

# Making a Business Case for CMS Or...

Making the **invisible CMS meaningful**  
and **strategic** for decision-makers

**Jane McConnell**  
**NetStrategyJMC**

KMWorld & Intranets 2005  
San Jose, California

- Independent consultant specialized in company "Nets"
- Coaching, consulting, project workshops
- Activities:
  - Co-author of "L'avantage internet pour l'entreprise", Dunod, 1996
  - International Intranets editor for "Intranets: Enterprise Strategies and Solutions"
  - Organizer of Executive Working Breakfasts, Paris, since 1996
- American, living and working in Europe for over 25 years, based in Grasse & Paris, France

The screenshot shows two parts of Jane McConnell's website. The top part is 'Le carnet Net', a French-language blog with sections for 'À propos de l'auteur', 'Mes sites', and 'La trouvabilité, thème du prochain petit-déjeuner (sur Paris)'. The bottom part is 'the net way', an English-language site with a navigation menu (home, articles, events, documents, services & clients, about, index) and a main content area featuring an article titled 'Strategy, people and technology - the three dimensions of the e-workplace'. A sidebar on the right lists 'breakfasts', 'services', and 'JMC seen & heard'.

## Jane McConnell Strategy Consultant

**United Nations** (New York), **Areva** (nuclear power & electricity T & D, Paris), **Georgia Pacific International** (consumer paper products), **Pernod Ricard** (wine & spirits, Paris), **AGF** (insurance & financial services, Paris), **Alcatel** (communications, Paris), **Lagardère** (media, Paris), **Alstom Power Service** (UK), **UPM** (forest products, Helsinki), **Amadeus** (travel technology, Madrid), **Nokia** (mobile communications, Helsinki), **RATP** (public transportation, Paris).

## Feedback from a global net manager when talking about his CMS Business Case:

- "Our biggest challenge was to get senior management to **pay enough attention** to this. We had to make them realize that the internet is a vital business tool, we showed them what was being done with our current sites, our fragmented presence on the web, and what some competitors were doing. We had to **build the upfront justification**, we needed to develop a "workable concept of operation" specifying who does what."

## My goal today is to offer...

- Guidelines, tips and techniques - based on real cases - to help you align the need for a CMS to business strategy
  - articulate the business case for different stakeholders
  - express ROI in a meaningful way
  - define and communicate vision and strategy in concrete terms
  - identify opportunities and risks to strengthen your case.

# Senior management wants to hear about

- Increasing revenue
- Reducing expenses
- Bringing in more customers, opening new markets
- Increasing value from existing customers
- Increasing shareholder value
- Being more competitive

And so on...

## **How can you demonstrate value of a CMS in a meaningful way?**

- Difficult to explain what it does
- Difficult to isolate the business value (to measure in a distinct way from other enterprise activities)
- Indicators are often questionable

# Different types of value

## Strategic Objectives

- **Hard**

- Reduced cost of transactions through self-service
- Less personnel required, or personnel redeployed for other tasks
- Saved costs through standardization
- Reduced needs for support
- Savings on training time and costs for web services ....

- **Soft**

- More efficient collaboration
- Better-informed decision-making
- Stronger global identity, same vision for all, plus potential to personalize
- Greater satisfaction on the part of customers and employees

- **"Quantified soft"**

- Users more satisfied (7/24 access to information and services)
- Time saved, increased productivity
- Better reactivity from process standardization and streamlining

# Changing perception of ROI



Build your business case  
from left to right!

# **Case One: Business Case for a CMS for a global enterprise CMS to be used for web sites, extranets, intranet**

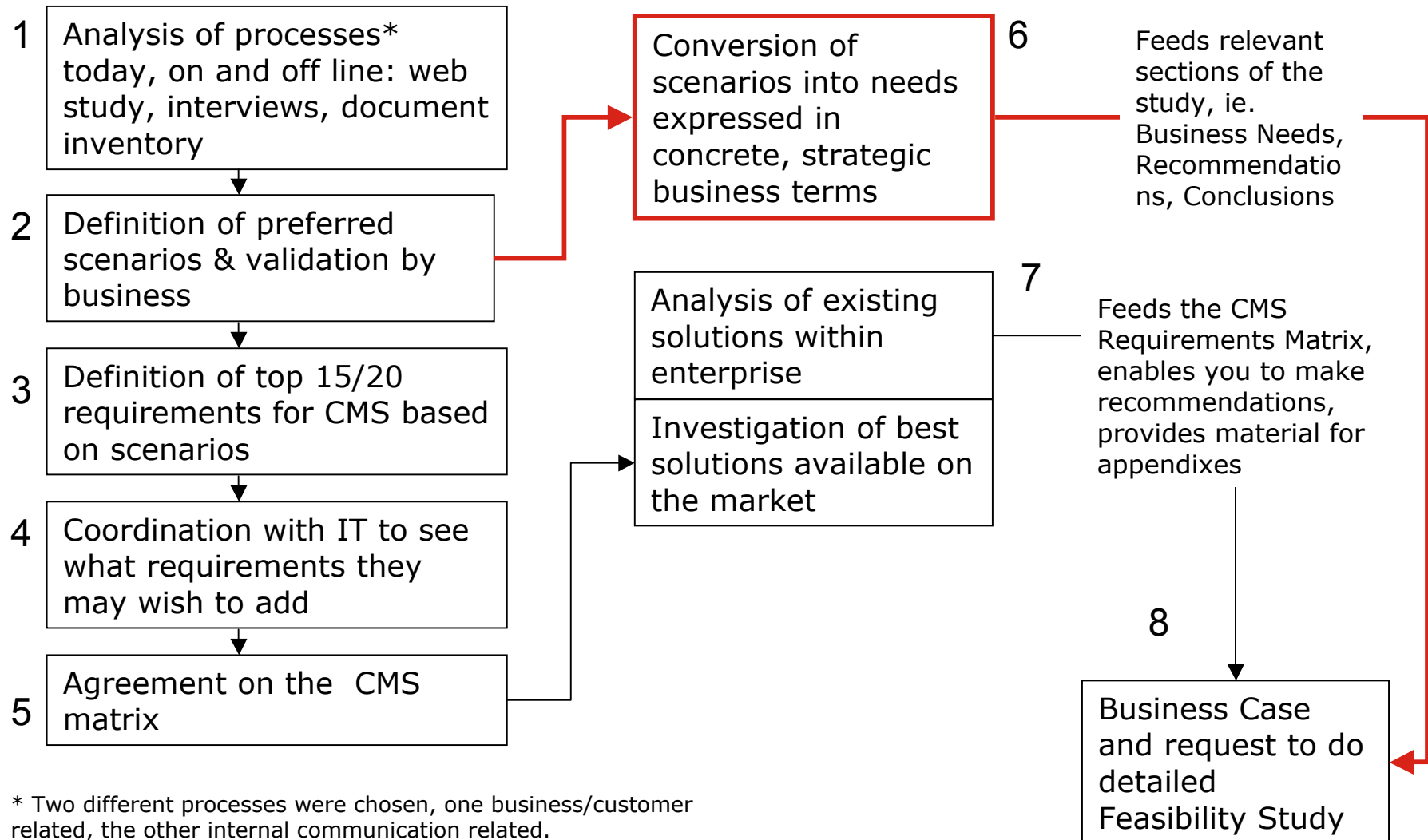
HQ in northern Europe

Activities and sales worldwide

>30 000 employees

Industrial sector

# Analysis leading to Business Case



\* Two different processes were chosen, one business/customer related, the other internal communication related.

# Business Goals for the Content Management Solution

- News
  - Share news faster and more efficiently with our employees, customers, partners around the world.
  - Reinforce the single company image.
- Product information
  - Provide efficient access to high quality (reliable, comprehensive, up-to-date) product information for different users - customers, sales force, marketing teams, and others in whatever place and format are appropriate for each population.

# The Content Management System Supports our Strategy

- **Cost reduction**
  - One global system replaces numerous existing systems
- **Integrated, decentralized** company strategy
  - Management can control corporate messages to specific targets worldwide
- **Customer** success
  - Up to date, trustworthy information available 24/7
  - Consistency of customer information on all platforms - internal and external
  - Faster decision-making and delivery of services to customers
- **Skilled and motivated people**
  - More productive work allowing more time for innovation and development
  - Modern technology encouraging younger generation to join us
- **Profitable growth**
  - Better reactivity when organization and business change (can re-align all nets quickly)

# Indicators

- How will we measure success?
  - Decreased management and maintenance costs for the inter and intranet sites
  - Customer feedback (both internal and external)
  - Usage of sites (statistics, email feedback)
  - Feedback from site managers
  - Feedback from internal users

# **Case Two: Business Case for a CMS for the intranet of the International Division of an American company**

Activities and sales throughout Europe  
>7 000 employees in Europe  
Industrial sector

<h3>Strategic Objectives</h3> <ul style="list-style-type: none"> <li>• Brand and customer relations ...             <ul style="list-style-type: none"> <li>• X</li> <li>• X</li> </ul> </li> <li>• Market expansion ...             <ul style="list-style-type: none"> <li>• X</li> <li>• X</li> <li>• X</li> </ul> </li> <li>• Cost reduction ...             <ul style="list-style-type: none"> <li>• X</li> </ul> </li> <li>• Organisational excellence ...             <ul style="list-style-type: none"> <li>• X</li> <li>• X</li> <li>• X</li> </ul> </li> </ul>	<p><b>The intranet is a key tool for achieving the following:</b></p> <p><b>Financial Perspective</b></p> <ul style="list-style-type: none"> <li>• Reducing internal support requirements <b>by</b> providing online information and services</li> <li>• Reducing costs of transactions <b>through</b> self-service applications</li> <li>• Saving time and creation costs <b>by</b> sharing and standardizing documents, templates, models</li> </ul> <p><b>Customer Perspective</b></p> <ul style="list-style-type: none"> <li>• Collecting &amp; consolidating market research <b>through</b> customer, customer service and sales force feedback</li> <li>• Faster response time <b>by</b> sharing sales tools</li> </ul> <p><b>Process Perspective</b></p> <ul style="list-style-type: none"> <li>• Reducing paperwork <b>by</b> doing more online</li> <li>• Streamlining processes <b>through</b> automated workflow</li> <li>• Improving processes <b>through</b> feedback from field</li> </ul> <p><b>Learning &amp; Innovation Perspective</b></p> <ul style="list-style-type: none"> <li>• Building and sustaining a shared vision <b>through</b> regular online presence of senior management</li> <li>• <b>Enabling</b> communities and teams to collaborate</li> <li>• Accessing an online library of procedures, policies, training materials</li> </ul>	<p><b>A CMS (content management system) enables us to do this with the intranet; without a CMS we cannot do it:</b></p> <p><b>Need: Up-to-date, accurate information provided in a secure way to managers.</b></p> <p><b>Example requirements:</b> Managers must be able to create, publish, archive content easily and efficiently; manage user rights for their sites easily; receive statistics based on relevant indicators re usage of their sites</p> <p><b>Need: Synergy between pan-European and local sites and services</b></p> <p><b>Example requirements:</b> Easy creation and management of the home page with content provided by countries and businesses, templates for site managers; multiple languages</p> <p><b>Need : Save time, increase productivity</b></p> <p><b>Example requirements:</b> fast retrieval of relevant information, customization by profile, personalization by individual, email alerts for new content, ....</p>
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This value framework is based on the Balanced Scorecard approach.

## **If we don't implement an effective solution for creating, managing, sharing content across our company, we risk:**

- **Slowing down our sales force**
  - Less reactive to client requests for information, proposals
- Making it **harder to enter and succeed in new markets** (more geographically distant from the "center")
  - The further from the center, the more the business unit needs the intranet to stay informed, find information, benefit from knowledge and best practice sharing, ...
- **Missing opportunities for innovation**
  - Less cross-pollination, less sharing across "boundaries", fewer ideas originating "in the field" that reach the attention of the "top" (more limited bottom-up communication)
- Decreasing or **stagnating productivity**
  - Too much time spent searching for information, reinventing the wheel
- Becoming **less attractive** to young employees - the "Google generation"
  - Perceived to be an enterprise that does not know how to leverage new technologies

## **Case Three: Business Value of a Customer Portal for European Multinational**

- Activities and sales in over 40 countries
- 20 000 employees in division, which is part of larger enterprise
- Industrial sector

## Scorecard strategy map for XXX Portal

Boxes below contain specific objectives

**Strategic Objectives for the Sector**

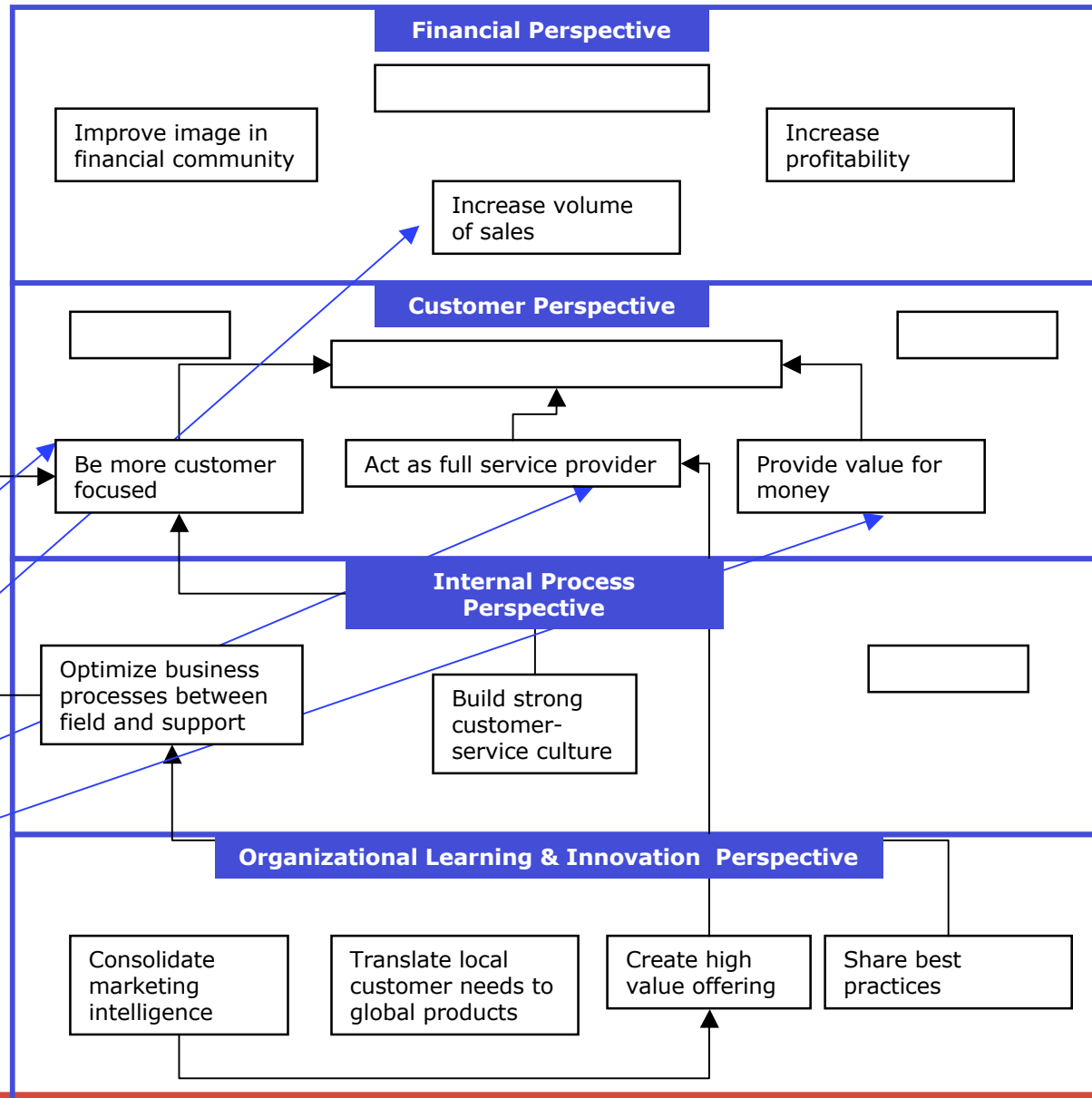
(Fictive examples)

- Increase profitability
- Increase volume of business
- Develop customer-focused service culture
- Create new positioning as "full service provider"

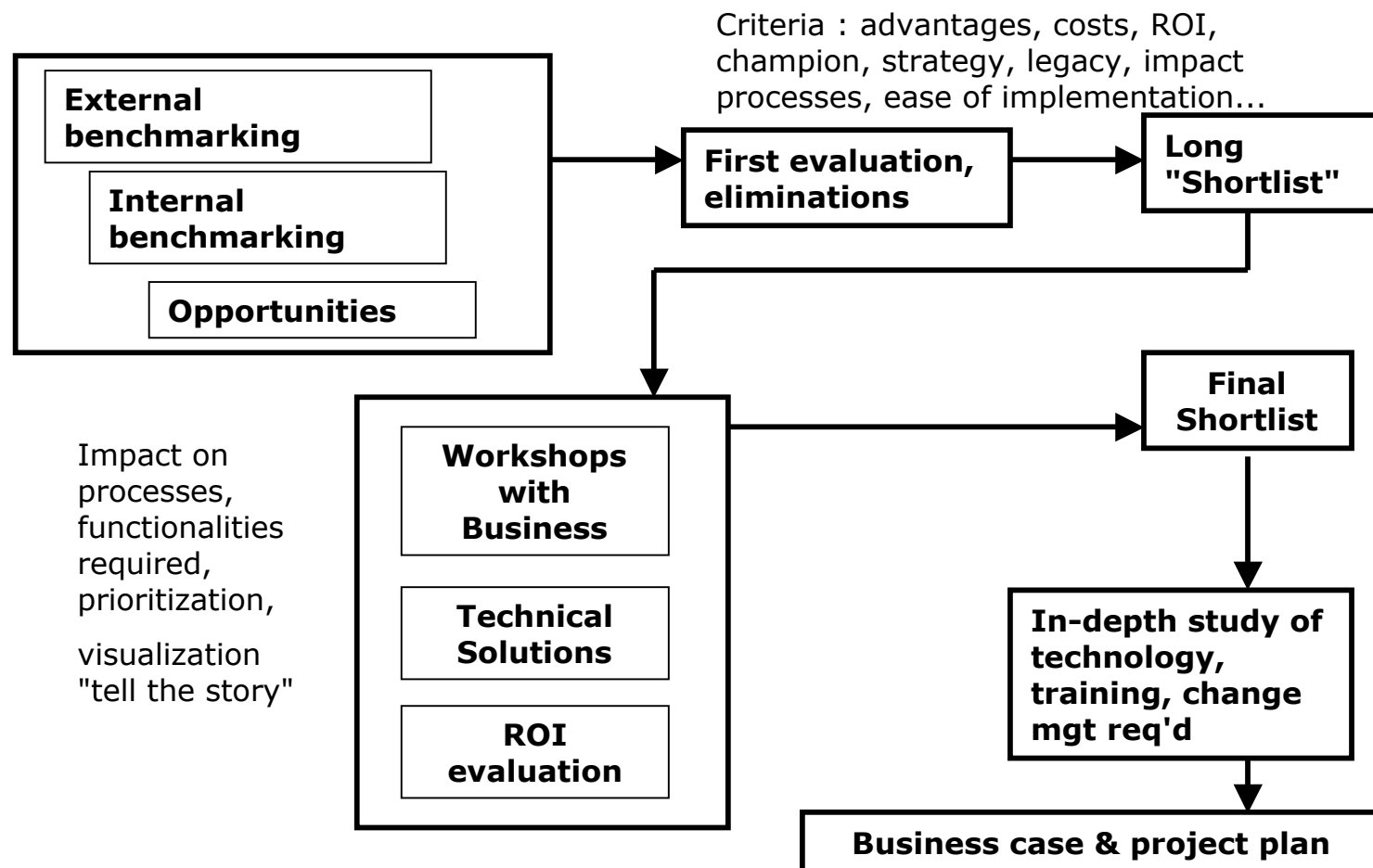
**Metrics**

(Fictive examples)

- Response time to customer inquiries
- New leads, expanded business with current customers
- High value offering packages sold
- Customer satisfaction
- 



# Example of double-round business analysis



# Thank you!

Contact me if you would like an  
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or more information on  
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<http://netjmc.typepad.com/carnetnet/>

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## References

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