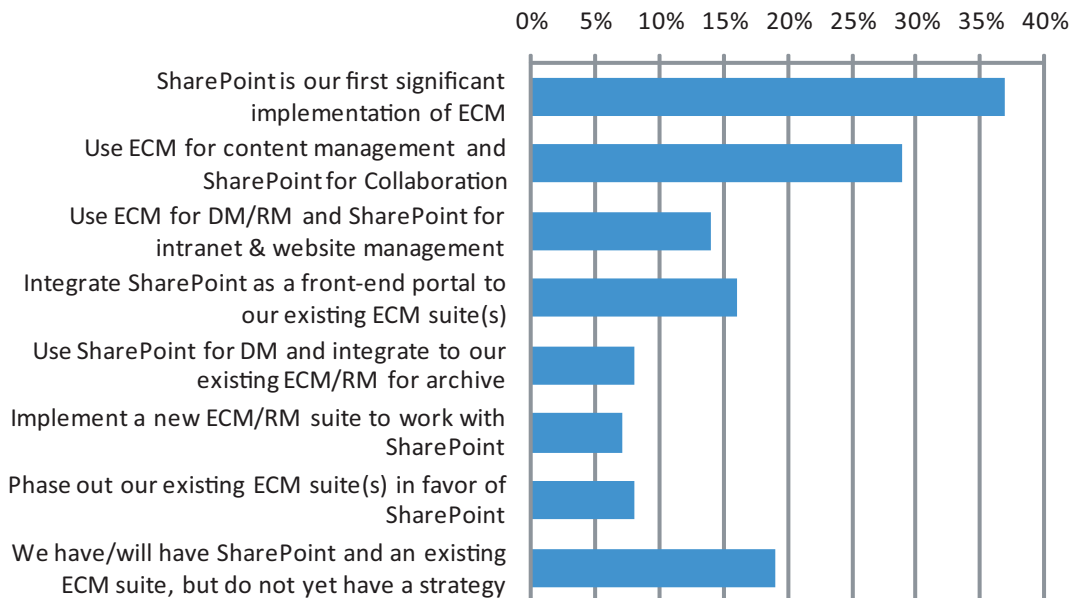
One of the biggest issues for many organizations is how to square up a SharePoint implementation with existing investments and long-term strategies in content and records management.

Figure 9: Which of the following non-SharePoint ECM systems do you already have in use? (check all that apply, N=440, using or planning)



As we found earlier, the presence of an existing system has influence over the functions utilized in SharePoint, but it is not a direct correlation – hence the conflict in strategies.

Figure 10: Which of the following best describes your strategy with regard to SharePoint and any existing ECM suite(s) (including DM, RM and BPM)? (N=440, using or planning, multiples allowed)



We can firstly establish that SharePoint has opened up ECM for the first time for 37% of users. We can also see that despite many expectations, only 8% of our survey are planning to phase out their existing ECM suite in favour of SharePoint.

For 29%, SharePoint is a collaboration tool, not the primary content management system, and for 14% the main use is for intranet or website WCM.

SharePoint has a portal role to play into existing ECM suites for 16% of users. 8% plan to extend that to include document management functions, but not records management and archive. A further 7% plan to invest in a new ECM or records management suite to go with their SharePoint system – neatly cancelling out the 8% replacements mentioned above.

Of some concern are those 19% of users who have embarked on, or are about to embark on a SharePoint project but do not yet have a strategy on how it will fit with existing ECM systems. Yet even this is a somewhat lower reading of the situation than we see in Figure 12 where 31% said they have not yet fully defined how SharePoint sits with existing DM/ECM/RM systems. This latter number is also closer to the findings in AIIM's State of the ECM Industry 2010¹ report, where 49% of the wider sample indicated that they did not have a formal plan or strategy of where they will utilize their SharePoint investments and where they will utilize other ECM investments.

Two-thirds of SharePoint users have existing ECM, DM or RM suites. For many, there is considerable confusion regarding their future strategy for using and integrating SharePoint.

Implementation Issues

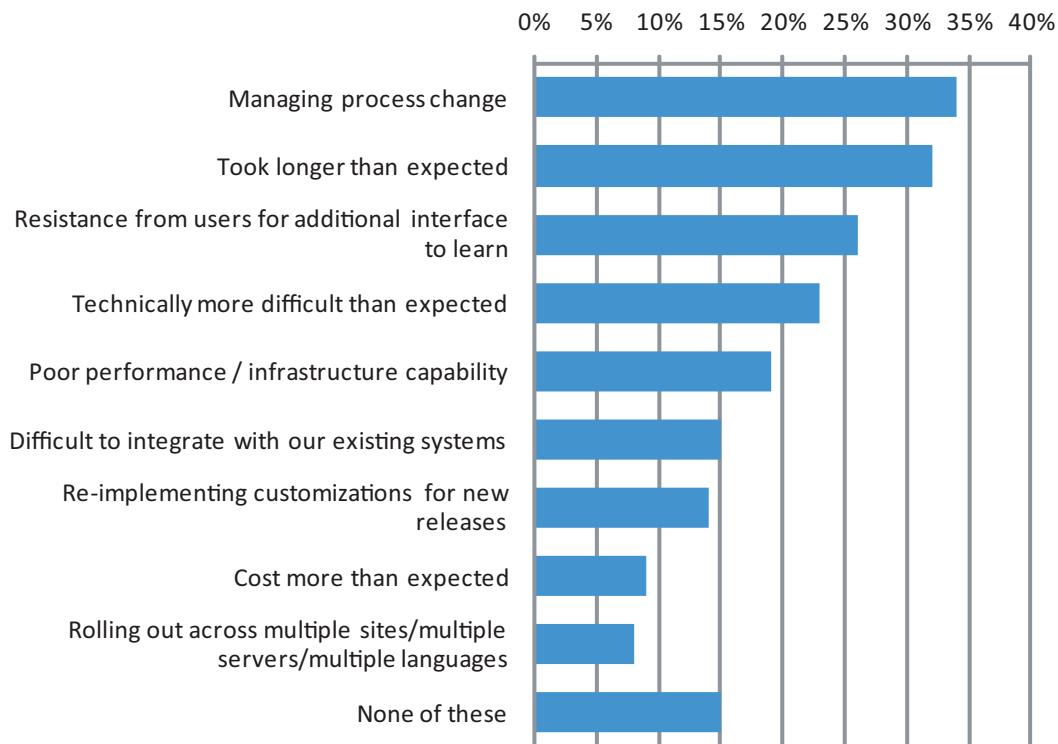
Bearing in mind that most SharePoint projects have only been underway for 3 years, this survey is the first real opportunity to understand how well the implementations have gone and what benefits are being achieved.

Deployment

Confirming the fact that a SharePoint deployment needs to be treated as any other enterprise project, managing the process of change comes out as the most significant issue, and almost as inevitably, a third of implementations took longer than expected. Interestingly, only a small proportion found that the cost exceeded expectations.

Although many technical users are enthusiastic about the SharePoint user interface, it seems to have caused some resistance from end-users – possibly due to uncontrolled proliferation of non-standard templates, or merely the fact that it is browser-based. The reality that SharePoint is more of a platform than a product shows in the 23% who found it technically more difficult than the out-of-the-box solution they were perhaps expecting.

Figure 11: What were the biggest deployment project issues you experienced with your SharePoint implementation? (N=362, using or implementing, multiples allowed)

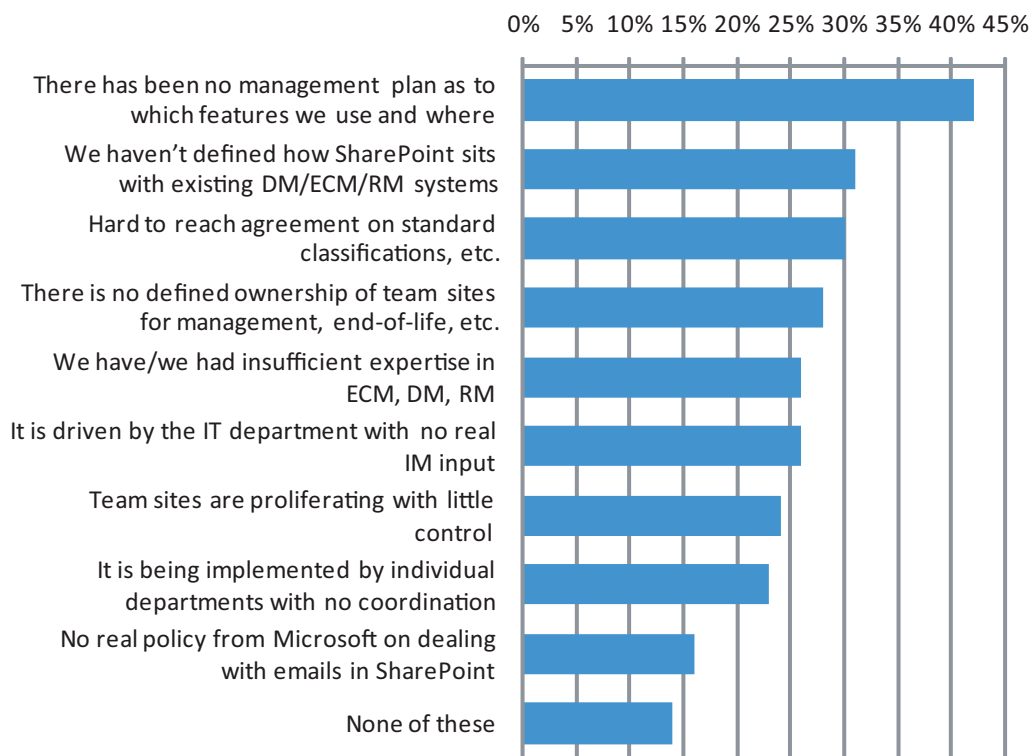


Organizational

Here we see something of the character of many SharePoint deployments. As we will see later in this report, the majority of deployments have been initiated without any formal business plan or justification being prepared. The inevitable result is a lack of clarity and planning as to where it will be used, and how it sits with other systems. This is exacerbated by the fact that primary ownership generally lives with the IT department, or in 23% of organizations, with individual departments.

This multi-department aspect is reflected in the difficulties experienced with lack of coordination on classification and metadata standards – compounded by the 26% reporting a lack of general expertise in ECM at the outset of the project. Around a quarter of respondents are obviously struggling with governance issues regarding ownership of team sites, although only 24% are experiencing the much-reported team-site proliferation or sprawl.

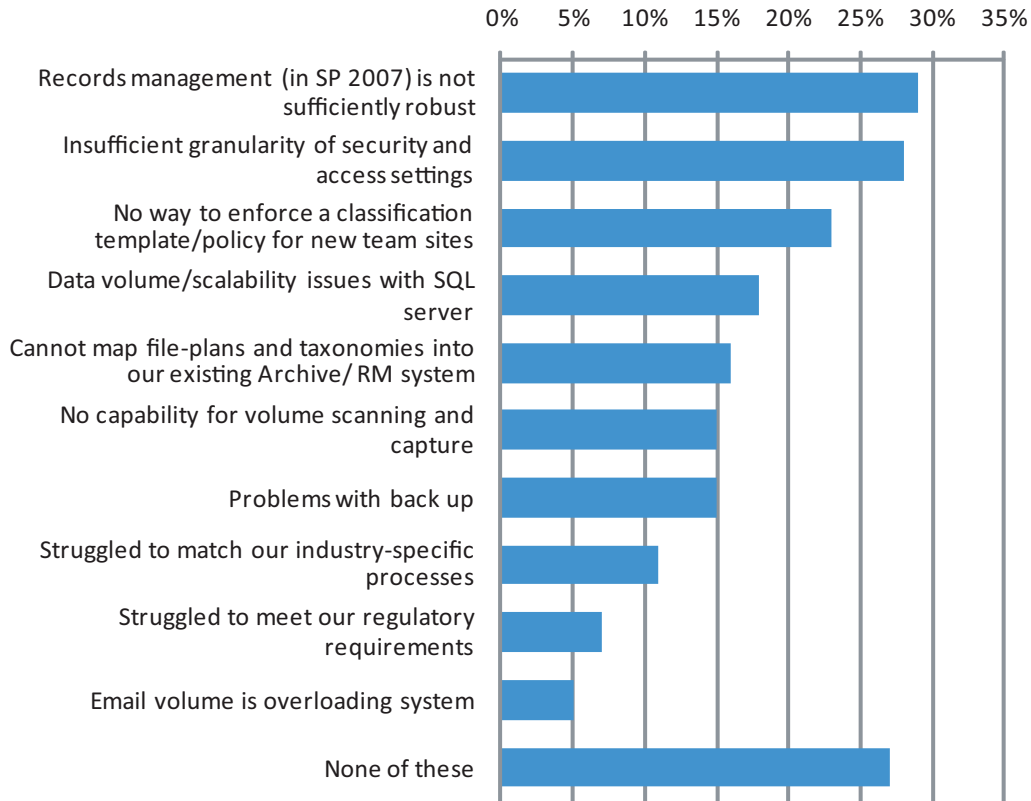
Figure 12: Which of the following organizational issues have you experienced with your SharePoint implementation?
 N=362, using or implementing, multiples allowed)



Information Management

When looked at from the information management point of view, we can see some of the shortcomings of the 2007 release coming to light, mainly around the security mechanism, the records management functionality, and the inability to force a defined classification template onto newly created sites. For those integrating an existing records management system underneath SharePoint, this creates a difficulty of matching-up team-site metadata and mapping fileplans during the archive process. Some of these issues are addressed in the 2010 release.

Figure 13: Which of the following information management issues have you experienced with your SharePoint implementation? (N=362, using or implementing, multiples allowed)

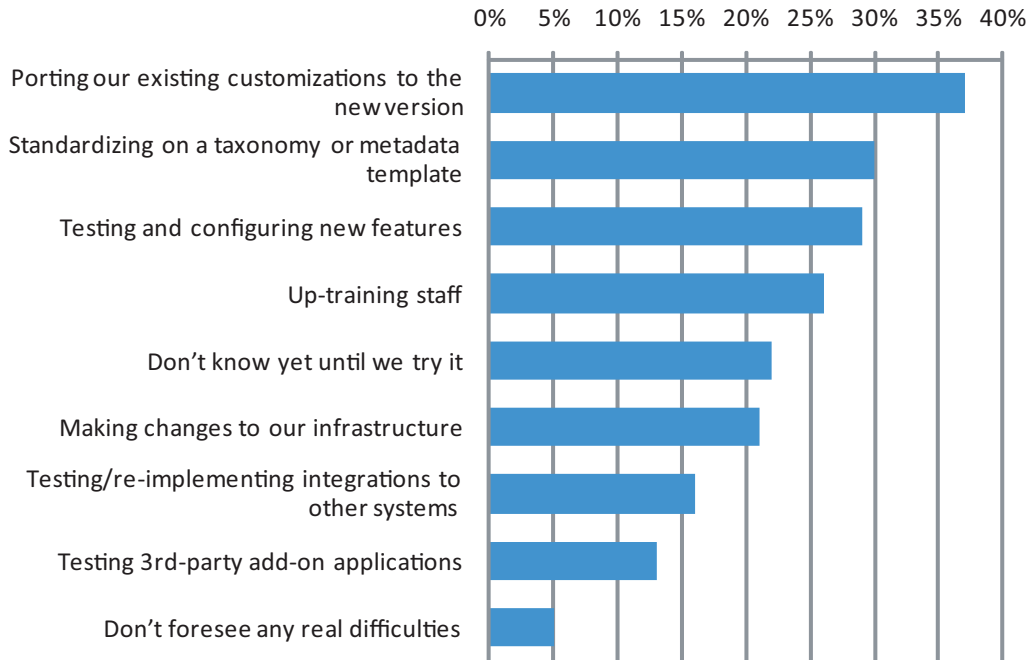


The deployment experience suggests that SharePoint must be considered as an enterprise-wide project. It therefore requires a sufficient degree of planning, training and policy setting to ensure infrastructure integration, metadata standardization and above all, employee acceptance.

2010 Upgrade

Compared to many of the more established enterprise products, the rate of change and enhancement in SharePoint has been considerable. This obviously has benefits as Microsoft plugs gaps and extends functionality, but it is not without its issues for those on the ground, particularly those with extensive customizations to assess and upgrade.

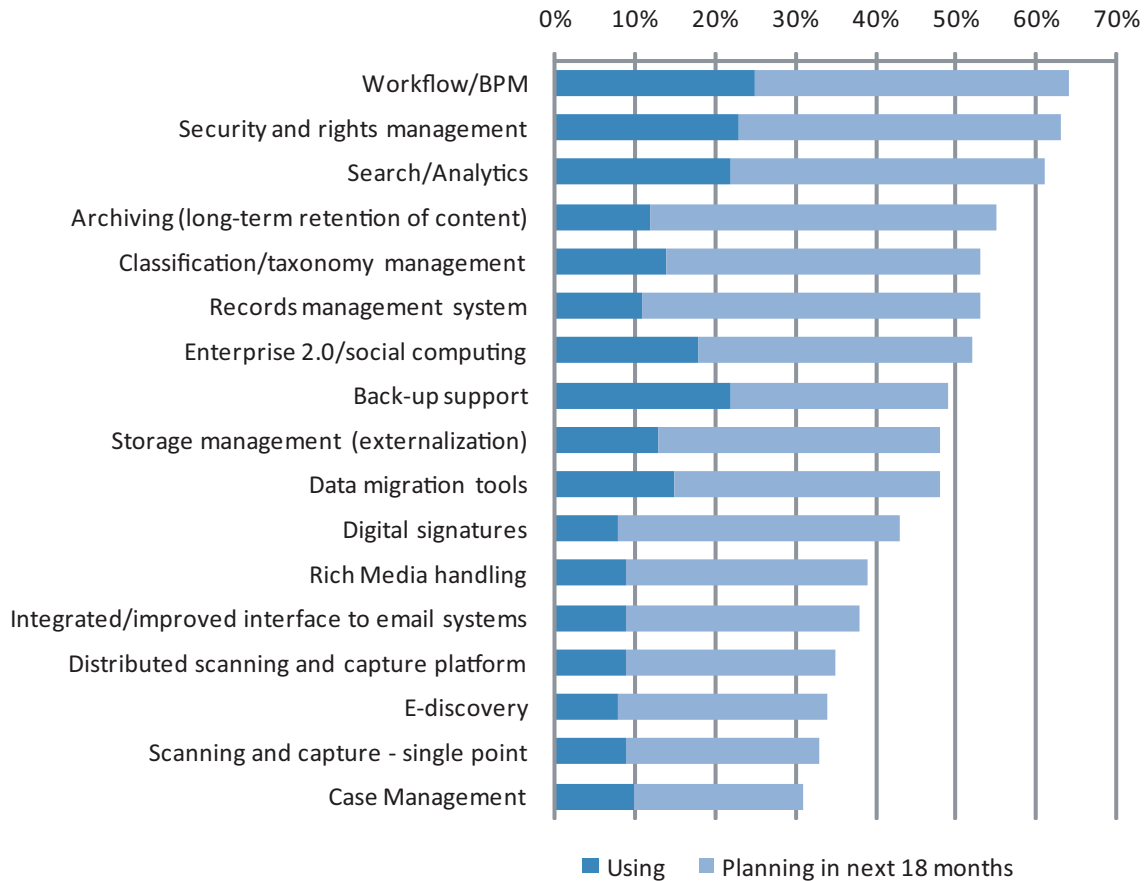
Figure 14: What do you think will be the two biggest issues for you in upgrading to SharePoint 2010? (N=362, using or implementing)



Third-Party Additions

The fact that SharePoint is structured as an open infrastructure platform has limited its initial “out-of-the-box-ECM” appeal, but it has allowed a rich partnership to build up with innovative or “best-of-breed” third party suppliers. The indications of growth in use of third-party add-ons in the next 18 months are quite dramatic, albeit that the 2010 release may change this in some application areas.

Figure 15: Which of the following types of add-on package or system are you using/are you planning to use with your SharePoint implementation? (N=325, using or planning)



What we are seeing here would seem to be an acceptance that SharePoint functionality can be finessed to play any of the traditional ECM roles if it is teamed with a best-of-breed add-on, and, moreover, organizations are showing a surprising willingness to invest in these additional products. It is intriguing that BPM and workflow add-ons are already being used in 25% of installations, and are set to grow to over 60%, whereas scanning and capture is in use in just 9% and set to grow to 33%. Enterprise 2.0 is another example where users are finding considerable benefit in the use of additional packages.

From these results, it would also seem that additional records management, archive and externalized storage capabilities will be de facto in nearly 50% of installations, justifying the strategy of many existing ECM players to be the providers of choice for these heavy-lifting functions.

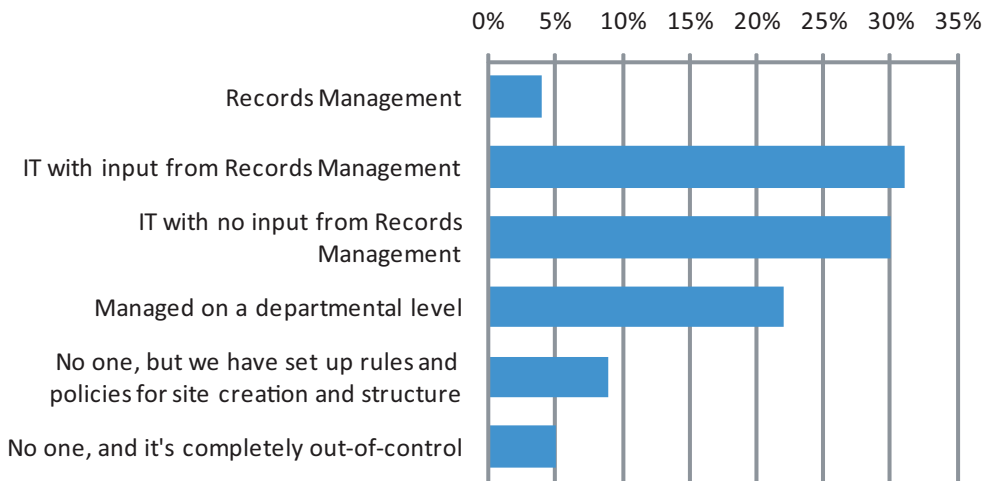
Third-party additions have a strong role to play in extending and reinforcing SharePoint functionality, and building a rich and robust ECM capability.

SharePoint Governance

AIIM has campaigned strongly since the introduction of SharePoint for improved awareness of the governance issues that should be considered up front, for what may become the core repository of company knowledge. Part of this campaign has been to raise awareness amongst records managers and information professionals, and encourage them to become involved in SharePoint projects, rather than leave it to the IT Department. Unfortunately, this has only happened in 36% of companies, and in many of the remainder, even the IT Department has been sidelined by individual departments going it alone. Of course, in many smaller companies there is no Records Management department, and indeed, it is likely there is no records management expertise either.

The open-ended user comments, partly listed in Appendix 2, repeatedly make the point that a SharePoint deployment needs to be planned and prototyped well in advance of user rollout, albeit that users should be involved in this planning phase. There is a tendency to assume that policies for information governance and long-term content archive can be generated after the initial use, but the user experiences would suggest that these issues are much more difficult to resolve after the event than in the planning phase.

Figure 16: Which of the following would best describe who is driving and controlling SharePoint sites and applications in your organization? (N=437, ECM Survey, March 2010)



As soon as significant content is stored in SharePoint, all of the traditional content management governance elements need to be in place. In addition, its open and collaborative nature requires specific policies on team site ownership and acceptable use.

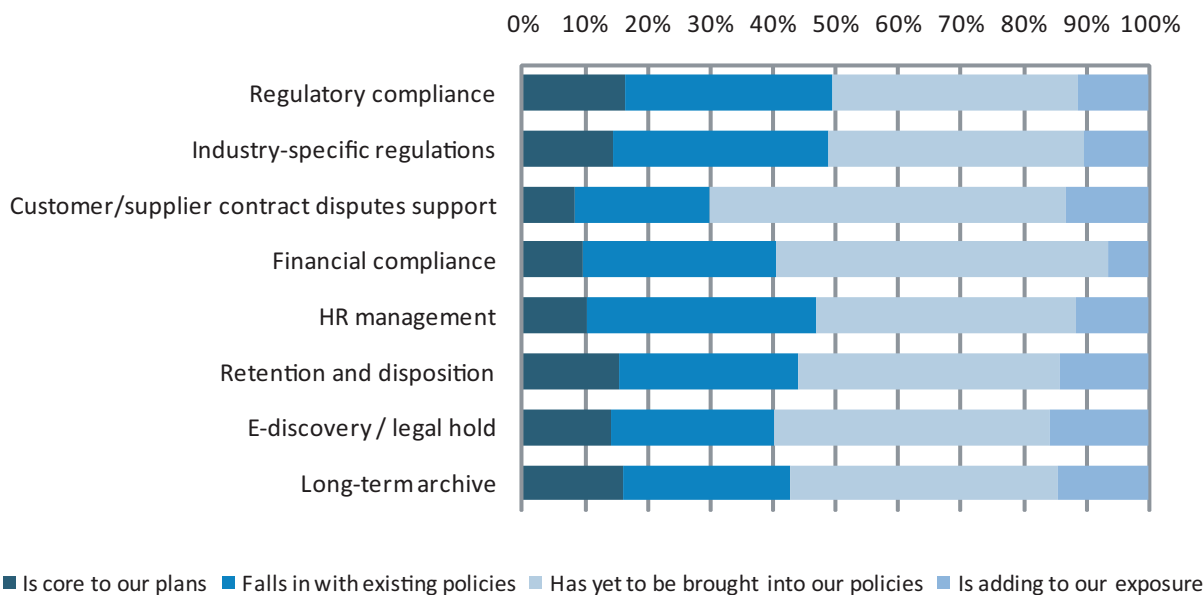
Figure 17: Which of the following governance policies do you have in place for SharePoint usage? (N=325, using or implementing)



As we can see, only 22% of organizations provide users with any guidance on corporate classification and use of content types and columns. Only 10% have a policy on dealing with emails and email attachments. The picture does not change greatly by organization size, with even the largest organizations failing to deal with retention policies and legal discovery procedures.

As a further sign of the immaturity of these installations, we can see from Figure 18 that in half or more of deployments, SharePoint has yet to be brought into existing compliance regimes, and that some respondents feel that far from improving compliance, SharePoint is actually increasing exposure. In particular, 43% have yet to bring SharePoint-stored content into their existing retention and long-term archive policies

Figure 18: How would you rate your use/planned use of SharePoint as regards the following compliance issues? (N=391, using or implementing)



Most SharePoint deployments are being driven by IT or devolved to individual departments. As a result, traditional information governance and compliance issues are largely being ignored. This is likely to replicate the content chaos of the fileshare inside of SharePoint, and it will hamper efforts to improve legal discovery and long-term records management.

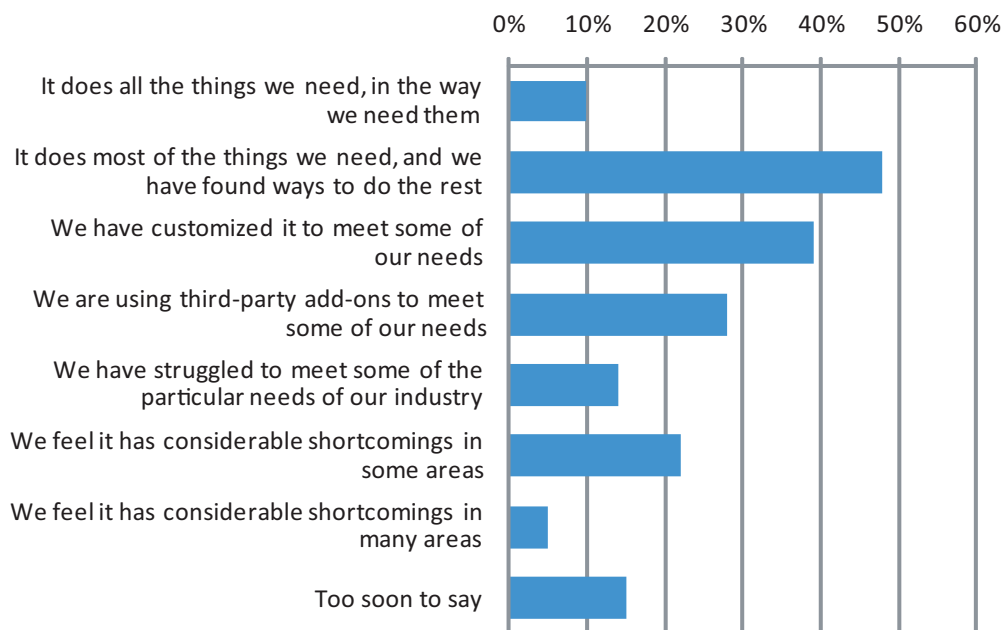
User Evaluations

As mentioned previously, most users of the 2007 release are only just now able to evaluate the results in any kind of operational way. With one or two exceptions, the general view is very positive towards the product itself. There are some reservations with the various service provisions provided by Microsoft and the channel, but the picture painted is one of an adequate level of training and skills.

Overall Experience

With a few work-arounds, nearly 60% of users have achieved success with out-of-the-box functionality. 39% have used customization to meet some of their needs, and 28% are using 3rd party add-on products. There are gaps in capability that have been recognized by 27% of respondents, and these are explored further in Figure 20.

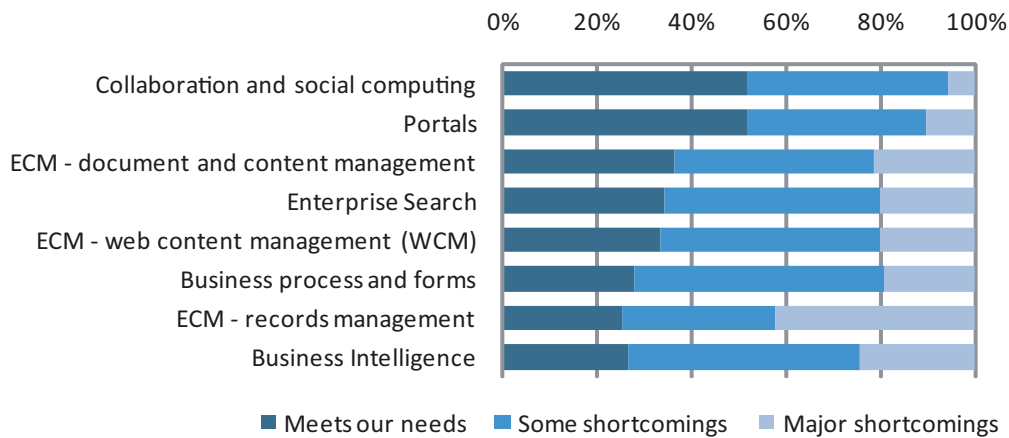
Figure 19: How would you summarize your experience of SharePoint as regards general functionality? (Check all that apply) (N=362, using or implementing)



Functional Evaluation

Satisfaction would seem to be highest with the collaboration and social computing functions, and lowest with records management and to a lesser extent, BI (Business Intelligence) and BPM. This matches up with the origins of the product, and the 2010 version includes efforts from Microsoft to improve some of these shortcomings.

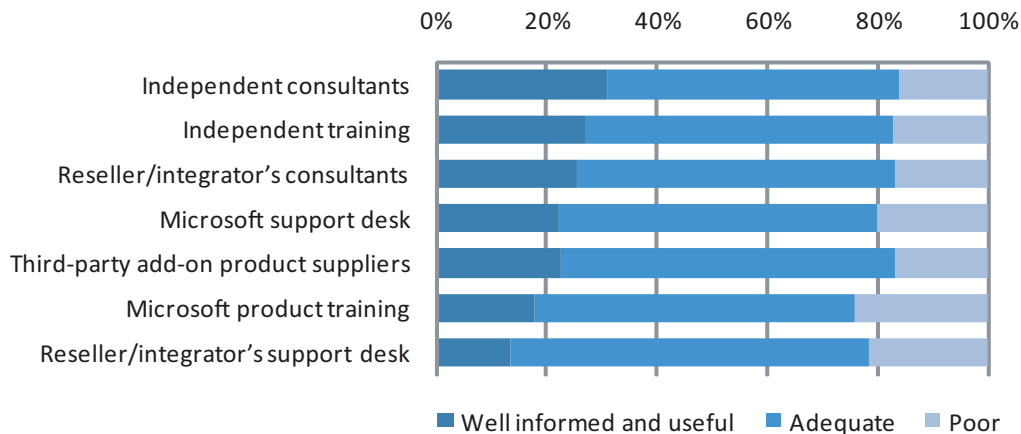
Figure 20: How would you rate your experience with SharePoint in the following application areas?
(N=362, using or implementing, normalized where Not Applicable)



Professional Services

Given the speed of uptake of the 2007 release, a major concern has been that the existing Microsoft reseller channel would struggle to keep up, and in particular, lacks experience in ECM. We found that 54% of respondents used independent consultants and 63% used independent training. On the whole, these performed better than resellers and integrators, but the gap has not been as large as might be expected. Having said that, only a quarter of respondents rated reseller staff as “well informed and useful,” dropping to 12% for reseller support desks. Ratings for the Microsoft support desk are perhaps higher than might be expected for a largely channel-installed product. The overall picture indicates a need for more SharePoint education throughout the professional services.

Figure 21: How would you rate the following professional services with regard to your SharePoint implementation?
(N=362, using or implementing, normalized where Not Used)



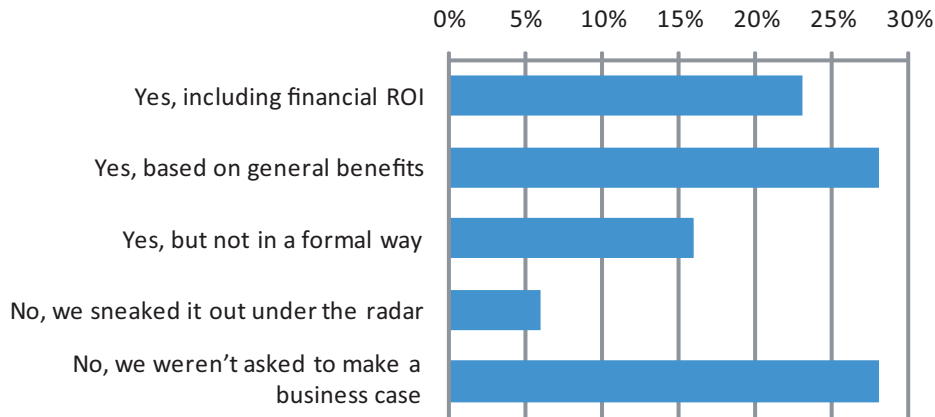
As is evident from its rapid roll out, most users have found SharePoint able to support the majority of their needs, albeit with workarounds, customization, or third-party add-ons and integrations. Although professional service provision from the independent sector scores best, the Microsoft channel, and indeed Microsoft itself, would seem to be providing adequate support in most cases.

Business Case and ROI

Business Case

Much to the annoyance of the sellers of competitive products, an astonishing 50% of SharePoint installations went ahead without any formal business case being required, and only 23% were required to make a financial justification.

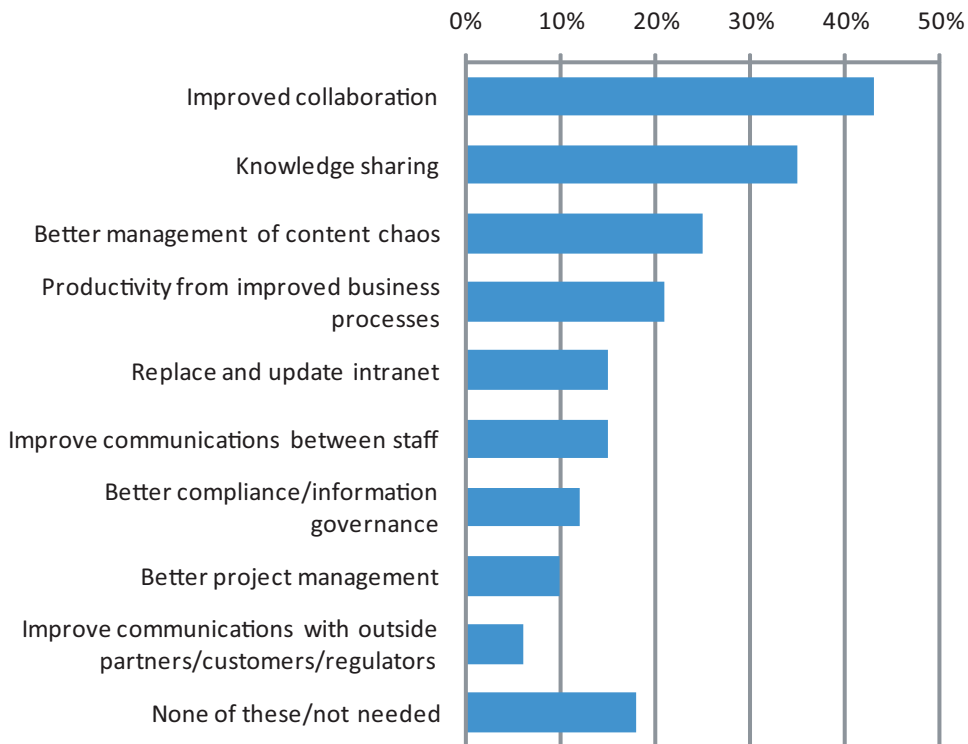
Figure 22: Did you need to make a business case prior to your investments in SharePoint? (N=410, using or planning)



Key Benefits

Where a business case was required, improved collaboration and better knowledge sharing were the most likely lead benefits, followed by better management of content chaos.

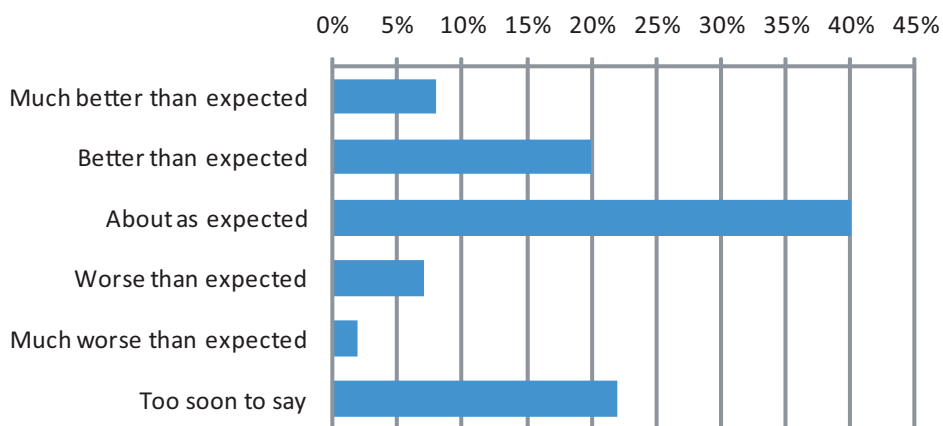
Figure 23: If you did need to make a business case, which TWO of the following potential benefits did you lead with? (N=410, using or planning)



Overall ROI

Some might say that with no business case being made up front, any evaluation of a subsequent ROI will be irrelevant. However, taking the answers at face value, the net achievement has been positive, with 28% achieving better than expected results against 9% showing a worse result. The low level of those reporting worse or much worse than expected indicates a low rate of project failures.

Figure 24: How would you say your return on investment in SharePoint has turned out as regards your original plan? (N=358, using or implementing)



Overall ROI scores are positive against expectation, albeit that in most organizations, SharePoint seems to occupy a charmed position of not needing a business case prior to deployment.

Spend

We measured spending plans for SharePoint in 2010 compared to 2009 in our State of the ECM Industry survey in March¹. At that time, 9% indicated less or much less, 43% indicated more or much more, with 30% likely to spend the same. Although this indicates a considerable projected increase for 2010 spending, it is not out of step with a similar predicted increase across all ECM software products.

Conclusion and Recommendations

SharePoint 2007 has been a massively popular release, and our respondents generally consider that it does a good job in most areas. Many organizations have deployments spanning hundreds of locations with thousands of team sites. A significant proportion has already rolled out access to 100% of their employees, making SharePoint perhaps the first true enterprise-wide content management system. Return on investment has generally been as expected or better, despite the fact that an astonishing 50% of installations went ahead without any formal business case being required.

For a third of users, SharePoint is their first ECM system. For those with existing ECM, DM and/or RM systems, there are many different portal and integration strategies in use, with only 8% looking to replace their existing system with SharePoint, balanced by the 7% looking to buy a new DM or RM system to work with SharePoint.

Our users reported a number of shortcomings with SharePoint 2007, and customization is quite prevalent. Users are also surprisingly willing to purchase best-of-breed third-party add-on products to supplement its functionality, with the use of almost all add-on categories set to triple in the next 12 to 18 months, from the existing 10-20% take up.

As with our previous survey, we have found that governance is sadly lacking in the majority of installations, with little thought being given to e-discovery, retention policies, and most of all, classification schemes and metadata standards.

Recommendations

- Even if it starts out small, SharePoint is likely to turn into an enterprise project. Plan accordingly.
- Set up a management committee with representatives from IT, Records Management, Compliance, and line-of-business departments.
- If you have no in-house expertise in information management, consider independent training and/or external consultants. The AIIM SharePoint Certificate training program presents a good objective view of SharePoint usage for ECM.
- Create a strategy for where SharePoint will and will not be used, particularly in relation to other ECM systems. Have the strategy endorsed at the highest level and communicate it to staff.
- Create a governance framework before rollout to manage team site ownership, classifications, templates, acceptable use, legal discovery, and email handling.
- Approach 3rd party add-on vendors. They will help you evaluate possible shortcomings, particularly in the areas of BPM, records management, taxonomy, capture, security, Enterprise 2.0 and storage. Be sure to understand how the 2010 release will affect this.
- Do not attempt to rollout all features at once. However, be aware that team sites will collect documents from day one, and that will have many implications for document and records management.
- Keep a careful log of customizations made to your 2007 system, and evaluate each before upgrading to 2010. Think through the new functionality for metadata and taxonomy management, and seek agreement on standardization across the business.
- As with all enterprise projects, engage staff and manage change. Do not assume that the user interface is intuitive – provide specific training.

References

1. AIIM Industry Watch report, “State of the ECM Industry 2010” available for free download at www.aiim.org/research

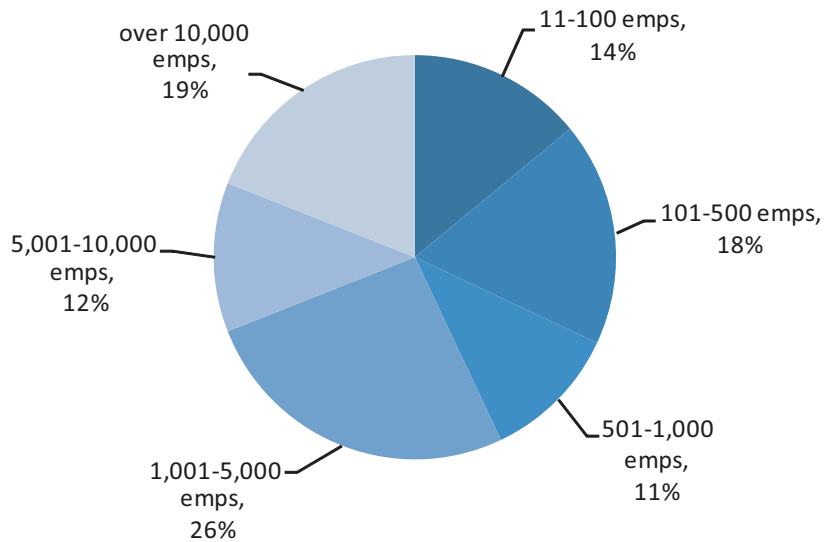
Appendix 1 - Survey Demographics

Survey Background

The survey was taken by 624 individual members of the AIIM community between May 6th and June 5th, 2010, using a Web-based tool. Invitations to take the survey were sent via email to a selection of the 65,000 AIIM community members

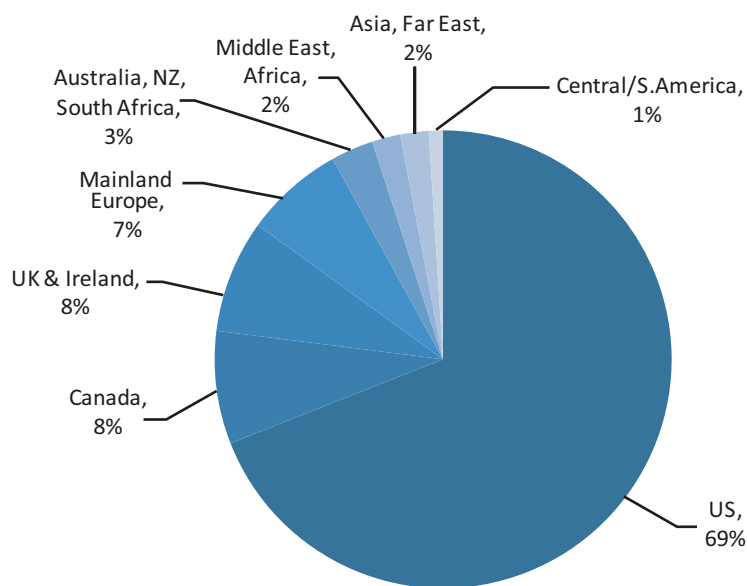
Organizational Size

Survey respondents represented organizations of all sizes. Larger organizations over 5,000 employees represented 31%, with mid-sized organizations of 500 to 5,000 employees at 37%. Small-to-mid sized organizations with 10 to 500 employees constitute 32%. Organizations of less than 10 employees were not included in the report.



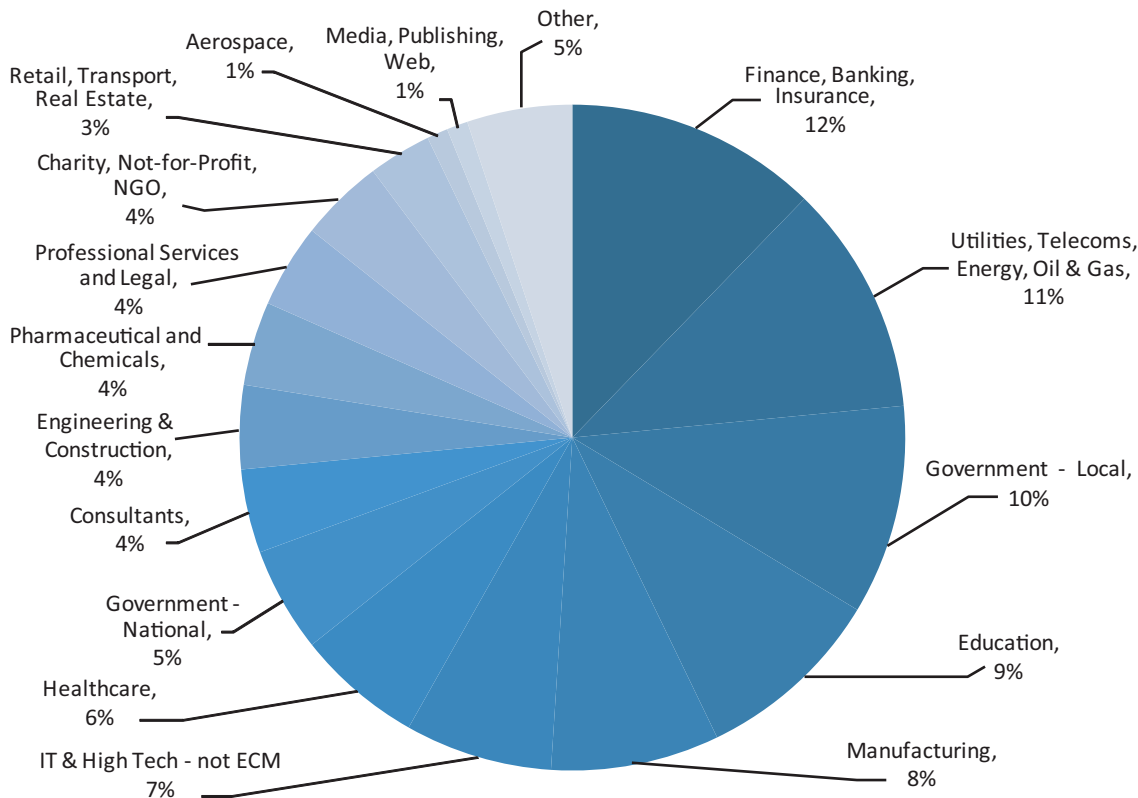
Geography

77% of the participants were based in North America, with most of the remainder from Europe.



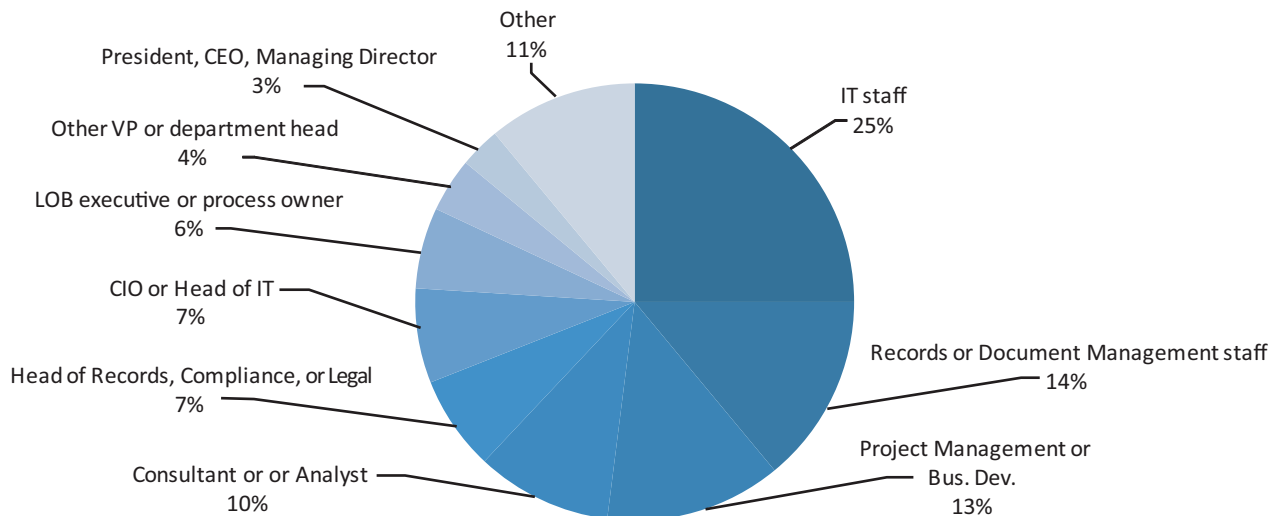
Industry Sector

Finance, Banking and Insurance made up 12% with Utilities, Telecom, Oil & Gas at 11% and Manufacturing at 8%. Local and National Government together made up 15%, somewhat lower than usual in our polls, suggesting more reluctance to adopt SharePoint. This is balanced by a higher showing than usual for Education. The remaining sectors are evenly split. To avoid bias, suppliers of ERM have been removed from all of the report, but consultants have been included as they are a small part of the sample, and are likely to be SharePoint users in their own right.



Role

Head of IT and Head of Records/Compliance shared 7% each, with IT staff making up 25% and records staff 14%. Consultants and project managers are 23%, and line-of-business managers, VPs and chief executives 13%.



Appendix 2 - General Comments

Do you have any general comments to pass on to others undertaking a SharePoint implementation?

- It's better to get the users involved from the start rather than pushing it on them
- Have a clear plan in place and a rollout strategy before implementation
- Getting buy-in from key end users is important. Not be seen as a technology but a support tool for changing how you do and share your work.
- Get good consultants. Gold Partners aren't necessarily "all-knowing". They need wide-ranging experience.
- Set up a proper information management vision for the enterprise before starting the real implementation.
- SharePoint is rather easy to roll out and is attractive to end-users, so the risk is that everybody becomes an administrator and governance is neglected.
- SharePoint is not an out-of-box implementation. With more and more implementations going on, good SharePoint consultants/experts are hard to come by.
- Need a governance plan FIRST. It is an absolute must and the step CANNOT be skipped under any circumstances
- Focus on business requirements - don't let IT drive the implementation.
- As tempted as you may be to use it out of the box, don't. There are things you will find out as you go along that will make starting over painful.
- Sort out governance. Sort out training. Sort out an Information Architecture. Sort out a basic taxonomy.
- Plan, plan, plan. Really work through governance and content type issues.
- Get a consultant and implement policies. SharePoint can become a black hole unless managed carefully.
- Plan for governance first, implement governance from the outset.
- Don't customize if there's any way to avoid it.
- It is a lot more difficult to set up and program than people think.
- Look for 3rd party tools to round it out. Find a good integrator to be the one point of contact to them (and to warrant that they work together and get them to work).
- SharePoint 2010 is a great platform product on which to build ECM apps. Don't underestimate the need for active governance and usage policies.
- Avoid a proliferation of overlapping tools. If you have tools with overlapping capabilities, create a strategy/policy governing how and when each will be used.
- Define your problems so you know what you're solving for. Just changing to SharePoint (or any other CMS) is not going to help unless you understand the business issues you're solving for.

UNDERWRITTEN IN PART BY



Allyis

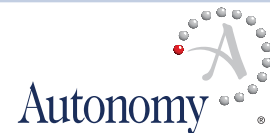
As a Microsoft Gold Certified Partner, Allyis leverages the power of Microsoft SharePoint to deliver business solutions that connect people, information and processes. We specialize in building next generation solutions that drive collaboration, foster knowledge sharing, streamline processes, surface businesses insights and lead to more informed, agile decision making and business operations. Whether you need help migrating to SharePoint 2010 or a resource to configure workflows and team sites, Allyis offers flexible solutions to help your business take advantage of the power of Microsoft SharePoint.

Allyis' SharePoint expertise & services include:

- Migrations
- Workflows & Forms
- Team Sites
- Custom Web Parts
- Content Management
- Taxonomy & Information Architecture
- Project Management
- Business Intelligence (BI) & Dashboards
- Admin & User Training

Allyis offers cross-discipline expertise in technology development, content management, collaboration, business intelligence, project management, and SharePoint. Allyis also offers flexible engagement models including; project based work, full-service managed teams or services, and individual talent / staffing placements.

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Autonomy

Autonomy, a global leader in infrastructure software for the enterprise, spearheads the Meaning Based Computing movement. Autonomy's technology allows computers to harness the full richness of human information, forming a conceptual and contextual understanding of any piece of electronic data, including unstructured information, such as text, email, web pages, voice, or video.

Autonomy ControlPoint works transparently with an organization's content sources to address the critical task of ensuring that a single information compliance infrastructure can be implemented. ControlPoint is the industry's first information compliance platform that enables real time, control and complete visibility of all content, empowering organizations to manage their unstructured content in true alignment with growing corporate, legal or regulatory standards.

ControlPoint facilitates critical governance tasks while drastically reducing prohibitive storage cost through de-duplication, storage optimization, and allowing content to be managed in-place. It provides visibility into information risk stored across all unstructured data by its unique ability to understand and process the meaning of information. By using a centralized policy hub to enforce governance control across distributed networks, ControlPoint allows compliance officers and IT administrators better management of content sources which are typically siloed throughout the enterprise.

Leveraging Autonomy's extensive set of connectors and file filtering technology, ControlPoint can access over 400 repository types including standard enterprise sources, such as WorkSite, SharePoint, Documentum, Notes, etc. It processes over 1,000 file formats that reside in these repositories and forms an understanding of that information. ControlPoint provides centralized control of all existing and future SharePoint information, with automatic stubbing of migrated content within SharePoint, ensuring that users can maintain the context of their documents and lists.

- Information Lifecycle Management out-of-the-box for items stored within SharePoint
- Extends policy features within SharePoint
- Content is still directly accessible from source SharePoint document libraries
- Seamless end-user experience
- Manages the storage lifecycle of SharePoint content
- Supports multiple types of storage devices
- Secure management of records in source repository (Manage-in-Place) or centralized, cost-effective storage
- Certified to US DoD5015.2 and compliant with ISO 15489
- One consolidated enterprisewide ESI index with conceptual and keyword search
- Automated compliance, legal hold and disposition management
- FRCP-compliant search

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EMC Corporation

EMC Corporation (NYSE: EMC) is the world's leading developer and provider of information infrastructure technology and solutions that enable organizations of all sizes to transform the way they create value from their information. The EMC Information Intelligence Group provides software solutions that can enhance and extend an organization's Microsoft SharePoint infrastructure providing increased value and cost savings. With EMC Intelligent Information Solutions for SharePoint, organizations can centralize and automate the management of information across their infrastructure; improve overall performance and scalability, establish organization-wide information governance and control to both archived and active content.

Managing and controlling your information infrastructure has never been more important. EMC offers the most complete set of information management technologies available, delivering superior solutions for intelligent capture and input management, centralized records and retention management, case management, information governance, compliance and archiving, eDiscovery and much more. EMC provides leading organizations with the right mix of technology and services to address today's unique business challenges.

To learn more about EMC's software solutions, including how to properly leverage Microsoft SharePoint within your environment, please visit www.EMC.com/sharepoint

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Hewlett-Packard

Your employees must be able to easily access business information. At the same time, your organization must manage all your information—physical and electronic—according to information governance best practices. To meet both these goals, you need enterprise records management.

HP TRIM enterprise records management software is core to HP information governance solutions and maps to the business problems facing organizations globally. A proven enterprise records management system that provides a scalable, policy driven foundation to your information governance strategy HP TRIM drives business efficiency and records integrity - fast. Automated rules, classification and workflow capabilities enable the easy capture, secure management and discovery of your business information regardless of source, including SharePoint content, improving process efficiency and staff productivity.

An international standards based records management solution that is certified to US DoD 5015.2 v3 for base records, classified records, FOI and Privacy, HP TRIM allows organizations to meet governance and regulatory compliance obligations, and reduce the operational, financial and legal risks of legal discovery, litigation and audit.

With HP TRIM you can:

- Manage physical and electronic records in business context for life
- Ensure compliance and e-discovery preparedness
- Get seamless integration with Office and line of business applications
- Provide records management rigor to SharePoint.

HP TRIM incorporates over 25 years of information management expertise into a comprehensive, "out-of-the-box" software solution, providing document and records management, e-mail management, Web content management, imaging, workflow, and document-centric collaboration to organizations around the world.

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On a smarter planet, organizations get a single source of accurate, secure information with enterprise content management solutions that integrate with existing systems.

IBM Enterprise Content Management (ECM) solutions leverage existing Microsoft Office user interfaces and document authoring, email and collaborative tools, while still allowing organizations to get the most out of their ECM system.

IBM ECM software and services use existing document authoring, email and collaborative tools as a seamless extension of the corporate infrastructure. ECM software and services integrate with and complement Microsoft Office and Lotus productivity and collaboration tools, providing organizations with control and management of their content in an intelligent, automated way.

Using IBM ECM solutions, knowledge workers can:

- Have confidence in the content as they collaborate with others – creating a single source of the truth
- Leverage Microsoft Office user interfaces for IBM ECM
- Extend an existing ECM infrastructure to include business documents created individually and collaboratively, every day, across diverse and decentralized workgroups.

Additionally, IBM ECM can help organizations to:

- Maximize return on investment, since the software leverages/integrates with existing applications
- Keep version control issues at bay to increase productivity and cut down on duplication of work. Finding the latest version of work is also vastly simplified
- Extend security capabilities, so users can access content based on their roles, for example
- Facilitate rapid decision making, as the most accurate and updated information is readily available
- Assess, collect, preserve, manage and leverage trusted content in accordance with compliance, legal and business requirements.

You may need only a few of the extended ECM capabilities right now, but your needs will change as you grow—so the approach you take and the foundation you establish today will have a big impact on what you can do in the future.

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Kofax plc

Kofax plc (LSE: KFX) is a Microsoft Gold Certified Partner and the leading provider of document driven business process automation solutions. The company works within the Microsoft SharePoint Enterprise Content Management (ECM) ecosystem and with Microsoft SharePoint partners and customers around the globe to implement automated document processing solutions.

Kofax is recognized as a key vertical and enterprise partner within Microsoft through our ability to enable **Transactional Content Management, Scanning and Capture** aligned with SharePoint 2010. Our suite of products enables this capability from the desktop, to the department, across the enterprise and to the back office.

By streamlining the flow of information throughout an organization by managing the capture, transformation and exchange of information arising in paper, fax and electronic formats, we have enabled our customers to achieve significant payback in their Kofax-attached SharePoint implementations and have dramatically reduced the cost of ownership of business critical workflows by enabling a more accurate, timely and cost effective flow of transactional content.

Kofax supports Microsoft SharePoint 2010, Microsoft Office SharePoint Server 2007, Windows SharePoint Services, current versions of SQL and Office 2010 and 2007 through our Kofax Capture, Kofax Transformation Modules, Kofax Express and Kofax Desktop software products.

Kofax solutions provide a rapid return on investment to thousands of customers in financial services, government, business process outsourcing, healthcare, supply chain and other markets. Kofax delivers these solutions through its own sales and service organizations, and a global network of more than 1000 authorized partners in more than 60 countries throughout the Americas, EMEA and Asia Pacific.

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NewsGator Technologies

NewsGator's main focus is its enterprise social computing platform, Social Sites, a full-featured social computing platform built directly into Microsoft SharePoint. Social Sites provides companies with dramatically better ways to innovate, collaborate, and improve productivity. Direct integration with SharePoint computing means Social Sites integrates hassle-free with thousands of companies' existing computing infrastructures, unlike most competing enterprise social computing offerings. Features such as blogs, wikis, microblogging status posts, activity tracking and social bookmarking - much like familiar consumer-oriented social media tools - ensure Social Sites users extract real business value in areas like collaboration, knowledge management, project execution and sales/service/support.

NewsGator has thrived largely as a function of two attributes; pace of innovation and a fanatical focus on customer satisfaction. NewsGator now has more than 2.1 million paid enterprise social computing users - more than any other enterprise social computing vendor. NewsGator also has the largest implementations in private-sector enterprise social computing. Via its 2010 acquisition of Tomoye, NewsGator added the largest market share in Government 2.0, supporting many substantial installations, including the single largest government social computing community, the United States Army with 150,000 users.

NewsGator routinely wins awards for innovation, winning a Colorado Company of the Year award in 2009, the social computing innovation partner of the year by FAST, a division of Microsoft and was named a "depth-managed" independent software vendor (ISV) partner by Microsoft, a status achieved by fewer than three percent of Microsoft partners.

NewsGator is the pre-eminent provider of social business computing software - with a 2.5 million user install base across 350 Global 2000 enterprise customers, civilian agencies and DoD entities. Customers achieving results with Social Sites include Accenture, Battelle, Biogen Idec, CME Federal Credit Union, Deloitte, Edelman, Fujitsu, Novartis, The United States Air Force and The United States Army.

www.newsgator.com



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Open Text, the preeminent enterprise content management software solutions company, helps organizations manage and gain the true value of their business content. Open Text brings two decades of expertise supporting 100 million users in 114 countries. Working with our customers and partners, we bring together leading Content Experts to help organizations capture and preserve corporate memory, increase brand equity, automate processes, mitigate risk, manage compliance and improve competitiveness.

The Open Text ECM Suite, our flagship product, is designed to help create value from content by empowering people, fostering process agility, and controlling the risk and cost of content. Open Text's solutions for Microsoft are offered as part of the Open Text ECM Suite.

The Open Text ECM Suite drives efficiency, creates innovation, and enables compliance through its unique focus on people, process, and content. The ECM Suite brings together the content management capabilities needed to manage all types of enterprise information, including business documents, vital records, Web content, digital media such as images, audio and video, email, forms, reports and more. Content can be securely accessed, within business context, in the interface of choice, whether on the desktop, the web or on smartphones.

For more information visit www.opentext.com.

www.opentext.com



AIIM (www.aiim.org) is the community that provides education, research, and best practices to help organizations find, control, and optimize their information.

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 ECM industry - including users, suppliers, and the channel - acts as the industry's intermediary.

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