Increasing the Value of your Organization’s Content:
The Knowledge Value Maturity Model

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A White Paper from

Suite Solutions

INTELLIGENT CONTENT DELIVERY
Executive Summary

The Knowledge Value Maturity Model is based on our experience with customers who needed assistance in:

1) Understanding where they stand compared to similar organizations in their industry, and
2) How to budget and build their knowledge infrastructure and knowledge processes in order to maximize business value.

These organizations need to plan their knowledge framework in a way that is incremental, safe, and cost-effective.

The Knowledge Value Maturity Model helps you optimize your business processes and your use of corporate knowledge and content along ten self-contained, independent tracks. This maturity model is a tool that allows you to give context to your overall content strategy and provides a roadmap for ongoing improvement in those areas that you identify as being most beneficial to your specific organization and industry.

Moving up the knowledge value maturity model allows organizations to monetize existing content and increase customer satisfaction and sales. Being world-class on the knowledge value maturity model means utilizing content to the fullest, not only for increased productivity but also for a richer knowledge community and better partner and customer relationships, leading in turn to greater opportunities for up-selling and cross-selling.
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What is the Knowledge Value Maturity Model all about?

The amount of information in the average organization has exploded in recent years. Organizations need to focus on knowledge access, creation, and management in order to ensure that the tremendous volume of information they create can be used effectively. At the same time, companies wish to differentiate themselves from their competition by creating and delivering quality content to win more customer attention and improve the customer experience – all this while lowering costs and increasing the productivity of content-creation departments.

While this is a huge challenge, it also presents an unparalleled opportunity. Corporate knowledge influences every stage of the customer life cycle. If correctly planned and managed, company content is not merely a source of costs, but an engine for sales, support, and customer satisfaction. Corporate content can be used for prospect and customer engagement as well as for reselling and upselling to existing customers and partners.

At Suite Solutions, we have worked with many organizations in a wide range of industries who want to improve their use of corporate knowledge for better customer engagement and employee efficiency. Many of these customers come to us for guidance in:

1) Understanding where they stand compared to similar organizations in their industry,
   and
2) How to budget and build their knowledge infrastructure and knowledge processes in order to maximize business value.

These organizations need to plan their knowledge framework in a way that is incremental, safe, and cost-effective.

Based on our experience with our customers, we have put together a model that helps them optimize their business processes and their use of corporate knowledge and content along ten self-contained, independent tracks. This maturity model is a tool that allows you to give context to your overall content strategy and provides a roadmap for ongoing improvement in those areas that you identify as being most beneficial to your specific organization and industry.
## Knowledge Value Maturity Model

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<td>Document-level access via a search engine indexing all silos</td>
<td>Topic-level access via a single enterprise portal overseeing all silos</td>
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<td><strong>Structure</strong></td>
<td>Unstructured documents stored in shared file folders or SharePoint</td>
<td>Structured topic-based XML content stored in a CCMS with multi-channel publishing</td>
<td>Effective use of metadata, taxonomy and classification; enable auto-classification of content</td>
</tr>
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<td><strong>Distribution</strong></td>
<td>Pull: users access content using monolithic PDF files on a corporate website or internal CMDB</td>
<td>Pull: users access topic-based pages on website</td>
<td>Push &amp; Pull: Organizations push context-based content to users</td>
</tr>
<tr>
<td><strong>Display</strong></td>
<td>Paper or desktop displays</td>
<td>Mobile – tablets and smartphones</td>
<td>Wearables and glasses</td>
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<tr>
<td><strong>Knowledge Monetization</strong></td>
<td>None</td>
<td>Standard website analytics for general marketing data collection</td>
<td>Real-time customer engagement based on topic-level interests and profile</td>
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<tr>
<td><strong>Analytics</strong></td>
<td>None</td>
<td>Document-level or web-page usage statistics</td>
<td>Topic-level usage analytics with social ranking; analytics based on topic-level interests and profile</td>
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<td><strong>Business Benefits</strong></td>
<td>Basic sharing of content to customers and internal stakeholders</td>
<td>Increased productivity in content creation and improved knowledge sharing</td>
<td>Increased productivity, knowledge sharing and targeted customer engagement</td>
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The organization’s level of “maturity” in each track is represented by three categories (found in the three columns of the model above). A lagging company functions below the level at which most organizations in the industry create and use corporate knowledge regarding that particular track. A performing organization has kept up with most companies in the industry, while a world-class organization is using knowledge at a level that actually provides it with a competitive advantage compared to other companies, whether that advantage is expressed in greater productivity, lower costs, or higher sales. Each track is self-contained: an organization can be world-class in one track and lagging in another. Your organization does not need to be world-class in everything; you should invest in the tracks that bring the clearest ROI and align with your business goals. “Lagging” in a track that is not central to your organization is not a red-flag; your own corporate goals and priorities should remain at the center of your processes and planning.

Moving up the knowledge value maturity model allows organizations to monetize existing content and increase customer satisfaction and sales. Being world-class on the knowledge value
maturity model means utilizing content to the fullest, not only for increased productivity but also for a richer knowledge community and better partner and customer relationships, leading in turn to greater opportunities for up-selling and cross-selling.

As noted, for each track of the knowledge value maturity model organizations may find themselves in the lagging, performing, or world class category. A good example is the third track in the model above: knowledge distribution. A lagging organization gives users access to content via monolithic PDF files that can be found on the corporate website or only via an internal CMS. Most organizations are moving towards the “performing” level: thanks to structured content, users can access topic-based pages on the corporate website, rather than being forced to wade through an entire manual. A world-class organization, however, does not satisfy itself with allowing customers to just “pull” content. It provides a facility for customers to create their own documentation based on what they are interested in and the goals they need to achieve. Because the world-class organization understands customer preferences based on their interest in specific topics, it can automatically push context-based content to these customers. For example, the company can inform customers of new versions, upgrades and complementary products and services based on features they are already interested in, leading to increased sales. Since the “pushed” content is based on customer preferences, it is not perceived as an unwelcome intrusion by customers. On the contrary: customers appreciate it as a further aspect of the service that the company provides them. The world-class organization thus gains an important competitive advantage.

Each track is self-contained, but enables enhanced business benefits when combined with other tracks. For example, in the Community track, an organization can move from lagging to world-class by first allowing comments and feedback to topic-level content (performing), and then move towards building a knowledge community where customer feedback and user-generated content are incorporated back into the original content, so that documentation is continually improved (world-class). As the corporation advances on the Analytics track, each department receives topic-level usage analytics for each customer, providing important feedback for technical documentation, training, support, and marketing teams. These departments can now easily identify areas where customers are having problems and which features they are most interested in and receive other important business insights. Each track is discussed in detail below, along with examples and recommendations for action.
The Infrastructure: Intelligent Content

The underlying foundation of the knowledge value maturity model is intelligent content. Migrating your content to structured, topic-based, findable content is the necessary first step for any significant increase in knowledge value. The good news is that once you have migrated your content, the rest of your move up the maturity model flows from there.

Structured and topic-based content allows specific content to be “served up” to customers and employees based on who they are, where they are, and what they need to achieve. An XML-based format such as DITA allows distribution to multiple formats and devices. It future-proofs your content via a standard that will allow distribution to whatever channel or technology comes along in the future. Finally, building the right taxonomy, which classifies the important aspects of your content and how it should be directed to different audiences, creates the glue that holds it all together.

Why Move Up the Knowledge Value Maturity Model?

There is one clear reason to move up the knowledge value maturity model: *You already have content. Use it!*

You have already invested significant resources developing your technical documentation and training content. It is a crucial company asset. Moving up the knowledge value maturity model adds significant business value to the content you already own, and makes it easier for you to create more value. Your content will be reused more easily and will enhance customer engagement, optimize support, and increase cross-selling and up-selling. As a result, your content creation department will take a more influential and central role within your organization.

Finally, moving up the knowledge value maturity model means your content becomes more useful to more groups within your organization, leading to co-sponsoring with other departments. This increases your content creation and distribution budget for future projects.
This model can help you optimize your corporate knowledge. Remember: as long as you are planning to use your structured content to increase knowledge value, you are on the right track.

While the various tracks of the knowledge value model are independent, some can be easily combined for maximum benefit. The following sections explore the different tracks using these optimal combinations.

**Fragmentation and Structure**

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When businesses begin the process of optimizing their knowledge, the logical place to start is the reduction of knowledge fragmentation and the addition of increased structure in the creation of corporate content. This effort is usually (but not always) led by the technical documentation department. The technical documentation team can most clearly see the costs of knowledge fragmentation in resources and employee hours and the potential benefit that optimization will bring.

A business that is lagging in this area has unstructured documents that are barely accessible, stored in difficult-to-search shared file folders or on SharePoint. Corporate content is stored in a number of silos that are not connected with each other. For example, the technical support team will maintain their “how-tos” and the solutions they provide for customers in a knowledge base that has no connection with the official documentation that is carefully composed, updated, and edited in the technical documentation department. When this support knowledge base is available online to customers, it can create confusion and even misinformation – for example, if the knowledge base is not updated with changes to a new version of the product, even if these changes are reflected in the official documentation.

The motivation for optimization at this stage are fairly obvious to the business as a whole and, in particular, to those functions within the company that deal with content on a daily basis. For
customers to receive accurate information, they need a way of accessing all the content that the company creates. At the same time, content authors within the company need to keep up with numerous incremental changes needed for documentation of new versions. To do this effectively, new content needs to be structured so that topic-level changes can be easily implemented and spread to the rest of the organization as well as to customers through multi-channel publishing.

This “performing” level is achieved through the parallel activities of making corporate documents more accessible and of creating content in a structured format. Before all content is available in a structured format, accessibility can be increased through document-level search engines that index the company’s different silos.

Let us take the example of the well-known but fictional company, Acme Widgets. Acme Widgets wants to reduce fragmentation, but all Acme’s content is in static PDF files. If Maria, a customer of Acme Widgets, needs to know how to install Widget 3 on Platform 2A, a document-level search engine will provide Maria with the manual for Widget 3. She will then need to search through the manual for the answer she needs. This basic access to corporate content is expected by customers and considered the absolute minimum in terms of self-service.

But by switching to structured, topic-based XML content (that is, intelligent content), content authors within the organization can both increase findability for customers and easily keep track of topic-level changes to documents. Changes made to a single topic are updated throughout corporate documentation, sent automatically for translation, recompiled, and published to web and mobile.

Thus, once Acme Widgets has successfully implemented intelligent content with a robust taxonomy, it will achieve considerable savings in resources. As soon as the Acme technical documentation team updates the revision to the Widget 3.0 manual to reflect the changes in Widget 3.1, all the topics that they have changed are automatically updated and compiled in new manuals that are accessible by web and mobile. Only the revised topics are sent for translation, leading to lower translation costs and more effective content management.
It is at the world-class level that the company’s advances in the “fragmentation” and “structure” tracks can truly come together. Once the content is structured at the topic level, it is possible to give customers topic-level access via a single enterprise portal that draws content from all the silos in the company. The effective use of metadata, taxonomy, and classification in the authoring process ensures that this portal gives customers immediate access to relevant content and the exact topic they need, regardless of where it “sits” in the organization.

Once Acme Widgets has switched to intelligent content, Maria becomes a much happier customer. When Maria needs to install Widget 3 on Platform 2A, she can go to the online portal and immediately find that specific topic, drawn dynamically from Acme’s content, the first time she searches. In the same view, thanks to the effective use of metadata and classification, Maria sees a how-to article on installing widgets on Platform 2A drawn from the technical support knowledge base, and an update alert noting the changes needed when installing Widget 3.1.

This same access to relevant content is available to employees such as support personnel who need quick access to specific solutions. Since support personnel access content through the same portal, they can add how-to articles in the same structured system and propose updates to technical documentation based on their contact and experiences with customers.

The result of the combination of intelligent content, content consolidation and content accessibility is evident in the company’s interactions with customers and in employee productivity. Customer satisfaction rises and support costs fall as customers are more easily able to access the content they need quickly and without calling support. Support personnel have easier access to content throughout the company and the content itself is improved. Moreover, content creation is less expensive as more new versions are released: less time is needed to update manuals and less money is spent on translation.
Organizational progress in the Distribution and Display tracks enables further benefits from structured and accessible content. In a lagging company, users access content using monolithic PDF files on the corporate website or internal CMS. Customers are not even able to search for what they need – they are confronted with a “Documents” page on the corporate website that includes manuals for the company’s products. When customers find the manual they need they can view it on their desktop or print it out, but anyone using a mobile device is out of luck.

Fortunately, few companies today are in this situation. Most organizations recognize that content needs to be available for mobile devices such as tablets and smartphones and they have content available in a mobile-friendly format. Those organizations that have structured, topic-based content allow customers to access this content through their websites.

However, while this “performing” level of content distribution and display keeps customers relatively satisfied, it misses the tremendous opportunity enabled by the combination of intelligent content and dynamic online and mobile access.

A world-class organization allows customers to put together their own “manual” based on the topics they are interested in. This manual can be downloaded to their mobile device, and any updates to this content within the organization can be pushed to the customer’s mobile device. Deals based on features or products that customers are interested in (based on their personalized manuals) can be sent dynamically to these customers. As studies have shown,
customers who have already expressed interest in a certain product or feature do not find it intrusive when they are offered deals based on their previous interest.

For example, if our customer Maria has been looking at documentation topics related to a new upgrade for Widget 3.1, she considers it a *service* if the Acme Widgets site displays contextual information for her regarding the new features included in Widget 4.0 and notifies her of a special price for the upgrade. By pushing relevant content, Acme Widgets has increased customer satisfaction *and* made a sale.

**Search Methodology**

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Key to keeping content accessible for customers and employees alike, of course, is the search methodology that is used. This, too, depends to a certain extent on how structured the corporate content is. Free-text and keyword search on corporate content sites and knowledge bases have become increasingly common, but can result in hundreds or even thousands of results for the average customer. Customers are likely to give up and call support. However, if content is structured and its structure includes well-thought-out taxonomy and classification, customers
can be guided to the result they need. The best way to do this is through role-based and faceted search.

Maria is a known customer of Acme Widgets, and Acme’s system already knows that she uses Widget 3.1 and works in the engineering department of her company. It automatically shows her documentation for Widget 3.1 that is relevant to technically proficient customers. Moreover, it allows her to choose the “facets” of the product she is interested in – which platform she is using currently, for example – to narrow her search. An optimal faceted search will show Maria how many topics are relevant to each facet before she chooses it. (The number of results can be shown in parentheses next to each choice.) This avoids the dreaded “empty search results.” An empty search causes negative feelings for the searcher, however illogical this may seem. The Acme Widgets portal shows Maria content that is relevant to her role while allowing her to further filter her search easily. Maria can find exactly the content she needs when she needs it. Maria is a happier customer, and she doesn’t need to call support when the answers she needs are so readily available.

Your Knowledge Community and Content Contribution

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In a lagging organization, knowledge only moves in one direction: from the company to the customer. Performing companies, however, have expanded on their knowledge communities, allowing customers to rate content and how-to articles and to comment themselves. This further engages the customer and gives content creation departments much-needed feedback.

World-class organizations go one step further and use their knowledge communities as a way to improve the content itself. A world-class organization takes full advantage of the knowledge community, integrating customer feedback and input from support personnel to continually
improve the official documentation. Knowledge community feedback and additions are added and referenced in the original content, allowing for quick improvement.

A world-class knowledge community includes employees from different departments: not only technical documentation but also members of the engineering department, customer support, and field service. Partners and customers are also part of the knowledge community, so that the organization will always know what new content is needed and what content is not “hitting the mark.”

How does this work? Let’s look at a scenario in action. Maria installs the upgrade to Widget 4.0, but she has an issue. She goes to the online portal, but does not see her issue addressed. Maria calls support and reaches Luke in the call center. Luke walks Maria through the issue and adds a support article to the knowledge portal that addresses this issue. Luke’s article is available immediately to customers and is also transmitted to Julie, the technical documentation manager, so that she can review it and add it to the regular product documentation.

Peter, a field service engineer for Acme’s partner Platforms ‘R Us, is about to install an upgrade to Widget 4.0 at a remote location without Internet access. As a community member he has already defined his preferences on Acme’s portal, so any information about the new upgrade is automatically pushed and downloaded to his mobile device. When Peter installs the upgrade, he sees Luke’s article immediately. He notes that Luke’s solution needs to be changed slightly when working with a different platform. He writes a comment responding to Luke’s article, and the comment is updated in the portal as soon as Peter is back online. Peter’s comment is also forwarded to Julie for inclusion in future documentation releases.

Maria’s friend Bob is updating his widget, too. When he has the same issue as Maria, he immediately finds Luke’s solution with a filtered search on the company portal. Bob sees Luke’s article updated with Peter’s addition, and Bob doesn’t need to call support to solve his problem. It was so easy to find the solution that the problem did not impact Bob’s experience with the upgrade, and he is quick to recommend it to friends who use Widget 3.1.

This scenario demonstrates the potential of empowering the knowledge community. By having your content go both ways, you can build customer and partner relationships, increase customer satisfaction, and add to the value of the customers you already have.
Knowledge Analytics and Monetization

The move to intelligent content enables a higher level of analysis and monetization of both corporate content and customer data. Structured, topic-level data allows documentation departments to see which pieces of information are actually accessed by customers and which are never seen because of a lack of customer interest. This allows technical documentation departments to further optimize documentation and save resources by no longer updating content that customers are simply not interested in. Tech docs can concentrate resources where they are needed most.

As studies have shown, potential customers evaluate a product based on its online documentation. This means that marketing departments as well can learn which features are interesting to potential customers through topic-level analytics of content.

Topic-level analytics based on a personalized knowledge portal generate contextual, customer-specific information. Using these analytics, an organization can know precisely what features, upgrades, or new products a customer is interested in. This allows companies to engage customers with content based on their interests, easily upselling and cross-selling. With a two-way customer knowledge base, where customers can comment on topics and even build their own manual, they have already expressed an interest that allows the corporate marketing team to send customers contextual “selling” information that will be considered a service.

Maria’s friend Bob has been exploring the Acme Widgets portal, and he realizes that he can actually choose the topics he is most interested in, and create a personalized manual. He can download this manual as a PDF, but he prefers accessing it through his mobile device. One of the features that Bob uses all the time is Widget 4.0’s automated phlebotinum generation, and he includes this feature in his personalized manual. Acme has further optimized phlebotinum generation with its new Widget 5.0, and content describing the new feature is “pushed” to Bob. He reads the information on his mobile device, and continues reading related features on the online portal. Acme’s automated marketing system gets an alert about Bob’s interest in the new feature, and he is automatically sent an email offering a deal on upgrading to Widget 5.0. An action is created on Acme’s CRM system for a salesperson to follow up. “Coincidentally,” Bob was just thinking of upgrading, so the email arrives right on time. Bob upgrades to 5.0 and is soon benefiting from more and better phlebotinum.
Business Benefits

By now, the benefits of moving up the knowledge value maturity model should be clear. Business benefits are achieved on every track and at each stage.

The move to the “performing” level on each track will generate increased productivity for content creators and greater knowledge sharing. This sharing of knowledge makes employees more efficient and customers happier.

The move to world-class further increases productivity and expands the value of corporate knowledge with a customer and partner community that is based around your optimized content. Knowledge sharing becomes the engine behind employee productivity, customer satisfaction and engagement, and increased sales to new and existing customers.

So Where Do I Start? Some Tips

- In order to start the move to world-class, an incremental approach is best. Your initial implementation should:
  1. Start with a targeted application for a specific audience
  2. Show a “proof of concept” that can spread
  3. Provide tangible benefits and profits for “selling” to the rest of the organization

- Rome wasn’t built in a day – don’t expect to implement a world-class knowledge portal in a week. Choose a group and a function that will clearly benefit from moving toward intelligent content, push-and-pull functionality, and knowledge integration, and concentrate your efforts there first.

- Decide on your ROI variables before beginning the project. What do you expect to achieve? What level of translation savings, content creation efficiency, or customer interaction will
define a “successful” project? Make sure you will be able to measure the results you expect. Remember that to accurately measure the success of the project, you must have accurately measured your baseline before you begin.

• Departmental buy-in is a priority. If you expect members of your team or department to change their workflow or open up their content to others, you need to show them how the changes will make their workflow better or more effective. Directives from above, if they are only from above, can create resistance from below.

• Join silos – don’t try to break them! Your different departments work with different tools and repositories for a reason. Whenever possible, allow them to continue their current workflow and simply join the results with a flexible portal.

• Finally, don’t be afraid to ask for help. There are numerous forums for DITA and intelligent content where knowledgeable colleagues are only too happy to share their experiences and answer questions. And if you need professional consulting, services or an out-of-the-box knowledge portal, be sure to come talk to us at Suite Solutions!

Have questions or comments? Like to share a phlebotinum scenario with me? Write me at miryamb@suite-sol.com. I’d love to hear your feedback.
About Suite Solutions
Suite Solutions provides the full range of content delivery platforms and professional services you need to engage your customers by providing quick access to relevant information. Our experience and DITA Quick Start approach help you get it right the first time and quickly realize the benefits and ROI of XML-based information. DITA implementation services include style sheet development for a multitude of output formats in multiple languages, dynamic publishing using the SuiteShare knowledge portal, content conversion, training, consulting, information architecture guidance, custom integration and support. Suite Solutions’ strong team of professionals is proficient in industry standards and best practices and has extensive experience with a broad range of projects. We think out of the box to find creative solutions for the needs of each organization, providing responsive support and uncompromising professionalism. Learn more at suite-sol.com.

About SuiteShare
SuiteShare is a content-centered hub providing your customers and partners with personalized product information. It presents content in whatever format the customer demands it, such as PDF, HTML, or mobile format. It supports personalized content collections (online or offline), drill-down help categories, and collaborative knowledge bases. SuiteShare is completely mobile-friendly, and supports a wide range of media so that you can get your message and information across to your customers whenever and wherever they need it.