

CMS Challenges Survey Results

Overview

In December, 2006, ZiaContent, Inc., an independent consultancy, surveyed a group of content management professionals to uncover trends in what challenges most often come up when implementing a content management system (CMS).

The online survey was presented as a single multiple-choice question with 16 options, asking respondents to rank what they have experienced as the biggest challenges when implementing a CMS. Other questions included their role on CM projects, and a free form space for comments or advice. This document includes just the "raw" data. Further analysis and commentary about the survey results will be provided in separate articles and documents available on www.ziacontent.com/cmfocus.htm.

Demographics

The survey was distributed to a broad range of individuals in the content management field, including:

- Members of CM Pros (www.cmprofessionals.org), which includes practitioners, content services providers (tech docs, writing/editing), consultants, integrators, system vendors, and others.
- Other business contacts including ZiaContent clients, purchasers of the *CMS Metatorial Planner* (www.metatorial.com), and fellow consultants/integrators.

Respondents Role on CMS Projects

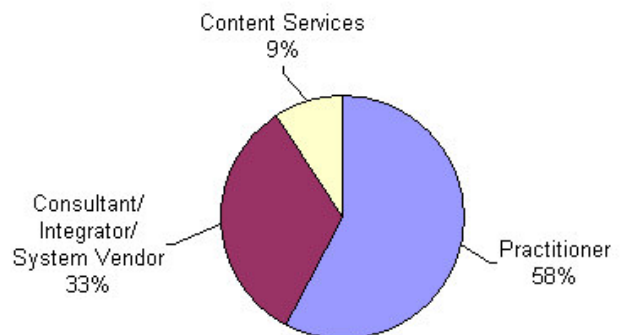
For survey reporting purposes, roles have been consolidated into the following categories.

Practitioner*	19
Consultant/Integrators/System Vendor	11
Content Services Provider	3

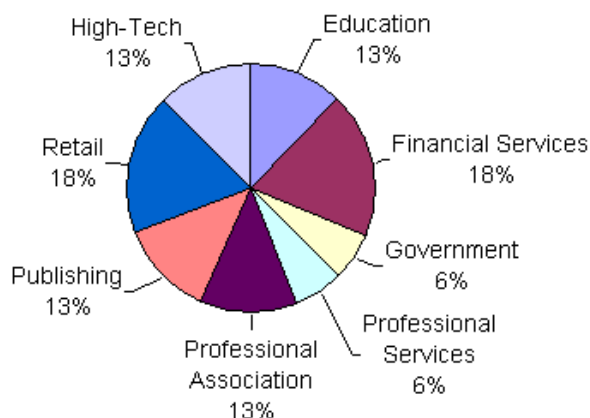
Total Respondents	33
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* Practitioners are defined as those who are involved in content management *internally* in the company or organization for which they work.

Breakout by Role



Practitioners by Industry



Other roles mentioned:

- Experience Designer
- Authoring Content
- Content Developer/Business Lead

Note: For statistical reporting purposes, some individuals roles have been re-categorized to into the groups shown in the chart above.

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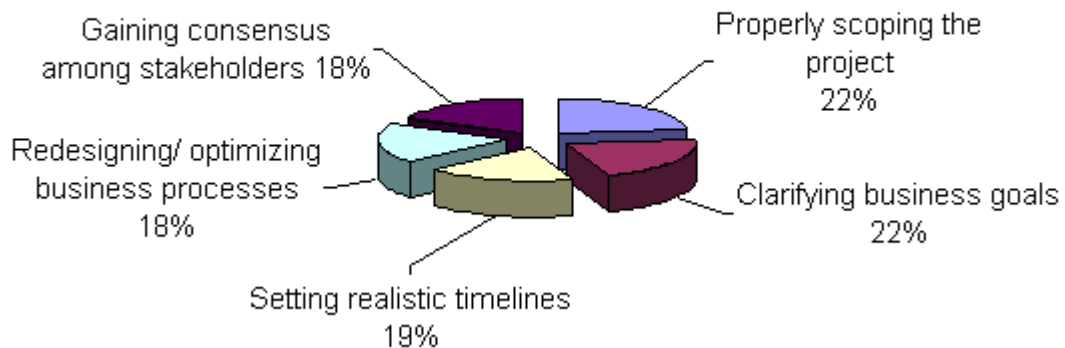
Top 5 Challenges Results Summary

QUESTION: In your experience, what are the top 5 biggest challenges you've faced when implementing a content management system? (Ranked)

All Respondents		Number that ranked this challenge in their top 5	Percent that ranked this challenge in their top 5
1	Properly scoping the project	17	11%
2	Clarifying business goals	15	10%
3	Setting realistic timelines	14	9%
4	Redesigning/optimizing business processes	13	8%
5	Gaining consensus among stakeholders	13	8%
6	Integration issues (technical or data related)	10	6%
7	Gaining or maintaining executive support	10	6%
8	Gathering detailed requirements	9	6%
9	Communications between IT and Business	9	6%
10	Securing sufficient budget	8	5%
11	Technical issues with CMS product	8	5%
12	Project planning or project management	8	5%
13	Usability or user adoption issues	8	5%
14	User/stakeholder involvement	6	4%
15	Finding or keeping skilled technical resources	5	3%
16	OTHER*	3	2%

- *OTHER Challenges—"Write-ins"**
- Getting an information plan in place—what content will be included and maintained
 - Facilitating change and organizational design
 - Education about tools, what they can do, and what is realistic to expect
 - Managing in-house IT
 - Actually getting the content!

Breakout of Top Challenges Ranked Among Top 5



CMS Challenges Survey Results



#1 Challenge Results Summary

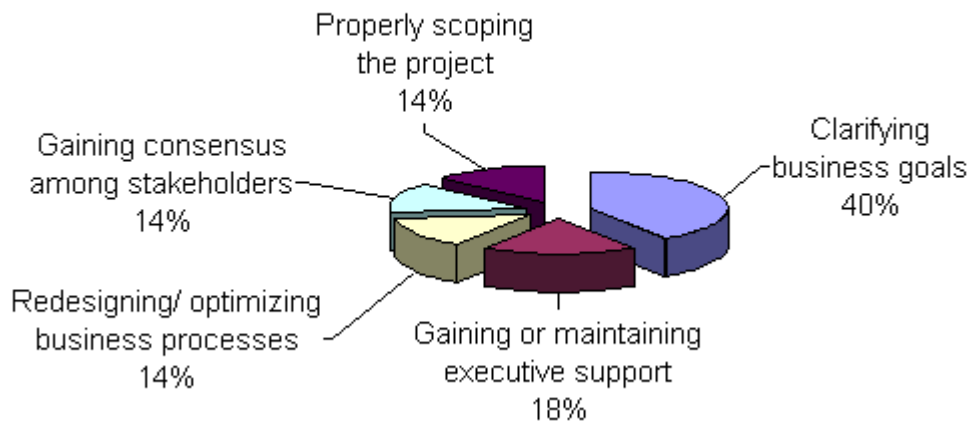
QUESTION: In your experience, what are the top 5 biggest challenges you've faced when implementing a content management system? (Ranked)

All Respondents		Number that ranked this challenge as #1	Percent that ranked this challenge as #1
1	Clarifying business goals	8	25%
2	Gaining or maintaining executive support	4	13%
3	Redesigning/optimizing business processes	3	9%
4	Gaining consensus among stakeholders	3	9%
5	Properly scoping the project	3	9%
6	Securing sufficient budget	2	6%
7	Setting realistic timelines	2	6%
8	Communications between IT and Business	2	6%
9	OTHER*	2	6%
10	Finding or keeping skilled technical resources	1	3%
11	Integration issues (technical or data related)	1	3%
12	Project planning or project management	1	3%
13	Gathering detailed requirements	0	0%
14	Technical issues with CMS product	0	0%
15	User/stakeholder involvement	0	0%
16	Usability or user adoption issues	0	0%

*OTHER Challenges (Write-ins) Ranked #1

- Facilitating change and organizational design
- Actually getting the content!

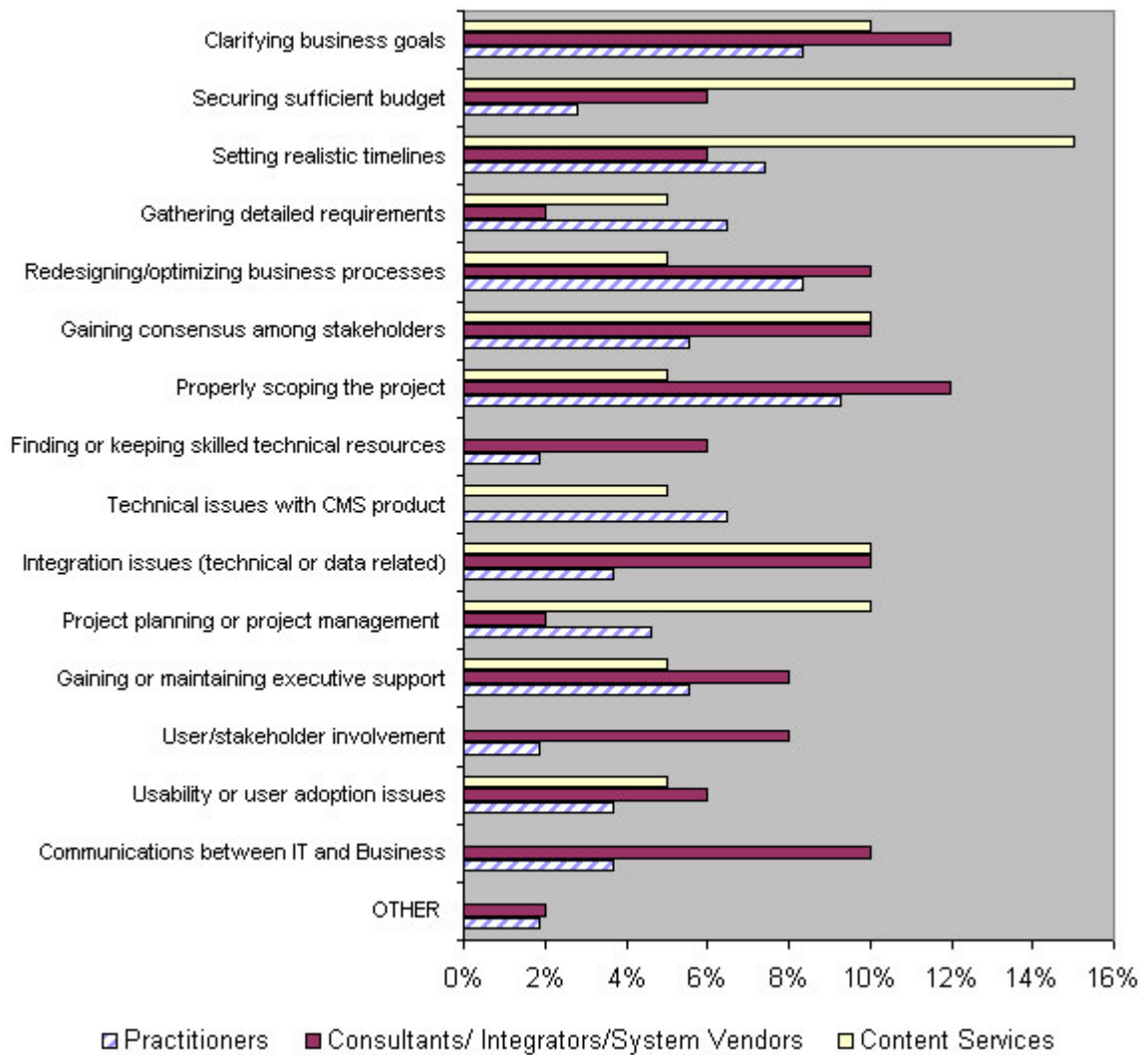
Breakout of Top 5 Challenges Ranked as #1



Points of View

The following chart provides perspective on rankings based on the respondent's role on CMS project (practitioner vs. consultant/integrator/vendor vs. content services provider). Values represent the percentage of respondents, by role, that included the challenge among their top 5 rankings.

Top 5 Breakout by Role



Advice and Commentary

QUESTION: What other comments or advice would you offer around how to handle these implementation challenges? (Comments have been parsed and grouped based on common themes.)

Goals, Executive Support, and ROI

Get an executive champion.

— *Practitioner, Insurance*

Make sure you know why you're doing it, then how you plan to reach those goals, and only then plan requirements.

— *Consultant/Integrator, bloem@radagio.com*

Companies claim to want to improve CM implementations, but the divide between IT and the business is often too big. When IT sponsors [the project], it usually becomes a tool consolidation rather than something strategic that will improve business processes.

— *Consultant/Integrator, www.avenuea-razorfish.com*

Essential to have a well defined business plan and business case approved prior to start a CMS implementation project.

— *Practitioner, Government*

You need to get high level support and set realistic goals. [Many CM ideas] are great in theory but very difficult in practice unless a company is totally willing to retool their processes.

— *Practitioner, Financial Services*

Get stakeholders from the various communities (business, editorial, technical) into a room together and work through your objectives. Do whatever it takes to get these clear.

— *Consultant, www.grahamoakes.co.uk*

Make sure a clear project charge is drafted and agreed upon by all stakeholders before the process of choosing a CMS begins.

— *Practitioner, Education*

Obvious but often forgotten: Start a project by defining clear goals and vision. Make sure all stakeholders share, or at least know what these goals (and this vision) are.

— *Consultant/Integrator, www.tamtam.nl*

ROI development and communication of "value." Cross silo value generation.

— *Content Services Provider, www.techw.com,*

Get executive level commitment and sponsorship.

— *Practitioner, Insurance*

Define the problem first—THEN worry about scope.

— *Consultant, www.pgsolutions.net*

Requirements and System Selection

DON'T rely on vendors to tell you if the tool is going to fix "your problem."

— *Consultant, www.pgsolutions.net*

Spec business requirements first. Buy small with scalability in mind

— *Practitioner, Insurance*

Make sure to have a detailed list of requirements before choosing a system.

— *Practitioner, Telecommunications*

Clients often don't budget enough money to get to the level of detail needed. This leads to feature creep when they believe a requirement is something it's not. The biggest challenge is to gain the trust of the client to allow you to gather proper requirements.

— *System Vendor/Integrator, www.edit-x.com*

Accept that you're not going to get the detailed requirements and design right the first time. Treat it as a learning process—gather feedback as you go and use this to inform future iterations.

— *Consultant, www.grahamoakes.co.uk*

Don't start work until you've nailed down the requirements, but recognise that end users don't think in the same way as technologists. They need an iterative development process to provide feedback, and allow you to get closer to their real rather than defined needs.

— *Practitioner, Publishing*

Watch out for vendor's promises, and choose a CMS product after you have defined all your requirements.

— *Practitioner, Financial Services*

Advice and Commentary...continued

QUESTION: What other comments or advice would you offer around how to handle these implementation challenges? (Comments have been parsed and grouped based on common themes.)

Redesigning/Optimizing Business Processes

Spend time analyzing what exists—including what workflow and teams currently are doing work connected to a CM initiative.

— *Consultant, www.pgsolutions.net*

Create, publish and promote (up to the highest executive levels) a set of standardized processes, and white papers to support them.

— *Practitioner, Financial Services*

What people will tell you are the processes are not always the processes.

— *Practitioner, Financial Services*

Business practices need to be examined and improved so that the CMS tool can streamline, augment, and leverage human resources in the best possible manor.

— *Practitioner, Education*

Prepare an Information Design Roadmap identifying the common tasks and best practices which are instrumental to a successful CMS deployment.

— *Practitioner, Government*

Project Planning/Project Management

Think outside content silos.

— *Practitioner, Insurance*

The largest challenge is trying to organize what to do first, second, etc., and how to implement a CMS project while making sure your resources continue to bring in revenue.

— *Practitioner, Professional Association*

The biggest challenge is the "out of the box" sales pitch by application vendors. For lower-end solutions, much functionality is "out of the box", but time to fully define and document requirements and the solution, then accomplish it, often costs more than the client had in mind. With higher-end ECMS, many clients assume that they merely need some simple configuration. But, to fully deliver value, they usually require complex configuration and customization at a code level.

— *Consultant/Integrator, www.deepbridge.com*

Consider all possible challenges and have a plan to overcome them. Allot plenty of time for testing!

— *Practitioner, Retail*

Impress deadlines and dependencies.

— *Consultant, www.duoconsulting.com*

Spend more time/energy planning than executing!

— *Practitioner, High-Tech*

Get an information plan early and manage to the plan.

— *Practitioner, Insurance*

Assign a dedicated PM to this project. Get appropriate IT resources that can implement a CMS and manage those resources.

— *Practitioner, Government*

CLEARLY define/delineate the differences and similarities between Content Management and WEB content management. Define skill sets required to work in one, both or either world.

— *Practitioner, Financial Services*

Allow time for planning.

— *Practitioner, Publishing*

Make sure you have ways to go around workflows at the beginning so that you don't impact the functions of your business. They may only be for administrators to use, but give yourself a back door. It can save you in a crunch.

— *Practitioner, Financial Services*

Dedicated team a must. Don't underestimate complexities.

— *Practitioner, Retail*

Advice and Commentary...continued

QUESTION: What other comments or advice would you offer around how to handle these implementation challenges? (Comments have been parsed and grouped based on common themes.)

Communications, Education, and Change Management

Companies "think" they know what content management is. The problem is that everyone has a different mental image. Before any content management implementation can be successful it is first and foremost an Organizational Change Management initiative.

— *Practitioner, Professional Services*

Encourage communications between all groups involved.

— *Practitioner, Government*

Getting client [stakeholder] buy-in is crucial to successful implementation.

— *Practitioner, Education*

Employ change management to ensure user acceptance and adoption and provide adequate training prior to deployment.

— *Practitioner, Government*

Be prepared to practice change management.

— *Practitioner, Publishing Industry*

Managing change and expectations is a much greater challenge than managing content!

— *Content Services Provider, www.kencook.com*

Once executive support has been gained, communication between all stakeholders must be honest, open and ongoing to ensure that expectations are met.

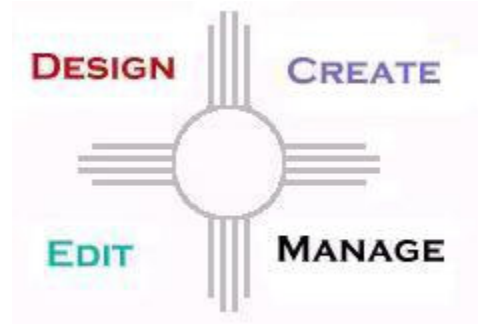
— *Practitioner, Retail*

Thanks to all who participated in the survey.

ZiaContent, Inc. is an independent consultancy specializing in writing, editing, information architecture, and content management. Rita Warren, president and principal consultant, is a veteran of the software and digital media industries with more than 10 years experience helping teams and clients deliver content in practical, compelling, and sensible ways.

Consider *ZiaContent* for:

- Content Management Consulting
- Content Strategy and Publishing Analysis
- Project Management
- Marketing and Technical Writing and Editing
- Information Architecture
- Workshops and Speaking Engagements



If you have any questions or additional comments about the results, please contact:

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