

## PCC Summit 2008 Explores Emerging Themes, Governance and Value

Whit Andrews, Mark R. Gilbert, Karen M. Shegda

This research summarizes the main presentations and topics of discussion at the Gartner Portals, Content and Collaboration Summit in March 2008. Application managers and business unit leaders whose enterprises have considered or are considering these technologies can use this report to understand the major trends in these markets, and learn from what their peers are doing.

### Key Findings

- Five revolutionary changes are permanently altering technology and threatening to shift the balance of power among vendors, and between users and their IT organizations: software as a service (SaaS), global-class computing, the consumerization of IT, Web 2.0 and open source.
- These changes are heavily pressurizing enterprise adoption of portals, content and collaboration (PCC) technologies because of user expectations and demand. In many enterprises, IT must deal with business units or workers that are using open-source or consumer technology for business purposes without authorization.
- Enterprises that react to heavy user demand by rushing to buy technology, or that implement what seem to be quick, inexpensive and easy solutions, are likely to experience higher-than-expected costs, security problems and uneven adoption. Most buyers do not apply proper preparatory methods to see how the technology will fit into their enterprise business strategy and address resultant needs.

### Recommendations

- Realize that these five revolutionary changes are here to stay. Think about how they will affect your strategy. Work with business managers to see what value and challenges they may bring. Link such value to business objectives.
- Invest in the infrastructure that will be necessary to deal with these revolutionary changes. Support innovations in the way people work, and investigate cloud computing where it makes sense.
- Governance and careful planning are the keys to successful PCC implementations. Develop policies and communicate them. Start deployments among groups that have a demonstrated need and that are likely to take up the new technology easily.

## WHAT YOU NEED TO KNOW

---

Portals, content management and collaboration have been among the most popular topics for Gartner research. Enterprises see great potential in these technologies to revolutionize the way people work, find new synergies among employees, and help deal with a growing glut of information.

## EVENT

---

### Event Facts

Gartner held the Portals, Content and Collaboration Summit in Baltimore from 25 to 28 March 2008, before about 550 attendees. Around half the attendees were managers or executives at their enterprises. About 20% of attendees were from manufacturers; the government, financial services and "other services" sectors each accounted for 17%, and 12% were from healthcare. The remainder were from higher education and other fields.

## ANALYSIS

---

### Keynote Speech Highlighted Five Revolutionary Changes and How to Deal With Them

Five revolutionary changes are permanently altering technology, and threatening to shift the balance of power among vendors, and between users and their IT organizations:

- Software as a service (SaaS)
- Global-class computing
- Consumerization of IT
- Web 2.0
- Open source

Each of these bumps up against any application or strategy for PCC technology, affecting governance, budgets, architectural models and the interaction of business units. What's more, each amplifies the effect of the others, creating the potential for major upheaval.

Cloud computing, although currently in its infancy, will substantially affect the PCC realm. IT organizations cannot depend on cloud computing to help them cope with the explosion of content. Cloud computing also won't help turn collaboration from a series of separate tasks into real opportunities for collective intelligence and creativity. And while cloud computing can help make more portals effective, on its own it is not enough to give users access to what they need, when they need it. (See "2008 Research Themes Summary" for definitions of cloud computing, consumerization and other research topics.)

*Recommendations to application managers:*

- *Generate the capacity to innovate.* IT is responsible for great productivity gains, but productivity is not about the number of minutes workers get back; it is about what they do with those minutes. In times of economic stress, it is innovation that sets the stage for future successes.

- *Seize the cloud, gently.* Cloud computing has the potential to save a great deal of time and effort, but don't expect changes to happen overnight. Be skeptical of the hype. Remember that the cloud will not replace information infrastructure that serves to hold together information in an orderly environment.
- *Renovate PCC architectures.* Invest in governance. Policies must always shadow innovation, but IT must also control the invisible infrastructure on which these efforts are constructed.

*Recommended reading:* "Five Major Trends That Will Force You to Change Your Workplace Strategy"

## **Four Tracks Explored Issues Around Portals, Content and Collaboration, and Their Governance**

### **Governance**

Each of the five revolutionary changes poses major governance challenges:

- Understanding and delivering business value
- Overcoming cultural barriers
- Ensuring participant privacy
- Governing participant behaviors
- Managing personal and professional time

Here are some ways application managers can address these challenges:

- Treat PCC deployments as enterprise initiatives, and ensure the correct level of executive sponsorship. Establish the business value, and set rules for establishing communities and designing the system.
- Construct a comprehensive change management strategy, and plan for change over time to avoid culture clashes. Choose the initial target community and purpose carefully, usually with groups that are natural collaborators. Then draft a road map for future deployments, with buy-in from managers.
- Make privacy an integral part of all information-oriented implementations. Develop a privacy policy, educate users about it and manage privacy concerns rigorously.
- Set a purpose, a policy and guidelines for the use of PCC technology. Explain to users the difference between corporate (internal and external) and personal use of these technologies.
- Empower individual managers to set expectations for managing time. Educate managers about the options for time management, and their benefits and risks. Look for best practices and propagate them.

*Recommended reading:* "Q&A: How Governance of Microsoft SharePoint Can Be Useful for Content Management," "Establish a Strong Governance Team to Avoid Failed Portal Initiatives" and "Why Your Enterprise Needs a Corporate Blogging Policy."

## Portals

Portals are widely adopted, but regular health checks are necessary to ensure they deliver value. Many portals show signs of "illness," but enterprises either do nothing about this or are unaware of it. Unhealthy portals can ruin otherwise successful deployments. Since users are accustomed to consumer sites that are constantly refreshed, these portals lose users and even start to repel them if the problems are not fixed.

Enterprises should do a health check on their portals by looking for two common problems:

- "Overweight" portals have a lot of outdated, irrelevant or hard-to-find content. These portals were developed unevenly, in unplanned and unmanaged fashion, and don't coordinate well with other systems.
- "Underweight" portals were developed too quickly. They lack depth and have few useful features or content.

Portals can also show signs of illness regardless of their maturity:

- New portals can be sickly if they lack clear business ownership and a long-term strategy, or if they simply map to the business unit. Such portals are also hard to use, with slow refresh times or little opportunity for personalization.
- Mature portals can fall ill if they lack links to critical business systems, like enterprise content management (ECM), or if they have not been recently updated with new roles and taxonomy. Portals should develop in line with the business objectives they are intended to empower.

*Recommendation:* IT organizations should establish portal competency centers to design and develop the portal, and to provide best practices, templates, portlets and integration code as needed. Portal usage should be constantly monitored and assessed to ensure its relevance, and that it supports users optimally. "No one is complaining" is not a vigorous endorsement.

*Recommended reading:* "A Portal Competency Center Facilitates Enterprise Portal Deployments."

## Content Management

Content management is growing rapidly, as it plays a big role in making other applications run well. Gartner research shows a 12% compound annual growth rate (CAGR) in this market. Even so, many buyers make the mistake of choosing an ECM vendor before they do any planning, and then are disappointed when the deployment falters. Application managers may have difficulty getting enough time to plan, however, because business units are following the consumer mind-set demand for tools. This has led to unauthorized deployments of Windows SharePoint Server (WSS) or use of open-source blogs and wikis without IT's input.

Two options for quicker, less-costly deployment are:

- **A basic content management system (BCS).** This is a good way to get started with ECM, but it needs to be introduced thoughtfully and not through a "guerrilla" adoption model. BCS provides easy-to-use document management, often with some collaboration or Web-editing features.
- **SaaS or service bureau deployments.** These are also usually easy to use and reduce application complexity, and they do not require license fees or cause vendor lock-in. But they do cause concerns about compliance and security. Integration with established

line-of-business applications can be a challenge as well, and vendor viability may be a concern until larger players such as Microsoft and IBM get their offerings off the ground.

*Recommendation:* Application managers should get ahead of the growing demand for content management by developing a strategy, and planning for a content management deployment that maps the business requirements to the technology. Do not rush to buy something.

*Recommended reading:* "Best Practices: Building a Successful Enterprise Content Management Project Team" and "Team Collaboration Builds on Basic Content Services."

## **Collaboration**

Gartner predicts that, by 2011, collaboration will have ceased to be a separate activity in most enterprises, and will instead be integrated into core business processes. Collaboration now happens in fits and starts. Someone may put together a budget proposal on his own, then send it via e-mail to team members, or have a meeting to collect feedback. The original worker will then use the feedback to revise his proposal, before sending it on to a manager, where the process may take place all over again.

Technology for continuous collaboration can help with this process, but only if the technology allows for the unstructured ways in which collaboration typically occurs. Collaboration support must be light, and deployed along with traditional systems, rather than replacing them. This is why consumer, Web 2.0 and open-source technologies such as wikis, blogs, social networking sites and mashups are gaining popularity as collaboration tools. However, this new way of working requires new process design, end-user involvement, governance and management techniques if it is to deliver real business value while satisfying IT's needs for security, control and cost containment.

*Recommendation:* Application managers should examine current business processes for alternating patterns of working apart, then working together. These processes are good candidates for collaboration tools.

*Recommended reading:* "Toolkit Best Practice: Creating a Strategic Collaboration Plan."

## **Round-Table Discussions Pointed to Common Problems and Creative Solutions**

Conference attendees who sat in on round-table discussions asked many questions that pointed to common challenges. Other attendees offered their experiences as potential solutions.

### **SharePoint**

Most attendees in informal polls said they were dealing with guerrilla deployments of WSS, had bought the new Microsoft Office SharePoint Services (MOSS), or were considering it. Common concerns focused on unauthorized proliferation of SharePoint sites, duplicate sites, lack of management and unexpected expenses for SharePoint. Others that already had SharePoint worried about migrating information to MOSS.

Round-table attendees came up with these suggestions to help organizations deal with these challenges:

- Prepare a proof of concept before deploying MOSS. Give interested parties time to play around with it before deciding whether to buy it.
- Work with an experienced partner to deal with technical issues, or hire consultants to help determine how to handle a migration.

- Install a trained person in each business group to act as a clearinghouse for new sites for their groups. Encourage interested workgroups to check established sites first, since they may be suitable for the group's purposes.

## **E-Mail**

Round-table attendees had a variety of ways of dealing with the proliferation of e-mail, from mailbox and attachment size limits to automatic purges of old mails. Their top concern was that workers are using e-mail as a filing cabinet for documents instead of as the communication tool it is meant to be. They also expressed concerns about handling large volumes of e-mail, and expectations that e-mails deserve immediate responses.

Round-table attendees came up with several suggestions to help organizations deal with these challenges:

- Communicate guidelines for backing up e-mail and storing messages appropriately. Most users do not realize that this is their responsibility.
- Use wikis, portals and blogs to disseminate updates and keep prolonged discussion from cluttering e-mail boxes. But beware of throwing a new tool at the problem. Start with groups that are heavy users of e-mail and are most likely to accept an alternative. Conduct a trial for six months and assess the results.
- Offer regular training sessions for e-mail, including how to write one, and give examples of when a phone call, instant message or other communication is a better way to communicate.
- Accept that some people will violate e-mail usage and etiquette rules. Don't expect 100% compliance with any policies.

## **Prepare for Things to Come**

The Summit identified some trends on the horizon:

- Web content management (WCM) is evolving to help marketing — for example, by testing user experiences on Web sites. Companies are developing Web and document analytics to enrich the user experience, and to improve the company's brand and power. This trend is not about running Web sites efficiently; it is about getting to know customers, partners and prospects better, so the company can respond to their needs more quickly, thereby boosting business and their satisfaction.
- Some organizations, particularly government agencies, have dabbled in the use of SharePoint for document imaging workflow. This is most suitable for low-volume, ad hoc projects, as part of a folder with other contents. As all content is stored in the database, which takes time to retrieve, it is less suited to complex, transaction-oriented documents such as patient records, claim processing and loan origination, because the image files are very large.

## REGIONAL HEADQUARTERS

---

### **Corporate Headquarters**

56 Top Gallant Road  
Stamford, CT 06902-7700  
U.S.A.  
+1 203 964 0096

### **European Headquarters**

Tamesis  
The Glanty  
Egham  
Surrey, TW20 9AW  
UNITED KINGDOM  
+44 1784 431611

### **Asia/Pacific Headquarters**

Gartner Australasia Pty. Ltd.  
Level 9, 141 Walker Street  
North Sydney  
New South Wales 2060  
AUSTRALIA  
+61 2 9459 4600

### **Japan Headquarters**

Gartner Japan Ltd.  
Aobadai Hills, 6F  
7-7, Aobadai, 4-chome  
Meguro-ku, Tokyo 153-0042  
JAPAN  
+81 3 3481 3670

### **Latin America Headquarters**

Gartner do Brazil  
Av. das Nações Unidas, 12551  
9º andar—World Trade Center  
04578-903—São Paulo SP  
BRAZIL  
+55 11 3443 1509