

The [Bracket] Report[®]

PUBLISHERS' ADOPTION of CONTENT
MANAGEMENT SYSTEMS and TECHNOLOGIES

>> 2002 edition

REALLY [] STRATEGIES
It's all about the content.

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Produced by

REALLY [] STRATEGIES

It's all about the content.

in association with

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"It's been a long, hard trip."

CEO, STM publishing company

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Lisa Bos, Editorial Director
Bennett Zucker, Publisher

May 2002

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"It's set up so that sometimes we need to work around it instead of with it."

Chief Information Officer, STM book and journal publishing company

Foreword

The [Bracket] Report: Publishers' Adoption of Content Management Systems and Technologies informs publishers, editors and information technology executives from the perspectives of their counterparts at small and large publishing organizations. This document clearly presents the challenge of making content management decisions, and it gives us reason to believe that there is now enough experience behind us that publishers can make the right choices with confidence.

Choices and confidence are key at the NYU Center for Publishing, where most of our students are working in the publishing industry and planning to build long, successful careers. We offer a practical curriculum for people who understand that formal education geared to the daily realities of our business can boost their chances to achieve their goals.

When an opportunity to cooperate with another organization in the industry comes along, we look for ways we might put knowledge gained in that relationship to work for students and our colleagues in journal, book and online publishing. The Really Strategies project, with its mission of helping publishers make difficult operational, editorial and investment decisions in the area of publishing technology, clearly met an industry need. A team of graduate students participated in the execution of the project with great enthusiasm for its potential to contribute an important missing piece in the industry's knowledge of this vital area.

If your business is publishing information in print and/or online, you cannot ignore the need to ensure that your content is managed in the most efficient and effective way possible. You must also be aware that this always involves well-planned processes and it usually involves technology tools as facilitators of those processes.

Content management is a global concern, not just an American one. We meet with publishers four times each year in such places as Florence, Italy, Munich, Germany, and Beijing, Shanghai and Wuhan, China, as well as receive groups of publishers from around the world. Publishing technology is high on everyone's need-to-know and want-to-have lists.

Good content management can mean competitive advantage, sales and savings. *The [Bracket] Report: Publishers' Adoption of Content Management Systems and Technologies* should prove useful to publishers everywhere, no matter the languages, formats or media used, because it addresses all of this and more.

Robert E. Baensch

Director, The Center for Publishing
School of Continuing and Professional Studies, New York University
New York, NY

May 2002

“Initially, expectations were not set properly. There should have been goals, deliverables. So we tried it again, refocused and tied everything to goals. Results are now measurable. We’re upgrading, but overall what we have works well after we endured a considerable amount of pain.”

Director, Electronic Publishing, technical book publisher

Introduction

Really Strategies, Inc. specializes in independent, objective consulting to publishers in the areas of content management and publishing solutions. We frequently witness or learn about successes and failures, and thought it might benefit other publishers to know how their counterparts have fared in this important though largely undocumented area.

We checked our thesis with Robert E. Baensch, Director of the Center for Publishing, New York University. Knowing that the right application of the right publishing technologies could help many of his colleagues and students achieve their business goals, Mr. Baensch enthusiastically offered to put together a team that would dig for answers.

NYU and Really Strategies considered many possible targets and methodologies for the survey before deciding on the scientific, technical and medical (STM) publishing segment and on comprehensive telephone interviews. (A full description of our methodology appears below.)

We decided to focus on STM because these publishers typically produce highly structured and/or complex content packages in both traditional and new media. STM publishers were among the earliest adopters of content management technology, and some have continued building, buying and upgrading their systems since the early 1990’s.

In future reports, we expect to broaden our audience to other publishing segments and to enterprises. Because STM publishers are more experienced in CMS than most, we believe that the findings of this survey should offer good guidelines for those in other markets.

Respondents were asked for permission to mention their organizations as participants in the research. Some of the organizations that authorized us to mention their participation include:

ACP-ASIM	Fawcette Technical Publications
Addison-Wesley	Humana Press
American Association of Pharmaceutical Scientists	IEEE
American Institute of Physics	Jobson Publishing
American Psychological Association	Johns Hopkins University Press
American Society of Clinical Oncology	Lippincott Williams & Wilkins
American Society of Mechanical Engineers	McGraw-Hill Professional Publishing
Annual Reviews	New England Journal of Medicine
Aspen Publishers	Oxford University Press
ASTM	Rockefeller University Press
Columbia University	Springer-Verlag
Contemporary Surgery	Stevens Publishing
CRC Press	The Scientist
Current Medicine	Thomson Healthcare
Elsevier Science	Thomson Veterinary Healthcare
F.A. Davis	Wolters Kluwer

This is not a comprehensive list of participants, but a partial list of those agreeing to allow their organizations to be named.

"The biggest problem has been trying to acclimate users to a new system: There was also a change in rules, and it has been difficult for some to adjust to such sweeping changes. Overall, we're satisfied, but not everyone is 100 percent on board yet."

Editorial Director, magazine and journal group

How We Defined Content Management

In our initial approach to publishers, we offered the following as a definition of content management as a way to determine who would be the best person in the organization to answer our questions:

"Content management solutions are the processes and technologies used to develop content from its creation to its delivery for publication on one or more media. A solution might be as simple as a directory of files, a word processor, and the rules followed by three people who create and edit those files. It could be as complex as a database-driven software system that tightly controls how thousands of users work with terabytes of documents or data."

“Going through this process has given everyone a perspective on how interconnected all our departments are in terms of working with the same content. . . . Our implementation is a qualified success so far: We’ve developed the CMS, and continue to do so, in phases, discarding pieces that don’t work and giving users plenty of time to get acclimated to changes in workflow.”

Group Publisher, health and medical journal publisher

What We Found

Through our daily interactions with publishers, we know they view content management as a means both to manage expenses and to gain strategic advantage through the multi-channel publishing that content management supports. We’ve also seen enormous variation in approaches to content management and in expectations about what it will deliver, as well as confusion about how to get started.

That’s why this survey seemed like a good idea.

The findings in this report are consistent with our experiences. No matter their job function, most respondents agreed that efficiency and quicker time to market are driving factors behind investing in content management systems (CMS). This is an important lesson for vendors who tend to emphasize the new revenue potential of a CMS, probably as an appeal to CEOs who, unlike other stakeholders, tend to be more focused on increasing revenue.

The fact that most respondents considered new revenue to be of lesser importance in justifying a CMS investment helps to explain why many publishers said they didn’t perform a return on investment (ROI) analysis. Most seem to know that they need content management in the same way that they know they need a financial system – it is simply a requirement to do business. The difficulty lies in predicting whether investment in a specific proposed solution, or even particular functionality within that system, will pay off. This ties in with publishers’ responses that, given the chance, they would be more careful when documenting requirements before they started. It is at the level of *specific functionality* where examining the value of investment really pays off.

More than eight in ten respondents have already implemented CMS, and the rest will do so in the next year. This doesn't mean that some who have already implemented won't do so again, and in many cases, not all of a publisher's content is supported through their existing solutions. There is more work to be done. However, this statistic does point out that a large percentage of the industry is more focused on maintenance and improvements to their solutions than on entirely new systems.

Publishers are showing significant skepticism in the ability of existing products to meet their needs, especially those publishers with the most content and the greatest variety of content. Since these tend to be the publishers with larger budgets, vendors have reason to be concerned. Publishers with smaller budgets are more likely to choose product-based solutions and to be satisfied with them.

Publishers see component-based solutions as the future of content management. This means that product companies should be sure that their products play nicely with others if they want to stay in the game. Vendors that stick to their content management roots while establishing partnerships with other developers to fill gaps in functionality are more likely to find success in this market.

Finally, as anyone who has implemented a CMS knows, the devil truly is in the details. Exactly which functions do publishers think are missing in the available products? What does it really mean to need a combined solution for both print and web? How are publishers choosing components for a system? How are publishers' needs different from those of other industries?

Additional research is needed to explore those details, and we encourage your participation for the benefit of all in the industry.

"At the moment we are managing content with a juryrigged system we created in house. We are not actively looking to replace this system, but we know that eventually we will need a more sophisticated solution. The tough part is justifying spending the money necessary for a system that will last a while."

Vice President-Publishing Services, scientific and technical books and journals

“Our implementation did not take into account all of our needs. Now we have a powerful tool, but it’s not set up for us to use it to its full advantage. This happened because we lacked expertise and input on the business requirements side of the CMS. Now business needs things done and we are struggling with changing requirements.”

Chief Information Officer, STM book and journal publisher

Methodology

Arriving at a meaningful and manageable respondent base proved challenging, especially in light of the ongoing mergers, acquisitions and other changes in our target market. To determine the survey universe, we turned first to Outsell, Inc.’s *Industry Trends, Sizes and Players in the STM Information Market – Information About Information™ Briefing* (November 5, 2001). After eliminating content aggregators and other non-publishers, and adding a number of STM associations, university presses and commercial publishers, we arrived at a total of 208 organizations. Publishers were targeted for the type of content they produce, not for revenue, type of organization (e.g., for-profit vs. non-profit), format or any other consideration. We selected fewer than half of these as survey targets, then added professional publishers to the list, bringing our target universe to 108.

Our goal was to engage a minimum of 50 individuals from these organizations in a comprehensive telephone interview about their experiences with planning, buying or building, and implementing CMS. We attempted to identify the one person in each organization most responsible for final decisions.

The Center for Publishing, New York University, mailed 108 alert letters signed by Robert Baensch, Director, to the target group on March 4, 2002. Candidates in The Center’s graduate e-publishing degree program began calling potential respondents, making as many as four calls to each target, attempting to set an interview date or get a referral to the person most responsible in the organization if someone other than the person being called.

By April 5, 2002, four weeks from the initial call, we suspended interviews after completing 54. Each interview lasted from 15 to 50 minutes, with the average phone interview taking 25 to 30 minutes. All questions gave respondents a chance to add comments, examples of which are scattered throughout this report.

In summary, from a field of 220 (including professional publishers), we attempted to contact 108 and completed 54 interviews in four weeks. Interviews were completed with individuals with such titles as publisher, group publisher, editor, editorial director, vice president of new media, electronic publishing, production, etc. (Complete list of titles appears in the Demographics section of this report.)

The Center for Publishing, New York University, was responsible for all communications with target respondents and for data collection. Really Strategies, Inc., was responsible for the generation of information in this report that originated from that data. Analysis was performed by Really Strategies, Inc. Results and analysis were reviewed by NYU, as well as by a panel of outside experts prior to publication.

“We’re implementing our new system in response to changes in technology and our growing needs. It’s a long, time-consuming process, and when it’s finished, the system alone won’t go far enough: We also need to change workflow process, then de-bug the whole thing over time.”

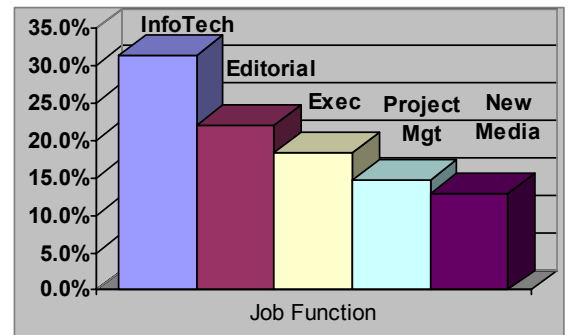
Director, Content Engineering, association publishing group

Executive Summary

Content management is a team sport.

In locating the individuals most responsible for content management at publishers, we found that while IT still tends to control the purse strings, most organizations recognize the importance of editorial, new media and production in the decision-making process.

Nearly a third (31.5%) of survey respondents came from Information Technology or Information Services, followed by Editorial (22.2%), Executive (18.5%), Production & Project Management (14.8%) and New Media (13.0%).



While most respondents (53.7%) worked in business units with total annual revenues of less than \$25-million, many were responsible for small units within much larger organizations. In some cases, these respondents emerged as candidates for our survey because their smaller units represented the leading edge in their companies – flexible divisions that could experiment for the benefit of the parent’s bigger revenue generating units.

The scientific, technical, medical (STM) segment has a good share of early adopters of content management systems and technologies. Our survey sample includes 50% that implemented CMS in the last two years and one-third that implemented their systems more than two years ago.

System Architecture Trends

A majority of respondents (61.1%) said they need a single system or solution for both web and print. Respondents generally are not pleased with the ability of CMS products on the market today to meet their complex needs. More than half (58.5%) of respondents said that existing products meet some/few or none of their current content management needs. Looking only at those who say they need a single solution for both web and print, 54.5% say products on the market don't meet their specific needs.

Skepticism explains to a degree why among respondents who have already implemented their CMS, 75.4% say they either developed a mostly custom solution or chose a few products to function as components which they integrated into a viable system with custom development.

Given a chance to design a CMS today, about the same percentage of respondents would select a primary product and build around it (24%), while 44% would take the components route and just 24% would attempt to customize from the ground up. It seems that improvements in such components as workflow applications and authoring tools lead respondents to believe that the component approach can be both flexible and dependable.

Spending Patterns and ROI Analysis

While some of the leading commercial products can cost upwards of a million dollars to implement in a large publishing operation, it was the publishers who chose to develop custom solutions who spent more. They decided to invest in custom development rather than in supporting an expensive product that might not be a close match for their needs. On the other hand, publishers with smaller budgets found products with smaller prices that suited their needs.

Understandably a picky group, those who invested more than \$250,000 in a solution were much more likely (3 out of 4) to find that existing products meet few or none of their current content management needs.

Fifty percent of respondents who implemented CMS (either bought or built) before 2000 spent less than \$250,000, compared with 27.8% of early adopters who spent more than \$250,000. As prices and customization increased, so have CMS investments during the last two years, when 51.9% spent more than \$250,000 and only 40.7% spent less than \$250,000.

Some publishers who spent less than \$250,000 may have done so because they were responsible for a single product or a relatively small subset of a company's content. Those responsible for multiple products or a wide span of content may have spent more because they were buying multiple solutions, or a more complex one.

Publishers on both sides of the \$250,000 price line expect to pay about the same in the next year, but pricing pressure and smaller and better managed budgets mean that buyers will expect to be able to get more for their money. According to respondents who say they will implement systems in the next year, there is a 50/50 split between those who expect to pay less than \$250,000 and those who expect to pay more than \$250,000. This represents a convergence of expectations, where publishers recognize the importance of buying quality but not overpaying to get it.

Nearly six of ten respondents (56.6%) said their organizations conducted a return on investment (ROI) analysis prior to purchase. This was more likely in business units with more than \$25-million revenue (70.8% vs. 29.2%) and among publishers investing more than \$250,000 for their CMS, where 65.2% did an ROI analysis.

While 56.6% of respondents did a formal ROI analysis, 75.4% expect to see a measurable return for their CMS investment within three years. When asked what they would do different next time, more than half of survey respondents (55.6%) said they would be more structured about requirements definition.

Respondents expect their ROI to be measurable in terms of greater efficiency (75.9%), less expensive and shorter time to market (75.9%), continued or increased ability to compete (70.4%). Farther down the list are employee satisfaction (53.7%), reduced expenses (51.9%) and increased revenue (46.3%).

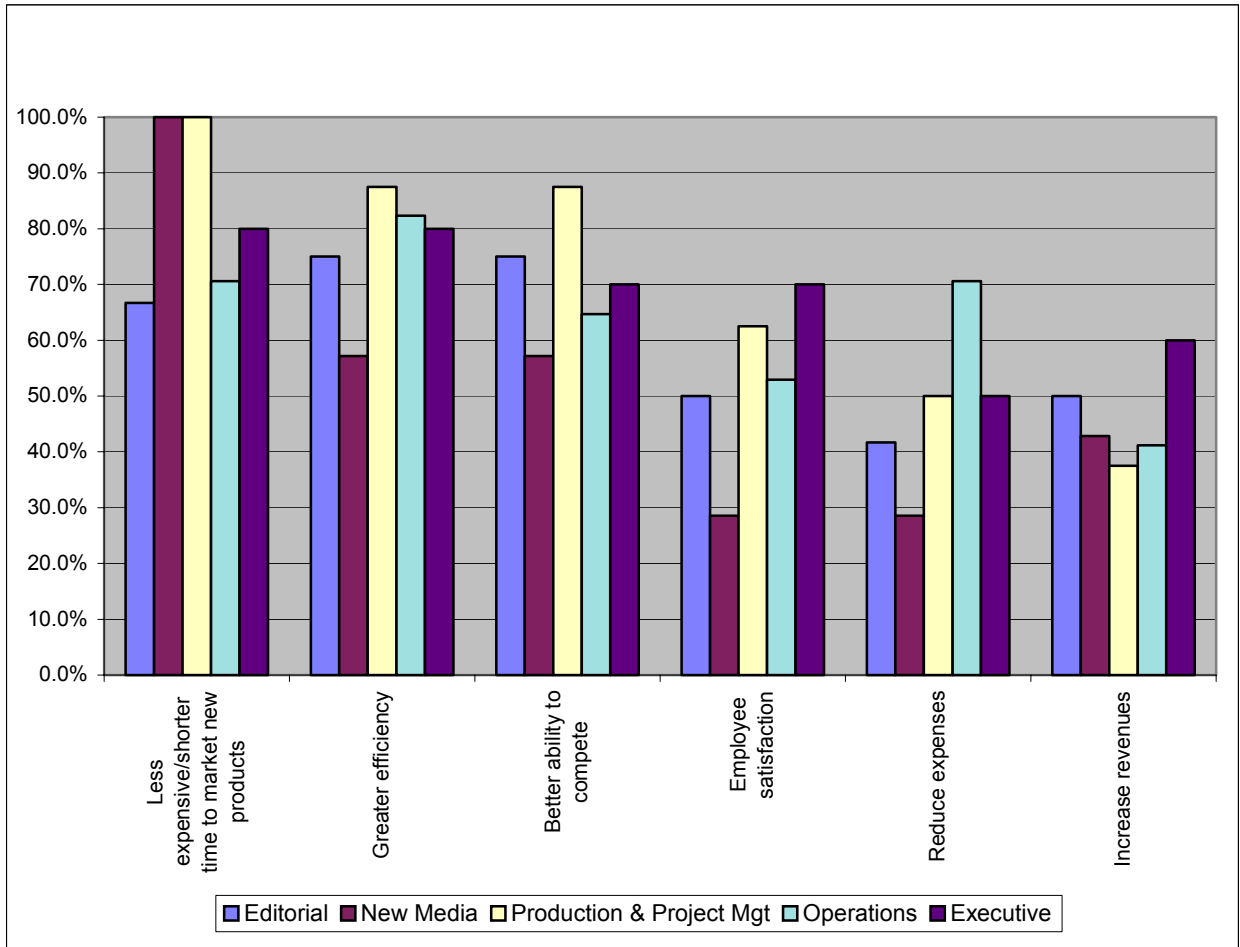
Here is where the respondent's job function begins to make a difference. Editors view implementing a CMS as a way to improve the efficiency of the editorial production process, as well as a tool to help them compete more effectively. Ask a new media manager or a senior executive, and they'll tell you CMS will cut the time and expense of bringing new products to market. The IT director looks for CMS to deliver a reduction in expenses. Finally, the CEO, COO and the group publisher are most optimistic that CMS can lead to increased revenues. (See Figure 1 on following page.)

"We need it for things like peer review. Sure we're looking to cut expenses, but we undertook this as a necessary tool, not as a cost saver. We launched prematurely, so it's been a bit frustrating."

Head of an association's publishing group

Expectation of Tangible Return on Investment - Anticipated Results by Job Function

Figure 1



Editors view implementing a content management solution as a way to improve process efficiency and their ability to compete effectively. Production and new media managers and executives are more likely to view implementation as a way to lessen the time and expense of bringing new products to market.

Executives tend to have more confidence that a CMS can lead to increased revenues, and IT directors look for CMS to deliver a reduction in expenses.

Survey Results

“Managing user expectations is the most difficult task, but we try to educate and accommodate where possible. The real success of the project can’t be measured until after it is fully deployed.

Director of Production – university press

“It’s meeting our expectations. The system is only one year old. It’s not all encompassing, but it is expandable by design. It distributes content well, which was the whole point.”

Publisher, scientific books

PUBLISHER DEMOGRAPHICS

Job Function of Respondents

Total Answering	100.0%
Information Technology & Services	31.5%
Editorial	22.2%
Executive	18.5%
Production & Project Management	14.8%
New Media	13.0%

REPRESENTATIVE JOB TITLES

Information Technology & Services: CIO, CTO, VP IT, Director Information Systems, Director Information Technology

Editorial: Editor, Editor-in-Chief, Editorial Director, Managing Editor

Executive: CEO, COO, President, Group VP, Publisher, VP Publishing

Production: Production Manager, VP Production, VP Publishing Services, Project Leader, Project Manager

New Media: Director Electronic Publishing, Director Electronic Product Development, Director Web Development

Base: 54

No answer: 0

PUBLISHER DEMOGRAPHICS

Annual Revenue of Operating Unit

Total Answering	100.0%*
Less than \$10-million	38.9%
\$10-million - \$25-million	14.8%
\$25-million - \$50-million	20.4%
\$50-million - \$100-million	7.4%
\$100-million - \$250-million	9.3%
More than \$250-million	9.3%

Respondents were asked to estimate revenue for their specific operating unit only, not for their company or its entire publishing operation.

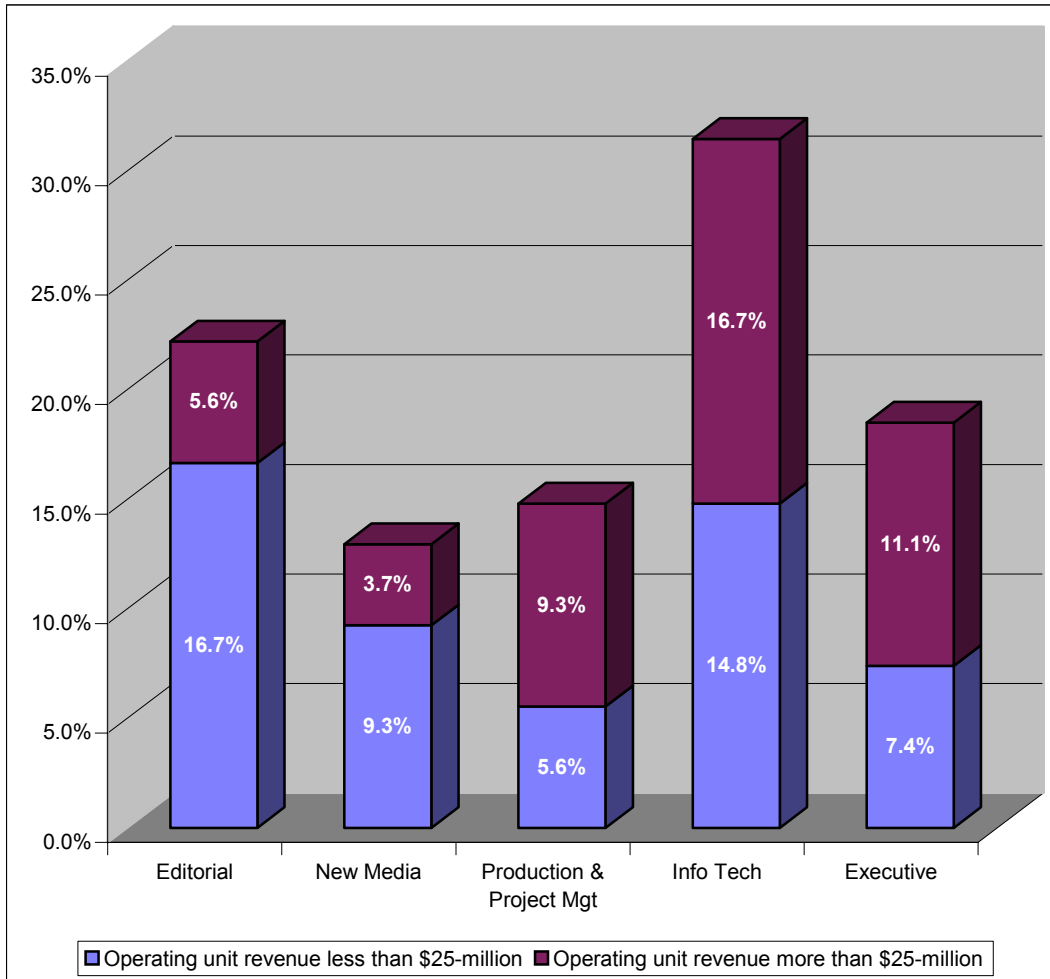
Base: 54
No answer: 0

*Adds to more than 100% due to rounding.

PUBLISHER DEMOGRAPHICS

Job Function by Annual Revenue of Operating Unit

Figure 2



PUBLISHER DEMOGRAPHICS

Full-Time Employees in Operating Unit

Total Answering	100.0%
Fewer than 20	29.6%
21 - 50	22.2%
51 - 100	13.0%
101 - 500	25.9%
More than 500	9.3%

Respondents were asked to exclude freelancers and employees of parent company who were not assigned full time exclusively to their specific operating unit.

Base: 54
No answer: 0

CMS Architecture Trends

Operating Units Implementing Content Management Solutions

Total Answering	100.0%
Implemented in last 2 years	50.0%
Implemented more than 2 years ago	33.3%
Plan to implement in next year	14.8%
No plans to implement	1.9%

Base: 54

No answer: 0

CMS Architecture Trends

Primary Need for Content Management

Total Answering	100.0%
Web & print - single system or solution	61.1%
Web & print - separate process & solutions	25.9%
Web or other electronic products only	9.3%
Other	3.7%
Print only	0.0%

Respondents were asked to focus on *need* rather than on what their current system configuration might be.

Base: 54

No answer: 0

CMS Architecture Trends

Perception of Existing Content Management Products

Total Answering	98.1%
Existing products support all needs	20.8%
Existing products support many needs	15.1%
Existing products support some/few needs	43.4%
Existing products support no needs	15.1%
Not sure	5.7%

Base: 53

No answer: 1

CMS Architecture Trends

Technical Approach Taken in Designing Content Management Solution

Total Answering 98.1%

Select primary product and build
solution around it 24.5%

Select a few products that function
as components and integrate with
custom development where needed 37.7%

Develop a mostly custom solution 37.7%

Base: 53

No answer: 1

CMS Architecture Trends

Technical Approach You Would Take if Designing A Content Management Solution Today

Total Answering 92.6%

Select primary product and build
solution around it 24.0%

Select a few products that function
as components and integrate with custom
development where needed 44.0%

Develop a mostly custom solution 24.0%

Not sure 8.0%

Base: 50

No answer: 4

CMS Spending Patterns and ROI Analysis

Cost to Implement CMS, Excluding Staff Costs, and
Including Hardware, Software, Fees, Data Conversion

Total Answering	98.1%
Spent almost nothing	5.7%
Less than \$100,000	15.1%
\$100,000 - \$250,000	24.5%
\$250,000 - \$500,000	18.9%
More than \$500,000	24.5%
Not sure	11.3%

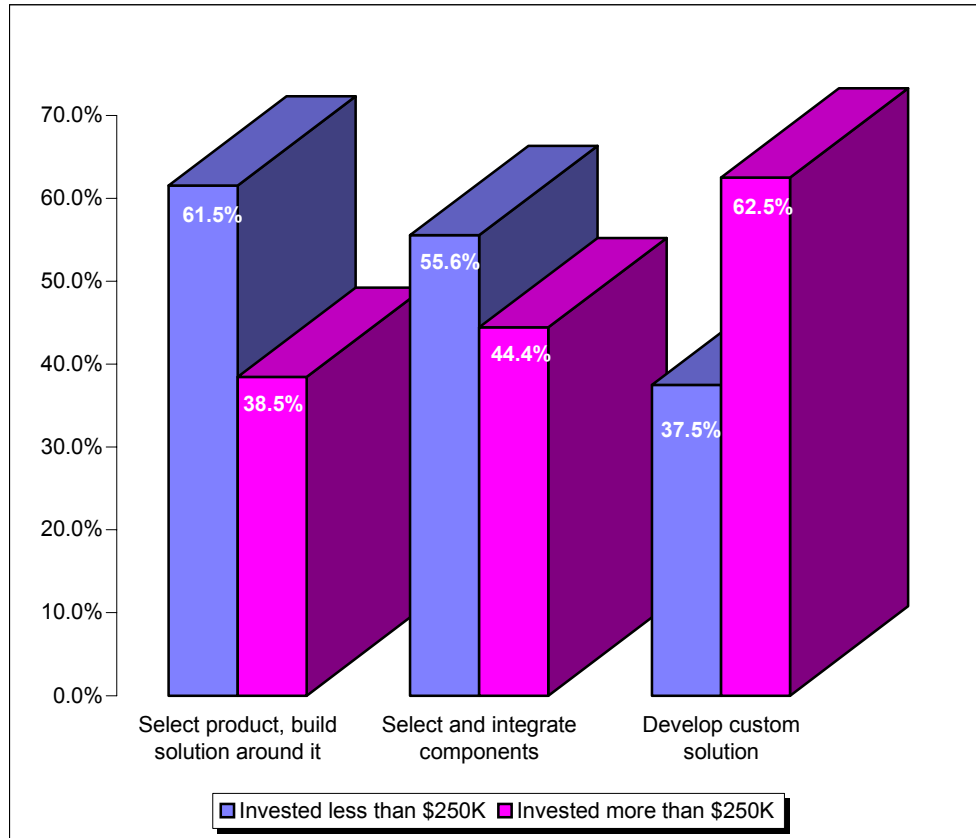
Base: 53

No answer: 1

CMS Spending Patterns and ROI Analysis

CMS Technical Approach & Cost

Figure 3



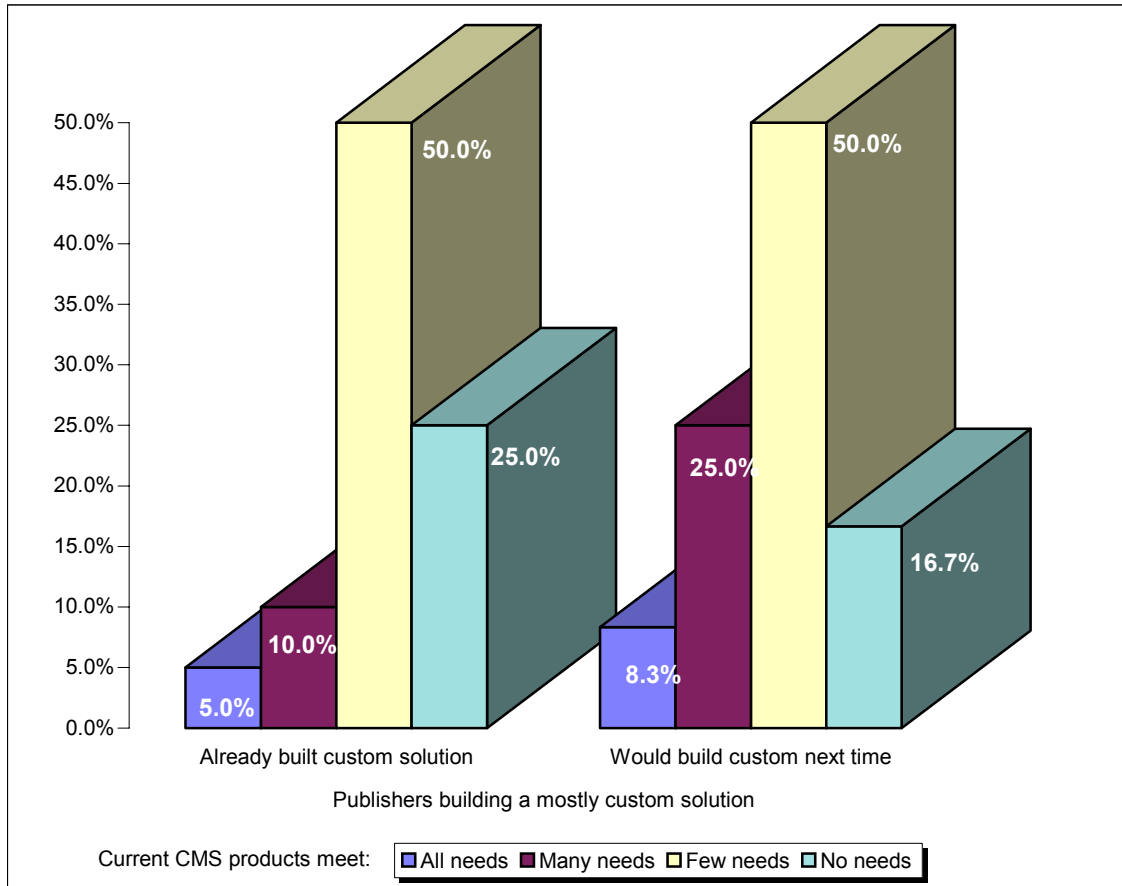
Respondents who developed custom solutions were more likely to invest more than \$250,000 than those who selected a primary product or a group of components around which to build their CMS.

Respondents with smaller budgets tended to select an existing product or select and integrate components.

CMS Spending Patterns and ROI Analysis

Build or Buy? Influence of Perception of Existing Products

Figure 4

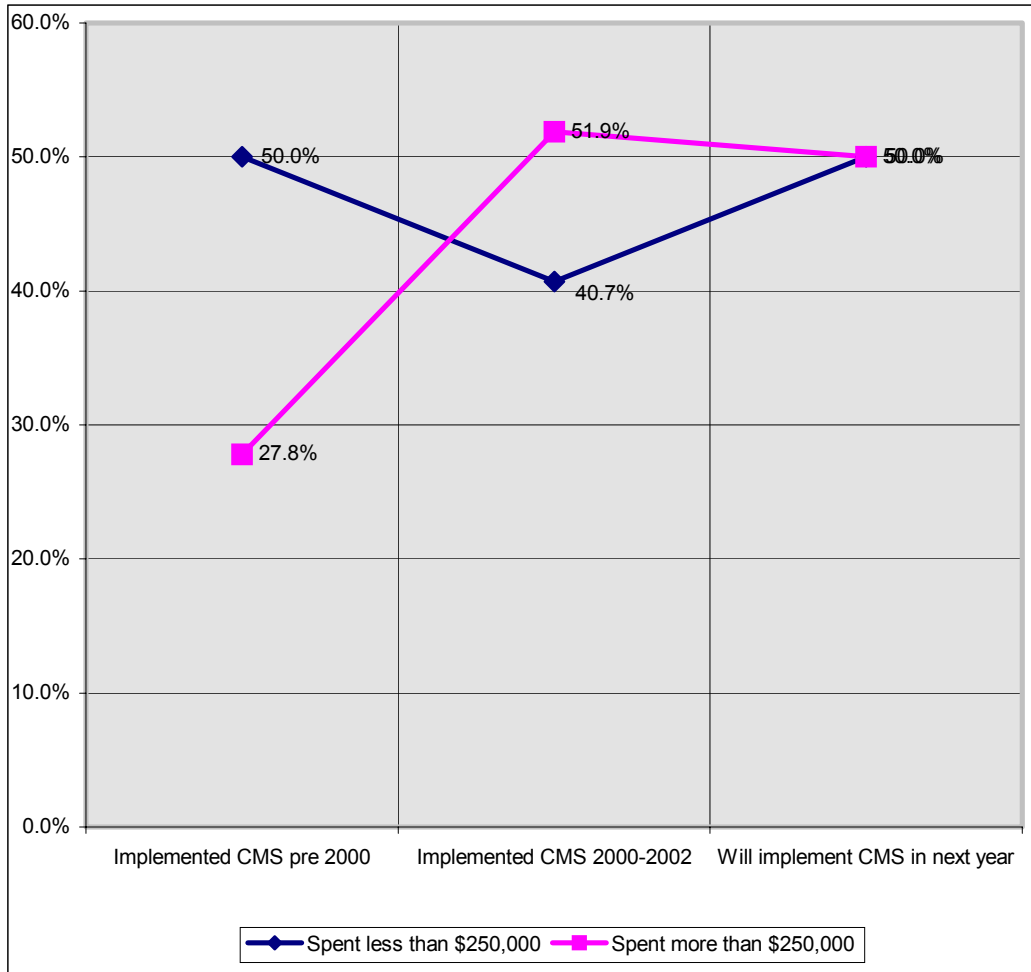


Respondents who developed custom solutions were much more likely to state that existing products meet few or none of their current content management needs: 75.0% of those who have already built a custom solution and 66.7% of those who say they would build custom solutions next time say that current products are inadequate.

CMS Spending Patterns and ROI Analysis

CMS Implementation Cost & Timing

Figure 5



Percentage of respondents who spent *less than \$250,000* has declined since 2+ years ago from 50.0% to 40.7%. Percentage of respondents spending *more than \$250,000* has nearly doubled in the same time period to 51.9% from 27.8%. This appears to result from price increases and more customization in the recent past than previously.

Those who will implement CMS in the next year are split 50/50 among those who expect to spend *more than* or *less than \$250,000*. This suggests that prices are leveling off and/or budgets are tighter and more closely managed than before.

CMS Spending Patterns and ROI Analysis

Return on Investment Analysis Conducted Prior to Purchase

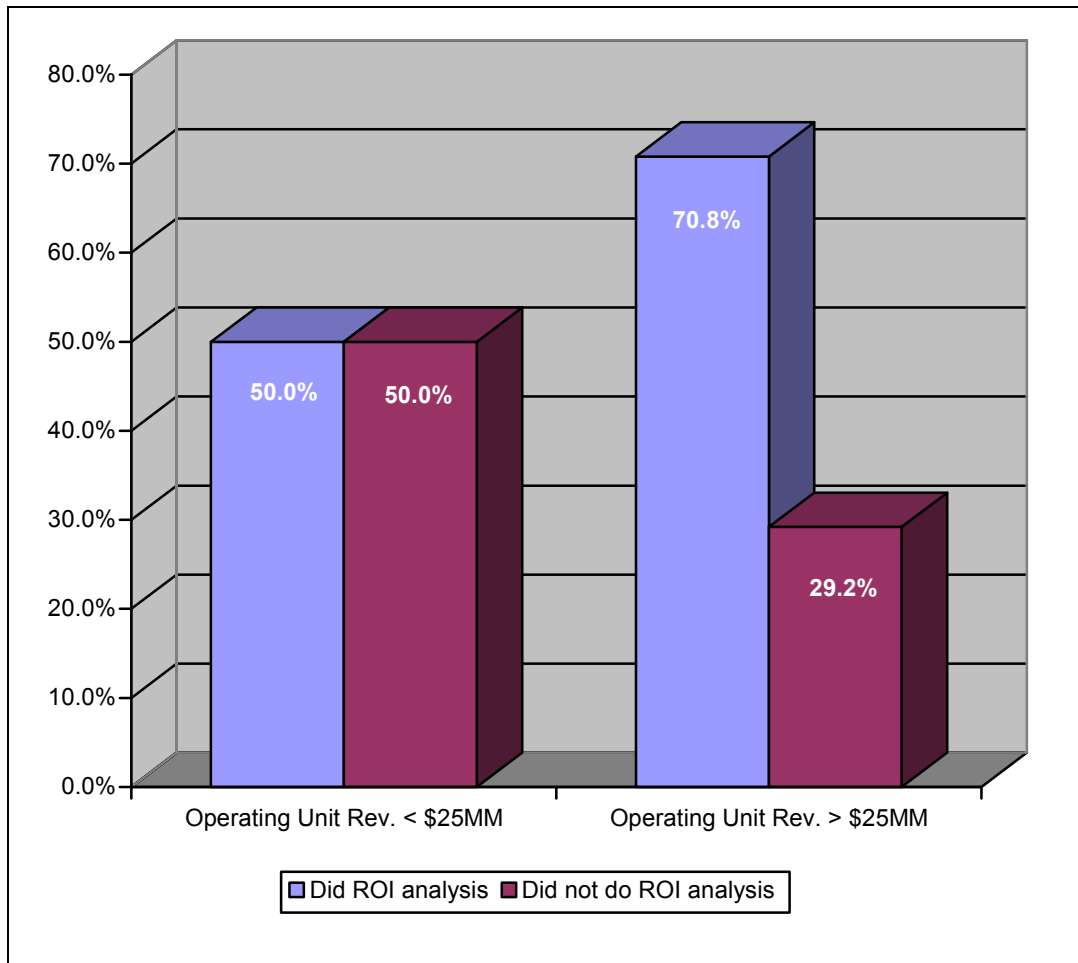
Total Answering	98.1%
Yes	56.6%
No	37.7%
Not sure	5.7%

Base: 53
No answer: 1

CMS Spending Patterns and ROI Analysis

Return on Investment Analysis by Unit Size

Figure 6

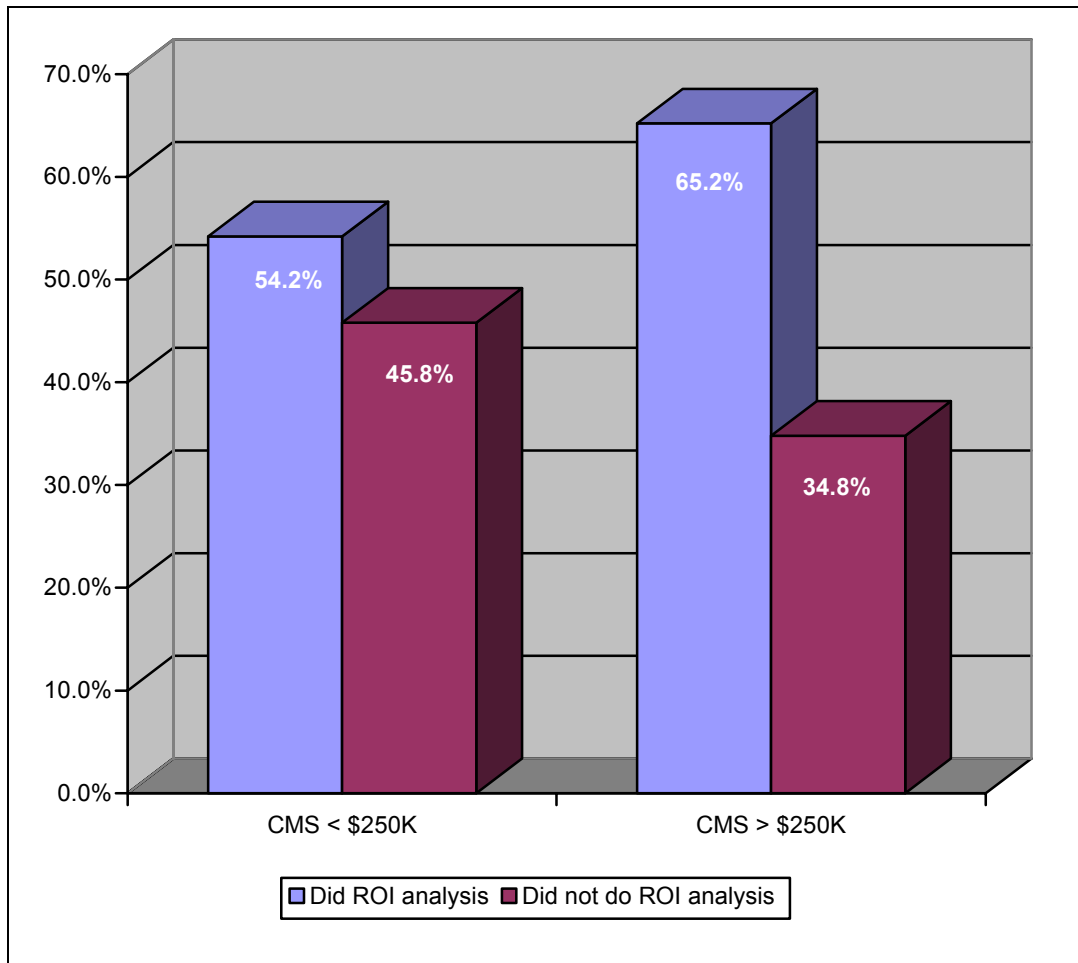


Operating units with less than \$25-million of annual revenue were evenly divided on performing an ROI analysis prior to purchase of a content management system. At higher revenues, businesses were more than twice as likely to perform ROI analysis than not.

CMS Spending Patterns and ROI Analysis

Return on Investment Analysis by CMS Investment

Figure 7

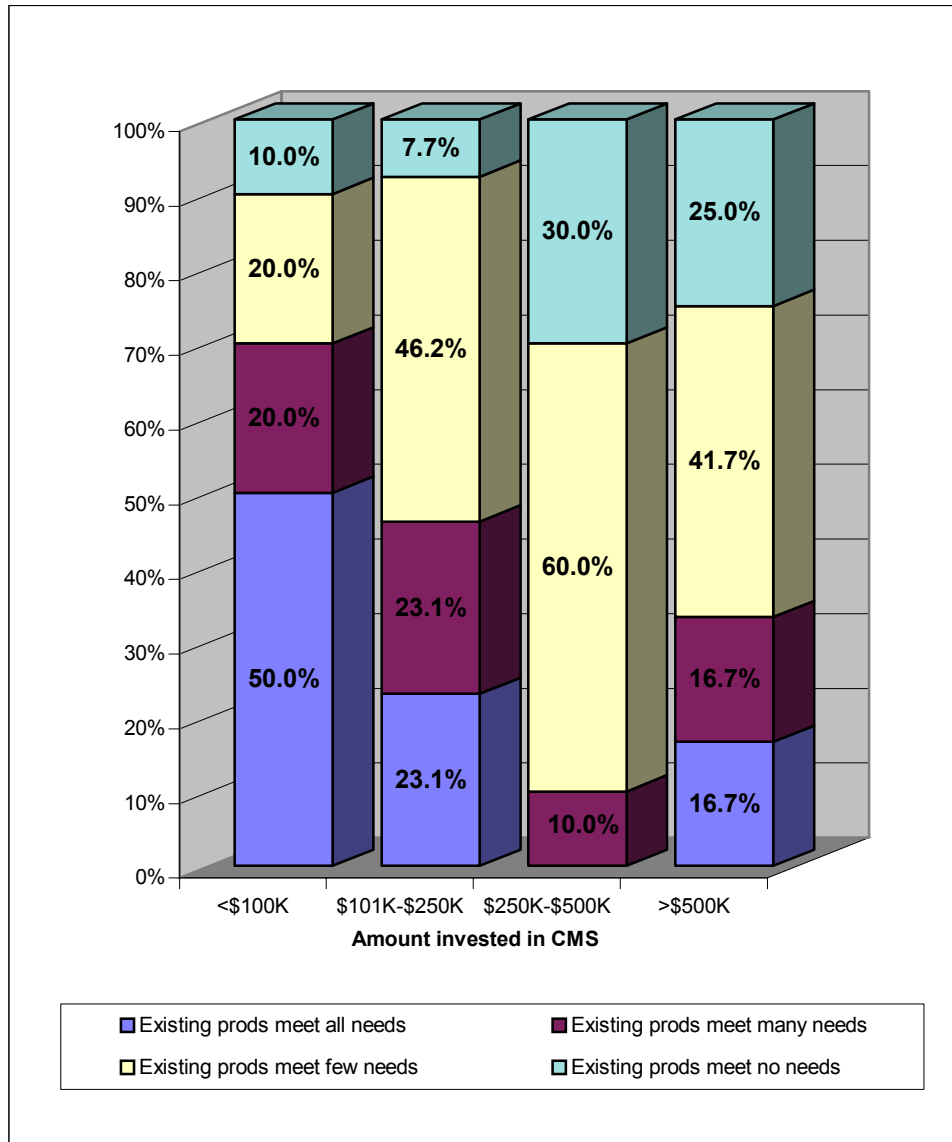


The amount of the CMS investment also affected management's decision to perform an ROI analysis; however, even for systems ranging in price from \$250,000 to millions of dollars, more than 30 percent of publishers did not do a formal ROI analysis prior to making the purchase.

CMS Spending Patterns and ROI Analysis

Perception of Existing CMS Products' Ability to Meet
Current Content Management Needs

Figure 8



Publishers spending the least for CMS tend to find that existing products meet all or most of their current content management needs: 70% of those spending under \$100,000 and 46.2% spending under \$250,000 are satisfied with products on the market today.

In the \$250,000 to \$500,000 investment category, however, a whopping 90% find that existing products meet few or no needs. This percentage drops to a still very significant 66.7% in the category of publishers who invested \$500,000 or more in CMS.

CMS Spending Patterns and ROI Analysis

Expectation of Seeing a Measurable Return on Investment - Financial or Otherwise

Total Answering	98.1%
Within 1 year after deployment	37.7%
1 - 3 years after deployment	37.7%
5 years after deployment	9.4%
Never	11.3%
Not sure	3.8%

Base: 53

No answer: 1

CMS Spending Patterns and ROI Analysis

Expectation of Tangible Return on Investment - Anticipated Results

Total Answering	100.0%*
Greater efficiency	75.9%
Less expensive and shorter time to market for new products	75.9%
Continued/increased ability to compete	70.4%
Employee satisfaction	53.7%
Reduced expenses	51.9%
Increased revenues	46.3%

Respondents were asked to identify areas in which they expected to be able to measure a return on investment in content management systems and technologies.

Base: 54

No answer: 0

*Adds to more than 100% due to multiple answers.

LESSONS LEARNED

Specific Outcomes of CMS Implementation

Total Answering	100.0%*
CMS met all requirements	74.1%
CMS positions us for the future	72.2%
CMS satisfied most users	70.4%
CMS delivered on budget	59.3%
CMS helped improve communications across the organization	50.0%
CMS delivered on schedule	48.1%
CMS met additional requirements	38.9%

Respondents were asked to identify specific outcomes of CMS implementation.

Base: 54

No answer: 0

*Adds to more than 100% due to multiple answers.

LESSONS LEARNED

Would Do Differently If Starting Again

Total Answering	100.0%*
Be more structured about requirements definition and sign off	55.6%
Spend more time on training/documentation	48.1%
Ask for more time or start earlier	46.3%
Develop system incrementally, in phases	44.4%
Ask for more money	42.6%
Be more structured in software/technology selection	37.0%
Use different software/technology	29.6%
Obtain more support from other departments	25.9%
Use a different vendor/consultant	25.9%
Obtain more support from management	20.4%
Other	9.3%

Base: 54
No answer: 0

*Adds to more than 100% due to multiple answers.

LESSONS LEARNED

Would Be More Structured about Requirements Analysis and
Documentation Next Time

New Media	85.7%
Executives	80.0%
Editorial	50.0%
Information Technology	47.1%
Production & Project Management	25.0%

Numbers represent the percentage of respondents in each job function category who responded affirmatively.

Base: 54

No answer: 0

Appendix

“Our CMS is meeting expectations. The previous solution lacked functionality and we walked away from it. Current system works well but lacks documentation on some elements and it becomes difficult to modify as needed. We keep learning.”

Director, electronic publishing, STM book and journal publisher

“One editing tool was a failure and we threw it out. Next, we installed a management system using metadata that helps everybody share documents and reuse data and old materials. We expanded the system – retooled it really – to work on the web. These systems have worked wonders. Now we’re reviewing what we’ve done and defining our next steps.”

Editor, medical journals

Questionnaire

Interview with: _____ Date: _____
Name/Title: _____
Company/Business Unit or Division: _____
Phone: _____ Email: _____

1. What is your role in your organization?
 - a. Management – Editorial
 - b. Management – New media
 - c. Management – Production
 - d. Management – Operations/CIO/CTO (including IT/MIS)
 - e. Project manager
 - f. Executive _____
2. What is your operating unit's approximate annual revenue:
 - a. Less than \$10-million
 - b. \$10- to \$25-million
 - c. \$25- to \$50-million
 - d. \$50- to \$100-million
 - e. \$100- to \$250-million
 - f. more than \$250-million
3. How many people are employed in your specific operating unit, not including freelancers or employees of your parent organization?
 - a. Fewer than 20
 - b. 21-50
 - c. 51-100
 - d. 101-500
 - e. More than 501
4. Has your operating unit implemented one or more content management solutions?
 - a. Yes, in last two years
 - b. Yes, more than two years ago
 - c. No, but plan to implement within next year
 - d. No, and have no plan to implement
5. Of the following, which describes your PRIMARY NEED for content management?
 - a. print products only
 - b. Web or other electronic products only (including intranets)
 - c. Both Web and print, with single system or solution
 - d. Web and print, with separate process and solutions
 - e. Other: _____
6. Would you say that existing products for content management on the market today support
 - a. All or most of your content management needs
 - b. Many of your content management needs
 - c. Some or few of your content management needs
 - d. None of your content management needs
 - e. Not sure
7. Which technical approach did you take (do you EXPECT to take) in designing a content management solution?
 - a. Select a primary content management product and build the solution around that product.
 - b. Select a few products that can function as components and integrate them with custom development where needed.
 - c. Develop a mostly custom solution.
 - d. Not sure.
8. If you had to choose a technical approach again (for the first time), which of the following would you most likely do?:
 - a. Select a primary content management product and build the solution around that product.
 - b. Select a few products that can function as components and integrate them with custom development where needed.
 - c. Develop a mostly custom solution.
 - d. Not sure
9. Excluding staff costs, approximately how much did you spend (do you expect to spend) to implement your content management system or systems? Include hardware, software, vendor/consulting fees, data conversion.
 - a. Almost nothing
 - b. Less than \$100,000
 - c. \$100,000 - \$250,000
 - d. \$250,000 - \$500,000
 - e. more than \$500,000
 - f. Not sure

10. Did you or someone in your organization complete a return on investment analysis prior to selecting a technical approach or vendor for your content management solution?
- Yes
 - No
 - Not sure
11. I am going to read a list of areas where you possibly might see tangible returns on your investment in content management. For each, indicate Yes, No or Don't Know
- | | | | |
|---|-----|----|------------|
| a. Reduced expenses | Yes | No | Don't Know |
| b. Increased revenues | | | |
| c. Greater efficiency | | | |
| d. Employee satisfaction | | | |
| e. Less expensive and shorter time to market for new products | | | |
| f. Continued/increased ability to compete | | | |
| g. Other _____ | | | |
| h. Too soon to tell | | | |
12. When did you (do you) expect to see a measurable return on your investment – financial or otherwise?
- Within one year after deployment
 - Within one to three years after deployment
 - Within five years after deployment
 - Never
 - Not sure
13. I am going to read a list of possible outcomes that might result from implementing a CMS. For each please answer Yes, No or Don't Know. The content management system implementation:
- Was on or close to on schedule
 - Was on or close to on budget
 - Met stated requirements
 - Met additional requirements
 - Helped improve communications across the organization
 - Satisfied most users
 - Positions the organization for the future
 - Other _____
14. What would you do differently if you could start over again? (Check all that apply)
- Obtain more support from other departments
 - Obtain more support from management
 - Develop the system incrementally – in phases
 - Be more structured in the software/technology selection
 - Use a different vendor/consultant
 - Use different software/technology
 - Ask for more money
 - Ask for more time (or start earlier)
 - Be more structured about requirements definition and sign off
 - Spend more time on user training/documentation
 - Probably would not do another content management system implementation
 - Other _____
 - Not sure

About Really Strategies, Inc.

Really Strategies, Inc. is an independent content management and publishing solutions consulting firm helping publishers and other companies address content, technology and workflow challenges. From project inception to completion, we leverage our extensive analysis and project management experience to architect and deliver sound and practical solutions. Really Strategies consultants are "Content Engineers" who can wear both editorial and information technology hats when necessary. Whether you are investigating XML-based content management technologies, looking to improve your production workflow, or replacing your backend systems, Really Strategies understands the challenges facing the publishing environment today.

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About The Center for Publishing, New York University

The Center for Publishing at New York University offers courses, seminars and institutes that cover the entire publishing spectrum. The Center responded to increasing demand in the publishing industry for better trained and knowledgeable professionals by introducing its Master of Science in publishing in 1996. Developed jointly by NYU and a distinguished national publishing advisory group, the graduate degree introduces students currently working in the industry to all functions of publishing and prepares them for management positions in book, magazine and online publishing. Members of the Center's Board of Advisers are an extraordinary group of senior managers—presidents, CEOs and chairs of companies.

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