



## Five Essential Steps for Mastering SharePoint Migration Planning

*Ensuring your migration is successful and setting your SharePoint environment up for ongoing governance efficiency.*

SharePoint Administration

**Author**

Christian Buckley  
*Director, Product Evangelism  
Axceler*

**Key Contributors**

Ben Curry  
*SharePoint MVP  
Summit 7 Systems*

Chris McNulty  
*KMA*

Mike Watson  
*SnapWorkSocial*

Dux Raymond Sy  
*SharePoint MVP  
Innovative-e*

**AXCELER**

600 UNICORN PARK DRIVE  
WOBURN, MA 01801  
TOLL FREE: 866.499.7092  
TEL: 781.995.0063  
FAX: 781.287.0180  
questions@axceler.com  
www.axceler.com

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## Introduction

When people think about a SharePoint migration, many of them focus their thoughts on the technical act of moving sites and content from one environment to another. This is generally viewed as a job for the SharePoint administration team, outside of the purview of end users and business owners. The fundamental flaw in this thinking is that SharePoint is not so much a technical platform, as it is a business platform that uses technology to solve business problems. Administrators who've deployed successful SharePoint systems understand the difference between approaching SharePoint from a purely technical viewpoint (let's just make sure it works) and approaching SharePoint from a more business-oriented perspective (let's also make sure that it's effective). The good news is that migration to SharePoint 2010 gives administrators the opportunity to re-evaluate their overall SharePoint environment and helps ensure that it's not just technically working, but that it's well utilized and producing the results that the organization had in mind when it was first implemented.

The key to this is recognizing that the bulk of a migration project happens—or should happen—well before the technical move. And that it entails planning that closely involves the business owners and end user communities. Saying “no” to a purely IT-led, move-it-through-brute-force migration gives you the opportunity to fix what's broken, improve what works, and use the opportunity to transform your overall SharePoint environment to better meet your operational goals.

Migrations can be complex and multi-layered activities with many different points of failure. With careful and thorough planning and preparation, your current or legacy SharePoint environment can be transformed when you migrate into your new environment, helping you fully realize the value of your SharePoint investment.

This white paper outlines a set of guidelines that will help you plan for your SharePoint migration, as well as for your environment's ongoing governance. The focus here is on the business aspects that are most essential to getting things right. This is not to ignore the fact that there are also many technical elements to every migration. While SharePoint is at heart a business platform, it is, after all, technologically based. We do touch on some technical issues in this paper, but they are largely framed in terms of their interplay with the business issues. Axceler's technical discussion, however, is covered primarily in our companion white paper, *Insider's Guide to Upgrading to SharePoint 2010*.

## Why Migrations Call for Careful Planning

Migrations are complex endeavors, so much so that some organizations choose to just stand up a brand new instance of SharePoint, and put content migration straight into the hands of their end users, rather than bother with a formal migration. In the best of circumstances, where there are clear governance policies that are adhered to by end users, the outcome of a do-it-yourself migration just might be acceptable. Under more typical conditions, the mistakes made in the original instances will be propagated in the new environment.

More often, migrations follow more of a ram-it-through strategy that relies on performing a database attach (stripping out customizations, permissions, and configurations), moving the data across, and then trying to rebuild. The result is often the same as it is when migration is left to the end users: the mess is moved from one system to the next without fixing the inherent problems (other than removing or updating unsupported workflows, web parts, and solutions).

In either case, there will be missed opportunities for taking advantage of what's new and improved in SharePoint. And even in those situations where there's strong governance, migration is an excellent time to re-examine your SharePoint policies and procedures, and tweak or augment them as needed. It's also a good time to evaluate your taxonomy (and your "folksonomy", the terms that end users have come up with) to make sure that your SharePoint environment is optimized for search.

Heading into planning, it's best to recognize several truisms.

### **Migrations are (and should be) phased.**

This is because the needs of each business unit, each site collection, or even each individual site may differ from those of the rest of the organization. Some teams rely on SharePoint for their daily business activities with complex customizations and deep line of business application integration, while others may utilize only the rudimentary functionality that SharePoint offers. Administrators and project teams should prioritize migration based on these different factors, understanding what each team requires before moving forward. One of the biggest mistakes teams make is to treat all SharePoint sites and content the same way, with the same rules and filters applied across the board. This has a direct effect on end user satisfaction, and on the effectiveness of the collaboration environment as a whole.

### **Migrations are (and should be) iterative.**

Very rarely will an administrator "get it right" the first time out, with all content intact, all customizations in place, and all forms and workflows working perfectly. As a platform, SharePoint has far too many points of failure, where human error can lead to mixed results. By testing throughout the migration process, project teams are able to migrate iteratively, building on prior successes by adding additional content, features, and tools. The most successful migrations include active participation by end users in these iterations, allowing someone who knows the content and the business requirements to provide feedback and improve upon the plan of record in realtime.

### **Migrations are error-prone.**

The real-time nature of SharePoint means that there are constant changes happening on the front end and the back end. Administrators can run pre-migration checks a dozen times that result in a clean bill of health, only to run into problems when attempting to migrate. And not every user or developer makes modifications that adhere to SharePoint best practices. A .Net developer does not equal a SharePoint developer, and the platform often suffers from too many untrained hands attempting to treat the platform like any other website. Customizations, third-party tools, and line of business applications can cause unexpected outcomes. That's why it's best to test, test, and test again. As we just said: migrations are (and should be) iterative.

### **BEN CURRY—SUMMIT 7 SYSTEMS**



I've been asked whether, from a technical perspective, migrating from SharePoint 2007 to 2010 will be easier than migrating from 2003-2007. There is absolutely some new (or matured) functionality that's making life easier, but the real problems with upgrades aren't always specific to the technology. Many issues center around the business solutions, both custom coded and out of the box. Heavy branding, navigation, custom Web parts, workflows, custom field controls, and the like are very challenging when upgrading to SharePoint Server 2010. We often find that the backward compatibility and continuity of the business solution is the most challenging part of upgrading these business solutions. Training users on a 'new' way or preserving process/content state can be even more challenging. Multiply this problem by hundreds or thousands of sites and you will be faced with a most challenging project. Only when these issues are adequately uncovered and planned for can you have a successful upgrade.

The best approach you can take to an upgrade is to test, think, whiteboard, think, test, lather, rinse, repeat. Most importantly, you have to write things down and measure the results. A plan not written down is a bad plan. When part (or all) of your migration strategy bends or breaks, how do you know what isn't working if you didn't write your plan down? Plan, implement, monitor and adjust—that's the magic to the long term upgrade success.

*Ben Curry is an enterprise network architect specializing in knowledge management and collaboration technologies. A Managing Partner at Summit 7 Systems, Ben is a Microsoft MVP and has authored/co-authored two books on SharePoint, and has published numerous articles on sites such as TechNet.*

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## Before you start your planning...

Now that we've set the groundwork for planning, it's tempting to jump in and get right down to it. But there's an all-important pre-planning activity that you need to take care of before you begin plotting out your migration strategy and tactics. And that's making sure that you understand precisely what the lay of your current SharePoint land is.

Particularly in environments that are highly decentralized and/or where there has been little attention paid to overall SharePoint governance, it's imperative to have a detailed picture of what's there now. You need to identify dead sites, unused pages and documents, and inactive users. You need to find any unused web parts, orphaned domain users, and unused SharePoint groups. It goes without saying that you need to not just find what's no longer in use, you have to remove it, as well. You also need to know where your custom site components live—content types, site and list templates, and non-standard navigation—as unchecked customizations can prove to be big migration “gotchas.” As it does with most everything else in life, the garbage in, garbage out principle applies to SharePoint. Blithely moving the bad alongside the good has made for many painful migrations—wasting time, wasting money, and wasting an opportunity for your organization to get more out of SharePoint.

The pre-planning stage is also a good time to analyze your security model, to analyze storage trends, and to take a look at your usage trends.

It may be helpful to think of your migration in terms of moving to a new home. Sure, you can pack everything you own up, and sort things out later, but your move will go more smoothly—and be less costly and easier—if you take the time to sort through your possessions ahead of time. If you do so, you'll need to buy fewer packing boxes, you may end up paying the movers less, and, as you're settling in, you won't be scratching your head, wondering why you hadn't tossed some of your old junk out and organized things better before the move. Understanding what's been working and what's not been working, who's been active and who's not been active, what's being used and what's not being used, is an excellent starting point for beginning your conversation with the business owners and end users who should be playing a central role in your planning process. And who are so central to the ultimate success of your SharePoint implementation. Not incidentally, it may also provide you with insight into whose opinions, requests and requirements should carry the most weight as you plan for your migration.

## Mastering Migration Planning

Experience has shown that adherence to five focus areas in your planning can dramatically reduce the risks inherent in SharePoint migrations, and help ensure future success of the platform by providing a stable foundation upon which to build your site structure, keyword taxonomy, information management policies and filters, and other business productivity solutions. These focus areas are:

1. Clearly define the overall scope of your migration and clearly establish your priorities
2. Clearly define the processes and project methodology you will follow (and closely involve your end users)
3. Pay careful attention to how your content is organized
4. Plan your execution carefully—it's the key to transforming your SharePoint environment
5. Establish a culture of strong governance and continuous improvement

There are many other areas of business and technical focus that fall within and outside of these steps. Microsoft and the partner community around SharePoint provide many tools and rich content to help you with the technical aspects of your migration, but all of those considerations are secondary to completing these initial planning steps.

### KNOW WHAT YOU HAVE

Before you begin your migration to SharePoint 2010, you need to have a solid understanding of what's in your current SharePoint environment, with an eye towards understand what's working and what's not, what's being used and what's not, and doing a general and thorough clean up before you migrate. Axceler's ControlPoint allows you to get a handle on your current SharePoint environment, cleaning up and restructuring before you migrate to help streamline your actual migration. ControlPoint can help you:

- Find and Remove Dead Sites
- Find and Remove Unused Pages, Documents, and Inactive Users
- Find Unused Web Parts
- Find and Remove Orphaned Domain Users
- Analyze, Manage, and Redefine your Security Model
- Find and Remove Unused SharePoint Groups
- Reorganize Farm Hierarchy

ControlPoint provides a single view across all of your environments, allowing farm administrators, site collections admins, and site admins to manage changes within the scope of their responsibility. It allows you to quickly identify changes to be made by generating dynamic, actionable reports as needed, or on a predetermined schedule. Each report allows you to identify issues to be corrected prior to a migration, and to take appropriate action.

## 1. Clearly define the overall scope of your migration and clearly establish your priorities

The scope of your migration should not be to simply move data from one server to the next, but to meet your operational vision for SharePoint. Business requirements and priorities may have changed substantially since the initial deployment, so it's important to validate the organizational “must have” and “nice to have” features. Understand the goal of the project, and the key use cases that drive how the environment will be used.

- Understand the roles and responsibilities of each team.
- Understand how the teams do business today, what is automated, what does not work—essentially, map everything out so that you have a clear idea of what each team does.
- Understand what are process problems versus technology problems.
- Work with your end users to create use cases for each team or business unit, keeping them simple. Don't make judgment calls on the use cases—allow the team to prioritize them later. Just capture the information.
- Work with your end users to prioritize their use cases according to a defined set of weights and measurements. Have everyone agree on the measurements, and the priorities.
- As part of your discovery process, conduct an overall health check, looking at usage and activity reports, permissions, storage data, and other audit and performance data to that you can weigh this data against your priorities.
- Review and refine priorities as you meet with each team. Build a comprehensive list, and be flexible about changes. This will enable you to build out your project plan.

## 2. Clearly define the processes and project methodology you will follow (and closely involve your end users)

End users are more willing to participate and are more forthcoming with their requirements if they understand—and are part of—the process. Make sure that you communicate what the process is to your business owners and end users so, that they clearly understand what the expectations you have of them are, and what they should expect from you.

- It's best to utilize your existing project management methodology to move the project from initiation through delivery and operational support, rather than introducing a new methodology that your organization is not familiar with.
- Involve your end users early and often. Find ways to drive the migration through their efforts, including development of use cases, documenting requirements, reviewing and approving designs, testing migration iterations and validating results—using the platform to both identify technical gaps and to add new features that are identified as iterations are rolled out.
- The methodology should include all of the expected artifacts, including scope document and requirements, detailed project plan, a communication plan, test plan, governance plan, key roles and responsibilities, and a formal change management process.
- Document roles and responsibilities using RACI (Responsible/Accountable/Consulted/ Informed) or OARP (Owner/Approver/ Reviewer/Participant) model to help everyone to be clear on what is expected.
- Develop a robust test plan. Again, assign responsibilities, get buy in, set expectations. It is also important to give recognition—nothing will cement the support of your key end users than to ensure that their managers are informed of their valued role on the project.
- Use an iterative model that allows for rapid deployment of clearly defined scope, have end users test and provide feedback, refine and improve based on feedback, and repeat the cycle until priorities have been met.
- Plan for a “worst case” scenario, and have a rollback plan in place that will enable you to recover from a catastrophic failure as quickly and cleanly as possible. Make sure to incorporate communication to business owners and end users in this plan.

### GET BUSINESS FEEDBACK

**Wondering how to include your business users in the planning process? Consider these feedback mechanism tips:**

- **Use surveys.** Have a strategy for capturing the data. This should not be a “generic” activity—survey questions should provide “actionable” data.
- **Tap into (or set up) user groups and forums,** and be creative to get people to participate, from buying (lunch, recognition) to recognizing.
- **Always have an agenda.** Be direct with your questions, and respectful of your users' time.
- If no recurring forum exists in your company, create one.
- **Conduct Rapid/Joint Application Design (RAD/JAD) Development Sessions.** Include all stakeholders. Map out the system and your plan, including your t (e.g., taxonomy discussion, templates), new site designs, and have the development team on hand to model out the new system, making changes in real-time, and getting signoff then and there.
- **Hold Interviews,** one-on-ones, and off-sites. Be flexible on how to engage, get people into the creative mode where they will open up and share ideas. Don't talk all the time, but listen, and do your best to document users' requirements.

### 3. Pay careful attention to how your content is organized

Simply put, SharePoint is built so that end users can find and share the information they need to get their jobs done. As such, few things are as important to SharePoint's long-term success as getting the information architecture right. Having a sound information architecture helps organize and streamline the migration process. It organizes the site structure, and defines how the metadata and taxonomy are applied so that content providers can understand what they need to do to make sure that the information they're sharing is in good working order. Most important, it supports the search architecture, and ensures that end users are able to find the information they need within the system.

- A migration is an opportunity to clean up, not just move: working with your end-users, clean up the content types.
- Align the navigation across your environment, allowing users to find their way in and back out of sub-sites.
- Organize the metadata, and build out a streamlined taxonomy.
- Optimize data and content for search, reducing or removing folder structures.
- Consolidate all site templates, unifying and simplifying the environment.
- Create a clear map of where your content is, how metadata is to be assigned, and at what levels these components need to be managed. This will assist in the creation of your governance model.
- Refine as you go—understand what is out there, and improve your data model as you better understand your content.
- As you test, be clear on what needs to be migrated, and the rules around various content types, content libraries, and file shares. Move what needs to be moved, and develop strategies around the content, folding these plans into your overall plan.

#### CHRIS MCNULTY—KMA



#### Smoothing the Way with Metadata Planning

SharePoint 2010 contains greatly enhanced tools for managing enterprise metadata. The Managed Metadata Service (MMS) in SharePoint 2010 makes it easy to centralize taxonomy management while also empowering users to self-determine their own classifications. This can be fantastic—but it can also breakdown when users create too little, or too much, metadata.

A bit of upfront planning will help smooth the way to well-adopted and useful enterprise metadata patterns. Here are a few tips for metadata planning:

**Start in 2D.** Moviemakers spent decades filming in two dimensions before they tried 3D. Make sure you reach consensus on defining the major dimensions of your business—departments, location, products, projects—before attacking other details (e.g., zip codes, part numbers). And resist the temptation to turn every possible subcategory of meeting notes, presentation formats, etc. into an independent content type.

**Plan to be unplanned.** It's impossible to predetermine all possible end-user preferences for keywords and categories. Users can generate a lot of potentially redundant keywords, which is OK as long as clear boundaries are established. One of the less well understood features in SharePoint MMS is the synonym functions. Synonyms are available in term sets and taxonomies—but not for keywords. Create a few very general term sets—e.g., "Topics"—and promote frequently used keywords into the Topics term set so they can be merged and grouped with synonyms. That way, users can be gently steered toward a common syntax for a tag like "Office 365" if they type "O365" as a keyword.

**Plan to be re-planned.** As part of your overall strategy, you should anticipate reviewing search logs and usage patterns at least quarterly. Let your users vote with their feet, or at least their mouse clicks, about where to grow your information architecture.

*Chris McNulty is SharePoint practice lead at KMA, a New England Microsoft Gold Partner. A frequent conference speaker who offers practical technical advice on his blog (Microknowledge), Chris is the author of the original "SharePoint 2010 Consultant's Handbook—a Field Guide to Managed Metadata Services."*

#### 4. Plan your execution carefully – it's the key to transforming your SharePoint environment

Carefully planning your SharePoint migration provides you an enormous opportunity to transform your SharePoint environment. By closely involving your business end users in the decision process so that their needs and requirements are truly met, by organizing your content so that it's more accessible to those end users, by clearing out the folder, site structures and content that are outdated and unused, you will have taken a significant step towards transformation. Now the key is executing your migration so that the transformative benefits of your new environment can be realized.

You should expect—and plan for—your migration to be phased and iterative. As you work through your migration, you may identify gaps in your taxonomy, or workflows that are missing for critical business processes. Take a deep breath and make the modifications you need to make. By taking a phased approach, you should be able to fix problems when they're small, rather than when they may have spread throughout your environment. To help ensure that your migration has what it takes to be transformative, you should follow these planning guidelines:

- Break it up into manageable pieces, working team by team, understanding their unique requirements.
- Don't rush the process. Understand that most migrations follow the 80 / 20 rule—80% of the migrations should be fairly uneventful, while 20% of the migrations will cause severe migraines.
- Do the hard work up front—don't cut corners. Stick to the plan.
- Be prepared to run into problems, and continually reassess your priorities.
- Customizations are the number one reason why technical migrations fail. As you identify rogue customizations, understand their priority. If you can, move forward without them and iterate later. Or componentize your development, migrating everything but the problem customization, handing it off to a strategic development team to resolve.
- Develop a plan for communicating proactively with your stakeholders and end users about what is happening with their sites and content.

#### MIKE WATSON—SNAPWORKSOCIAL



##### Got Customizations?

One of the most difficult parts of migrating SharePoint is dealing with customizations. If your SharePoint customizations aren't dealt with properly, your users may find the critical functionality they depend on unavailable. One of the most important pre-migration activities is to inventory what customizations you have and categorize each to understand the migration path. Customizations can be broadly categorized as follows:

**No-code solutions** are made to SharePoint via HTML edits, embedded scripting, SharePoint Designer, and even directly from the SharePoint interface. In general, these types of customizations require little if any consideration prior to upgrade, but some customizations (e.g., workflows) may not upgrade properly. Prior to migration, create an inventory and identify key functionality. After migration, test to ensure they function as expected.

**Coded solutions** contain compiled code. You own the source code and are responsible for upgrading them. While most SharePoint customizations built for 2007 will install and work on a SharePoint 2010 farm, some may break and require updating. It's important to inventory test each for upgrade. If they don't work, you'll need to dig in to understand why. Expert help may be required in some cases.

**ISV Solutions** are where you don't own the source code. They can be the most difficult to upgrade, as you're totally reliant on the vendor for upgrade support. The vendor may be out of business, may not have provided an upgrade path, or may require you to purchase a new 2010-compatible solution. Always consult the ISV for upgrade information. Check their website or forums for the most up-to-date information.

*Mike Watson is an enterprise architect and the co-founder of SnapWorkSocial, a Microsoft partner focused on products and services for Office 365. Mike has been working with SharePoint technologies for 10 years and is a frequent contributor to the SharePoint community.*

## 5. Establish a culture of strong governance and continuous improvement

One of the keys to SharePoint's popularity is its ease of use. After SharePoint has been installed, users can create collaborative websites in less than five minutes. But precisely because SharePoint makes it so easy to build new sites, SharePoint systems can grow quickly and become unwieldy. Because of SharePoint's ease of use, governance is the key to long-term health and well-being for your implementation. Your governance plan should assign responsibilities (including how content must be organized and share) and access levels to everyone in your organization who will be using the system. Beyond this plan, there should be a process for continually refreshing both the platform and the governance

process, reaching out to the organization for feedback and ideas, and providing visibility of the changes made. No system is ever a 100% match for the organization, but a flexible process will help users see that their feedback is important and that improvement is ongoing. As a result, end users will be more forthcoming with their feedback, improving the overall solution—and greatly improving user adoption.

- Create a governance portal, with roles and responsibilities clearly defined. Name names, so that people know who to turn to, and credit is given where credit is due.
- Understand your corporate culture for change. If not already in place, institute a robust change management model that gives visibility and accountability to change requests. Let end users see it working, so that there is transparency in the process.
- Let end users see the priorities, and provide constant communication.
- Get buy-in on any updated plan. And always, always update the plan.

### DUX RAYMOND SY—INNOVATIVE-E, INC .



#### Getting Started on your SharePoint Governance Plan

As SharePoint gains in adoption, being able to guide, direct, and control how SharePoint is used to accomplish business goals is

critical. This is achieved by establishing a set of policies, roles, responsibilities, and processes commonly known as SharePoint governance. Effective governance anticipates the needs and goals of both your organization's IT teams and its business divisions.

#### 1. Develop your Organizational SharePoint Roadmap

Before you begin, assess and prioritize how business needs can be met by SharePoint. These are then quantified in a roadmap which can help organizations:

- Quantify the budget, resources and effectiveness of SharePoint
- Allow priorities to be set
- Specify the solutions to be deployed

Executive leadership must be involved. Organizational maturity around business processes, technology adoption and change management should also be considered.

#### 2. Secure Appropriate Investment

Proper investment should be allocated not only for securing the necessary technology, but for investing in the right team to deliver relevant SharePoint solutions. In the early stages, proper engagement with the business is crucial to gain adoption and organizational buy-in.

#### 3. Identify Roles and Responsibilities

Apart from IT, key roles and responsibilities should be defined, including responsibilities around ownership of SharePoint, strategic committees to define your roadmap, the responsibilities of site administrators, site managers and users, and of support roles.

#### 4. Operational and Support Strategy

Define how day-to-day support will be managed, as well as what role IT will play with building new applications for the business.

*Dux Raymond Sy is a managing partner and the chief evangelist of Innovative-e, Inc ., a Microsoft Certified Gold Partner focused on achieving business results through organizational transformation. He is a SharePoint MVP and the author of SharePoint for Project Management, and blogs on project management, SharePoint and globalization at MeetDux.com.*

## What's next: to migration and beyond

Once you have a plan in place, the next step, is, of course, to take care of the actual migration itself, keeping in mind that your migration should be phased and iterative, and should not be viewed as a heroic undertaking that will happen in a couple of days thanks to the efforts of your stalwart weekend warriors. You also need to keep in mind that your migration will (no doubt) be error-prone (Murphy's Law seldom goes unbroken). Once your migration is complete, what lies beyond is—as a result of your careful planning and the implementation of sound governance policies—an environment that is set up for ongoing success.

### Summary

Migrations are not the end goal, but an opportunity to help Site Administrators and end users alike to reach the operational vision of SharePoint. Your goals should be a stable environment, relevant metadata, discoverable content, and happy end users. While the majority of migrations are successful—sites and content are successfully moved from one server to the next—many deployments are ultimately viewed as unsuccessful because end users fail to adopt the new platform. The problems that plagued the old system are not magically solved through migration to the latest, greatest version. In fact, many problems are compounded by moving to the latest SharePoint platform because end users continue to follow poor business practices, expanding the mess.

Migration provides an opportunity to

- Correct mistakes and problems,
- Reorganize your environment, and
- Make SharePoint (finally) fit your business needs

You should use this time wisely, and one of the wisest things you can do is take a careful approach to planning not just the technical checklist items, but to the business needs that are the reason your organization is using SharePoint to begin with. Make sure that you have a thorough understanding of what's worked and what hasn't, what's being used and what's just sitting on the shelf, who's using SharePoint

and who isn't. And make sure that you drill down a bit to find out why certain content works (or doesn't), and why some users have embraced SharePoint while others haven't.

You can avoid the common migration pitfalls through careful planning, and by understanding your environment and your end user requirements. Don't rush the process, and don't treat all sites and user requirements the same. The most successful migrations take the time necessary to understand the unique needs of each site being migrated, and employ a healthy testing schedule. Test, test again, and test some more. Confirm your results with key stakeholders as you go. And above all, make sure you have a rollback plan in case you experience problems. Follow this strategy, and you will be on your way to migration mastery.

#### GETTING THERE AND BEYOND

##### **For migrating from SPS 2003 and MOSS 2007 to your 2010 SharePoint Environment: Davinci Migrator**

As you begin implementing your migration plan and begin the actual physical migration, you may want to take advantage of the tools that are available to help with some of the heavy lifting – tools like Davinci Migrator. Davinci Migrator provides complete control over the migration, enabling users to plan and schedule on their own terms. By supplying migration estimates, reporting templates, and a powerful scheduling engine, Davinci helps users build more realistic migration plans. Davinci also lets administrators put site and content migration decisions into the hands of the end user managers or professionals responsible for the content, online or offline, using Microsoft Excel.

##### **For the ongoing governance of your SharePoint environment: ContolPoint**

Ongoing governance means keeping tabs on the technical and business aspects of your SharePoint environment, which are so closely entwined. ControlPoint gives you the ability to explore, protect, analyze and control SharePoint by giving you full visibility into your SharePoint environment. ControlPoint gives you powerful control with comprehensive permissions management, in-depth activity and storage analysis, and the ability to control SharePoint usage with policies. With ControlPoint, you maintain tighter SharePoint security, make smarter management decisions, gain full control over your deployment, better manage your content – and take overall control of your day to day governance, creating time and cost efficiencies that help reduce the overall cost of SharePoint ownership.

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## About Christian Buckley

Christian Buckley is Director of Product Evangelism at Axceler where he drives partner and community development. Prior to Axceler, Christian spent time at Microsoft managing engineering operations teams and helping launch what is now Office365 (formerly BPOS-Dedicated). Christian has an extensive background in consulting and technical project management, having managed collaboration, supply chain, and business intelligence deployments for some of the world's largest technology companies, including IBM, Hewlett Packard, Cisco, Matsushita, Solectron, Cadence Design Systems, Seagate, and Nortel. His entrepreneurial background includes several years running a regional consulting firm, co-founding a 501c3 non-profit, and co-founding a software company that he sold to Rational Software in 2001. Christian is the co-author of three books on configuration management and defect tracking solutions, and regularly writes on the topics of SharePoint, social computing, governance, and agile project management. He can be found online at [www.buckleyplanet.com](http://www.buckleyplanet.com) and on Twitter at @buckleyplanet

## About Axceler

Axceler solutions enable enterprises to simplify, optimize, and secure their collaborative platforms and have delivered award-winning administration software worldwide since 1994. For Microsoft SharePoint, Axceler offers ControlPoint and Davinci Migrator. ControlPoint is the best way to get control over a SharePoint environment giving SharePoint professionals the ability to manage permissions, copy sites, analyze activity and much more. Davinci Migrator is a best of breed migration solution for organizations upgrading SharePoint 2003 and 2007 to SharePoint 2010. It was named a "Best of Connections 2010" finalist in the Best SharePoint Product category by Penton Media's DevConnections, while the editors of Windows IT Pro named ControlPoint the Best SharePoint Product of 2009. Headquartered in Woburn, MA, Axceler maintains offices in Seattle, Los Angeles, London and Sydney. For more information, visit <http://www.axceler.com>.

