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# Best Practices in Collaborative Commerce

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## Is There a Doctrinaire in the House?

*The queasy feeling started when Peter wrote in an e-mail: "The collaboration market is completely confused. I'll tell you what I mean next week." So naturally, the first thing I did was give up. I mean, if a market is confusing to one of the market's top marketers, then what chance did I have? See what I mean? So I went and got a haircut instead. Peter is Peter Auditore, Vice President of US Marketing for Hummingbird USA. And Hummingbird is in the "magic quadrant" of every analyst company's analysis of the collaboration space. So that should make Peter the least confused guy on earth when it comes to collaboration, right?*

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## Knowledge Automation

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# Is There a Doctrinaire in the House?

By Andy Moore, Editorial Director, *KMWorld* Specialty Publishing Group

The queasy feeling started when Peter wrote in an e-mail: “The collaboration market is completely confused. I’ll tell you what I mean next week.”

So naturally, the first thing I did was give up. I mean, if a market is confusing to one of the market’s top marketers, then what chance did I have? So I went and got a haircut instead.

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“Collaboration is going to be a huge, huge market, but only for those companies that can correctly identify the true value of collaboration,” Peter stated. “Like knowledge management, collaboration has many definitions.” Which he proceeded to list (and I paraphrase):

The number-one, worldwide personal collaborative tool is e-mail.

Following that are the interactive collaboration products—things like Web conferencing, video conferencing, etc.

Then you’ve got what I call ‘fluffy’ collaboration ... instant messaging tools that leverage e-mail and simply alert people when something changes in the “shared space.”

Then you’ve got true collaborative environments, the “team collaborative products.” Tools like these (EDS’s Metaphase, for example) allow, for instance, engineers to work together to design a product.

Now, that seems simple on the surface. But imagine the way an automobile is designed: First, there are the engineers, who themselves are divided up into disparate

domains of expertise: power-train experts, aerodynamic experts, safety experts, environmental experts. Then come the design guys, who must cram all the engineers’ pipe dreams into a package that can be built. And despite the unforgivable ugliness of most cars today, design teams spend a lot of time either in a wind tunnel or in a focus group.

Product manufacturing also brings in elements of marketing, of course, but also don’t forget finance, production, facilities management, even HR and customer service, eventually.

Of the total cost of creating a new product, 95% is in this multilayered, cross-disciplinary design phase. And it can be a real nightmare.

Software vendors have addressed this problem with satisfactory solutions for a while. So why is the collaboration marketplace considered by Peter and others to be so confused?

Because it seems that—contrary to common wisdom—as the collaboration market has matured it has also remained thoroughly fragmented. And that’s not the way it is supposed to work. Mature businesses are supposed to consolidate over time. Yet, here’s a case where disciplines such as facilities design for buildings, process design for pharmaceuticals, packaging design for retail products each has its “collaboration product.”

There are as many examples of collaborative products and specialized applications as there are business processes that they support. Here’s one: A guy in Arizona makes spas. He has design engineers all over the



Andy Moore

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most significant business and organizational revolution: the drive to leverage knowledge assets (documents, records, information and object repositories) and the expertise of knowledge workers in order to create true learning organizations. He can be reached at [andy.moore@adelphia.net](mailto:andy.moore@adelphia.net) and welcomes feedback and conversation.

world, and sometimes there are problems with the spas. (Personally, I’ve never had trouble with *any* spa, but....)

Anyway, this guy has a “wish list.” He wants to create a series of “collaborative design rooms,” one for each product in the line, where the sales team (who hears the complaints) and the engineering teams can get together and “design the flaws out of the spas.” That’s a mission statement, with a clear ROI, that I can get behind.

From the virtual design studios that product manufacturing loves, to the virtual deal rooms now taking the legal business by storm, there’s room for specialized vendors to find a comfy niche.

## The Gathering Whatever

Swirling around the background of this picture is another trend that is having enormous impact on collaboration: technology convergence and interdependence. Even though the individual collaboration products in place remain separate and distinct along vertical market lines, the underlying trend in information technology is the opposite.

All our technologies are collapsing into one dense black hole of convergence. This trend has already begun to suck the light right

**“If a market is confusing to one of the top marketers, what chance do I have?”**

out of any thoughtful attempts to neatly categorize and parse it. It's a jumble out there.

For example, collaboration is messaging on steroids, but can't exist without document management. DM is now umbilically linked to unstructured data management. UDM is the final hurdle to jump in delivering true enterprise content management. ECM is the ultimate expression of "everything management." (If you don't believe this convergence is taking place, just look at the example set by the big database vendors, such as Oracle, who have been quietly adding UDM capabilities to their engines, and check out the smart systems integrators who are leveraging Oracle's penetration in the Fortune 500 to create content management infrastructures in the very largest of the world's businesses.)

## The Document DNA

How is it, in this time of hardship for the overall enterprise software market, that document and content management seem to remain relatively intact—showing roughly 10% to 12% year-over-year growth figures, as compared to the overall enterprise software market's wan 5%?

Peter thinks it's based on a fundamentally new value proposition that is beginning to dawn on the users of document and content management technologies.

"How are all these technologies used to deliver value right away?" asks Peter, always the rhetorician. "In every case, the value comes when they are applied to optimize an existing business process. To fundamentally change the way business processes are done, changing it from where it sits today and making it more competitive. That's how I view collaborative e-commerce: it's an environment that lets you do your business in an entirely new way."

And that, Peter argues, is what makes the convergence of content technologies in a collaborative setting such a revolutionary event.

But why is document management—lowly, simple document management—the holder of this One Ring of Power? That's the key to this epiphany about value.

Person-to-person knowledge exchange is nice, but at the heart of collaboration is the integration not so much of people, but of various business processes. The functional departments in an enterprise must be able to easily exchange information *before* the grail of knowledge can be passed from hand to hand.

And let's face it, when we say "information," we essentially mean documents. With the possible exception of a personal phone call, every action taken in a business process depends on the presence of a document of some kind: a contract, an e-mail, a record, or a spreadsheet. Even a database-intensive process—say, an OLAP BI analysis—even-

# "The buying public in search of a collaborative solution has a tough decision to make."

tually becomes a report that is human-readable in order to have any value at all.

So, let's take the bold step of redefining "information management" as "document and content management." And then let's look at the numbers:

Gartner estimates the "information management" market (which includes collaboration, personal software, e-mail and business process management) is going to be a \$32 billion market opportunity. And collaboration is a huge and growing component of that information management market that is now document-, content- and knowledge-management centric.

This blurring of the boundaries between technologies, and the common DNA of content and document that they share, is what makes business process management, business performance management and collaboration inextricable from one another. This convergence of reliance upon one another is what makes the collaboration market (and since we're talking about it, DM and BPM, too) so damn confusing.

## What to Do About It?

Collaborative environments are not automatic. They do not emerge, fully successful, just because there's a means of exposing document repositories with search-and-retrieval and an underlying DM control. To make such environments actually work, you've got to mandate it. You've got to require all those engineers change some of the familiar patterns, and learn to develop their products using a new collaborative environment. This, and many more disruptive changes like it, will be the biggest management challenge of the next decade.

Not to be dismissed is the impact that collaborative technologies have on the notion of the "virtual" workforce. It's a great accomplishment to provide high-speed pipes and script applications for the at-home mom who does data entry. And it's pretty cool to create virtual "design labs" where engineers with domain expertise can contribute to the creation of a new manufactured good.

But it's quite another thing to enable pan-national organizations to work on the same

document resources and accomplish very process-intensive functions, such as organizing an M&A, or a bankruptcy or what have you. And in an economy where organizational success is measured by one's ability to manage value-chain-style relationships, and do so more or less flawlessly, contract management and "matter" management (as they say in the legal biz) are just emerging as the biggest drivers for collaborative document management.

The buying public in search of a collaborative solution has a tough decision to make. All this variety and specialization can lead in one of two ways. The market could follow the vertically focused products and adopt strict, mandated and functionally narrow solutions, which may be sharply tuned to the specific market (AutoDesk and engineering, for example). This approach works adequately for many user organizations and is the currently accepted approach to team collaboration. In many ways, this approach is to automate the existing process.

Here's another possibility: the industry can adopt customizable, pre-integrated solutions that may not be sold as the vertical solution you're looking for, but are flexible enough to be molded for the applications and open enough to act as truly cross-departmental information-sharing spaces. In this option, the customer is signing on to utterly change the business process, and to trade whatever well-known restrictions that process had for the unknown option of utter change.

Not a comfortable choice. But that's what we're looking at folks.

Either way, the basic component has to be the *document*—it's the Rosetta Stone that translates every process's home language into something that can enlighten and educate your many communities and processes. ■

Andy Moore is an editor by profession and temperament, having held senior editorial and publishing positions for more than two decades. Moore is currently serving as Editor-in-Chief of KMWorld (formerly ImagingWorld) Magazine. Moore also acts as a contract editorial consultant and conference designer. As KMWorld's Specialty Publishing Editorial Director, Moore acts as chair for the current series of "Best Practices White Papers," overseeing editorial content, conducting market research and writing the opening essays for each of the white papers in the series. Moore, based in Camden, Maine, can be reached at [andy.moore@adelphia.net](mailto:andy.moore@adelphia.net)

# The Many Faces of Collaboration

*Why documents and integration are the key factors in the collaborative equation*

## An Interview with Peter J. Auditore Vice President U.S. Marketing, Hummingbird USA

**W**e tend to talk about “collaboration” as though it were something new. But it’s only the technology piece that has fundamentally changed—the song remains the same. People still need people, and fully formed strategies are almost always better served *en masse*.

The challenge for modern businesses is to create an atmosphere where collaboration is viewed as a positive endeavor for everyone, and providing the systems and processes that allow it to happen.

Two things are important, according to Peter Auditore, Vice President U.S. Marketing, Hummingbird USA:

One, any collaborative environment worth its salt utterly changes a business process for the better. You may begin with a narrower goal in mind, but the end-game should always be to transform the business process.

“You start with a workgroup that has a specific business process,” says Auditore, “and build an information management system based on document management. This allows the workgroup to search and retrieve content, manage its records, prepare for the Electronic Information Act and the Sarbanes-Oxley Act, whatever.” (*Sarbanes-Oxley, inspired by the Enron and Arthur Andersen scandals, requires publicly held companies to provide access to all records-e-mail, documents, the*

*works-and provide a secure means for whistle-blowers to report abuses—ed.)*

“From that alone you will gain tremendous benefits,” says Auditore. “But you shouldn’t stop there. The next step might be to portalize your new information system, personalizing the portal to make it a collaborative environment.”

Once this groundbreaking work is done comes the real value. “Now you can start thinking about doing business in a truly different way. And that is what people are dealing with right now,” says Auditore. Everyone is at some point on that curve, some just starting, some pretty far along. But the end game is the same for everyone. The goal is to arrive at a collaborative environment for doing business in a different way. “That’s the way I look at collaborative e-commerce—it means creating an environment that lets you do business in ways you’ve never done it before,” he says.

Think about a vertical industry. Take oil companies, for example. They are organized by workgroup and conduct certain business processes. Each business process is separate and distinct, whether it’s oil drilling or records management or contract management or engineers looking at oil fields. But each needs access to the company’s multiple sources of information, which they look

at and manipulate in very different ways. That’s where the application integration issues come into sharp focus. This was the original problem that MySAP set out to solve, and in doing so pretty much debuted the modern idea of portals into our business processes.

But the reality is that it is an apples-and-oranges world. SAP and Siebel regularly cohabitate the same organization, and document management (DM) systems range from the imaging-legacies and off-the-shelf DM products, all the way through to the home-grown systems-integrators’ solutions with their database DM products. “Then comes the worst nightmare,” Auditore warns. “The merger or acquisition.” The application integration necessary to confront this onslaught of disparate systems and applications, Auditore says, is “the biggest challenge facing IT today.” That makes it the biggest challenge facing modern business today.

### The Rosetta Document

The second fundamental thing to understand about collaboration, according to Auditore, is that the basic denomination in any conversation about collaboration is the *document*.

“Most business processes are document-centric in some way shape or form,” he says “Take a classic CRM example. How can you possibly know everything about your customers without looking at all the e-mails? The purchase history? All possible documents that relate to that customer have to be made available. So, you need to integrate your DM system.

“Then,” he continues, “you’ll want to collaborate in some way, so you integrate your collaborative environment with the document and messaging repositories. Then you’ll want access to BI (business intelligence) information. So, in this example alone, you’ve got multiple information sources that need to be aggregated and cooperatively worked on in some environment.” And you’re back to the application integration challenge again.

But the early work—deploying document management—is a strict prerequisite. Much of Auditore’s research has been in the basic DM arena, and to his astonishment, it is still an infant market-space. “You’d be just amazed at how few of the world’s organizations have a serious DM system in place,” he frequently inserts into conversation. “I speak at groups all over the world, and I always

***"Any collaborative environment worth its salt utterly changes a business process."***

ask for a show of hands from those who have DM systems in place. It's usually about 10%. Amazing."

Organizationally, Hummingbird has responded by incorporating what had been discrete applications, previously sold as standalone products, under the umbrella of Hummingbird Enterprise as a suite of components, or features. For example, they sell Hummingbird Enterprise Information Management systems (part of the Hummingbird Enterprise suite) at the clip or two or three per month—mostly to law firms, which Auditore characterizes as "way ahead" of everybody else. "They buy into these things to support their main line of work these days, which is working in a pan-international way—multiple countries and multiple organizations, doing M&As, cutting deals and negotiations over the Internet," he says. "That's why they like this kind of solution."

### EAI—Playing Soon Near You

An overarching DM approach appeals to law firms because, like everyone else, they are scared to death about integration costs. "We ran three focus groups in the U.S., with Gartner. There were line-of-business managers, IT and CIO-types," reports Auditore. "The absolutely hands-down number-one biggest problem for all of them was integrating all their applications."

Five years ago their number one problem may have been "choosing the right applications for my company." But now they're past that point; the applications are

## "Document management significantly changes the way users interact everyday."

cases, the indirect result is an increased ability to collaborate and leverage core information resources and knowledge.

"We always do an ROI study," continues Auditore. "That's standard. At one customer we could show that about 85% of their ROI would be direct and 15% would be indirect. Then they found out that not only could they manage records better and move them faster (*that would be the direct part*), but they could also distribute them among the line-of-business people within their operation. Suddenly, all the line-of-business people were optimized." (*And that would be the indirect part. Which one would you bet your business on?*)

### The Collaboration Riddle

Collaboration, therefore, is only partly defined as "the ability of people to work together." At its most basic, collaboration is also defined by the integration of systems so that business processes themselves can "collaborate" with other business processes.

Case in point: bill presentment. The Public Service Company of New Mexico (see the sidebar case study), a power utility, integrated their financial system and their DM system. First, they instituted a plan whereby every bill the utility sends

can see the bill while the caller is on the phone, reducing error and frustration in a big way. "What previously took two days of looking for bills and calling customers back to solve disputes now takes place in the first call," says Auditore. And to make it even better, they also capture an image of every customer's check that comes in, and place them all in the same repository. It's all there for the CSR at the time of customer interaction.

We used to call this "good customer service." But it's also a classic example of how to fundamentally change a business process. Viewed another way, it's also an ultimate expression of collaboration—collaboration among business units, and the technology that drives them.

### DM Is Key

To place the lofty subject of collaboration—the domain of the industrial psychologist and the CKO—into such a granular and, frankly, mundane context may seem heretical to the KM religious, but this is what it means, today, to be collaborative. "You've got to prove to the line-of-business manager that the solutions you have will change their business process, will make their employees more productive, will reduce the number of employees they have and will *also* make them more competitive in their market sector," states Auditore.

But don't make the common mistake of confusing "DM" with "simplistic"—it's not. Document management significantly changes the way users interact everyday. Suddenly, the user doesn't own a document; the company owns the document. That's one of the biggest issues for organizations and workgroups to cope with, when they change their business process to orbit around the DM system. ■

Hummingbird Enterprise delivers on its mission by providing a business-critical suite of EIMS components enabling organizations to provide employees, partners, customers and suppliers with the ability to easily access, find, analyze, manage, and collaborate on enterprise content across a wide variety of formats, languages, and platforms. Before you build the portal or KM system to nowhere, where nobody can find anything, have an EIMS system in place and deliver on the promise of KM.

bought and deployed. Now their problems are more like "I need to get data from an SAP system into this process so that these guys can track pricing logic." Another way of stating that is: *Now that I've bought all this stuff, I am under the gun to derive value from it, fast.* And value is hard to measure. "The hardest things to estimate, when technology changes a business process, are the indirect benefits of it. And those are often more valuable than the direct benefits," says Auditore. "In many

out is also re-created in TIFF format and stored in a repository where customer service reps can immediately access every bill. This way, the bill that the CSR can view looks exactly the same as the bill the customer received.

That's not always the case. In a typical mainframe financial app, the reports usually look entirely different than the bill the customer receives. This situation has famously led to many customer-service snafus. But in the case of PNM, the CSRs

## "You'd be amazed at how few of the world's organizations have a serious DM system."

# New Mexico Utility Lights Up

Since its inception in 1917, the Public Service Company of New Mexico (PNM) has grown to become the state's largest utility. Currently, it provides electricity to more than 360,000 customers and natural gas to more than 420,000 customers, serving 1.3 million people in 100 communities throughout the state.

PNM wanted to modernize its business processes and identified its legacy mainframe-based records management system as a potential source of problems, blocking the efficient flow of information in the same manner that a downed power line cuts off electricity.

Concluding that it needed a complete document management system, IT directors at the utility evaluated several packages before choosing a document management and imaging solution from Hummingbird ([www.hummingbird.com](http://www.hummingbird.com)).

Now able to share documents electronically across internal business disciplines, PNM has realized both cost and time savings, while implementing a flexible infrastructure that will help the company look forward to its next century of business.

## Reigning in the Information Flow

Behind PNM's core business of efficient electricity and natural gas delivering is a never-ending flow of business information. Carl Seider, systems administrator for PNM, recites a laundry list of departments that generate discipline-specific information, all of which would ideally reside in a document library.

"We focused initially on the needs of the legal staff, the contract administrators, the environmental staff, the right-of-way department, customer service and the accounts payable workers," Seider says. "But everyone short of the meter-readers needs a document library of some sort."

Regulatory pressures from an industry with a long list of governing agencies also made a new document management system imperative. The New Mexico Public Regulation Commission regulates the utility's rates and charges, service areas and financial and accounting practices. PNM also reports to the Federal Energy Regulatory Commission, the Nuclear Regulatory Commission and the state Department of Environment. Since PNM is a publicly traded stock (NYSE: PNM), it must comply with the regulations of the Securities and Exchange Commission

(SEC). To address these pressures, PNM integrated its in-house records management system into the Hummingbird document management solution.

"It's easy to see how records management touches every part of the business," Seider says. Some of the records managers, he says, wanted management functions that would allow them to secure documents as read-only, or stamp them with automatic destruction dates. "With almost all our records, there are decisions that have to be made about how long to keep them, and who to share—or not share—them with," Seider says.

***"It's easy to see how records management touches every part of the business."***

Until recently, the only automation PNM had in its document and records management arsenal was a mainframe-based index of physical paper documents. For its mainframe-based reports (accounting, compliance, power supply, etc.) PNM used a microfiche system, writing millions of reports that could then be retrieved out of a library and taken to readers for perusal.

"It had become apparent that the mainframe document and record management system was too outdated to meet the needs of the company," Seider says. "We wanted to move from a paper-laden environment to a workplace where the electronic document took on a much greater role." Document management and imaging has allowed PNM to completely eliminate its microfiche systems, an instant savings of between \$100,000 and \$200,000, Seider estimates.

## New Efficiencies in Key Departments

The most obvious example of the power of document management may be

seen in customer service. Previously, when a customer called with a question about a bill, customer service representatives had to hunt down the bill in question and call the customer back. Now customer service representatives can view PDFs of the customer's bill, and answer questions in real time.

"Previously, the representatives on the phone couldn't see what a customer's bill looked like," Seider says. "Now, they can call up the bill to compare it, or fax it to the customer."

On the implementation side, PNM had specified beforehand that its document management system needed to be easy to install and maintain. "Our ability to manage the system in-house was part of the selection criteria," Seider says. "Since we do not rely on external companies to make changes and fix problems, PNM has been able to adapt Hummingbird document management, and save money in the process," Seider adds.

Now there are over 10 million documents profiled and over 50 million pages of documents stored in the system. "The Hummingbird document management software has freed up hundreds of square feet of file cabinet space, enabled documents that were stored offsite and onsite to be scanned and shredded, and allowed employees more time with customers instead of filing and hunting for documents,"

## Security and Compliance

The Hummingbird document management software gives PNM the flexibility to set business rules at the software level, with built-in security and compliance. "By enforcing business rules at the SQL level, you can assure that when people create a valid contract, they know they won't be able to modify the original," Seider says. "Users, especially remote users, sincerely appreciate the convenience of creating and retrieving documents from their own desktops," Seider says. "Managers enjoy the lower cost of saving electronic records, as opposed to the higher storage costs of paper documents. Moreover, PNM's users and managers now have a dependable system that provides efficient storage of company documents and convenient solutions to day-to-day document issues."

# Knowledge Automation

## Delivering on the Promise of Knowledge Management

By **Cadir Lee**, Chief Software Officer and Co-founder, SupportSoft

**F**or many IT organizations, knowledge management is an attractive concept for streamlining service and support. Why not empower customers and employees to solve their own problems by giving them access to the corporation's knowledge stores?

Unfortunately, traditional knowledge management applications have failed to live up to this potential. Early systems attempted to make every bit of corporate knowledge accessible through a single service and support knowledgebase, resulting in information overload.

Not making things any easier, knowledge management systems did not integrate easily with other enterprise applications such as internal support and customer service systems. By focusing on system requirements instead of the user's knowledge needs, and force-fitting service and support to the existing knowledge management system, knowledge management systems

failed to deliver what users were looking for. This caused companies to sacrifice speed and accuracy of information access, and saddled them with more time-consuming content authoring and maintenance.

One of the biggest fundamental flaws in using traditional knowledge management to improve service and support is the intensity of backend activities: gathering information, funneling it into a knowledgebase, and keeping it refreshed. This laborious process explains why the field is often called "knowledge engineering." It's also why the answers generated from "how to" questions are often outdated and irrelevant to the person seeking the information.

### Same Game, New Strategy

Knowledge automation technology changes the game. Specifically designed for service and support environments,



Cadir Lee

A co-founder of SupportSoft, Inc. (Nasdaq: SPRT) Cadir Lee is a pioneer of the service and support automation space, building the Silicon Valley-based software company from a startup in its infancy to the successful, publicly traded

company it is today. At SupportSoft, Lee is involved in all aspects of the company as an executive team leader. He spearheads the architecture, technical decisions, product roadmaps and technical support—all to ensure the success of its customers and partners, as well as the company itself.

Lee holds a B.S. in Biological Sciences and a B.A. in Music from Stanford University.

knowledge automation answers the question, "How can the fastest, most accurate and personally relevant answer be delivered to the individual who needs it the most—i.e., the person with the problem?" Knowledge automation does exactly this, by leveraging automated personalization capabilities based on the user's context. It does this by automatically determining the PC environment or Web site location in order to present the most relevant information ranked by effectiveness weighting.

Knowledge automation can also help ensure the quality of the information by automatically delivering personalized answers to requested questions. It can reach beyond the delivery of static answers to include active content in the form of "one click fixes." This means that instead of forcing users to manually execute complex tasks, they are presented with automated "how-to" choices that can solve their problem with a click of the mouse. Other knowledge automation benefits include streamlined delivery of knowledge to users and analysts, and the ability to delegate knowledgebase management to other groups within the enterprise. ■



### Unlike traditional approaches, Knowledge Automation:

- ◆ Delivers automated personalization without manual input
- ◆ Is designed around the user's knowledge needs, not the system's requirements, with the ability to work the way the user does
- ◆ Supports all knowledge—including static and active content as "one click fixes"
- ◆ Supports the ability to search structured and unstructured knowledge
- ◆ Is built from the ground-up on a Web platform
- ◆ Provides template-based WYSIWYG authoring & flexible publishing workflows
- ◆ Delivers self-evaluating value-based metrics

SupportSoft (Nasdaq:SPRT) is a leading provider of service and support automation software. Its Web-based family of product solutions is designed to help corporations automate and personalize the service and support they provide to their customers, subscribers, employees and partners. Its software is used both within office environments and in the home. SupportSoft counts 6 out of the top 7 North American broadband service providers as customers, while 25% of the Fortune 500 have standardized on its product offerings. Global 2000 customers include corporate enterprises like GE, Cisco Systems, Bank of America and Schlumberger, plus OEMs like IBM and Sony, and service providers such as Comcast, SBC and BellSouth.

To better understand how knowledge management has evolved into knowledge automation, read SupportSoft's free white paper at:

[www.support.com/solutions/employee/KnowledgeCenter.asp](http://www.support.com/solutions/employee/KnowledgeCenter.asp)

For more information on the companies who contributed to this white paper, visit their Web site or contact them directly:

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