

## Introduction to the Gartner Maturity Model for Web Content Management

Mick MacComascaigh

This document outlines a model for assessing the state of an organization's Web content management (WCM) solution. CIOs and other IT leaders responsible for the strategic success of their organization's WCM strategy can use this model to articulate what they would like to achieve with their WCM solution, and to assess the level of change required to make that happen.

### Key Findings

- Enterprises are realizing that their WCM solutions are failing to support their business objectives. One of the main reasons for this is poor adoption of maturity models for WCM.
- Adoption of maturity models for WCM has been low because they are thought to be highly theoretical and of little relevance to "real" WCM strategies.
- Use of maturity models can, in fact, help to reduce the cost of WCM initiatives and ensure alignment with business objectives.

### Recommendations

- Create a maturity model for your WCM environment and answer the following question: "Is our WCM solution delivering the value expected by the business?"
- Use the Gartner Maturity Model for WCM to identify which levels on the model are required to achieve your business goals, assuming your WCM solution is not delivering the value expected by the business.
- Understand the difference between the maturity levels in order to gain insight into the degree of change required to raise your WCM environment to the desired level. This will help you define a road map for your WCM solution.

## WHAT YOU NEED TO KNOW

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Many organizations rushed to build Web sites during the dot-com boom, but failed to follow best practices for implementing WCM. Using the Gartner Maturity Model for WCM will help you avoid similar mistakes in your WCM initiatives. Use it to align your WCM program with business goals. This will help you secure executive sponsorship and ensure alignment between technological advances, return on investment and less tangible business benefits.

## ANALYSIS

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### Introduction

IT leaders face significant challenges in trying to provide the most suitable WCM solution for key business objectives. As a result, there is a big discrepancy between the results produced by the WCM solutions found in many organizations and the business objectives they were meant to help achieve. At the same time, economic uncertainty is leading to tighter IT budgets and increased scrutiny, making it even harder for IT leaders to "do the right thing."

That said, investment in WCM solutions has risen over the past four years, and continues to grow. In fact, with a compound annual growth rate (CAGR) of 15%, it has risen faster than the 12% CAGR for spending in the overall enterprise content management (ECM) market. As a result, worldwide expenditure on WCM accounted for over a quarter of the ECM market in 2007, up from 2003 and 2004 when it represented just over a fifth. The trend for increased outlay on WCM is strongest in Europe, the Middle East, Africa and Asia/Pacific.

Tactical solutions have been the focus of this increased spending, as these have long been thought safer investments. It is, however, these isolated, "point" solutions that are most likely to fail to meet a company's main business objectives. Hence many organizations are now looking for frameworks to help ensure successful deployment of strategic WCM solutions.

The Gartner Maturity Model for WCM is such a framework. We have designed it to help organizations assess:

- Whether their current WCM solution is delivering the value required by the business.
- Changes that may be required to meet the organization's business objectives.
- What the impact of those changes will be.
- The level of prioritization that best suits the organization's needs.

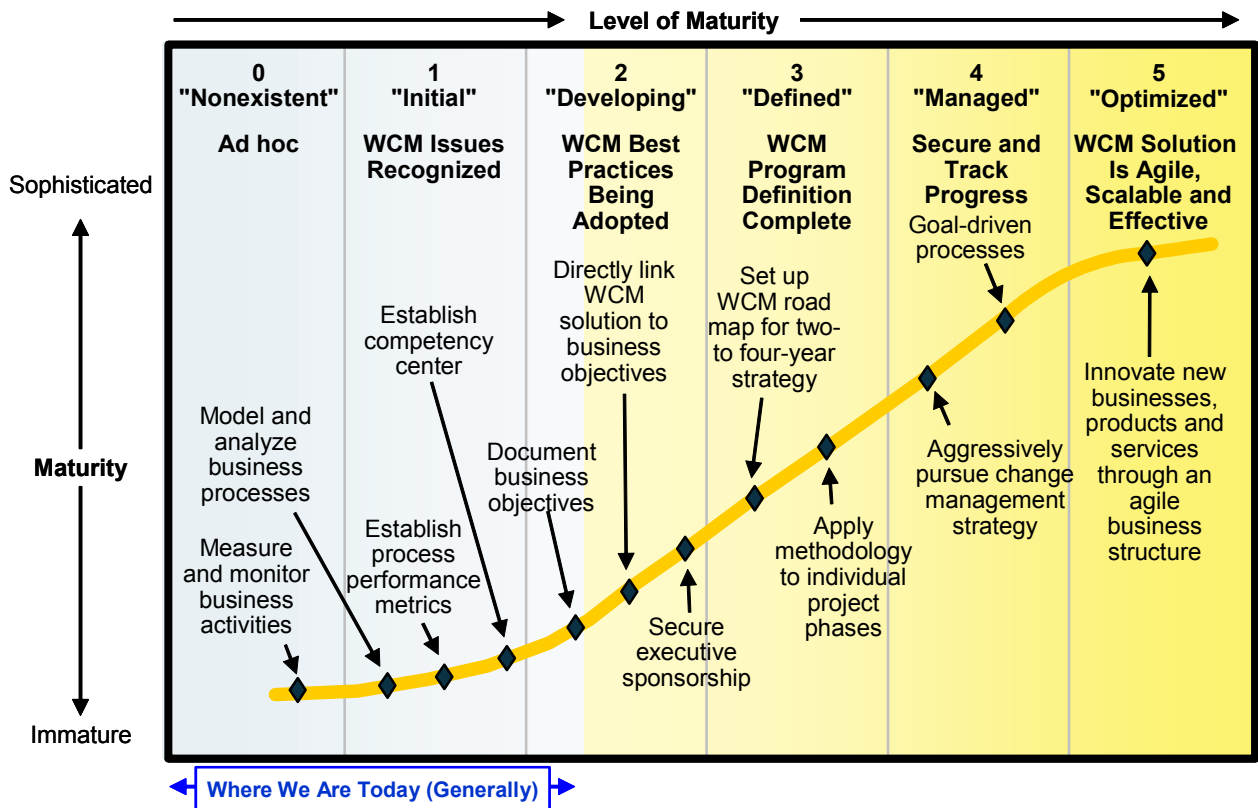
CIOs and IT leaders responsible for the strategic success of their organization's WCM strategy should use this model to articulate what they would like to achieve with their WCM solution, and to assess the degree of change required to make that happen. Business leaders should also read this document to understand the changes required to develop an effective WCM solution.

### The Gartner Maturity Model for WCM Explained

A maturity model for WCM is a tabular representation of solution areas, such as Web authoring, workflow and solution architecture, together with a rating of how "mature" or developed that solution area is and can become. It is a framework with which to assess the value of your current WCM implementation and how it suits your business or organizational needs. Figure 1 outlines

the Gartner Maturity Model for WCM. It shows a typical development along the maturity scale, along with some of the activities required to achieve this progress.

**Figure 1. The Gartner Maturity Model for Web Content Management**



WCM = Web content management  
 Source: Gartner (April 2008)

The graphic shows the growth in maturity as a gradual curve, which typically results from a combination of "stepwise" development and gradual change. Either type of development requires different actions:

- **Stepwise:** A higher "step" on the maturity scale is attained with the achievement of each primary project objective.
  - *Action Item:* Ensure the goals and key performance indicators of your projects are linked quantitatively to your maturity model.
- **Gradual:** This reflects the rollout of individual projects to users and the overcoming of adoption issues. The more effective the rollout, the smoother the curve.
  - *Action Item:* Deploy a solid change management strategy to accelerate adoption.

The levels of maturity in the model are as follows:

**Level 0 — Nonexistent:** At this point there is little or no evidence of processes for authoring or managing Web content, and those that do exist are chaotic. A general description of the status

would be "ad hoc," both in terms of the underlying structures for WCM deployment and of how users interact with those structures.

**Level 1 — Initial:** This level features no standardized processes. Instead, different approaches are still applied on a case-by-case basis. This level is characterized by a lack of auditing, reporting and controls. Links between key business objectives and aspects of the WCM solution are being formed, but have yet to be converted into metrics. Formal executive sponsorship for these links is not yet evident. In most cases, the need for executive sponsorship is under-estimated.

**Level 2 — Developing:** The business objectives that can be addressed using a WCM solution are documented. Due to a lack of formal training, different individuals perform similar tasks using their own procedures. Platform diversity is being replaced by standardization. However, there is no formal communication of standard processes, and what documentation exists is weak. There is much reliance on the knowledge of individuals, so errors are likely.

**Level 3 — Defined:** Program definition for the WCM solution is complete. Procedures have been identified — for the authoring and publication of content, for example. These procedures are standardized, documented and communicated through training. Procedures are unsophisticated and formalized from existing practices. It is left to individuals to follow these procedures, and deviations are unlikely to be detected. Web sites still exhibit inconsistencies, and multisite management is cumbersome. Governance is included as part of the overall strategy but remains difficult. Executive awareness is achieved. Solid progress from this level requires more formal executive sponsorship. WCM program goals are linked well to business objectives.

**Level 4 — Managed:** Tracking is in place to monitor the progress of the WCM solution against selected business objectives. It is possible to monitor and measure compliance with procedures, and to take action where processes are not working effectively. Processes are under constant improvement and constitute good practice. Automation and tools are used in a limited or fragmented manner. Executives in charge of the change management strategy champion the WCM solution internally, and communicate the benefits of that strategy to the whole organization. Full user adoption has typically not yet been achieved. Only one WCM interface is exposed to users, while repositories from other vendors can be accessed for legacy purposes either through federated search or back-end integration.

**Level 5 — Optimized:** Processes are refined into best practices, based on the results of continuous improvement and maturity modeling with other parts of the business. IT is used in an integrated way to automate the workflow, providing tools to improve quality and effectiveness, and making the enterprise quicker to adapt. Agility, scalability and effectiveness are broadly associated with the successful WCM solution. Benefits of the WCM strategy are realized and communicated to the organization as part of the continuing change management effort. User adoption is typically complete. The solution architecture is homogeneous and optimized. Migrations to this platform are complete, and cost reductions due to this strategy have been identified and communicated.

## Using the Maturity Model for WCM as a Practical Tool

Although businesses can make huge gains and potentially significant cost reductions by using maturity models, adoption of these models is often inhibited by their reputation for being too theoretical. But the Gartner framework becomes a very useful tool when applied to the individual "solution components" of the overall WCM program. These solution components typically relate to quasi-independent areas that come together to form the overall solution. In the following examples, we consider WCM content authoring, workflow and solution architecture as three such components. Further examples might include Web analytics, content delivery and portal

integration. Once you have identified the solution components relevant to your needs, you can assess each of them by applying the maturity levels, which will help you identify the right course of action. Tables 1 to 3 show how the framework can be applied in this way.

**Table 1. Application to WCM Content Authoring**

<b>0 Nonexistent</b>	<b>1 Initial</b>	<b>2 Developing</b>	<b>3 Defined</b>	<b>4 Managed</b>	<b>5 Optimized</b>
Random, reactive, urgency-driven	Multiple tools still in use; direct access to production server reduced but still considered necessary for speed	Standardized authoring tools exist, but adoption is inconsistent and no training program exists	Standards finalized; change management under way	User adoption high; documentation advanced; collaboration encouraged by tools and cultural change	Highly streamlined, with high multichannel reuse

Source: Gartner (April 2008)

**Table 2. Application to WCM Workflow**

<b>0 Nonexistent</b>	<b>1 Initial</b>	<b>2 Developing</b>	<b>3 Defined</b>	<b>4 Managed</b>	<b>5 Optimized</b>
Ad hoc	Need recognized; exceptions still more common than rules	Inconsistent use of available workflow ideas across business units	Greater awareness achieved; perceived value not yet backed up by solution	Workflows in place but no optimization; processes still not aligned with business	Efficient, streamlined and aligned with business culture and processes; agile

Source: Gartner (April 2008)

**Table 3. Application to WCM Solution Architecture**

<b>0 Nonexistent</b>	<b>1 Initial</b>	<b>2 Developing</b>	<b>3 Defined</b>	<b>4 Managed</b>	<b>5 Optimized</b>
Heterogeneous, unscalable, undocumented	Need for consolidation recognized	Reduced platforms; successive reduction in number of vendors	Technology standards established; single platform chosen and implemented, with ongoing adoption	Standards in place; user adoption high; training ongoing	Homogeneous, scalable and aligned with business needs

Source: Gartner (April 2008)

## Tailoring the Gartner Maturity Model for WCM to Your Needs

To get the most out of the framework, you should customize it to your needs. Ask yourself the following questions:

- What solution components are relevant to my WCM solution? (Typical areas include portal integration, content delivery, content analytics and integration with other platforms.)

- What adjectives accurately denote the "extremes" (levels 0 and 5) of my situation?
- What terms characterize the logical and identifiable intermediate levels (levels 1 to 4) of my situation?
- What actions must I take to move from one level to the next?

## **Conclusion**

The Gartner Maturity Model for WCM is more than a theoretical model. It is a practical tool. Use it in workshops to align your WCM initiative with business needs. Use it in high-level meetings to summarize the status and direction of your WCM initiative. Use it to save money, assess required effort and create a road map for your WCM solution. Following the recommendations in this document will help you assess the state of relevant WCM solution components and identify the level of change required to reach the desired state.

## **RECOMMENDED READING**

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"Tactical Guidelines for Getting Web Content Management Right This Time Around"

"How to Build Your Road Map for Web Content Management"

## REGIONAL HEADQUARTERS

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### **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