



**Preface** xi

**Terms and definitions** xv

**1 Creating an information-enabled organization** 1

Introduction	1
Management of websites and intranets	1
CMS – Three letters, many meanings	3
Distributed content authoring	5
Opportunities for the information profession	6
Digital convergence	7
Document and records management	8
Enterprise content management	9
Developing and implementing a content management strategy	10
Summary	12
References	12

**2 Content management functionality** 15

Introduction	15
The impact of XML	16
Functionality overview	17
Content authoring	17
Content review	22
Content version management	24
Content metadata tagging	25
Content publishing and repurposing	26
Content replication	28
Site structure and design management	28

Comprehensive administration functions 29

Summary 30

### **3 Information architecture and metadata 31**

Introduction 31

Information architecture 31

Information architecture and content management 33

Creating an information architecture through personas 35

Personas – a case study 36

Metadata 39

A development strategy for information architecture and metadata 41

Summary 42

References 42

### **4 Developing a content management strategy 43**

Introduction 43

Website 43

Intranet content requirements strategy 44

Content management strategy issues 46

Summary 55

Reference 55

### **5 Technology options and costs 57**

Introduction 57

Use open-source software 57

Commission a web agency to build a CMS 60

Build the CMS in-house 61

Use an outsourced CMS service 62

Purchase a proprietary CMS product 63

Purchase a portal application 64

Total Cost of Implementation 64

Search and classification software 65

Matching costs to budgets 66

Summary 68

### **6 Making the business case 69**

Introduction 69

What problems could a CMS solve? 71

Linking the business plan to organizational objectives 72  
 Creating a vision 75  
 The value of a sponsor 77  
 Planning for the future 77  
 Summary 78

**7 The CMS business 79**

Introduction 79  
 The web content management industry 80  
 The document management industry 84  
 The portal and applications integration industry 84  
 Summary 85

**8 Managing the project 87**

Introduction 87  
 CMS project elements 87  
 Implications of the procurement schedule 90  
 Project management 91  
 Risk management 93  
 Summary 95

**9 Writing a statement of requirements 97**

Introduction 97  
 The objectives of the SoR 97  
 The structure of the SoR 98  
 Case study: a Content Management Scenario 100  
 Managing the response 107  
 Summary 108  
 References 109

**10 The selection process 111**

Introduction 111  
 How many vendors? 111  
 Assessing the written proposals 112  
 Developing the short list 113  
 Open-source CMS 115  
 The selection panel 115  
 Preparing for the presentation 117  
 On the day 118



The review process 118  
How much? 120  
Scoping study 120  
Contract negotiation 121  
Feedback 121  
Summary 122

**11 Implementation 123**

Introduction 123  
Managing stakeholder interests 124  
Project communication 125  
Changing job descriptions 126  
Training requirements 127  
Site design 128  
Usability testing 128  
Accessibility 129  
Content migration 129  
Roll-out strategies 130  
Search development 131  
Managing risks and problems 132  
Summary 132

**12 Content migration 133**

Introduction 133  
Content migration software 133  
Legacy content analysis 136  
Migration strategy 137  
Summary 139

**13 Resources 141**

Introduction 141  
Books 141  
Useful websites 143

**Index 147**

