Chapter 5
A Comparative Assessment of Enterprise Content Management Maturity Models

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ABSTRACT

There is increasing interest in maturity models dating back to the 1980s. A maturity model is a management tool designed to help organizations implement effective processes in a given management discipline. This chapter provides comparative assessment of three enterprise content management (ECM) maturity models that have been developed and implemented in different parts of the world. While the maturity model concept has existed for several decades, ECM maturity models are a more recent phenomenon. This study explores the theoretical foundations and functionality drawing lessons that could contribute to future developments. It outlines a history of maturity models and describes three ECM models developed in different parts of the world and compares the different levels and dimensions of maturity levels within the models. The chapter demonstrates that the different maturity models have varied naming conventions, different levels of complexity, and vary in the approach to maturity assessment.

INTRODUCTION

Many organizations are under intense pressure from shareholders as well as clients to improve their processes in order to have better products and/or services. The larger organizations—for instance, in the manufacturing sector—have sought to improve their processes through business reengineering efforts that include the
adoption of enterprise-wide systems such as enterprise resource planning (ERP) software applications. Through the use of ERPs, large organizations have been able to integrate vastly different business activities, including finance, inventory management, marketing and sales, materials management, product planning, production planning, and service delivery, as well as shipping and payment.

Enterprise-wide systems such as ERPs generate vast amounts of data gathered from forms and managed through workflows and result in large volumes of digital information assets. In order to effectively manage this digital content effectively as well as meet legal or compliance requirements, organizations have also implemented enterprise content management (ECM) systems. ECM systems offer a number of functional services, including document management, collaboration, and records management and ensure an institution’s content is managed throughout its life cycle.

Organizations that have ECM applications have an expectation that the systems will result in both hard benefits, such as improved process efficiencies, and soft benefits, such as improved recordkeeping. However, assessing the success of implementation is often based on subjective rather than objective criteria. Maturity models are an option in providing an objective assessment of ECM implementation. A maturity model is a “structured collection of elements that describe characteristics of effective processes” (Murray & Ward, 2007, p. 5).

This chapter uses a literature review as its research design in order to provide a background to maturity models in general and then critically examines three ECM maturity models. The motive is to examine how they have been developed, how they are structured, and what value they offer to contemporary institutions.

**BACKGROUND INFORMATION**

This section provides background information on both ECM and maturity model concepts.

**ECM**

Organizations have a variety of business systems to help them manage their records. Depending on the institution, the digital records connected to these business systems could either be managed in network drives or by using specialized business applications such as ECM software applications or, although not desirable, left unmanaged. The term ECM has been used for more than a decade by professional service institutions such as Gartner and Forrester (Shegda, Chin, Logan, & Lundy, 2004) as well as in research projects such as InterPARES (Rogers, Malmas, & Enns, 2011). The Association for Information and Image Management (AIIM) defines
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