

A

Seminar report

On

Content Management Systems

Submitted in partial fulfillment of the requirement for the award of degree
Of MBA

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Preface

I have made this report file on the topic **Content Management Systems**; I have tried my best to elucidate all the relevant detail to the topic to be included in the report. While in the beginning I have tried to give a general view about this topic.

My efforts and wholehearted co-corporation of each and everyone has ended on a successful note. I express my sincere gratitude towho assisting me throughout the preparation of this topic. I thank him for providing me the reinforcement, confidence and most importantly the track for the topic whenever I needed it.

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1. Introduction to Content Management Systems

1.1 The Definition of a CMS

A web site's "content" is a combination of different components: text, graphics, images, scripts, included files such as Flash animations, audio/video streams or downloadable files. All of these may be components of one page, included in an HTML page using links or sometimes integrated in the HTML page itself. But even the text shown in the HTML page itself is regarded as "content". Content management systems organize and classify these components by dividing the content from the layout. In more concrete terms, the content is stored in content files, the layout is stored in layout files (i.e. document templates). Using this approach, a CMS provides the means for treating content and layout in separate ways. This also allows using the same content in different documents and formatted for different media ("cross-media publishing"); think of an HTML page as it shows in the browser and the printer-friendly display of the same page, for example.

A content management system is a software package specifically designed to manage a website. It is installed by the web designers, but intended to be used by you. First off, it provides you with a simple, non-technical way of updating your content. This is typically (but not always) done via a web-based interface that works much like Word does. Just point-and-click, type in the new words, and hit save. The site is instantly updated. Equally easy is adding new pages, deleting old ones, or restructuring the site to match your new business model.

The CMS also automates menial tasks, such as applying the same page layout and appearance across the site. Menus and other navigation are also automatically produced. Along with the many other administrative tools, this leaves you to concentrate on the words, and not on the technology.

2. Advantages of Content Management Systems

Faster page development: Instead of having to copy and adapt the layout from one page to the other, it is only necessary to create the content for the new page - the layout will be added automatically by the CMS. Easier changes on "common parts" of the pages: Adding a new menu items happens in one file and only in one file - all pages will automatically get the additional entry - no need to edit all existing pages. Like for the menu, changes in the layout will easily distribute - if the template gets changed, all pages will be changed immediately.

It's very easy to provide a different layout for all pages (e.g. for PDA browsing, text-only browsers etc.) by creating a different layout template while keeping the same content. Even those among us with little to no knowledge of web-design and website-writing can now participate in creating a website - they don't have to worry about the layout at all, just writing simple content files. A content management system makes life much easier in many ways: You are no longer dependent on the web designers making changes for you. Changes can be made any time they are needed, day or night. This is increasingly important as your business comes to rely on the website as a communications channel. All the technical details are simply handled by the CMS, allowing anyone to manage and update the site.

Multiple staff can keep the site up to date, instead of being restricted to just one person. The CMS will track who is doing what, avoiding potential confusion. We can even ensure that each staff person can only update the sections of the site they are responsible for. The CMS ensures that all the pages are consistent in design, and will build all the menus and other navigation for you. The many other powerful features of the CMS allow the site to grow in sync with your business.

Introducing a content management system and as a consequence, separating content and layout, results in considerable advantages:

Time to market: Designing a web page requires quite a bit less time since the template has to be created only once. The page layout is modified much faster as you only need to change the template. Updating content and adding new content is accomplished much

faster since you only need to create new content pages.

Cost reduction: Reduced costs since creating/maintaining the web site requires less (wo)manpower. Using templates reduces the storage space considerably, since repetitive layout and formatting instructions are only stored once.

Error prevention and quality assurance: By using a CMS, possible sources for errors (e.g. wrong or old links within the web site) are avoided by using menus and menu templates. Validation results in higher-quality page source text, thus reducing display errors between the different browser types.

Using content and cross-media publishing: Content can be reused more easily in different formats and for different purposes as content and layout are stored separately from one another. This allows reformatting the content for output to other media (printer-friendly version, CD-ROM, etc.) or for different types of browsers (e.g. PDAs, text-based browsers).

Automation: Certain processes can be automated or scheduled in the CMS (more of a side-effect rather than a feature): archiving, displaying specific content according to different parameters (e.g. date, client browser, etc.). By using certain libraries or applications (depending on the web server architecture), content can be manipulated automatically (e.g. automated image processing using ImageMagick).

Defined workflow: By implementing different user levels or a role-based approach, structuring and controlling the workflow for updating/editing a web site becomes much simpler. Workflow control with different user levels adds an additional layer of security, even in one-person systems. Updating/editing content in the CMS requires less technical knowledge, allowing less technical proficient and untrained personnel to successfully manage a web site.

Cost: A lightweight CMS, suitable for a modest-sized website, is not expensive. It can be as low as a few thousand dollars, or simply a complementary part of the web design project. Of course, if the site is larger, or has complex requirements, the cost of a

3. Different types of CMS

In the meantime, a whole jungle of products, applications and service offerings has sprung to life, all of which are called “Content Management System”. From the high-end solution for six-digit figures (Euros, no Italian Lira) to the simple news system “for nuttin’”, everything is possible. And seriously – there is nothing wrong with this, as long as the solutions deliver what they promise, i.e. to manage content. How the individual systems go about managing content and which possibilities they offer in doing so, on the other hand, can be quite different from system to system.

Bearing the enormous number of suitable solutions in mind, it might appear a bit unfair to create a new classification by trying to name the definite ‘must-haves’ of a true CMS, which are exceeding the prerequisites named in the definition of Content Management Systems). Alas – even a simple CMS or news system, which is lacking a number of enhanced features deemed essential by commercial clients, may provide adequate functionality for a certain purpose and for private applications.

The following three sections will try to bring a bit of light into the jungle of offerings, by categorizing the offerings according to different aspects. Apart from a more “classical” categorization, which focuses on the functional aspects, using the different licensing models or technical features as criteria could prove to be helpful – depending on the requirements for a specific purpose.

3.1 Functional classification

It makes sense to give a survey about the functional aspects or categories in the wide-spread range of products to gain insights about the different technical and functional orientations.

"Enterprise CMS"

An "Enterprise CMS" has its main focus (besides the CMS capabilities) in the integration into the already existent IT-environment - a focus that's mainly important for larger companies. If you have to pay 5- to 6-digit figures, you might be expecting something like this as well. ;-)

"Editorial systems"

Editorial systems put their focus onto Cross-Media-Publishing, up-to-date control and archiving. Those systems are estimated at about the same costs as Enterprise CMS.

"Groupware-Solutions"

Groupware-solutions are especially recommendable for intranet environments and are rather a special form of a CMS, as their main intention is the ease of communication of the users. The system is thus mainly built to organize and manage address data, documents, appointment and suchlike and to provide access to this data. A groupware-solution therefore is often easy to set up and extend, but does not pay a lot of attention to the 'content management' itself.

"Agency Solutions and Tools with CMS-capabilities"

ZSCHAU, TRAUB, ZHRADKA finally summarize all remaining programs in this category. This makes this category very complex, as one can find all CMS here that are script-based, use a database and integrate data into a website by use of placeholders (and do not belong to one of the three groups above).

The first two groups require both a big, specified need and a well-filled check book. The third group specifically aims at the integrated user communication and less at content management and presentation. One can easily sort a majority of the proprietary, commercial offerings as well as open-source community- and portal-software like phpNuke, PostNuke and suchlike into this group.

3.2 Classification by License model

Another interesting criterion for evaluating CMSs is the license model—more precisely, the difference between commercial solutions and open source software. Besides the numerous commercial CMSs on the market, there is also an overwhelming offering of free CMSs.

The main characteristics of open source licenses are the software has to be distributed freely and free of charge, the source code of the software has to be made available, any user may change the source code and may redistribute the modified source under the same license.

So let's compare open source CMSs to commercial CMS solutions in terms of costs, support,

security and performance.

Costs

While you do not have to pay license fees for a free CMS, you will have to dig deep in your wallet if you want to buy a commercial solution. You also have to consider cost of ownership: updates and support for commercial systems are commonly only available at a price (but not always). However, there are "hidden" costs in both cases for implementing the CMS or for migrating existing content. These costs may be covered by your own time or by hiring someone who helps you achieve your goals. Basically there isn't any systemic difference between free and commercial software, the differences depend on the specific software product. Cost of ownership for updates and support don't apply to free software and should be calculated carefully if you are planning to use a commercial solution.

Support

The different support models for free and commercial software are consistently used by each of the proponents as a special advantage of their own license model. Followers of commercial solutions like to point out that—as you have to pay for the support—you can rely on its availability and quality. But especially for middle- or low-cost software this might not always be the case and as a customer you usually can't evaluate the quality of the support in advance. As for free software, a community usually forms around the actual developers which is investing quite a bit of time into the project and which helps other users, in many cases far beyond the service offerings of commercial systems. However, the size or publicity of a project does not necessarily correspond to the quality of the support. It is therefore useful to examine the community of a project and the support offered therein a bit closer (easily measured by the activities on the project's forum or mailinglists) and to consider this information adequately if you plan to use a free solution.

Security and Performance

There are also differing opinions regarding the security and performance of commercial and free content management systems (this is true not only for CMSs ...). While a team of independent developers is possibly at risk of working less efficiently or less systematically (this doesn't have to be so!), a larger developer team on the other hand can identify and fix bugs much faster. As the source code of commercial solutions usually isn't available, possible bugs or security issues can be neither detected nor fixed other than by the developers themselves. Due to the wide-spread distribution and the large number of users on different platforms, free CMSs in many cases have a larger base of experience and are tested more thoroughly than proprietary commercial systems. The minimum life cycle of a system is another form of security: you do not want to change your CMS as often as your socks, but you're interested in a solution which is working for you long-term. Like in real life, there isn't any guarantee - neither for commercial nor for free systems. In both cases a vendor or developer may decide not to continue developing the software. The important advantage of free software (and this is a major difference to commercial software) is that other developers can use the existing code base and continue with the project, since they can legitimately do so thanks to the open source license. On top, the user community also has a huge interest in further development of a successful open source CMS.

3.3 Classification by technical aspects

A complete classification and differentiation of technical aspects is - due to the huge amount of different technical aspects - obviously impossible. Still, there are a few aspects that are relevant for the choice of the CMS one needs.

Flatfile-CMS vs. database-managed system

Those among us who have their own servers sitting right beside them will probably want to skip this section, but not everybody owns a server, and often you don't need to. Additionally, not everybody can (or wants to) afford a hosting-package that includes a database (even though most hosters slowly start to bundle those). Barring that, there are some arguments for a flatfile-CMS or a database-driven one.

Flatfile-CMS:

On a flatfile-based CMS, the contents are (usually) saved in clear text files. Depending on the concept, form elements can be saved in separate text files as well, dividing form and content, and having the CMS put those two together on accessing the page (or any other defined action).

Database-managed CMS:

Using a database-managed CMS, all data is - as you might guess - saved in a database and will be requested from there. Using such a system therefore requires a) the availability of a database and b) the ability to configure it.

From a technical point of view, using a database has the advantage of a better scaling system on really huge amounts of data - provided that the database is properly accessible. On the other hand, a flatfile-based CMS can be much faster with a moderate amount of data, just because the database communication is not needed. This can be especially important in a shared-host environment (one server, multiple domains hosted), as server load and reduction thereof directly influences the website speed.

Portal systems

Portal systems still are very popular, and there are a large number of different systems (especially in the open source sector). The main advantage of those portals is often their main disadvantage: Using such a system, you can easily (and in a short time) build a complete portal that can be changed in look and feel using "themes" and "skins" (prepared layouts). On the other hand, those "themes" and "skins" make portal systems quite inflexible when it comes to own enhancements, modifications and changes. Especially regarding the page design, a user has only very limited options. Additionally, nearly all portal systems need a database, and most are a bit on the slow side. Those who just want to set up a portal quickly might be well advised to use such a portal system, but if you have specific ideas or need special functionality, you might find portal systems lacking some flexibility.

News-systems, news-scripts and Blogs

Again, the sheer amount of available news-systems, news-scripts and blogs is way too large to go into details here. The differences between news-systems and

news-scripts on the one hand and a CMS on the other hand are easily listed: news-systems and news-scripts offer a comfortable possibility to create and manage content for a page, but usually they are lacking complete site-management and the possibility to add more functions (like forms, search-possibilities, a sitemap and so on).

Finally, blogs are - even more than news-systems and -scripts - specialized to serve one purpose: composing and managing a weblog. Therefore, they (usually) have the same limitations as news-scripts and -systems. Due to this, blogs as well as news-systems are a good addition to a content management system - but not a replacement.

4. Web Content Management

4.1 The business problem

You have a website, or intranet. It has grown organically over time, and while it is very useful, it is far from perfect. Much of the content is out-of-date or inaccurate, it's hard to find things, updating the site is complex, and the appearance is becoming dated. Worse yet, you've lost track of all the pages on the site, and by having all the changes made by your skilled webmaster, the updates are piling up in their in-tray. What was on the site last week, or last year? You couldn't say. In the back of your mind, you know that this could leave you in a difficult position if a customer

sues, but there is little that you can do. Thankfully, these problems are what a content management system is specifically designed to solve.

A content management system (CMS) supports the creation, management, distribution, publishing, and discovery of corporate information. It covers the complete lifecycle of the pages on your site, from providing simple tools to create the content, through to publishing, and finally to archiving. It also provides the ability to manage the structure of the site, the appearance of the published pages, and the navigation provided to the users.

In some circles, these systems are therefore called web

management systems (WMS).

4.2 Business benefits

There are a wide range of business benefits that can be obtained by implementing a CMS, including:

- a. streamlined authoring process
- b. faster turnaround time for new pages and changes
- c. greater consistency
- d. improved site navigation
- e. increased site flexibility
- f. support for decentralized authoring
- g. increased security
- h. reduced duplication of information
- i. greater capacity for growth
- j. reduced site maintenance costs

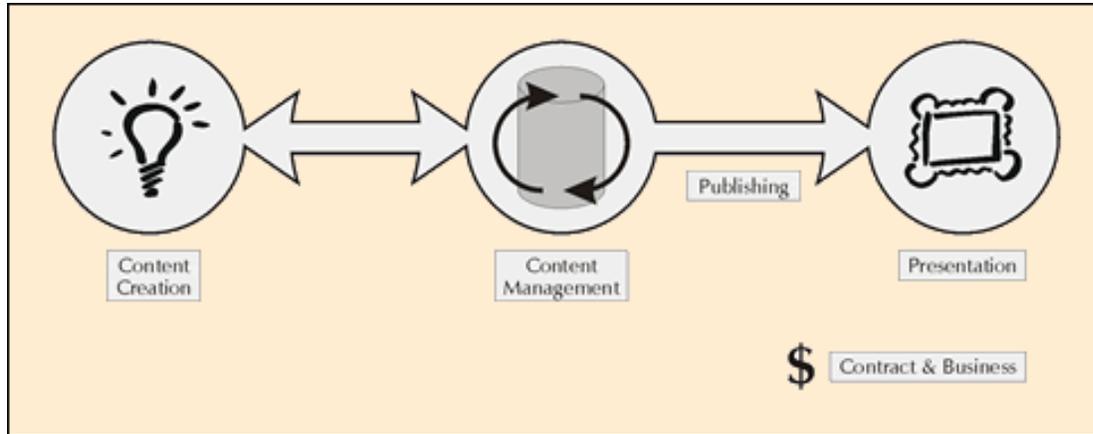
Beyond these, the greatest benefit the CMS can provide is to support your business goals and strategies. For example, the CMS can help to improve sales, increase user satisfaction, or assist in communicating with the public.

5. Anatomy of a CMS

The functionality of a content management system can be broken down into several main categories:

- a. content creation
- b. content management
- c. publishing
- d. presentation

Each of these will be explored in the following sections.



The CMS manages the entire lifecycle of pages, from creation to archival

5.1 Content creation

At the front of a content management system is an easy-to-use authoring environment, designed to work like Word. This provides a non-technical way of creating new pages or updating content, without having to know any HTML. The CMS also allows you to manage the structure of the site. That is, where the pages go, and how they are linked together. Many even offer simple drag-and-drop restructuring of the site, without breaking any links.

Almost all content management systems now provide a web-based authoring environment, which further simplifies implementation, and allows content updating to be done remotely. It is this authoring tool that is the key to the success of the CMS. By providing a simple mechanism for maintaining the site, authoring can be devolved out into the business itself. For example, your marketing manager maintains the press release section, while your product manager keeps the catalogue up to date.

5.2 Content management

Once a page has been created, it is saved into a central repository in the CMS. This stores all the content of the site, along with the other supporting details. This central repository allows a range of useful features to be provided by the CMS:

- a. Keeping track of all the versions of a page, and who changed what and when.

- b. Ensuring that each user can only change the section of the site they are responsible for.
- c. Integration with existing information sources and IT systems.

Most importantly, the CMS provides a range of workflow capabilities. These are best explained by giving an example: When the page is created by an author, it is automatically sent to their manager for approval, and then to the central web team for their editorial review. It is finally sent to the legal team for their sign-off, before being automatically published to the site.

At each step, the CMS manages the status of the page, notifying the people involved, and escalating jobs where required. In this way, the workflow capabilities allow more authors to be involved in the management of the site, while maintaining strict control over the quality, accuracy and consistency of the information. Workflow rules bring order to the chaos of manual processes

5.3 Publishing

Once the final content is in the repository, it can then be published out to either the website or intranet. Content management systems boast powerful publishing engines which allow the appearance and page layout of the site to be applied automatically during publishing. It may also allow the same content to be published to multiple sites.

Of course, every site looks different, so the CMS lets the graphic designers and web developers specify the appearance that is applied by the system. These publishing capabilities ensure that the pages are consistent across the entire site, and enable a very high standard of appearance. This also allows the authors to concentrate on writing the content, by leaving the look of the site entirely to the CMS.

The CMS fully automates the publishing of the site

5.4 Presentation

The content management system can also provide a number of

features to enhance the quality and effectiveness of the site itself. As an example, the CMS will build the site navigation, by reading the structure straight out of the content repository. It also makes it easy to support multiple browsers, or users with accessibility issues. The CMS can be used to make the site dynamic and interactive, thereby enhancing the site's impact.

6. Enterprise content management

So far, we have concentrated on the creation of HTML content for corporate websites or intranets. While this is the strongest aspect of most content management systems, many can do much more. Central to the power of many systems is the concept of '**single source publishing**', where a single topic can be published automatically into different formats. This could include printed formats (PDF, Word, etc), wireless/hand-held formats (WAP, etc), or XML.

Enterprise Content Management is the technologies used to Capture, Manage, Store, Preserve, and Deliver content and documents related to organizational processes. The ECM industry provides information management solutions to help users:

- a. guarantee business CONTINUITY, 24x7x365
- b. enable employee, partner, and customer COLLABORATION
- c. ensure legal and regulatory COMPLIANCE
- d. reduce COSTS through process streamlining and standardization

There is also a relationship between content management systems and other information systems within an organization, including:

- a. document management
- b. records management
- c. digital asset management

At present, these are typically sold as separate systems, and achieving interoperability between them is not easy. Some progress is being made with the creation of so-

called enterprise content management systems (ECMS), which combine together a central content management system with other tools to manage the full range of content that exists within your organisation. These systems are relatively immature, however, and there is not much agreement about what they should encompass. This is certainly a market that will evolve rapidly over the next few years.

6.1 CMS marketplace

In the marketplace at present, there are literally hundreds of content management systems, all having different capabilities and strengths. This is the nature of a rapidly changing marketplace: while there are many very good products, there is little consistency between vendors. Every organisation has a unique set of requirements for a content management system, and there is no 'one-size-fits-all' solution. By allocating sufficient time and resources to selecting the CMS, you can be confident that you have the best possible solution. Content management systems are relatively new in the market, and while many are still not familiar with them, they have

7. CMS FEATURES

Following common practices, features are organized in the three main phases of content management, then some that apply throughout the content lifecycle. This feature list is being researched and implemented as part of the effort to define a CMS MarkupLanguage called CMSML. CMSML is then the basis for a CMS FeatureComparator, a side-by-side comparison of two CMS.

Among the features are the core concepts that critically define a CMS:

Repository? in FileSystem? or Database?

Separation? of content from presentation

WYSIWYG? editing

Workflow? - automation? of tasking sequences and BusinessRules

CheckInCheckOut

VersionControl and Versioning, with Scheduling

LinkManagement?

Metadata - for a SearchEngine and AdvancedNavigation?

Reuse or SingleSourcePublishing

Multichannel Delivery (Print, PDF, PDAs, Cell phones, etc.)

Personalization?

Multilingual Localization?

8. Centralized and Decentralized Authoring

When implementing a new enterprise-wide content management system (CMS), most businesses assume a decentralized model of authoring.

This devolves the responsibility for creating content back to individual staff members within the business units. While this is seen as an effective way of reducing costs and increasing involvement, it is not without its challenges and risks. In practice, neither centralized nor decentralized authoring is the single answer to all requirements. To gain the best business outcomes, it is necessary to use both models where appropriate, with a full understanding of their strengths and weaknesses.

8.1. Decentralized authoring

Content for the intranet or corporate website is 'owned' by a number of different business groups within the organisation. It therefore makes sense to give them the direct responsibility for updating their information. In this decentralized approach, the authors are scattered throughout different departments, all feeding information into the content management system.

Advantages

Harnesses the efforts of many authors.

Content creation costs and resources are spread more evenly throughout the organisation.

Makes the content owners responsible for their own information.

Reduces the need for a large centralized authoring team.

Integrates content creation into the daily activities of the business.

May provide more up-to-date content.

There is no one correct answer: both centralized and decentralized authoring has a role to play in an organization.

Disadvantages

Extensive workflow is a pre-requisite.
Large number of users to be trained.
Challenges in motivating staff.
Considerable change management effort required.
Authors must juggle using the CMS with their other responsibilities.
Overall co-ordination is more difficult.
Many workstations to be configured with the CMS software.
Higher licensing costs for CMS software.

Workflow

Comprehensive workflow is critical to the success of the decentralized authoring approach. Using workflow, order can be brought to the writing and publishing process, despite the scattered group of authors. The most important step of the workflow is the final review and approval. This must be setup so that all published content is vetted against corporate standards. This is particularly important for content to be published on the corporate website. Incorrect or inappropriate content exposes the business to substantial risks and liability. Do not underestimate the effort required to setup workflow rules in an enterprise-wide CMS.

Training and change management

If decentralized authoring is to deliver promised benefits, it must be both used and supported by staff. This is no small challenge when potentially hundreds of users across the business will be creating content. Considerable resources must therefore be devoted to the establishment of workable processes, and providing sufficient end-user training. Change management activities will also be necessary to eliminate the natural resistance to change within an organisation. This includes clear communication of the goals of the project, and ongoing updates on progress and issues.

Finally, trust and respect must be established between the owners

of the content management system and the authors. Without this, staff will be reluctant to embrace the added responsibility and workload that decentralized authoring required. Staff will not make time to write content, unless you give them a reason to do so.

Finding time

Perhaps the greatest challenge facing decentralized authoring is the lack of available time. Staff already have a full-time workload with their normal activities. Authoring is then an additional activity, on top of their existing responsibilities. Unless management provides staff with sufficient time and resources, it is unreasonable to expect them to shoulder this additional work for an extended period of time. The danger is that content creation will then slowly 'wither away'. If this happens, the CMS as a whole will fail. To avoid this, explicitly include content creation in the job descriptions for staff, and provide sufficient time for them to do their authoring well. This should also be assessed as part of their normal performance review.

8.2. Centralized authoring

This involves setting up a dedicated team to create new content, and manage the publishing process. This team consists of the following roles:

technical writers

editors

journalists

indexers

subject matter experts

There is close liaison between the team and the business groups that 'own' the content. In this way, the content team acts as a 'service group' for the rest of the organisation. All information that is published by the team is reviewed and signed off by the business, to ensure accuracy and relevance. Techwriters know how to write, subject matter experts know the business: you will need both

Advantages

Team skills ensure very high quality content.

Simplified project management.

Ensures that resources are available for even large jobs.

Allows development of large, complex and highly structured material.

Provides a central location for feedback.

Ensures global consistency, and extensive cross-linking.

Supports continual improvement.

Ensures accountability for changes.

Reduces the need for powerful and costly IT solutions (such as workflow).

Provides a 'driving force' behind content updating.

Disadvantages

Centralized team requires full-team staff and resources.

Can form a bottleneck to updates, if not efficient and responsive.

Updating is separated from business owners.

Relies on processes to notify the team of changes.

Ties with the business

A centralized authoring team cannot work in isolation from the rest of the organisation if it is to meet business needs. Close links and communication channels must be forged between the centralized group and the content owners. If the content is to be kept up to date, mechanisms must be put in place to notify the team of changes or updates. If these notifications are to be sustained in the long-term, they must be incorporated into the standard business processes.

Workflow

While the ease of coordinating a single centralized team reduces the need for a workflow system, it still has much to offer. With all first-draft material being written by the central team, workflow manages business review and final sign-off. The workflow system sends the revised content back to the content owners, before routing it through

final editing and any legal sign-off. If there are a limited number of content owners, it is possible to avoid the cost of a full workflow system, and implement manual processes instead.

Professional standards

If the centralized team is to deliver value to the business, it must conform to the highest professional standards. This includes:

Documented style guides for authoring, indexing and linking.

Rigorous project management and change control.

Full audit trail of changes.

Comprehensive process for editing, reviewing and authorizing updates.

A centralized team is only as valuable as the professional standards it meets

8.3. Guidelines for selecting a model

This section outlines some broad guidelines for when to use decentralized or centralized authoring.

Use decentralized authoring when:

Content is already created as a normal part of daily activities

Information is for internal use only.

Frequent updates must be made.

Quality of information is not critical.

Staff have the time available to prepare and write content.

Select an authoring model to meet your business needs

Use centralized authoring when:

Information is very complex, or highly structured.

There are legal issues surrounding the release of the information.

Information is commercially-sensitive.

A very high writing standard is required.

The information must be 'distilled' from many different sources into a brief

format.

Overall structure and consistency is required.

Content is to be published externally.

Centralized and decentralized authoring both have their strengths and weaknesses. The first step to building a successful CMS solution understands these issues, and how they impact on your business requirements. Only then can an efficient, cost-effective and viable solution be designed. Within a large organisation, this will consist of a hybrid of both centralized and decentralized authoring. In this way, the quality control of a centralized team can be supported by the wide-spread resources of decentralized authors.

9. Conclusion

Content management systems are relatively new in the market, and while many are still not familiar with them, they have the potential to dramatically simplify the maintenance of both websites and intranets. Identifying key business goals should be the starting point for every CMS project. With these in hand, a system can be selected confident that the outcomes are measurable, and the business strategies will be met.

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