It’s not about technology – it’s about people!

BCS Search Solutions 2012

Martin White
Managing Director, Intranet Focus Ltd.
martin.white@intranetfocus.com
@intranetfocus
About me

- Chemist turned information scientist (1970)
- Started using computer-based search services in 1974
- Project manager for Reed Publishing jv with IBM and University of Waterloo project for the OED in 1982
- First major enterprise search project was for the IMF in 2001 (Verity)
- Visiting Professor, iSchool, University of Sheffield
- Chairman Enterprise Search Europe conference
To begin at the beginning

- Computer-based search 19??
- IBM Golfball correcting typewriter 1973
- Vydec wordprocessing 1973
- ERP applications 1974
- Visicalc 1979
- Archie 1990
- Web Crawler 1994
- AltaVista 1995
- Google 1998
- NER 1998

And we still can’t get search to work!
How critical is finding the right information to your organisation’s business goals and success?

<table>
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<tr>
<th>Category</th>
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<tr>
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<tr>
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Figure 3 How critical are finding the right information to your organisation’s business goals and success?

Enterprise Search and Findability Study 2012  www.findwise.com
Figure 1 Is it easy to find the right information within your organisation today?

Enterprise Search and Findability Study 2012  www.findwise.com
Figure 5 What is your level of satisfaction with the existing search applications?
95.1% of respondents are running the risk of not finding the information they need to make decisions that could affect the future of the organisation and the future of their careers.
The strategy vacuum

Findwise 2012

NetStrategy/JMC 2011

Figure 10: Do you have a search strategy in place?

Search processes

- Search strategy exists: 13% Stage-3, 6% Stage-2, 2% Stage-1
- Business owners involved: 11% Stage-3, 6% Stage-2, 2% Stage-1
- Users consulted: 15% Stage-3, 9% Stage-2, 4% Stage-1
- Usability studies: 19% Stage-3, 13% Stage-2, 6% Stage-1

n = 261
How many employees (full time equivalents) are working on administering/developing/implementing search within your organisation?

Figure 14 How many employees (full time equivalents) are working on administering/developing/implementing search within your organisation?
Life is different in ERP Land

Figure 1 shows the typical range of ERP support staffing ratios for installations of all sizes as determined in our study, ERP Support Staffing Ratios. At the median, there are 35 users per ERP support staff member, rising to 72 users per ERP staff member at the 75th percentile. But at the 25th percentile, each ERP staff member supports just 17 users.

Source: Computer Economics, 2011

http://www.computereconomics.com/article.cfm?id=1690
Enterprise search – the challenges

- High-touch application that all users will evaluate using their own personal metrics
- Little or no understanding of the fundamental principles of information seeking and information retrieval
- Regarded as an add-on application, not a core application
- No business lead, or business-related budget
- Treated as a project and not ‘business as usual’
Users = People

- User research
- Vendor evaluation
- Development/implementation
- User Acceptance Testing
- Launch
- Performance
- Management
User research

- No inclusion of search into standard persona and use-case development work
- Almost no open-access information on how to conduct search requirements research
- Standard resources such as UX Matters, UX Magazine and Boxes and Arrows focus on a search-free information architecture experience
- All too often user research is anecdotal comments gained from within the project team
Vendor evaluation

- With the lack of any clear business and user requirements the choice of a search application becomes an exercise in technical jargon
- The average IT Director is no match for even the most average of vendor (or systems integrator) sales teams
- The choice will probably be made on the basis of ‘brand reputation’ and ‘ease of management’
Development/implementation

- Limited internal expertise on search technology
- Recruitment agencies have little or no idea about the skill sets needed for search development or the management of search
- What ‘grade’ is search?
- There are no training courses in search development outside of the Apache community
- There seem to be no degree courses in information retrieval and enterprise search anywhere in the world
## Foundation Degree Fashion Design Technology: Knitwear

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User Acceptance Testing

- This invariably is UAT from a systems integrity and server performance perspective managed by the IT team
- User requirements are not reflected in the project team
- The implications of security trimming and disaster recovery on user search performance are often ignored in the test procedures
- Accessibility issues are ignored
Launch

- Search is intuitive, so of course there is no need to put any investment into training. Users will work it out for themselves.
- No launch strategy has been developed.
- The responsibility for the search application now changes to someone who has not previously been involved in the project.
- Search success metrics have not been considered.
Job specification for an intranet champion with search expertise
Role is 50% global intranet promotion/50% search search support
Posted by a global high-tech company with 15,000 employees

Experience with search optimization and tuning techniques, mainly from a business and end-user perspective.

This includes organizing and structuring access to documents and data, creating different views of data based on types of users and their requirements, and being able to “speak the language” of search tuning with the technical search administrator.

Technical expertise particularly with SharePoint Search is required, and technical expertise in Exalead’s CloudView is a plus.

Deep understanding of the major factors that influence search crawlability, indexing and keyword ranking; demonstrated experience working with the business to interpret and improve search results; demonstrated Search Engine experience in adjusting search parameters in SharePoint to return quality results.
Performance

- Feedback from
  - Response boxes
  - Search logs (and against web logs)
  - Climate surveys
  - Test cohorts
  - Test searches
  - Team and project meetings
  - Web surveys
  - Diaries
  - Etc.
Management

- Level of on-going support is negligible
- Inadequate resources not only to monitor feedback but to know what actions to take
- Search is often managed on a ‘matrix’ basis with
  - No clear lines of reporting
  - No success metrics
  - No budget
  - No strategy
  - No experience
  - No passion
  - No career prospects
Search satisfaction

- Search satisfaction is a function of
  - Content quality
  - Content metadata
  - Understanding user requirements
  - Selecting the most appropriate search technology
  - Understanding how to manage the technology
  - Having the skills and resources to do so
  - Anticipating changes to user requirements
    - Mergers and acquisitions
    - Changes in business processes and objectives
    - New markets and competitors
    - Mobile and digital workplaces
Search team roles

- Search (Information Discovery) Manager
  - Good understanding of how information is used in the business
- IT support
  - Will assess server and network performance, disaster recovery, crawling schedules etc
- Information Specialist
  - Supports metadata and taxonomy development
  - May require language skills
- Search analytics
  - Defines reporting formats and reviews search logs to identify problems before they happen
- User support
  - Acts as the user-facing member of the team, doing training and usability testing
A formula for success?

At least one analytics specialist (A) for each content language (x)

One help desk/training manager (C) for each major country (z)

One business specialist (B) for each business area (y)

Core search team of three for search management, IT support and vendor relationship management

Search team size $T = xA + yB + zC + 3$
The data scientist challenge

The best source of new Data Science talent is:

- Students studying computer science: 34%
- Students studying fields other than computer science: 24%
- Professionals in disciplines other than IT or computer science: 27%
- Today’s BI professionals: 12%
- Other: 3%

Data Science Revealed: A Data-Driven Glimpse into the Burgeoning New Field

EMC Corp. 2012

www.intranetfocus.com
Time for action!

- Vendors should come clean about the level of support needed to manage their applications
- Open-source developers should take the responsibility of scoping internal support requirements
- Professional societies should be highlighting the issues and solutions
- Universities should be rebalancing IS and CS courses to meet emerging needs
Search Results

Your search for "data scientist" returned 0 results

Search Results

Your search for "big data" returned 12 results

Displaying 1 - 10 of 12

The commercial value of big data

When it comes to science and engineering, there is no doubt in my mind that big data has both elements of challenge and opportunity.

Located in: Home > Features, Press and Policy > Blogs, podcasts and videos > Blogs

Data Migration - Big Data, Big Hats

Is Big Data just another Marketing wheeeze and does it suffer from the same semantic issues that have
HELP!
Questions and suggestions?

Martin.white@intranetfocus.com  @intranetfocus