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Editor

# Enterprise Information Management

When Information Becomes Inspiration

 Springer

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# Preface

Recently I attended a CIO gathering in Amsterdam, the Netherlands. Several remarks made by different keynote speakers caught my attention. First of all, most of the speakers referred to an ongoing discussion on the future of the CIO position. Some said there will always be a need for a CIO, others stated that the CIO is in danger of becoming extinct because of a diminishing importance to the business.

Without further exploring this existential question, the conference went on. Server availability, the cloud, dual core mobile devices and other technobabble took the upper hand. Online applications such as Yammer and DropBox were discussed, the standard security questions floated up.

How will CIO's bring value to the I in CIO when all they focus on is the T in IT?

I was shocked. Somehow these people must feel an urge to prove their added value, following the discussion on the future of the CIO position. At the same time, they are acting as good old CTO's as if nothing has changed. How will you ever bring evidence for your added value if you copy the operational responsibility of another CxO? And maybe even more important, how will you bring value to the I in CIO when all you focus on is the T in IT?

The decision whether or not to host a business application internally or externally (cloud) has – as far as I know – never made any information worker smarter in his operations. Of course unless information then suddenly becomes available to this information worker.

The intelligence of an organization is determined by the sum of all the clever minds working in it. This is especially true for knowledge-driven economies such as the western economies. In order for an organization to operate smarter, it has to focus on making these minds effective, preferably in an efficient way.

When we look at recent developments in for instance neuroscience, we see that the IT industry so far has been giving all kinds of tools to users. But these tools are not necessarily well designed for the users of these tools. IT has been giving us hammers with two steels (more force!), screwdrivers the size of broom sticks (reaches every screw!) and a saw that is completely safe to use (and doesn't cut through wood either).

What I am trying to say is that we are learning that in order to make human minds smarter, we need to consider IT no more than a basic hygiene factor. And focus on how to offer information so that it is optimally digested. Any tool used should focus on the needs of the (mind of) the information worker. These tools should acknowledge the fact that the human mind is not a rational decision maker per se. That it is biased and filters out information that does not confluence with our own vision. That it is easily influenced by earlier information provided, or by specific wording. That human minds have a tendency towards overconfidence in their own capabilities.

IT has a history of approaching users as rational actors as if they were interfacing on a logical level only. That's why you will not hear any traditional IT service or solution provider talk about the impact of neuroscience. They have yet to find an answer to the growing importance of our understanding of the human mind.

Other important trends are more easily interpreted by traditional IT. Social media, new generations of information workers and growing pressure on transparency are trends that impact the way we make information productive. But they are manageable from within the old dogma's.

This book is not for CIO's who are in fact CTO's. This book is also not for people who think that the way we are currently operating in terms of information productivity is *well enough*. Of course, it is. But it can be further optimized. And as far as we can tell, that is the single most important responsibility of today's CIO.

At that same conference in Amsterdam, one of the keynote speakers mentioned that European CIO's are closer aligned to their businesses than US CIO's. I would not dare to make such a generalization. I feel that any CIO that is open to learn from trends that are impacting information productivity, can be a successful CIO, whether in the US or in Europe. This book is aimed to do just that. To keep you up to date with recent findings and the most up to date beliefs on how to get that expensive production factor *information* work for you and your organization.

I wish you pleasant reading and promise you that we at Incentro will be on the lookout for new developments in this area. And when there's news, we'll let you know. As sharing information is one of the most basic ways to get information productive.

De Meern, The Netherlands

Paul Baan

# Reading Guide

This book aims for readers to:

- Get an insight into what enterprise information management (EIM) is;
- Get an idea of the value of EIM for increasing the return on information;
- Be able to work with an approach to gradually increase the return on information;
- Be able to place and apply the necessary technologies in the framework of enterprise information. There must be a possibility to integrate the technologies from BPM, business intelligence, content management and enterprise search.
- Be able to translate EIM to their own situation.

This book is exploring the theories, features and characteristics of all the elements of the fields concerned with information management that, combined, led to the new phenomenon of enterprise information management. Both business processes, business intelligence and enterprise content management are strongly involved in this. Being able to retrieve stored information by using advanced search technologies (enterprise search and retrieval) offers new opportunities in the form of EIM.

Chapter 1 is in introduction to enterprise information management from a management (top-down) perspective. Increasing the return of information is central in this. We discuss what role EIM can play in this and what approach may be used to increase the return on investment. The EIM maturity model is also discussed in this chapter.

Chapter 2 focuses on the concept of enterprise information management and illustrates this with models and examples. It is an integrated interplay of several fields of study, including change management.

Chapter 3, 4, 5, 6 and 7 give content to the substantive model for EIM and the individual components from a technical perspective; enterprise information management (EIM;3), business process management (BPM; 4), enterprise content management (ECM; 5), business intelligence (BI; 6) and enterprise search and retrieval (ESR; 7).

Each chapter starts with a summary and a first paragraph containing an exploration of the field under the umbrella term Concept, followed by a paragraph about Vision. After that, a description of the content of the field of study is given based on the “EIM information triangle”.

All chapters then elaborate on the hurdles in the information process. Accessibility, availability, relevance and interpretability in relation to information, seen from the perspectives of the information worker, process and technique.

# Acknowledgments

In 2010, at EIM2010 the first edition of this book was presented to Stef Lagomatis, founder of VLC, now Incentro. Little did we know that the book would be so well received. Over time, we learned that this book was even used at Dutch colleges to enlighten students on the different aspects of good information management.

When we were given the opportunity to publish our book via Springer, one of the worlds' leading scientific publishers, we didn't have to think twice. But instead of just a translated version, we wanted the book to be updated with the latest insights we had discovered in our consulting business. We looked at each other, and unanimously agreed this was too big an opportunity to let go. We would again undergo the experience of writing a book next to our day-jobs. And we knew what it meant.

We are all very grateful to Incentro, our employer for fully supporting us in this decision. They have given us the opportunity to get this book published. We are also very proud of the team effort. Anja van der Lans, Robbert Homburg, Peter van Til, John Septer, Paul Baan, Aukje Wielens, Maaïke Bloem, Sander Verstoep and Adrian Munro all worked hard to get all our thinking in comprehensive writing, to share the latest insights with you, the reader. Special thanks go out to Anja, who has relentlessly been driving the team forward into delivering this book.

We're hoping we'll be able to inspire you to a multi-angular view on information management and information productivity. And when we did, we're hoping you'll let us know your new-gained insights.

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# Contents

<b>1 Information Productivity: An Introduction to Enterprise Information Management</b> .....	1
Paul Baan and Robbert Homburg	
<b>2 The Importance of an Enterprise Information Management Strategy</b> .....	43
John Septer	
<b>3 Enterprise Information Management (EIM)</b> .....	79
Anja van der Lans and Peter van Til	
<b>4 Business Process Management (BPM): The Information Loop</b> .....	101
Anja van der Lans	
<b>5 Enterprise Content Management (ECM): The Unstructured Part</b> .....	125
Anja van der Lans	
<b>6 Business Intelligence: The Structured Part</b> .....	149
Peter van Til	
<b>7 Enterprise Search and Retrieval (ESR): The Binding Factor</b> .....	175
Anja van der Lans	
<b>About the Authors</b> .....	211
<b>Bibliography</b> .....	213
<b>Index</b> .....	217

