Acquia

THE DAM CAPABILITY MODEL

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CATEGORIES

Organization
The "people" roles, responsibilities, technical know-how, strategic alignment and talent in an organization's use and management of DAM

Information
The core material and related descriptors (such as metadata) that enable using an asset
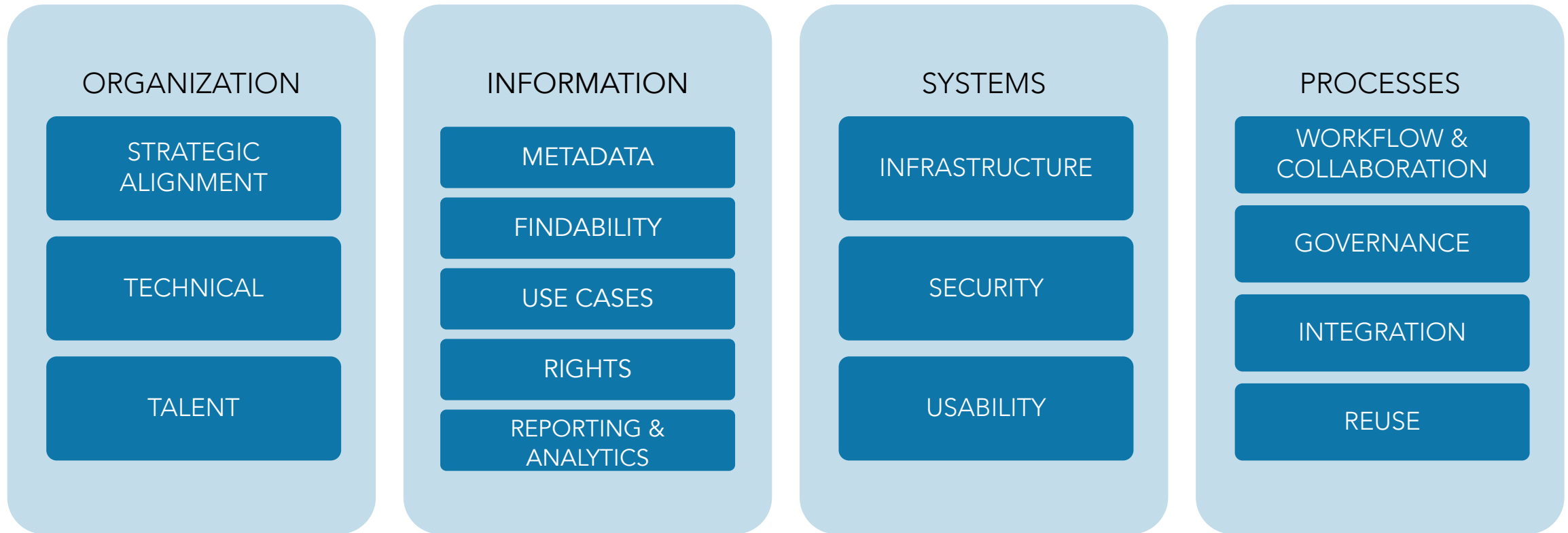
Systems
The related components that work together to facilitate asset lifecycle

Processes
The repeatable set of procedures and operations designed to realize each stage of an asset's lifecycle

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DIMENSIONS

ORGANIZATION

- STRATEGIC ALIGNMENT
- TECHNICAL
- TALENT

INFORMATION

- METADATA
- FINDABILITY
- USE CASES
- RIGHTS
- REPORTING & ANALYTICS

SYSTEMS

- INFRASTRUCTURE
- SECURITY
- USABILITY

PROCESSES

- WORKFLOW & COLLABORATION
- GOVERNANCE
- INTEGRATION
- REUSE

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ORGANIZATION

	INITIAL	EMERGING	STANDARDIZING	OPERATIONALIZING	OPTIMIZING
STRATEGIC ALIGNMENT	Little to no understanding of DAM. DAM operations are independent and uncoordinated.	Organizational units confer on DAM at a level that allows ad-hoc asset sharing, mostly through manual processes.	Knowledge sharing in all dimensions of asset management. Executive champion support for DAM. Cross-leveraged standards, practices, and roadmaps across the organization.	Cross-functional DAM teams lead, identify and manage enhancement of new functionalities, metadata and organizational processes; establishing broad knowledge transfer. Roadmaps clearly align with business goals; present, and future.	DAM's value is understood at the highest meaningful executive level. DAM strategy anticipates organizational direction. There is a proactive ability to uncover future asset value and create a competitive advantage. Asset value, re-use, metadata, governance, metrics, and continual improvement are everyday DAM operations. DAM is used for risk assessment and risk mitigation strategies including disaster recovery and business continuity. Asset valuation, including metadata, is factored into mergers, acquisitions and deaccessions.
TECHNICAL	Limited or no understanding of asset management and centralized technologies, with few of the skills necessary to make DAM work.	Basic knowledge of DAM functionality and competencies. Awareness of organizational technical capabilities and ability to leverage outside resources where needed.	Technical expertise with DAM systems and core competencies are available. Internal technical resources can develop practices for taking on new DAM capabilities.	The technical skills to support, evolve, enhance and integrate DAM in the enterprise' content and technology ecosystem are present in the DAM and IT/Technology organizations.	Organizational competencies for understanding and participating in forecasting enterprise DAM technical needs, including but not limited to data requirements, technical integrations, ongoing data schema designs and planning for scale and performance. Profiency in connection to ERP, Rights and other systems.
TALENT	DAM reliance on non-specialized staff where DAM is included with other responsibilities. Training focuses on basic system usage and users, not in the context of asset management needs across organization or enterprise value.	DAM staff performing well in their initial and dedicated roles. Recruiting addresses real skill needs and success criteria. DAM training becoming common for new staff.	The variety of roles needed for DAM are well-defined and reflect industry-standard job descriptions. DAM team performance criteria established. Leadership understands DAM roles and values.	The DAM team is seen as part of the overall strategic team in an organization. Human Resources / Talent Acquisition is active in succession planning, talent pipeline and award of industry compensation analysis. Ongoing professional development for DAM staff is included in budgets along with an appropriate performance management framework.	The DAM team is seen as a strategic asset and partners with executives for strategic planning. The reporting line for DAM is well understood and periodically reviewed.

INFORMATION

	INITIAL	EMERGING	STANDARDIZING	OPERATIONALIZING	OPTIMIZING
METADATA	Little metadata beyond filename, often without consistency. No policy or organizational strategy.	Asset tagging within workgroups or departments. Tagging is manual. Efforts are made to use embedded file metadata at ingest.	Metadata schema and taxonomy designed and implemented within the DAM using industry, compliance and regulatory standards. Some metadata is auto-generated through mapping of embedded data, machine learning and/or based on ingest parameters.	The metadata model and taxonomy extend beyond the DAM into feeder and receiver systems throughout the organization. Metadata is governed through well-defined, collaborative processes enterprise-wide which actively anticipate new needs.	Use of content processing tools to enhance metadata automatically. The enterprise information model is holistic across most tools and processes, and naturally factors in all DAM needs. Retroactive annotation on outdated or inappropriate terms is routine.
FINDABILITY	Users spend excessive time searching for assets without finding them and often re-creating assets.	DAM information model is being designed to address major search use cases. Basic ability to present search results for usability.	Metadata structures, taxonomies, and synonym trees are tied directly to overall search needs, and regularly updated. There is a full range of results manipulation tools. Contextual search (e.g., inheriting implied search, filter & sort criteria from a user's department or role) delivers increased relevance of the results set.	Measurement of user search experience influences Information Model. Search results include content from DAM system(s) and related content from other systems. Search by non-textual attributes supported.	The majority of users get desired search results on the first screen. All user feedback is continually incorporated into Information Model and search design.
USE CASES	DAM tools are used "out of the box". Little or no end-user influence.	Use cases written in plain language with input from the core DAM users and from the perspective of what end-users want to accomplish.	Use cases are validated with users before technology purchase, again when testing and reviewed with users in the development environment before implementation.	Super-users across the organization collaborate regularly with IT and vendors on sustaining current use cases and developing new use cases.	The use case collaboration tools and frameworks are used to plan for integrating new groups and capabilities. Use Cases include measurement criteria. Users are part of defining the strategy for new business requirements and technologies.

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	INITIAL	EMERGING	STANDARDIZING	OPERATIONALIZING	OPTIMIZING
RIGHTS	Rights information not present or connected to the DAM system. Users are generally unaware and assume all assets are available for all uses. High risk of violating rights agreements or IP regulations.	Basic rights or usage information sometimes found in metadata fields. DAM-based rights information not tied to workflow and relies on user awareness. Inconsistent guidance on rights with users expected to understand rights guidance and act responsibly.	Rights information is routinely stored in the DAM system and can be factored into search results, user alerts, and workflows. Rights information may be entered manually or derived from elsewhere but relied on as accurate.	Organizational rights management tool(s) are integrated with DAM. DAM displays both rights usage information and rights object attributes. Asset usage violations are flagged automatically to administrators, or even prevented outright. Some DAM users may have visibility to original rights contracts via the DAM user interface.	DAM has real-time access to all relevant rights attributes for an asset and displays them in the DAM interface. Business rules and workflow within DAM maximize the value of rights attributes in all relevant DAM functions. The DAM system contains necessary rights information for organizational and records management audits, legal discovery, and other rights-related processes.
REPORTING & ANALYTICS	Reporting is limited to the baseline DAM capabilities. Little or no action based on reports.	Reports begin to reflect the organization's metrics. Reports begin to impact DAM operations.	The DAM tool's full reporting capabilities are used, and all relevant operational metrics are reported regularly. Reports are saved, and key attributes are trended over time. Reports are regularly reviewed against targets or success criteria, and appropriate action is taken as a result. Basic metrics related to DAM and asset *value*, and efficiency, are captured and logged.	External reporting tools are used to present more sophisticated reports/dashboards, including relevant data pulled from other sources. Impact on business agility is demonstrated through reporting on traditional Return on Investment, and, Return on Initiative. Service Level Agreement metrics are reported, trended, and reviewed.	Reporting is used for cross-organizational planning and shows the value and financial benefits of integrated DAM efforts. DAM information is consumed by other functional spaces to enhance their metrics and analyses.

	INITIAL	EMERGING	STANDARDIZING	OPERATIONALIZING	OPTIMIZING
INFRASTRUCTURE	Infrastructure is inadequate to support DAM needs. Issues are addressed reactively, without planning or coordination.	Infrastructure planned at the DAM project or tool level. There is little or no anticipation of future needs. Backup and basic disaster recovery plans are in place.	Infrastructure performs well at steady-state and spike levels. DAM is aligned with enterprise infrastructure standards & practices, and maintained with defined SLAs, appropriate backup, disaster recovery, and business continuity. Plans for the DAM scale and recapitalization are aligned with other enterprise infrastructure planning.	There are regular discussions between IT/Technology and organizational groups to understand active planning for short, medium, and long-term infrastructure effectiveness. Pro-active measurement of performance and scale informs strategy. Assets and metadata are readily exportable.	Infrastructure strategy and tactics are managed through effective governance processes. Service Level Agreements are regularly reviewed and updated. Both binary assets and metadata can be extracted independent of vendor involvement and are routinely tested. Vendor accountability for performance regularly assessed.
SECURITY	No DAM specific data security plan in place.	Authentication for DAM is defined and managed locally within the tool. Access to assets is controlled via locally-configured mechanisms (e.g., groups or roles), managed by local DAM administrator(s).	DAM authentication is managed through enterprise authentication mechanisms, leveraging enterprise user IDs. DAM administrator(s) tune user roles and group permissions to maintain access control functionality across systems. Assets are protected from unapproved internal or external use. Storage- and server-level access control is defined with consideration for the specific content managed by DAM.	Asset access control policies are set for the enterprise, and local DAM configurations implement and enforce them. User permissions are periodically re-validated, and stale accounts deprovisioned. User and usage audits occur regularly. Security audits and penetration tests occur periodically.	DAM and the content it manages are an integral part of the enterprise data security strategy, and enterprise risk management function. DAM leadership is part of regular security and threat awareness briefings.
USABILITY	Usability levels are low. Interfaces are disjointed, with no cohesion or commonality. Interfaces designed for one group's needs are applied to other groups as-is. User frustration rates are high.	DAM systems are deployed with their raw, out-of-the-box user experience, limited to their default platforms. Where different collections are managed in different tools, there has been no effort to converge the UX. Users must learn each UX independently. User feedback for UX improvement impacts only the tool they comment on.	Increasingly similar look and feel of DAM tools and information. Tools are usable across multiple platforms, including mobile. User feedback is proactively sought to understand usability challenges and in designing/testing fixes.	DAM tools interface with other enterprise systems. The organization is aligned with the need for custom development when tools cannot be configured for organizational needs.	DAM user experiences are intuitive, multilingual, multi-platform, accessible, consistent across DAM, and consistent with other tools enterprise-wide. They are "product-managed" to remain aligned with business needs: current and anticipated. User frustration is practically non-existent.

PROCESSES

	INITIAL	EMERGING	STANDARDIZING	OPERATIONALIZING	OPTIMIZING
WORKFLOW & COLLABORATION	Little or no standards for the asset lifecycle. Workflow is mostly manual and relies on personal communication and memory.	Predictable workflows exist informally, without documentation or tools to support or track them or to enable collaboration.	Tools are in place for consistent information sharing and collaboration within a workgroup or department.	Workflows have been designed and documented across multiple relevant groups, are followed consistently, and process changes are effectively governed. Workflow automation tools are in place and the majority of automatable workflow steps are automated. Enterprise collaboration tools are in place to share information across departments and workgroups, with standards and best practices adopted enterprise-wide, including external access.	Continual refinement and managed experimentation; workflows and collaboration as standard practice adapts to new asset types and processes. Measurable performance indicators established.
GOVERNANCE	There are no documented governance policies in place.	There are some documented policies, however these are not regularly maintained. The majority of users are unaware of the policies beyond those who are directly responsible for the DAM.	DAM governance is an established discipline and each element of the DAM ecosystem that deserves governance has it, though not necessarily all coordinated. Management supports/incentivizes adherence to governance practices in meaningful ways.	DAM governance is led and driven holistically across all elements of the DAM ecosystem. Policies and procedures are widely disseminated, understood, and enforced. Ownership and accountability are defined and understood. Communication and training on policies are consistent throughout the organization.	DAM governance is an integral part of overall enterprise governance. DAM policies and procedures are actively refined with relevant input. There is an established means to measure and motivate employees to adopt standards across the enterprise.
INTEGRATION	All information is copied manually into or out of the DAM. The DAM is not integrated into other applications or tools.	There is minimal integration of a few processes or systems, with manual point-to-point integration.	The integration vision is holistic, with enterprise efforts, roadmaps and budget across the organization to integrate organization, information, systems, and processes.	Integration vision is in practice, formalized to address processes and systems needed for organizational vision of DAM and interconnected systems.	Enterprise integrations are seamless, aligned with common user experience. Emerging innovations in integration technologies, asset or data use are anticipated and assessed.
REUSE	Little or no reuse.	Reuse is inconsistent and unplanned.	Organizational units are aware that assets exist in different departments and develop a reuse strategy.	Reuse strategy is defined and executed across all assets and collections. Asset reuse is measured and reported, and the results evaluated against the strategy.	Asset reuse consistently meets or exceeds goals. Reuse is demonstrated to extend beyond original intent within the usage limitations an asset may have. Asset value is commonly known and discussed.

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