

# EMMsphere Advisory Services

## DAM Maturity Modeling: An Outcome-Driven Approach *The Entrepreneurial Framework for Building Enterprise-Class DAM*

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# About

## EMMsphere

Winston-Salem, NC



### Company Background

- Marketing technology consulting & managed services
- Enterprise work management (EWM), marketing resource management & production operations
- Digital asset management & content lifecycle management
- Founded 2003  
Based in Winston-Salem, NC

## Francisco Ruiz

SVP of Advisory Services  
& Practice Development



### Personal Bio

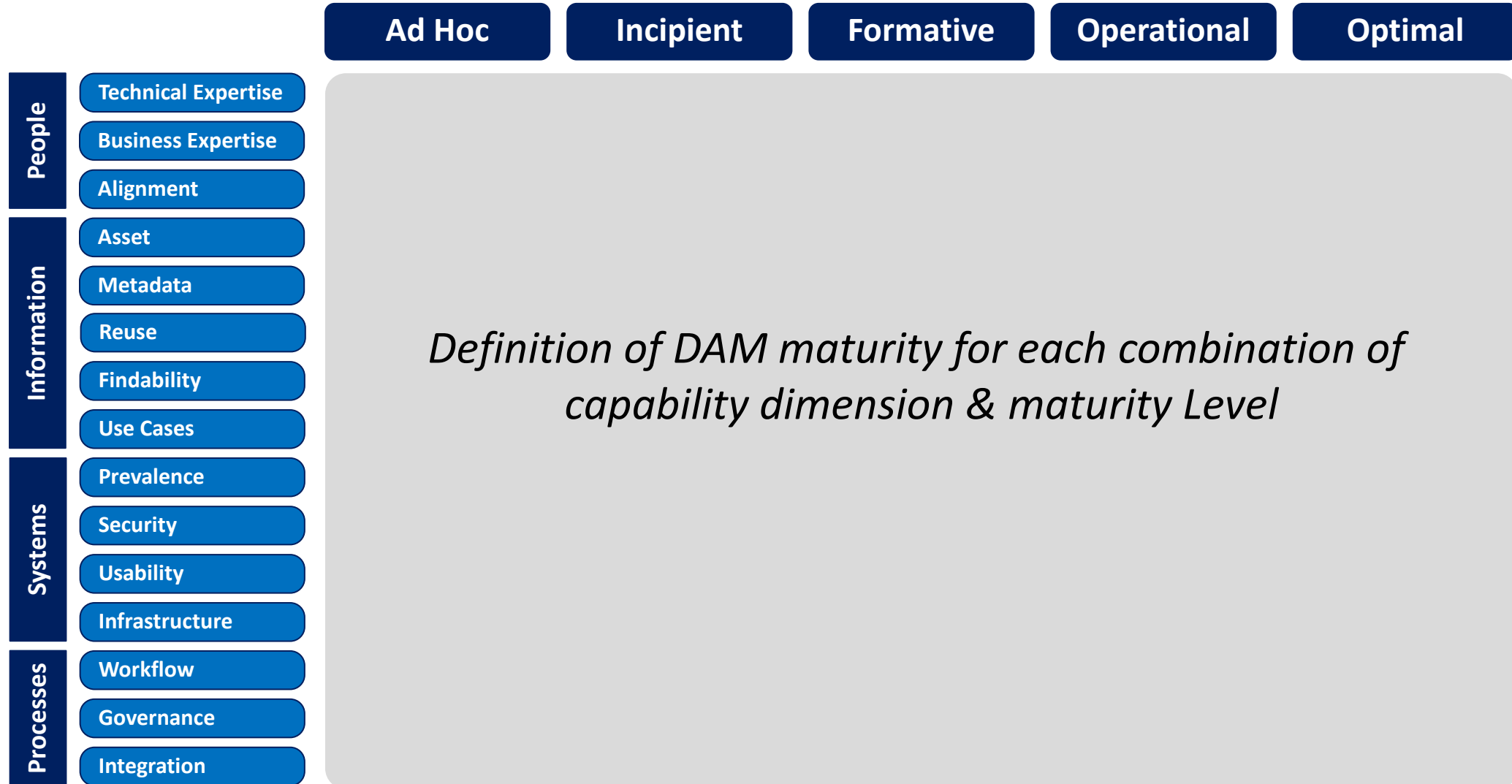
- Background in software engineering, management consulting, software startups, marketing technology
- 15+ years marketing strategy, marketing operations, EWM, DAM, e-commerce, marketing automation
- Brandeis BA (Computer Science & Economics)  
Wharton MBA (Finance)  
McKinsey & Company (Lisbon & Atlanta)
- Atlanta, GA (via Spain, Brazil, Boston, Philadelphia)

# Topics for Today's Discussion

- Review maturity models
  - Overview and example (for DAM)
  - Issues and limitations
- Build a new model
  - Context & frame
  - Step by step construction
- Present the new model
  - Highlights & applications
  - Questions & discussion

# Maturity Models: The Traditional Approach

An illustrative example for DAM (originated by the DAM Foundation et. al.)



# Maturity Models Are Not Well Suited for Driving DAM Success

We need a different approach...

Ad Hoc

Incipient

Formative

Operational

Optimal

## *Maturity Model Limitations*

- **Diagnostic:** assessment-oriented
- **Reactive:** identification of current deficiencies
  
- **Capability-oriented:** areas of proficiency
- **Level-centric:** gradations of proficiency
  
- **Context-agnostic:** general DAM audiences

## *Desired Model Characteristics*

- **Prescriptive:** instructional, constructive, pragmatic
- **Proactive:** ingredients for future success
  
- **Outcome-oriented:** levers to drive goals
- **Threshold-centric:** key factors for success (KFS)
  
- **Context-specific:** targeted DAM audiences

# What Should We Do? A Story Might Help...

“

*I want to know **the impact** of what you did*

Alvarez & Marsal

*Turnaround Management & Performance Improvement*

”

# Let's Start With the End...What Are We Really Trying to Achieve?

We're not just standing up a DAM – we're building an OSR for the entire enterprise

***Complete***

- ***Single Source of Truth (SSOT)***
- Comprehensive (all assets)
- Enterprise-wide (all teams)

***Accurate***

- ***Error-free assets & metadata***
- Properly taxonomized
- Fully compliant at all levels

***Current***

- ***Latest/active versions***
- Expired controlled/archived
- Rights honored

**Operational  
System of  
Record (OSR)**

# Let's Start With the End...What Are We Really Trying to Achieve?

We're not just building DAM capabilities – we're driving enterprise-wide *adoption* of an OSR

***Engaging***

- ***Generates participation***
- Reflects user's context
- Welcomes ideas & feedback

***Helpful***

- ***Supremely helpful***
- Convenient and accessible
- In context & embedded

***Instrumental***

- ***Better off with than without***
- Adds benefit over alternative
- Demanded (by user volition)

**Adoption**



# The Frame for Our New Model: Outcome Is Everything

OSR & Adoption – our targeted outcomes – frame all aspects of our proposed model

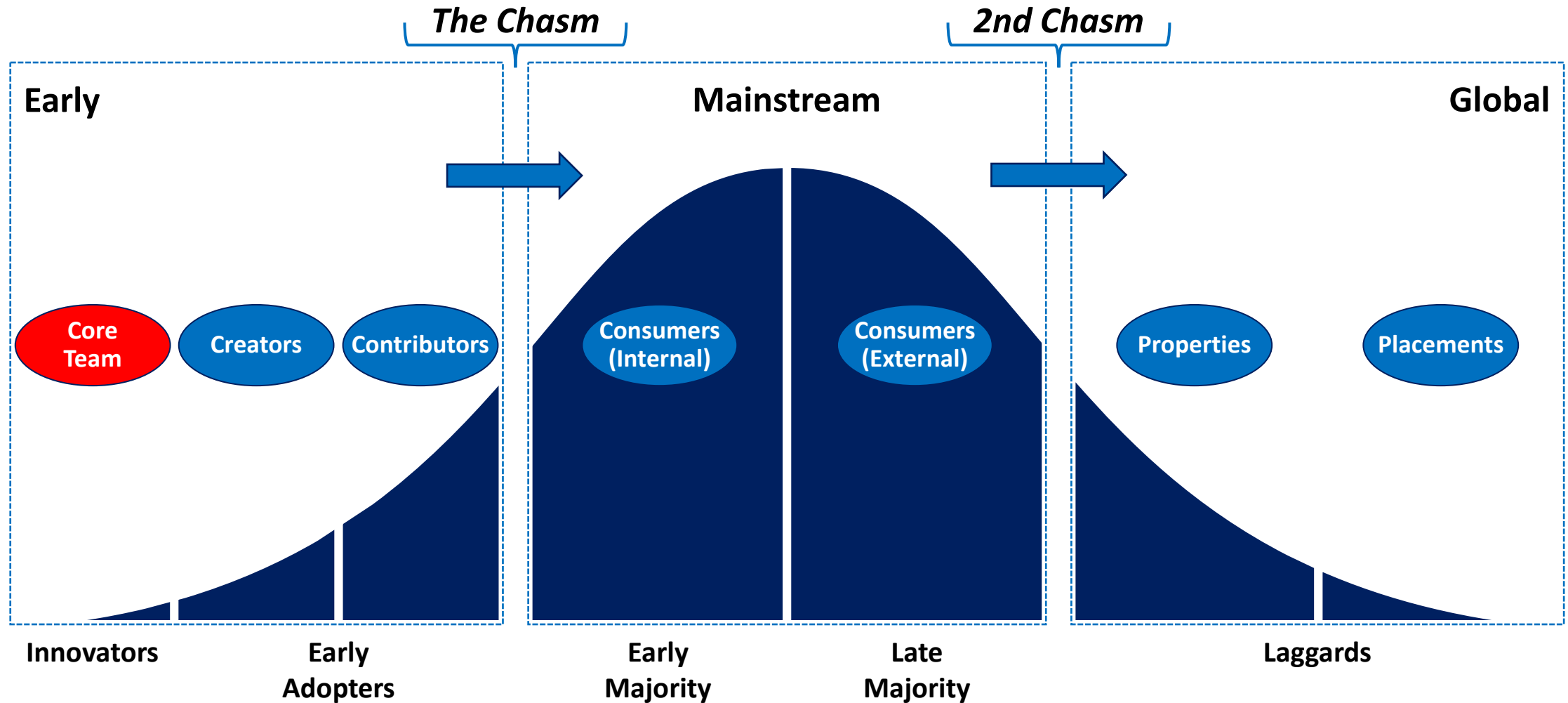
## Operational System of Record / SSOT

- **Alignment:** all aspects of our proposed model must align toward the creation and maintenance of an OSR for all assets across the enterprise
- **Propulsion:** all aspects of our proposed model must propel adoption
- **Context matters:** focus on the specific point-of-view of business units, teams, individuals
- **Sequence matters:** follow a deliberate sequence of audiences targeted & capabilities offered
- **Threshold matters:** delivery fully with emphasis on Key Factors for Success (KFS)

## Adoption / Engagement

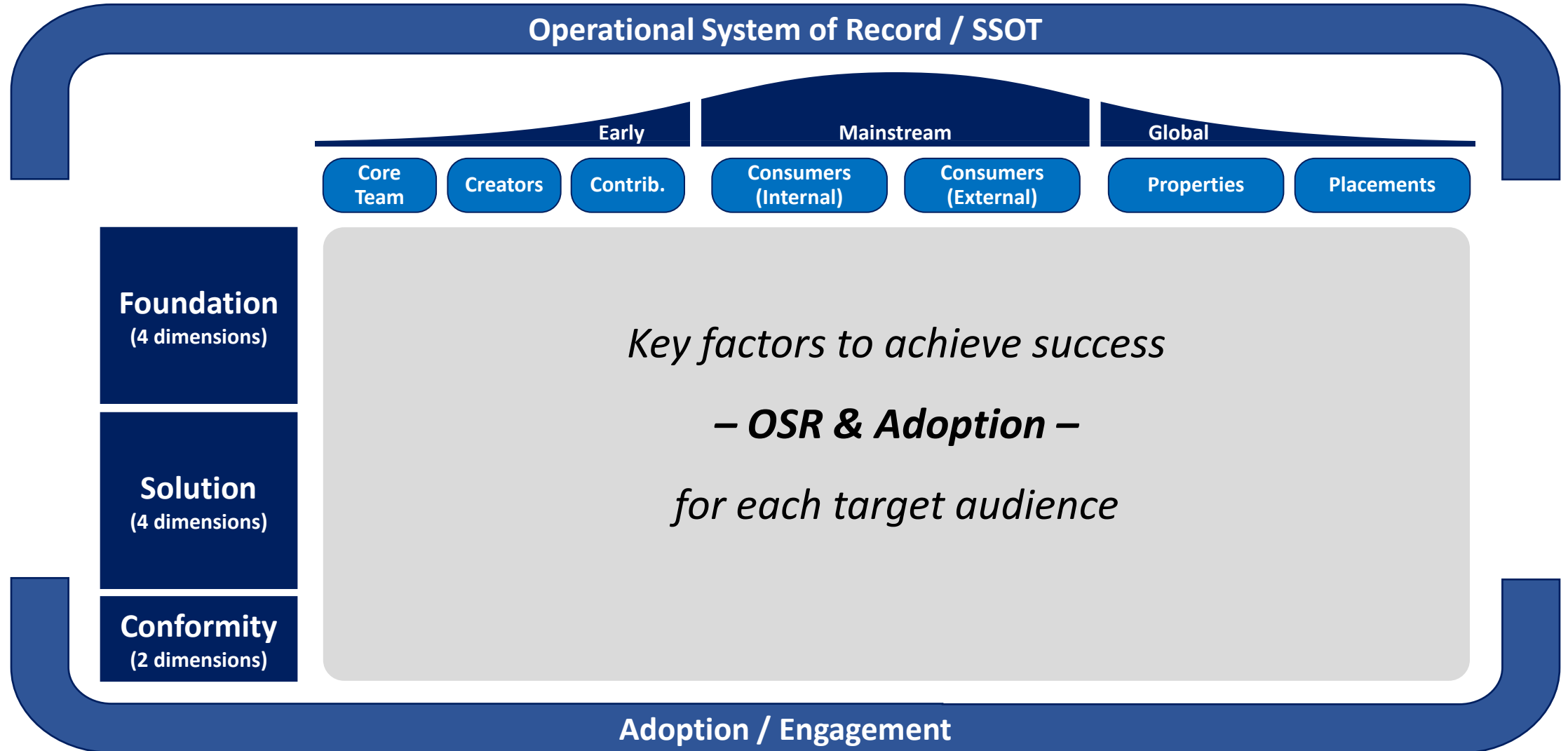
# First, Know Your DAM Customer: Focus on Target Audiences

Apply the classic entrepreneurial model – context matters, sequence matters, threshold matters



# Then, Deliver on Factors That Drive Success for Each Audience

3 categories of factors across 10 dimensions



# Let's Talk About Foundation...

“

*Every battle is won or lost before  
it's ever fought.*

- Sun Tzu

”

# Let's Talk About Foundation...

Encompasses 4 dimensions

“

*You can't go back and change the beginning,  
but you can start where you are  
and change the ending.*

- C.S. Lewis

”

*Resources*

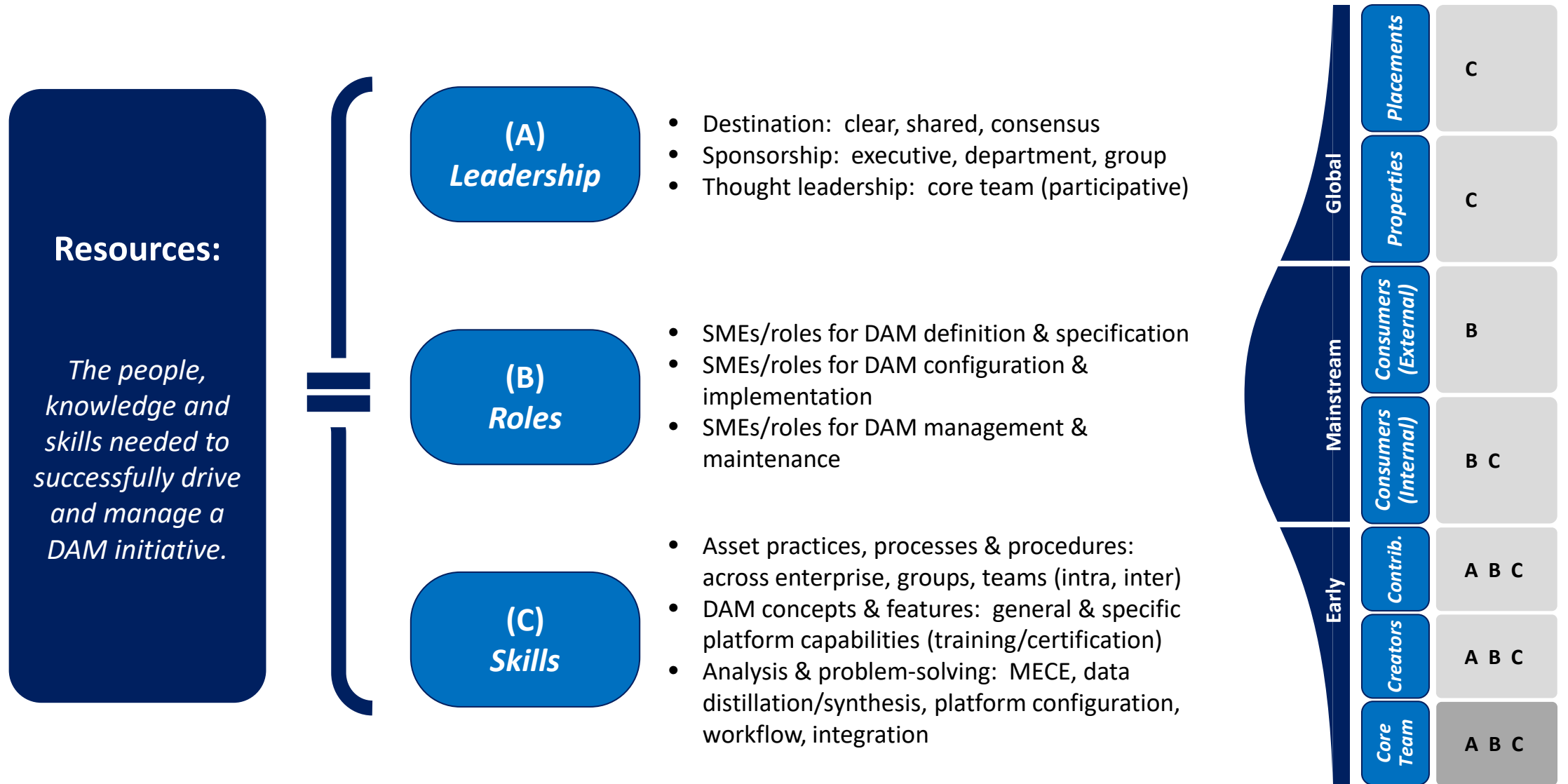
*Specification*

*Process*

*Security*

# DAM Foundation (#1/4) – Resources

Factors needed to deliver success for each target audience (overall KFS highlighted)

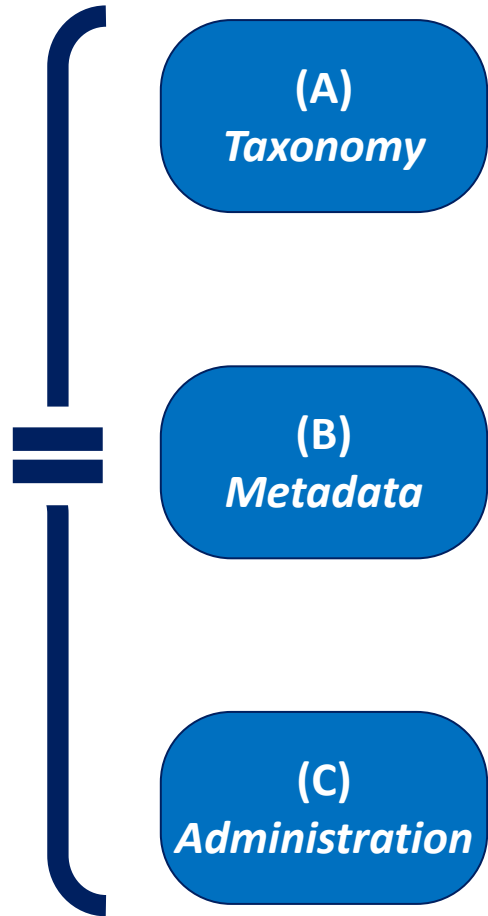


# DAM Foundation (#2/4) – Specification

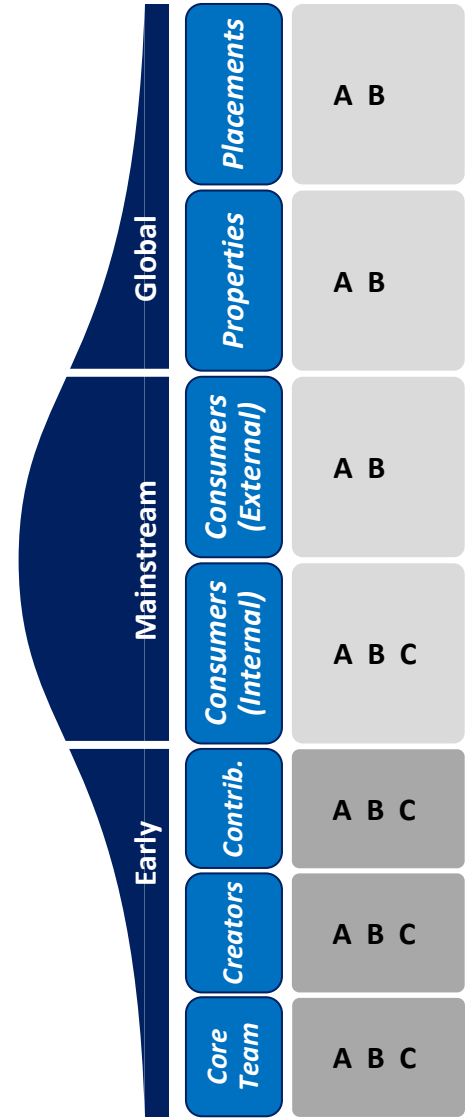
Factors needed to deliver success for each target audience (overall KFS highlighted)

**Specification:**

*The definition of information needed for asset classification, asset definition and asset administration.*

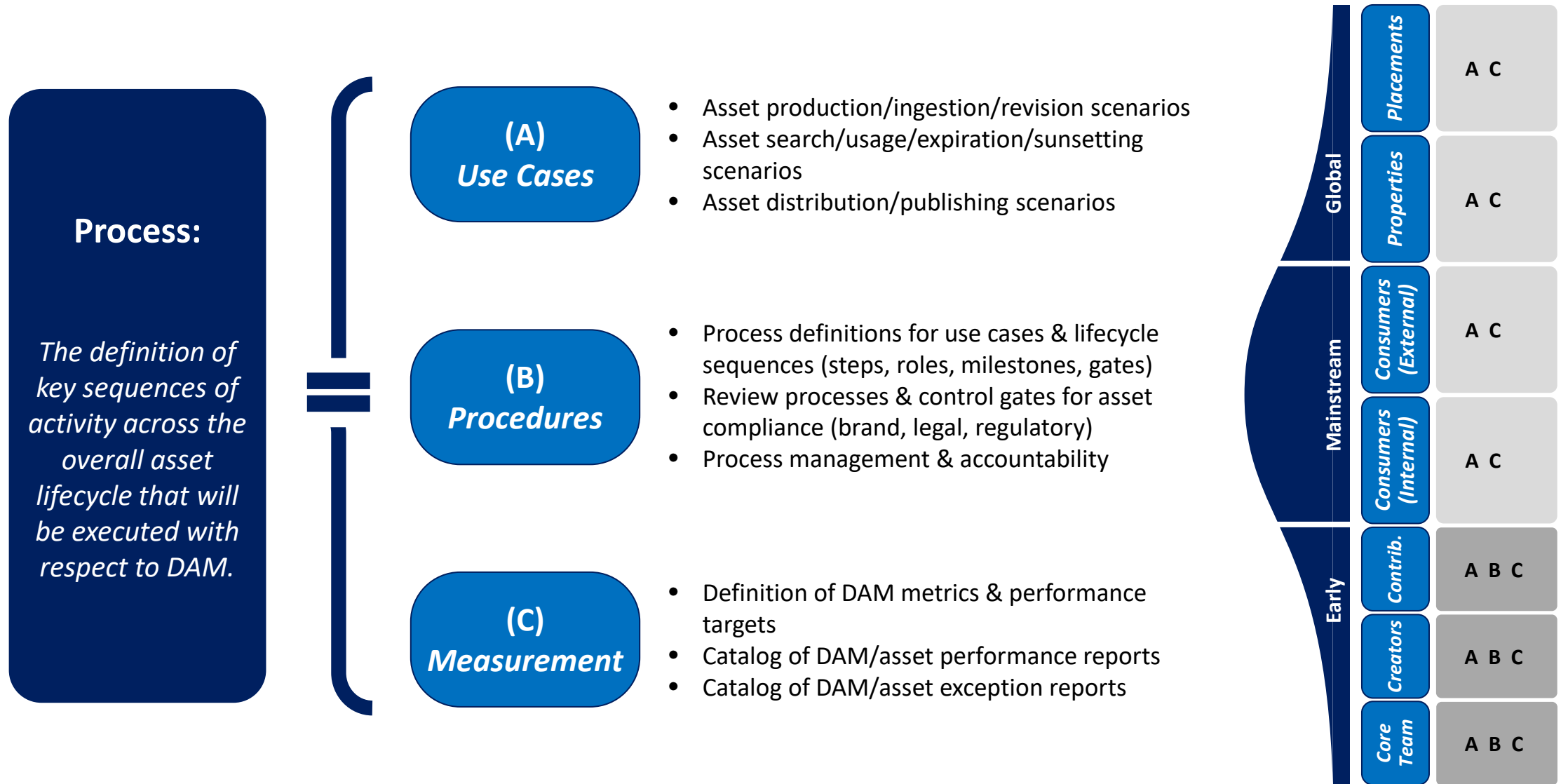


- Industry-relevant and enterprise-specific content types and asset classifications
- Cross-departmental and cross-functional consolidation & consistency
- WIP & restricted areas (e.g. agency/team folders, confidential, pending etc.)
- Production: campaign, job & process metadata associated with asset’s development
- Descriptive: objective metadata (title, content type, keywords, etc.), qualitative metadata (emotive, associative)
- Technical: asset/file properties from embedded metadata (EXIF, IPTC, XMP, file attributes, etc.)
- Usage rights, restrictions, licensing, expiration, IP/watermarking
- Asset standards (brand, enterprise), compliance & regulatory requirements
- Data sourcing (production processes, creators, contributors, embedded vs. sidecar vs. AI, etc.)



# DAM Foundation (#3/4) – Process

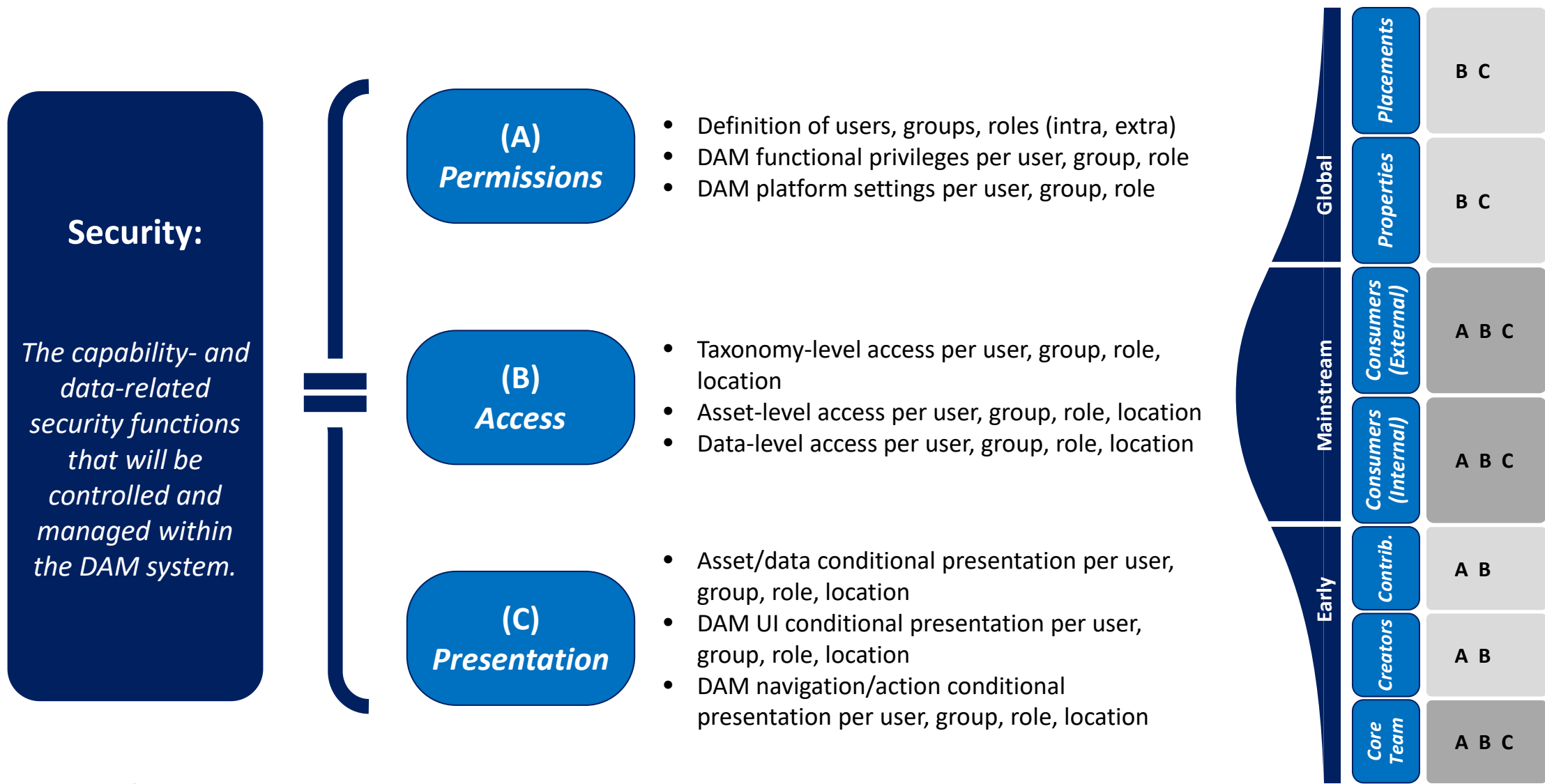
Factors needed to deliver success for each target audience (overall KFS highlighted)





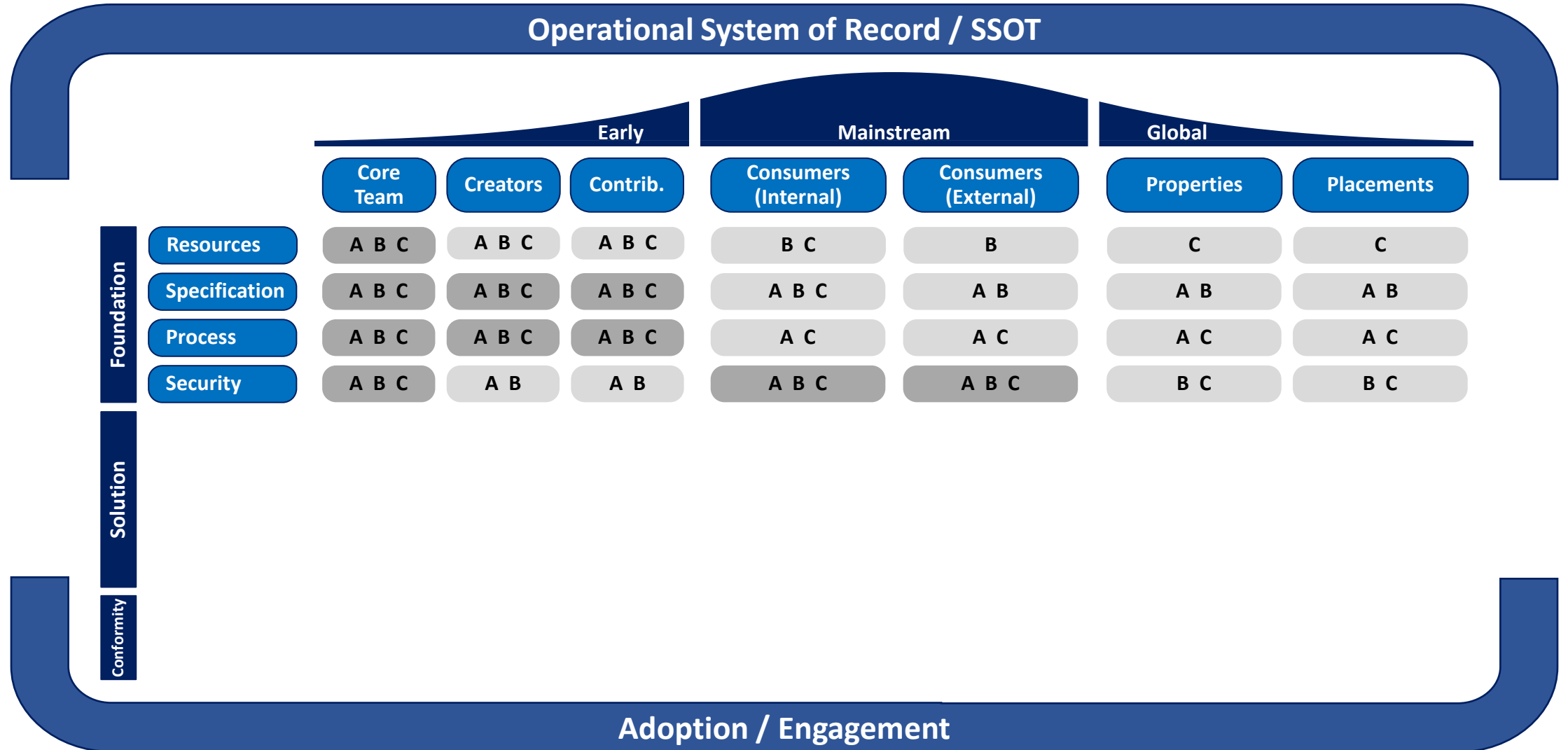
# DAM Foundation (#4/4) – Security

Factors needed to deliver success for each target audience (overall KFS highlighted)



# Building a New Model: An Outcome-Driven Approach

Factors to drive success (overall KFS highlighted)



# Let's Talk About Solution...

Encompasses 4 dimensions

“

*Most people spend more time and energy going around problems than in trying to solve them.*

- Henry Ford

”

*Versioning*

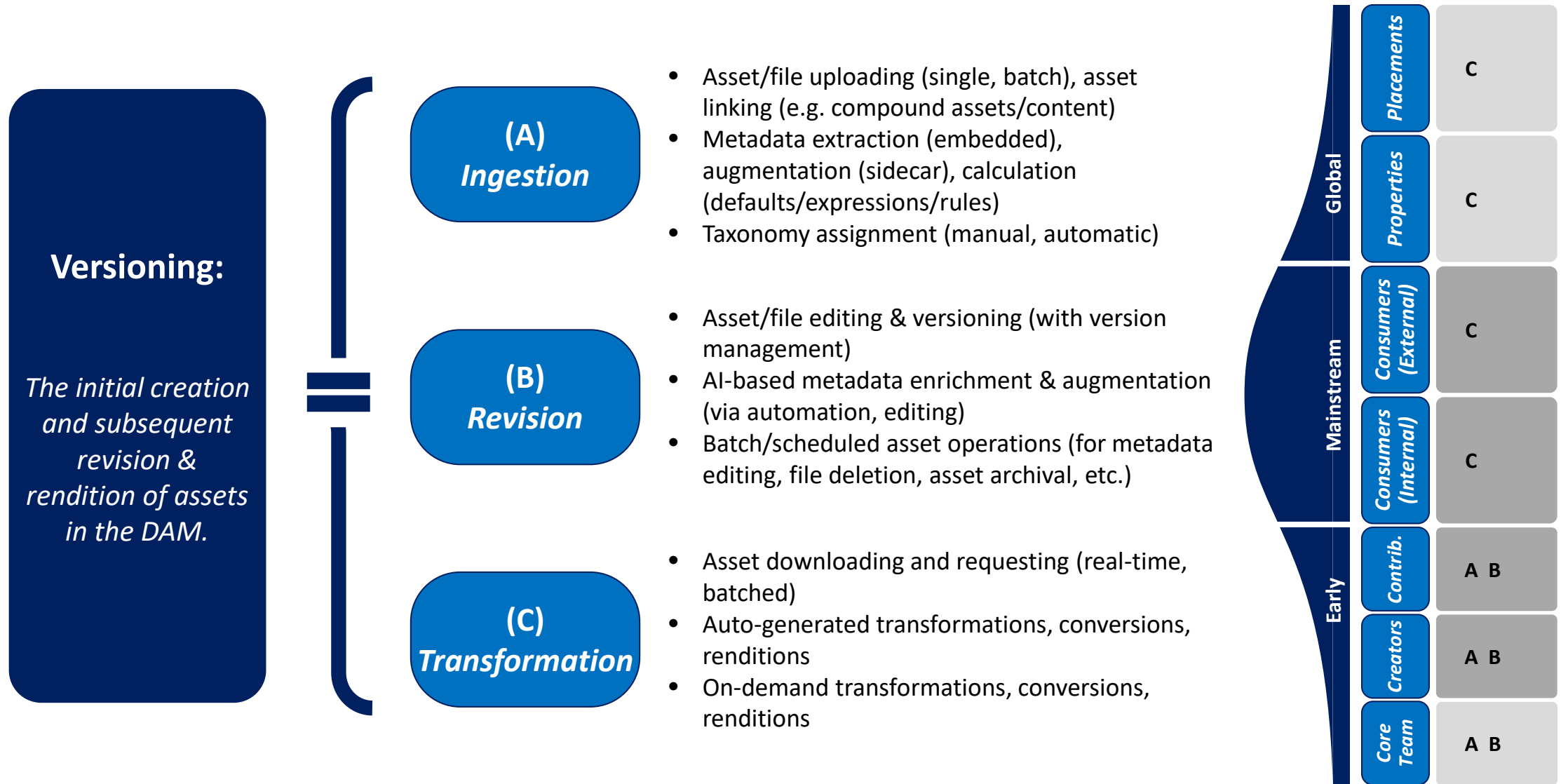
*Discovery*

*Sunsetting*

*Distribution*

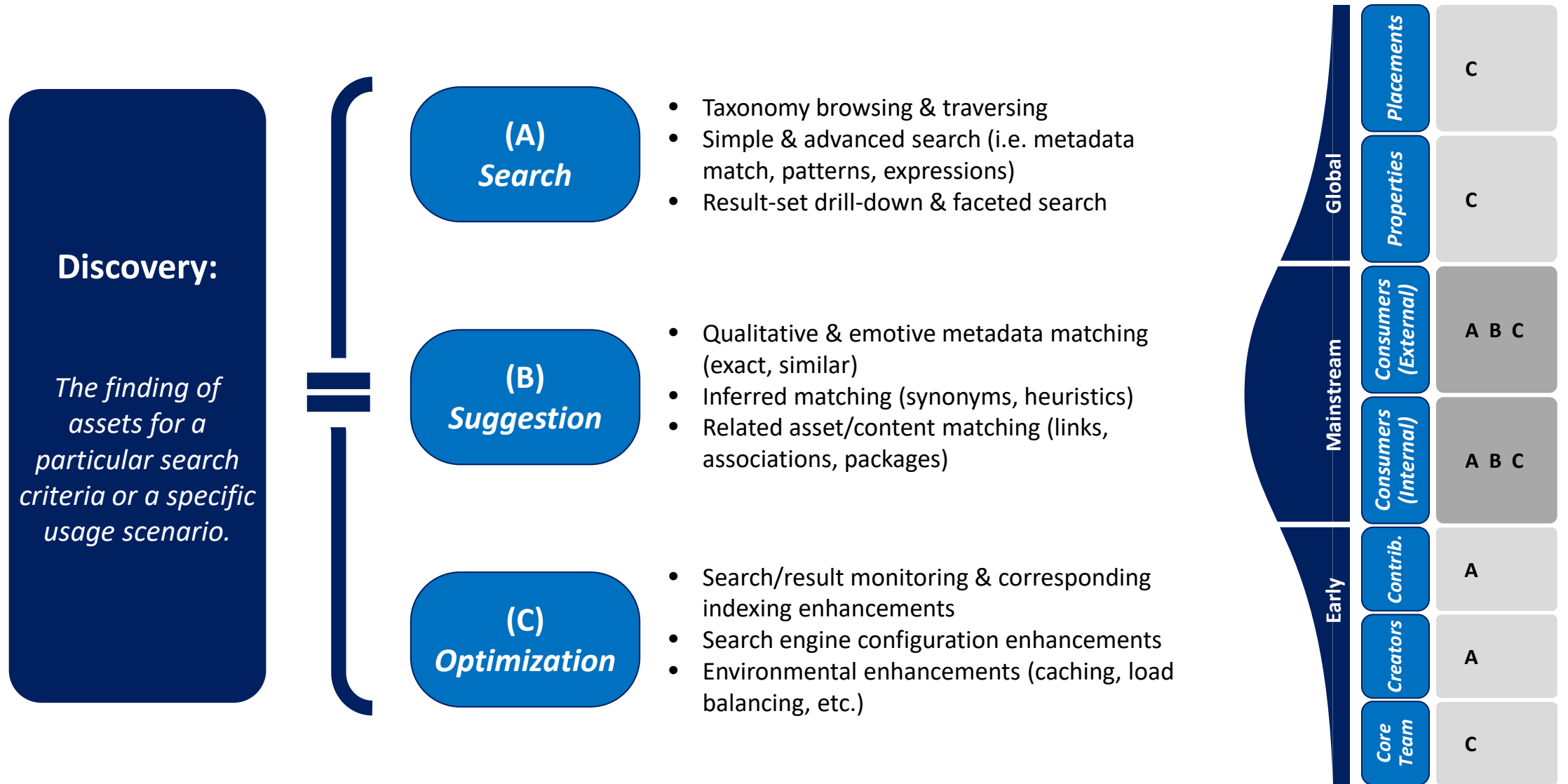
# DAM Solution (#1/4) – Versioning

Factors needed to deliver success for each target audience (overall KFS highlighted)



# DAM Solution (#2/4) – Discovery

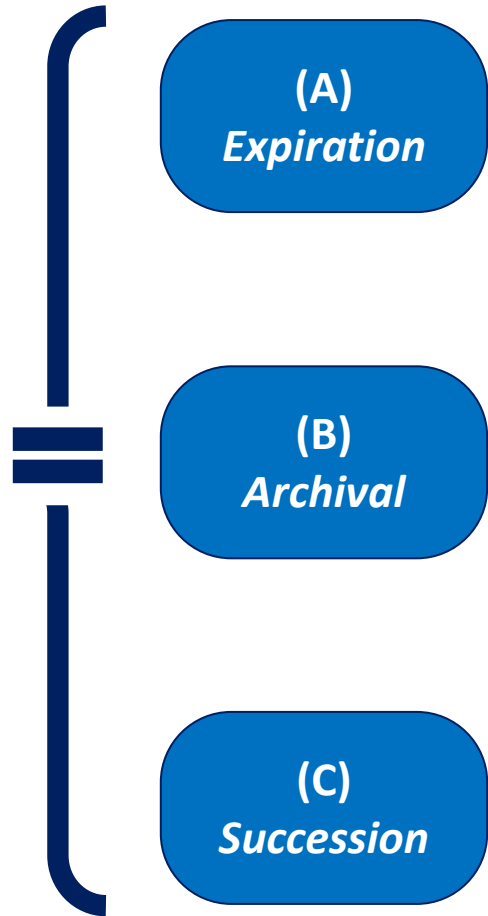
Factors needed to deliver success for each target audience (overall KFS highlighted)



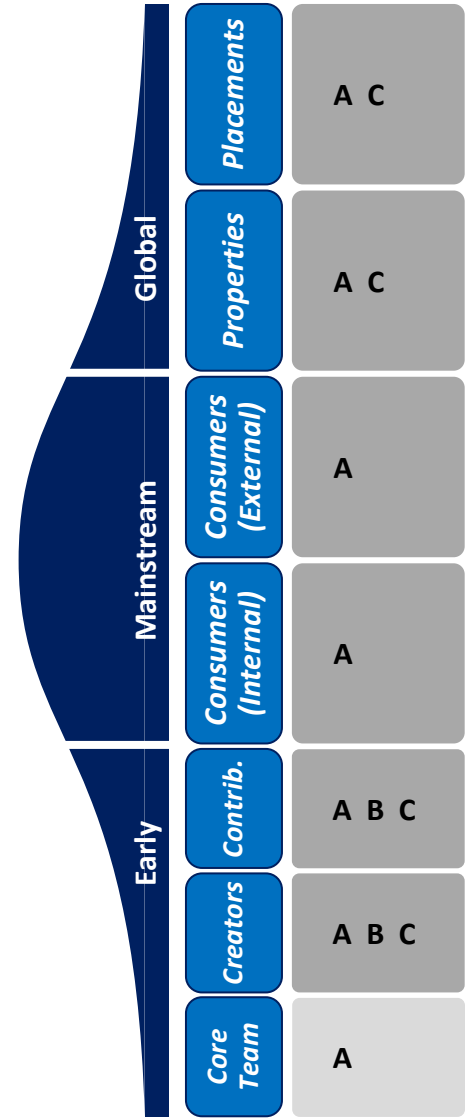
# DAM Solution (#3/4) – Sunsetting

Factors needed to deliver success for each target audience (overall KFS highlighted)

**Sunsetting:**  
*The decommissioning and replacement of assets at the end of their life cycle.*

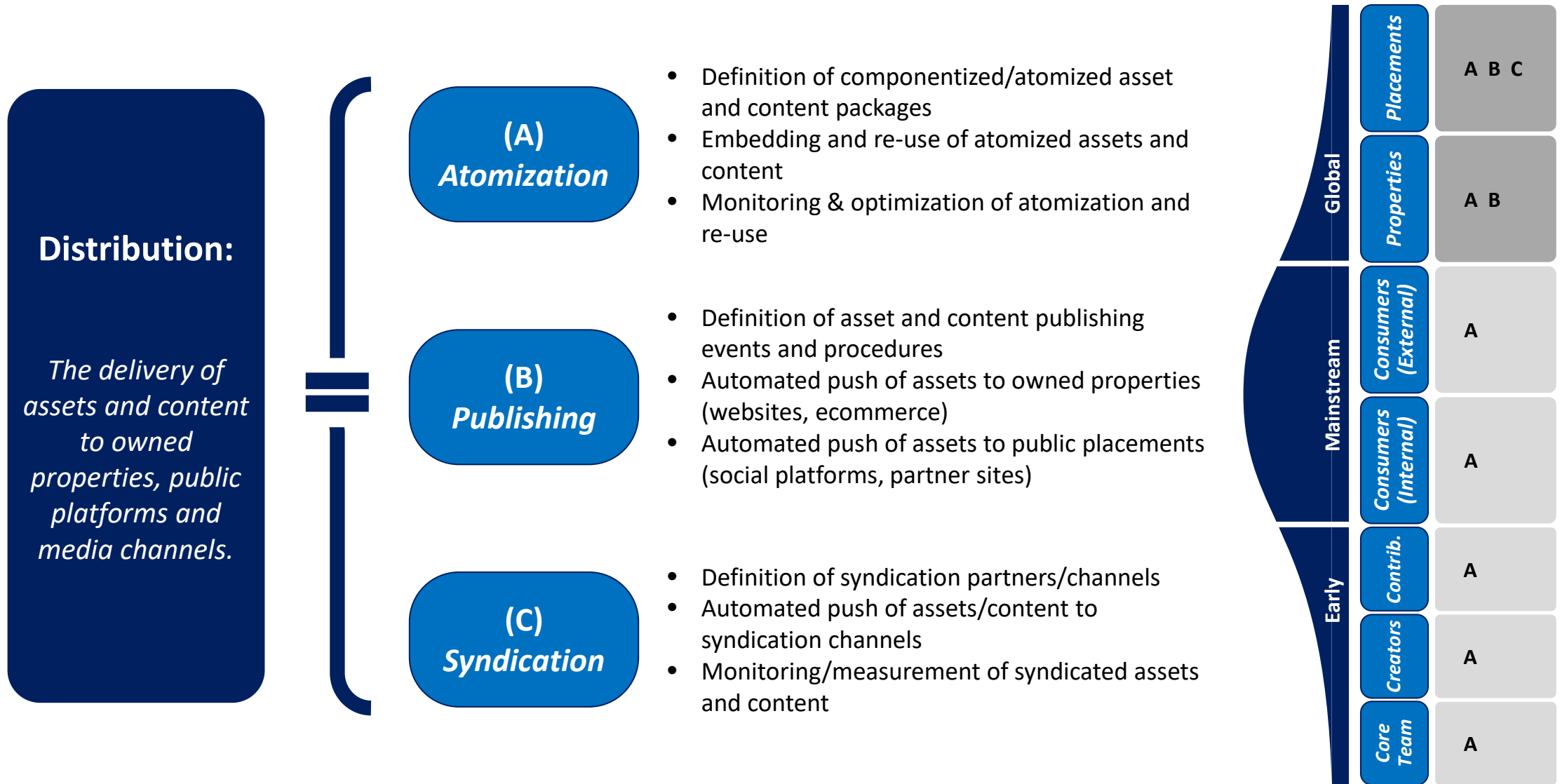


- Asset expiration dates and management data definition (triggers)
- Processes & procedures for asset removal, archival (retirement)
- Alerts, notifications & responsibility (scheduling, accountability)
- Archival events and requirements (triggers & compliance/regulatory rules)
- Processes & procedures for asset & data archival (retention policies)
- Alerts, notifications & responsibility (scheduling, accountability)
- Replacement events and supporting/enabling data (triggers)
- Processes & procedures for asset replacement (remediation & replacement policies)
- Alerts, notifications, responsibility (scheduling & accountability)



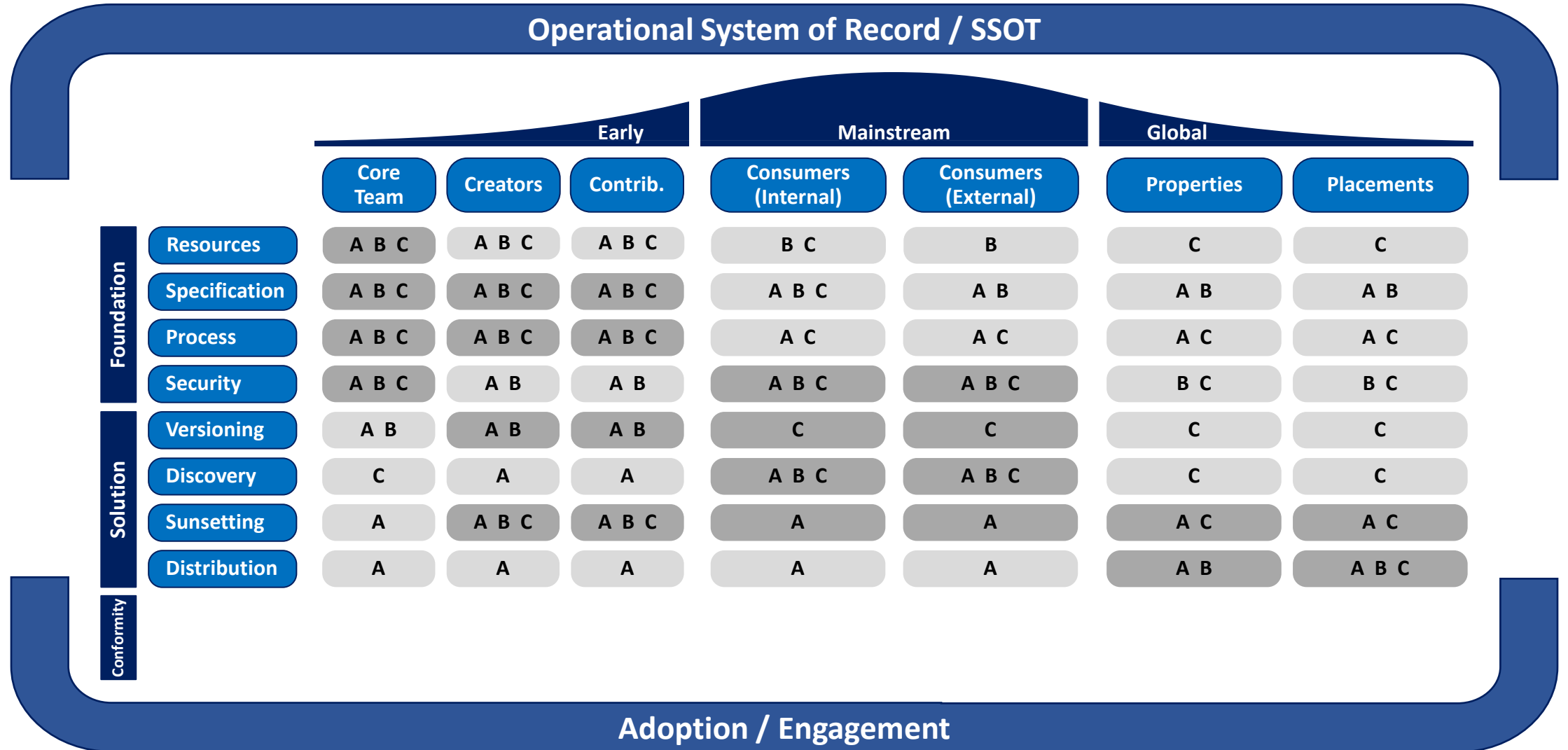
# DAM Solution (#4/4) – Distribution

Factors needed to deliver success for each target audience (overall KFS highlighted)



# Building a New Model: An Outcome-Driven Approach

Factors to drive success (overall KFS highlighted)





# Let's Talk About Conformity...

Encompasses 2 dimensions

“

*If people are good because they fear punishment, and hope for reward, then we are a sorry lot indeed.*

- Albert Einstein

”

**Automation**

**Governance**

# DAM Conformity (#1/2) – Automation

Factors needed to deliver success for each target audience (overall KFS highlighted)

**Automation:**  
*The methodical, consistent, and automated application of pre-defined actions and processes across DAM and related platforms.*



**(A)  
Notification**

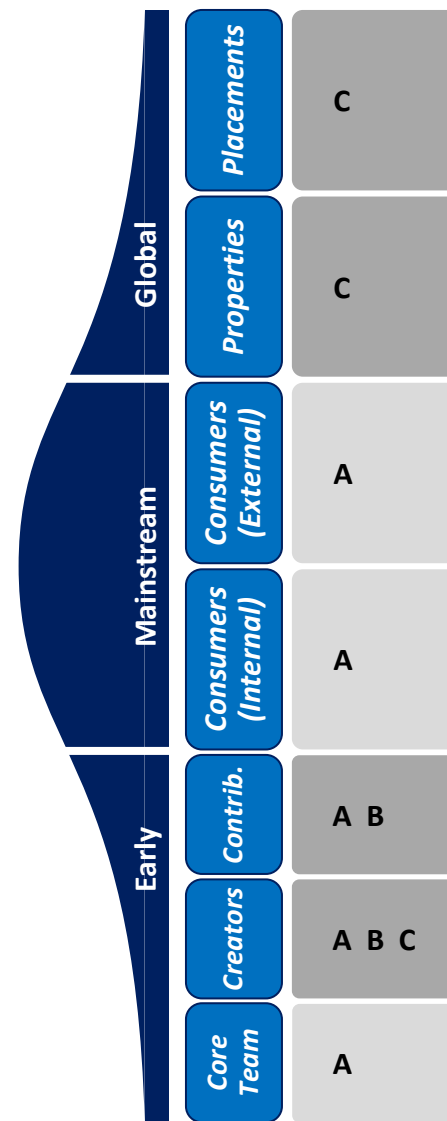
- Catalog of triggers and messages (asset-, platform- and exception-related)
- Specification of information to be provided
- Definition of notification recipients & required actions

**(B)  
Workflow**

- Definition of WF templates, tasks & role assignments per process/procedure/use-case
- Manual invocation of WF templates (roles, permissions)
- Automatic application of WF templates (triggers, events)

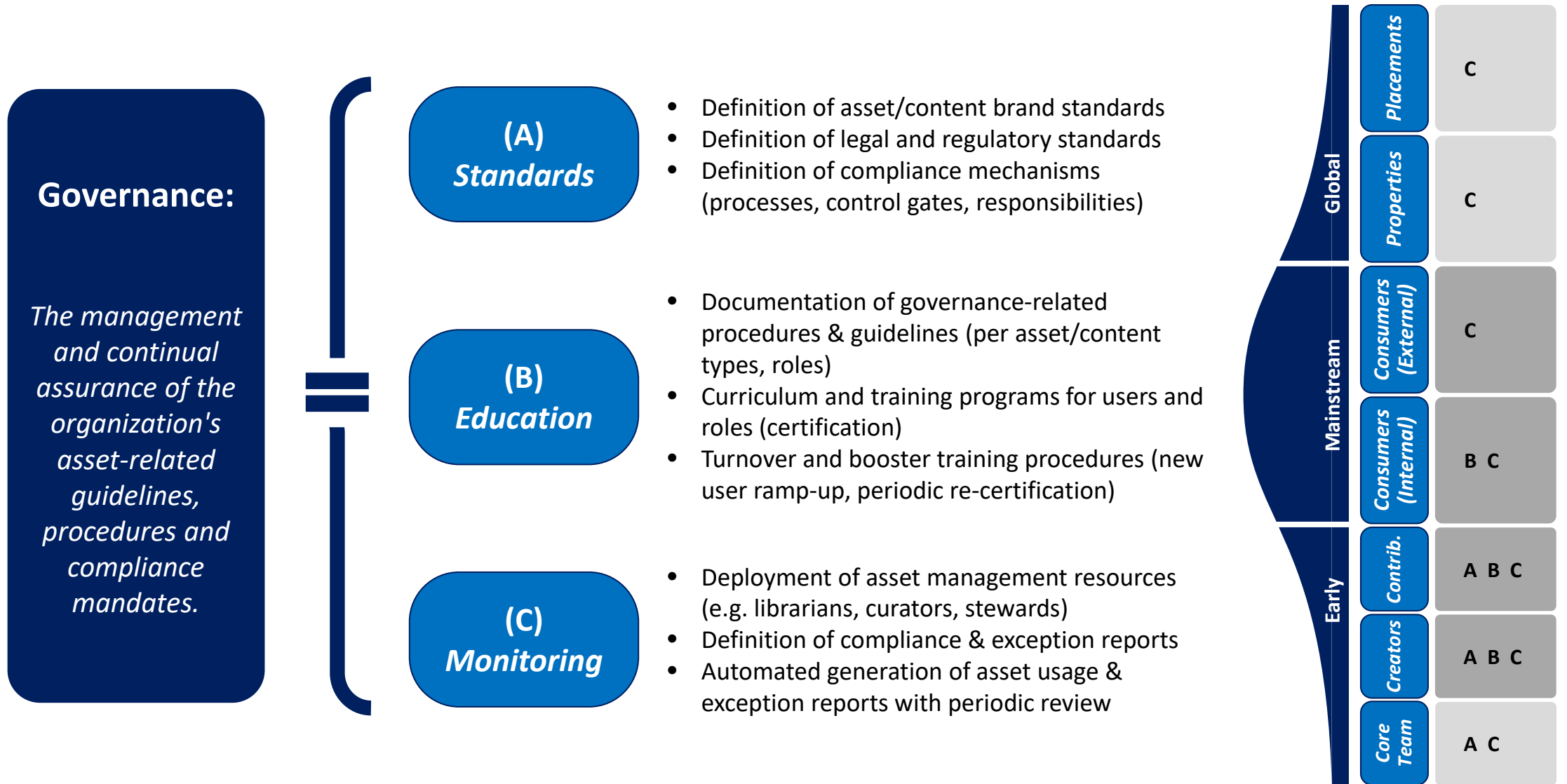
**(C)  
Integration**

- Personal productivity & collaboration tools (Adobe, MS Office, Slack, etc.)
- Enterprise work management (EWM) systems (MRM, Marketing Productivity, BPM, etc.)
- Public-facing systems & platforms (CMS, websites, ecommerce, social media, etc.)



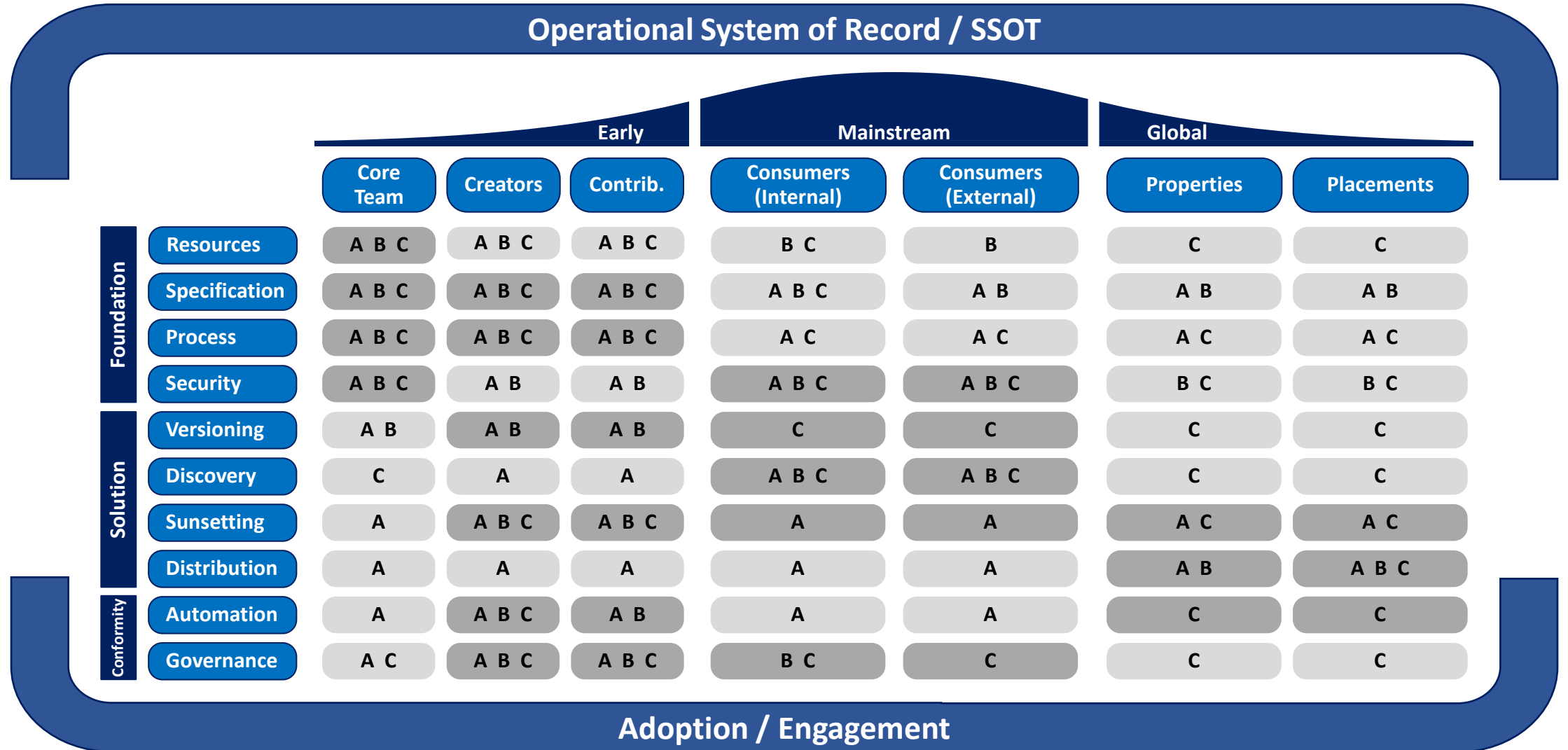
# DAM Conformity (#2/2) – Governance

Factors needed to deliver success for each target audience (overall KFS highlighted)



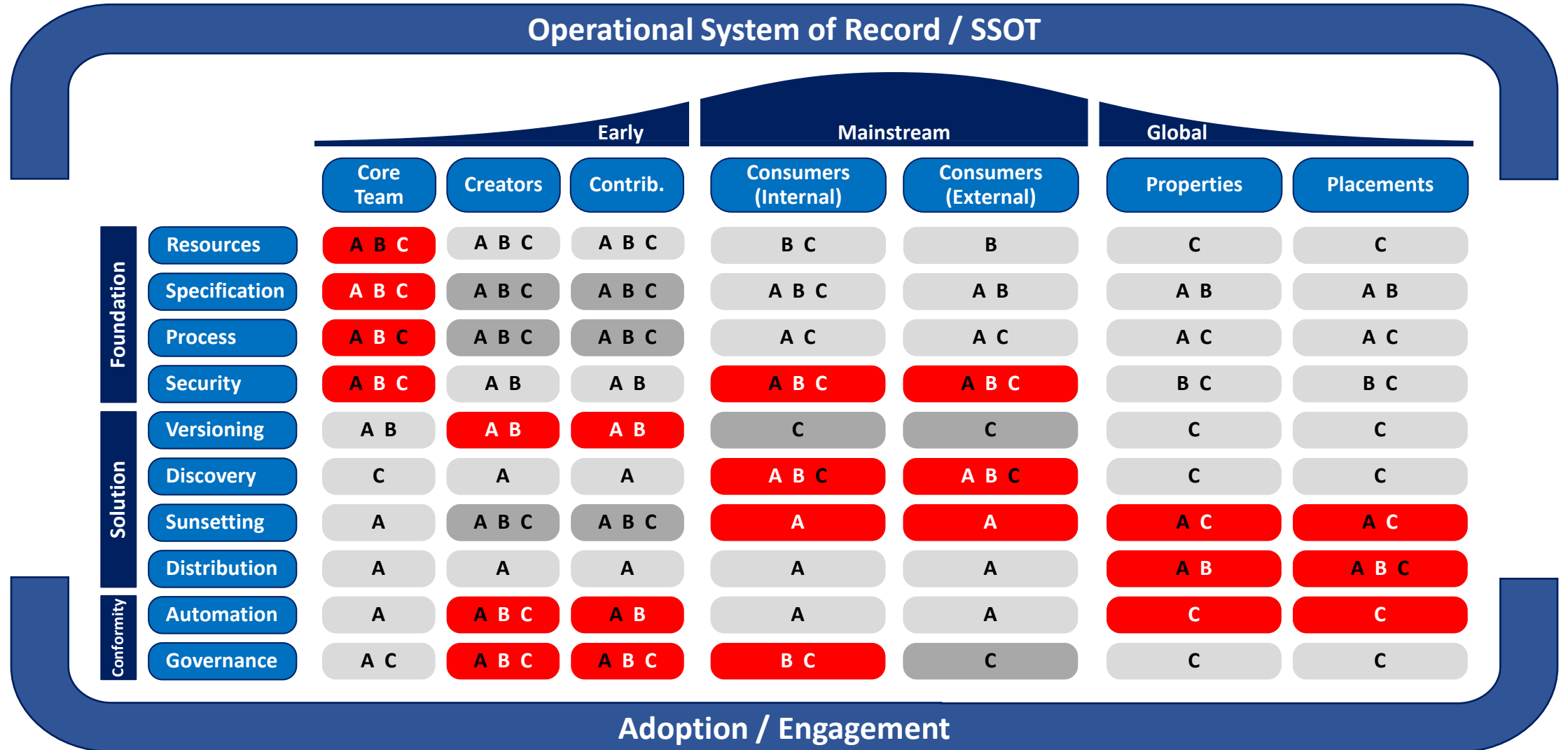
# The New Model: An Outcome-Driven Approach

A framework to drive success – OSR & Adoption – for DAM (overall KFS highlighted)



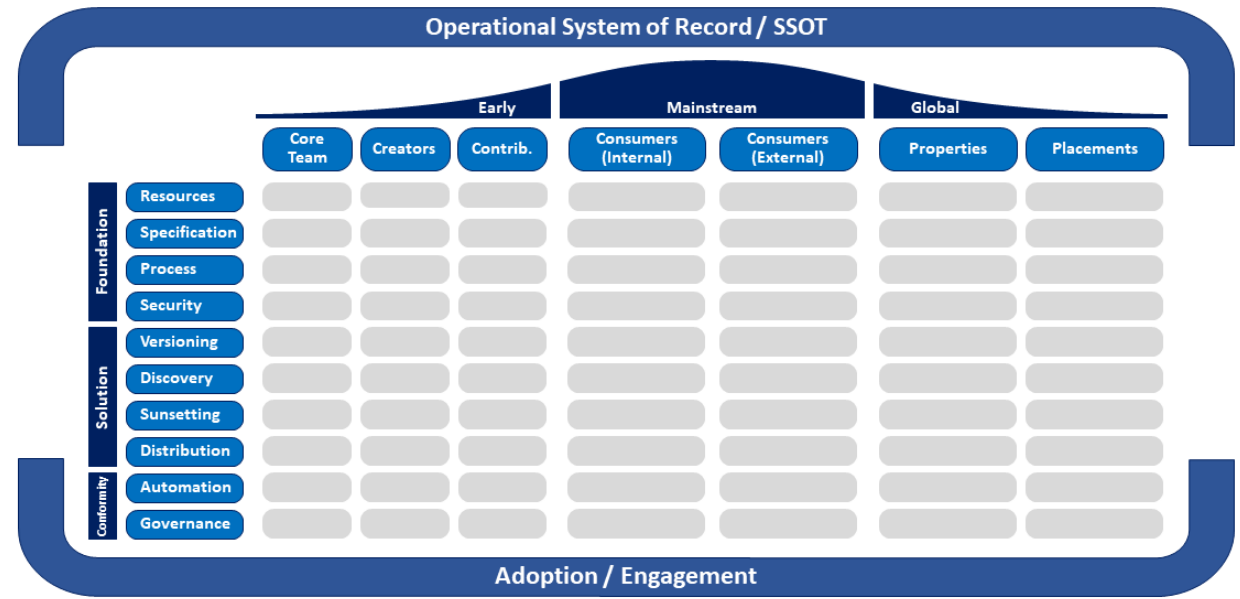
# The New Model: An Outcome-Driven Approach

A few points worth emphasizing (in red/white)



# Suggestions for Applying the Model

- Is your DAM an OSR / SSOT?
- How strong is adoption per audience?
- Are there clear deficiencies across any key factors?
- Are there any skipped/missing factors (or out of sequence)?
- Where should you focus next (i.e. which audiences & corresponding factors)?



*Note: today's presentation is available upon request*

# Thank You for Joining Today's Presentation

## EMMsphere

Winston-Salem, NC



## Francisco Ruiz

SVP of Advisory Services  
& Practice Development



## Presentation Copies

- Contact Francisco directly
- Visit EMMsphere's Contact Us page

## Contact Information

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- [emmsphere.com](http://emmsphere.com) > contact page

# Appendix

The New Model / Framework – blank template



# The New Model: An Outcome-Driven Approach

A framework to drive success – OSR & Adoption – for DAM (blank template)

