

Gartner Portals, Content & Collaboration Summit 2012



19 - 20 September | Park Plaza Westminster Bridge, London, UK
gartner.com/eu/pcc

TRIP REPORT

Always ON: Anything. Anytime. Everyone.



Immediate action required

Social media. Mobility. Context awareness. Non-traditional content. User experience. Consumerization. They're all poised to disrupt your organization, starting now. This confluence of accelerating trends will create not only unprecedented opportunities and new business models, but also unprecedented exposure and risk. You must understand and exploit these emerging trends now, or risk falling behind better-positioned competitors and/or the expectations of your customers and employees.

Constant interaction means continuous opportunity

Disruptive trends are yielding an array of business-critical imperatives: Deliver secure access across a widening range of devices. Mine and leverage non-traditional content. Use social software to drive efficiency and innovation. Exploit context-aware computing.

This year's Summit helped IT and business leaders with actionable advice and leading insights to turn complexity into opportunity. Only Gartner has the field-tested research, actionable insights and collective expertise to deliver critical information and insights on a global scale. With so much at stake for your organization, the Gartner Portals, Content & Collaboration Summit was more essential to its success than ever before.



Nikos Drakos,
Research Director,
Gartner



Juliane Jung,
Director, Product
Management,
Gartner Events



THE 2012 TRACKS

1 Portals and User Experience:
The future Web is here, available not only on browsers but also via a broad spectrum of access points, including automobiles, consumer electronics and more mobile devices. Not merely prevalent, the future Web is also multimedia-driven and operates in real time, driven by mobility, social media, streaming video and other dynamic services. Applications and user experiences are in the midst of an evolution — from the early, simple mobile Web models to today's Web 2.0 mobile apps and, ultimately, to a world of predominantly Web apps. Cloud services will forever change how portals and user experience are designed, built, delivered, sourced and managed.

2 Content and Information Management:
Four new worlds of content management are emerging. Transactional content management will continue to capture and control static content. Infrastructure content management is another world — one in which federated search, metadata strategies and interoperability between contents and records management are critical. One of the newer worlds is online channel optimization, which includes WCM, digital asset management, e-forms and analytics. Finally, there's social content management, which focuses on harnessing the content created in social media, blogs, wikis and more. Understanding each world and how they mesh is critical.

3 Collaboration and Social Business:
Social business has moved from being merely interesting to absolutely imperative, but most organizations are ill-prepared to capitalize on the opportunities or mitigate its risks. Social technologies allow people to connect, transact, learn and innovate with unprecedented speed and ease. What began as a fun tool to use among friends has now become business-critical. Savvy organizations will use social technologies to create stronger and interactive relationships with customers and employees in order to build brand awareness, optimize business process and reduce costs.

4 Mobility and Cloud
Mobility and cloud computing will revolutionize how we innovate and deliver services and experiences to consumers and employees alike, but it won't come easy. We face a dizzying and growing array of devices to manage, a broad range of wireless technologies that will have to work together, and unprecedented risk to information security and enterprise reputation. Cloud computing is causing a shift in the technologies that IT organizations buy, and a shift in which vendors they depend on. Mobility and cloud is changing user expectations, business reactions, and the vendors and markets that supply them.

Virtual Track: Gartner for Technical Professionals:

Looking for the in-depth technical view? We've had it covered with our new "Gartner for Technical Professionals" Virtual Track, which provided in-depth technical research and guidance to help technology implementers advance the initiatives/projects that support the execution of their IT strategy.

KEYNOTES

Chris Howard, Gartner

Gartner Opening Keynote: ALWAYS ON: Anything. Anytime. Everyone.

Social connections, mobility, cloud delivery and pervasive information are converging in a powerful way. This convergence is creating a new era of computing and new opportunities for business. Gartner has coined the convergence of these four forces the Nexus of Forces.

In the Nexus of Forces, information is the context for delivering enhanced social and mobile experiences. Mobile devices are a platform for effective social networking and new ways of work. Social links people to their work and each other in new and unexpected ways. Cloud enables delivery of information and functionality to users and systems. The four forces intertwine to create a user-driven ecosystem of modern computing.

Attendees at the Gartner Portals, Content & Collaboration Summit are on the front lines of delivering Nexus-aligned experiences, and this requires them to rethink the nature of portals, content delivery, and collaboration. In this keynote, Chris Howard encouraged the audience to channel their inner anthropologists and become impresarios of information: all in service to the engaged individual. He walked the audience through a future application scenario in which the user crowdsources their landscaping, gathering specific ideas and input which eventually become a manifest and purchase order for the project. This led to a discussion of extreme decentralization: one of the hallmarks of the Nexus of Forces.

Perhaps the biggest challenge faced by IT practitioners is the shift from prescriptive IT (I build a tool and teach you how to use it) to adaptive IT (I support the technology environment you want to use). This shift is accompanied by a shift in the complexion of control which gives the user autonomy while retaining appropriate security in the enterprise environment. It is a great time to be in IT: there are so many interesting problems to solve.



Ed Smith, Journalist and Broadcaster

Guest Keynote: How We Can Become Better Professionals by Being a Bit More Amateur

Can we make our own luck? At one level, the phrase is an oxymoron. Luck is that which is beyond our control, so you can't literally "make it". But we can follow Nassim Taleb's dictum: "Maximize the serendipity around you."

How do we go about maximizing our exposure to serendipity? First, by not being too much of a control freak. The best ideas often evolve by trial and error rather than top-down planning. In 1968, when an Olympic high jumper said he wanted to use a new technique, his coach tried to persuade him to stick with the textbook. Dick Fosbury had other ideas – winning Gold at the Olympics, breaking the world record and inventing the Fosbury Flop. How many coaches and bosses have successfully dissuaded other potential Dick Fosburys from making brilliant innovations?

Secondly, we should remember that people usually produce their best work when they are motivated by love rather than money. As W H Auden put it: "The first criterion of success in any human activity, the necessary preliminary, whether to scientific discovery or artistic vision, is intensity of attention, or, less pompously, love." Most people don't need to be bribed into doing things better. They need to be given the autonomy to find their own way.

In our age of ultra-professionalism, we should remember the value of loving what you do. Sometimes, we need to be more amateur (in the true sense of the word) – motivated by the essence of the thing, and less concerned by the professional by-products.

Finally, we need to guard against over-work and the dulled, uninspired flatness that follows from it. Studies on elite performance in sport and music show that the very best performers – the elite of the elite – do not practice more hours than 'merely' good players. They practise more intensely, with total absorption and attention on the task at hand.

But when they aren't practising, they are actually more relaxed and less busy. The day of an elite performer typically has two well-defined peaks of concentration on work, one in the morning, one in the afternoon. Either side of those intense periods, they recharge their batteries.

So if you're chronically stressed and over-busy all the time, don't expect to have any good ideas. Everyone talks about working hard. But we should focus just as much on freshness and joy.



Mark McDonald, Global Vice President and Gartner Fellow

Gartner Keynote: *Becoming a Social Organization— The Path to Mass Collaboration*

Every organization is social, but few are social organizations. A social organization applies social media technology to reach new levels of collaboration scale and sophistication. Based on more than 400 social media implementations, this presentation discusses proven practices and provides a framework for applying social media to tap the collective genius of your customers and employees.

- How can social media go beyond portal, workflow and marketing operations to create transformative business change
- What are the challenges associated with becoming a social organization and using social media repeatedly to achieve meaningful business purposes?
- What are the principles of a successful social organization and how to you apply them in your organization?



Nisha Pillai, BBC World News Anchor Guest

Keynote: *Networking With Ease*

Networking with Ease may have been the last keynote of the summit but it was probably the liveliest. Within a few minutes all the delegates were up on their feet discussing with each other what gets in the way of networking and how to overcome them. There was tremendous energy and enthusiasm in the conference hall.

Nisha's key messages were threefold. First, what do you want? Figure out what you want in the short term, long term and in your personal life - then look upon networking as a way to get closer to your self-professed desires. Everyone at the keynote had a go at doing just that - not easy - and then shared their ideas with the conference as a whole.

Second, have a go at asking for what you want – again not easy, but surprisingly effective as the keynote audience discovered when they put it into practice right away in a spontaneous bit of conference networking. One person had a go at asking for a move to Australia, something he'd wanted to do for a long time, and got a positive response on the spot!

Third, give something of yourself when networking – offer help, contacts, constructive feedback, experience of difficult/successful negotiations – and look out for ways in which you can help acquaintances, old and new. It's one of the best ways of turning a bunch of random LinkedIn connections into a really meaningful network that enriches your professional and personal life.

All in all, the keynote turned into a successful networking event in itself and the audience walked out, deep in conversation with people they had only just met. As Philip Broadbery posted on Twitter: "a tough last spot, but it definitely sparked valuable conversations and connections".

KEY FINDINGS

Tom Austin, Vice President and Gartner Fellow Cloud-Based Office Systems: Google vs. Microsoft

Action Items:

- Review the following research notes for details on material that was presented: <http://www.gartner.com/resId=2107317> and <http://www.gartner.com/resId=2009016>
- Use the “Cosmo Quiz” questions in the first research note to stimulate a broad reaching analysis of which approach (of many) is best for your organization. We believe organizations should selectively use both vendors cloud offerings rather than only one, but that may not be practical in certain circumstances.
- A cloud “office” services offering may not be right for your organization at this point. The journey to cloud-based systems will go no faster than the migration from mainframe to client-server systems. 2014 is the year in which we expect adoption to accelerate. See <http://www.gartner.com/resId=2034215>

Alexa Bona, Vice President and Distinguished Analyst, Gartner Contracting for Cloud: What To Do, What To Avoid

- Ensure that you are clear about what is included in your Software As a Service contracts and what is charged extra – watch out for typically unrecognized costs such as storage, sandboxing and premium maintenance
- Cloud contracts are subscription based deals. Ensure that you have locked in maximum pricing increases on renewal of cloud agreements, usually in the range of no more than 3-5% increases.
- Because Cloud allows the abstraction of IT from the consumer - a lot of cloud contracts are not even negotiated by IT or IT procurement. They are signed directly by people in the business units. Work with IT management and business units to amend IT governance policies to create high-level guidelines to address the specific aspects of purchasing and managing cloud service acquisition, including payment, technical, security and risk elements



Kenneth Chin, Research Vice President, Gartner When investing in enterprise content management (ECM), a sound strategy and roadmap is critical in achieving the return on information:

- Optimize your investment by understanding the ECM maturity of the organization. The stepwise improvement in ECM maturity will be a multiyear journey that needs to be prioritized and able to deliver business value every step of the way. The goal is to determine the business benefits of content management and effectively deploy and invest in the relevant technologies for the organization while continuing to learn and build out ECM capabilities.
- Plan for hybrid content architectures to leverage the cloud. The content management environment will almost always consist of multiple ECM products and platforms to meet different needs. A hybrid architecture consisting of a combination of on-premise and cloud deployments will provide greater flexibility and make content integration and information sharing easier.
- Understand the value, complexity, and cost of the different use cases for ECM. Calculating the return on investment for content management depends on the level of sophistication of the use case. Implementation of content management for a secure repository versus a composite content application will result in vastly different ROI results.

Nikos Drakos, Research Director, Gartner Living Without Email: Is There a Real Alternative?

This is a topic that touches most of us not only in terms of professional responsibilities but also personally as it is the most widely used business communication tool. A quick and unscientific ‘show of hands’ poll at the beginning of the session confirmed the love/hate relationship that most of us have over our use of email. About a 1/3 of the audience felt that the answer to the question posed by the session title (‘Is there a real alternative to email?’) is an emphatic ‘No’; while another 1/3 felt that the answer is ‘Yes’, i.e. there are alternatives. The rest reserved judgement. Our Gartner perspective can be summarized as follows:

- Today, email excels in individual communication but is deficient when used for group communication
- Today, social networking excels in group communication but is deficient when used for person-to-person communication

KEY FINDINGS

- However, email and social networking are becoming more like each other. Although it will be possible to pursue either an email-centric strategy or a 'zero-email' social networking one, what is important is to make sure to you have in place a comprehensive set of capabilities that combine the best of both.

Mark Gilbert, Research Vice President, Gartner SharePoint findings:

1. SharePoint planners need to spend more time on working with the business more effectively. When clients report getting low value from SharePoint, it is often the case that there was also low engagement with the business during the planning and pilot phases – with the resulting environment not seeming relevant to business needs.
2. Microsoft's SharePoint ecosystem of 3rd party extension tools received both praise and concern. While they can offer huge value to extend SharePoint capabilities, they often result in costs and complexity that were not originally expected. Organizations must assess the depth of needs they have before deciding to engage with 3rd party tools.
3. Most enterprises are currently on SharePoint 2010, with a significant remainder still on 2007. The general consensus was to wait for 2013 to prove itself next year before planning to migrate there.

Eric Knipp, Managing Vice President, Gartner

- Organizations can only capitalize on the promise of portals as composite application platforms if they possess a robust suite of reusable components and services. In the past this made composition a tough bet because most applications were constructed in a monolithic style that didn't lend itself to reuse. The advent of Web APIs is creating a rich pool of competing services that can be aggregated into new solutions, in concert with the gradually maturing SOA registries deployed in mature IT organizations. **If you want to leverage your portal as a composite application platform, you should evaluate your software and cloud service providers at least in part on their ability to deliver usable Web APIs that you can compose into new solutions.**

- Web APIs are like a plug-in architecture for your business model. If you want to reach customers and constituents in the new channels offered by mobile and social media, you need to create a public Web API. But you're not the only one playing this game, and the proliferation of Web APIs – at least 4000 according to industry site ProgrammableWeb.com – means that developers are already encountering a search problem when they go to find a Web API that suits their purposes. Therefore, if you want your Web API to capture the attention and interest of developers, you must design it right. **Focus on usability in your Web API design initiatives.**
- The sunk cost of a portal platform can be distracting as you consider infrastructure alternatives for your application development project. Remember that unless your project calls for the portal core services – features such as user management, portlets, and a context engine – you probably don't need a portal. **Use a portal in the cases where it is appropriate to get the best value, not as a cookie-cutter solution to every application development challenge.**

Hanns Köhler-Krüner, Research Director, Gartner Workshop: Let there be Knowledge: Creating Structure from Chaos.

This workshop guided participants through the first steps of creating a structure of taxonomy inside of the organization. It used case studies from the participants to create an initial basic structure across a single process to get an appreciation for the potential complexity and the need for scope and a common language right from the outset. At the end, we shared some initial conclusions.

Recommendations:

- Get a good understanding of where this taxonomy will benefit the organization.
- Understand which parts in People, Processes and Content you want to structure. (Scope)
- Building the right team and speaking to the right audience.
- Plan for maintenance right from the start and be ready to compromise

Jeffrey Mann, Research Vice President, Gartner

- Do not expect to be able to prevent all bad social media incidents. Being able to discover and respond quickly to issues is more important than pursuing the myth of prevention.
- Blocking access to all social media is usually counter-productive. If you do it now, prepare to defend or loosen the ban.

KEY FINDINGS

- Focus policy statements on values, ethics, and intentions; not on long lists of forbidden things. Use social media policy as a means to guide behaviour in the right direction, not just prevent wrong things from happening. If it is too long and legalistic, no one will read it.

Gene Phifer, Vice President and Distinguished Analyst, Gartner

For portals:

- Understand the bifurcation of the horizontal portal market into lean portals vs. comprehensive suites, determine which path your existing vendors are taking, and map future portal requirements into the appropriate set of technologies.
- Employ a platform approach to your delivery of user experiences, first by developing an architecture, then filling in the components with existing (desirable) tools, and finally completing the picture with point solutions or a suite solution from a single vendor.
- Explore emerging User Experience Platform offerings (the future of suite-oriented portal products, solidifying in 2013) as the core for your future UX platform.

For the Web:

- Look toward the Web as the intersection of the user with the nexus of forces: mobile, social, cloud and information.
- The modern Web is contextual, mobile, social, cloud-capable, driven by HTML5, real-time, programmable, and consumer-driven. Do these attributes describe your Web presence?
- Based upon user requirements, mobilize your Web presence, implement social forms of interaction, leverage cloud delivery models, and get your arms around the deluge of information from data marts/warehouses, web/portal analytics, social analytics and Big Data.



Bill Pray, Research Director, Gartner

Actions that IT departments should take in the next year for communication, collaboration, content and social (3CS) technologies include:

- **Communication:** Adjust to the major disruptions of Software-as-a-Service (SaaS), mobile and Unified Communications (UC). SaaS, Mobile and UC are quickly changing, and they must be implemented from a user-centric point of view.
- **Collaboration:** Offer a range of collaboration options, and train users. IT must help workers use the new collaboration tools effectively.
- **Content:** Content is becoming richer (i.e., more videos and images) and needs better management. IT needs to plan for the increased use of multimedia content and staff for the care and feeding of content.
- **Social:** Monitor social software usage while recognizing that the lack of standards will inhibit its adoption. Perform an audit of social software being used by employees to determine use patterns and aid in implementation of enterprise social software solutions.

Carol Rozwell, Vice President and Distinguished Analyst, Gartner

Turn Info into Insight with Social and Text Analytics

This presentation explored how social and text analytics can be used to help organizations make better, more informed decisions. We described four analytic styles: descriptive, diagnostic, predictive and prescriptive. We also explored best practices for getting value from analytics.

Recommendations:

- Clarify the questions you need to answer.
 - This guides the information you need to collect and how you will use it in decision making.
- Beware of vendors exploiting market confusion.
- Explore how analytics can augment existing BI efforts.
 - Social networks and information flows add new sources of potential insight.
- View analytics as an ongoing process of testing, improvement and learning.

What's your social media maturity?

This "to the point" session debuted Gartner's social program maturity model and provided attendees with tips on how to move from one level to the next.

Recommendations:

- Reassess what business getting social means for your organization using the social program maturity model as the starting point.

KEY FINDINGS

- Develop your own social business strategy:
 - Watch what is happening in your industry, but don't limit your thinking. Clarify what your employees, customers and business partners expect from your organization.
 - Continue educating the workforce about social business risks and opportunities.
 - Celebrate social successes and replicate better practices (best practices are still emerging).

Ed Thompson, Vice President and Distinguished Analyst, Gartner Customer Experience Management

Look first inside your organization and audit what you are already doing to improve the customer experience. Focus on coordinating activities across departments and on measuring the impact of those projects. Next look outside. Steal best practices from competitors in your home country. Then steal from others in the same industry in other countries. Then steal from other industries. Only when these ideas have been adopted or rejected then look to innovate to create a differentiated customer experience

Ray Valdes, Research Vice President, Gartner Social Experience Design: A New Discipline Matures

Social experience design is an emerging discipline that represents an evolution of user experience design in a particular direction: the social dimension. As with the longstanding discipline of user experience design, there are design patterns, architecture, best practices and enabling technology.

Social experience design is distinct from social media strategy, in the same way that user experience design is not the same as web strategy. Strategy comes first, then

the execution of that strategy through design, architecture and implementation. The goal is a cohesive and compelling user experience that satisfies both business goals as well as user needs.

Organizations need to be aware of the landscape in which a social site or social application functions. A key aspect of the social web is Facebook, which is pervasive in most regions of the world, with close to one billion users, half of whom visit every day. Facebook is not just a player in the social Web, it is also the playing field. It can be considered the "social operating system" in the sense that it provides mechanisms for social infrastructure, relating to identity, authentication, storage of social content, payment mechanism, messaging, and other foundational mechanisms. Many new Web ventures rely on this social infrastructure to advance their cause in application areas ranging from travel to media to fitness to job listings.

These sites rely on an expanding repertoire of "social design patterns" – a key part of the discipline of social experience design. Designers work, not with visual elements such as text boxes or images, but with social elements such as identity, reputation, social connection, social objects, and so on.

An important aspect of social experience design is the notion of "social objects". Social objects are shared entities between people. These objects facilitate mediated social interaction, which can be easier for users to adopt than direct interaction. Direct interaction is, for example, when a user sends a friend request to someone. This can be considered a heavyweight interaction that in many contexts is off-putting and unlikely to succeed. By contrast, a shared social object, which can be a photo, an event, a piece of music, an exercise plan, or share experience, is a lighter-weight connection that is more easily made, and can facilitate engagement and interaction between parties that would not normally communicate.



Very impressed with the depth and relevance of the information coming through. The concepts presented are stimulating and I will be taking back a lot of thoughts to share with my colleagues.

Aaron Abraham, Perceptive Informatics



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