

Vendor Landscape: Web Content Management

Introduction

Organizations looking for pure web content management (WCM) rather than marketing should look to open source products and developer communities.

This Research Is Designed For:

- ✓ Enterprises seeking to select a solution for WCM.
- ✓ Organizations' WCM use case may include:
 - Mid-sized organizations that need to effectively create and support web content.
 - CIOs and IT departments that are looking to put content development and management into the hands of marketing.
 - Organizations that are seeking to incorporate and manage user-generated content on their website.

This Research Will Help You:

- ✓ Understand what's new in the WCM market.
- ✓ Evaluate WCM vendors and products for your enterprise needs.
- ✓ Determine which products are most appropriate for particular use cases and scenarios.

Info-Tech Insight



Web Content Management is about the delivery of content and IT enabling marketing to take control of the creation and management of web content.

Web Experience Management (WEM) is about engaging website visitors and creating a personal experience tailored to each visitor's individual needs and preferences. See Info-Tech's [Vendor Landscape: Web Experience Management](#) for more information.

Executive Summary

Info-Tech evaluated 14 competitors in the WCM market, including the following notable performers:

Champions:

- **OpenText**, the updated UI and upcoming cloud version keep this product on top.
- **Sitecore**, the most complete .NET WCM product, also has an easy upgrade path to a WEM platform.
- **Ektron**, a focused WCM product that allows client flexibility for add-ons.
- **Bridgeline**, an excellent e-commerce product that can be used for other use cases as well.
- **Drupal**, the maturation of this product makes it competitive with commercial products.
- **DNN**, with top of line social and content management features.

Value Award:

- **DNN**, the commercial product has many experience management features at a lower price.

Trend Setter Award:

- **Drupal**, the quality of this open source product is disrupting the WCM market.

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1. Commercial WCM is losing the lead over open source:

The quality of the open source WCM products is very high. Vendors are focusing on UI and marketing as the key business case.

2. WCM is losing the focus on “C”:

A key concern with commercial products is the lack of content management within the core product. Many require you to buy additional modules.

3. Decide between paying for the website and paying for the application:

Open source is “free like puppies.” Organizations without the internal expertise should consider their ability to maintain and optimize the website as part of their choice between open source and commercial.

Market Overview

How it got here

- WCM grew out of the need for enterprises to manage branding issues that arise with multiple related websites.
- WCM quickly became a tool to free IT from constantly changing websites at the level of coding.
- The move to consolidate the marketing features with the content management has muddled the WCM field. This combined with the maturity of the large open source community has changed the business value of paying for the WCM application.
- Legacy websites are increasingly being updated to account for new tools such as Cascading Style Sheets, and HTML5 has made many vendors re-tool their offerings.
- The ever-evolving consumer device market has forced vendors to add a level of flexibility into their WCM software for both website templates and the content delivery.

Where it's going

- The WCM market and Web Experience Management (WEM) market are quickly converging. WCM will soon be a module of the WEM market. For additional WEM insights look to Info-Tech's [*Vendor Landscape: Web Experience Management*](#).
- The convergence of marketing and content management features at all spend levels is changing the basic definition of WCM. The increased similarity between WEM and WCM vendors will change the decision from a feature-based choice to a cost one.
- The content management aspect is no longer an area of innovation for commercial WCM. **If your goal is to enhance management of website content, invest in a web developer and use open source WCM products.**

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As the market evolves, capabilities that were once cutting edge become default and new functionality becomes differentiating. Version control for content has become a Table Stakes capability and should no longer be used to differentiate solutions. Instead, focus on advanced features such as cloud deployment capabilities, support for social channels, and overall usability to get the best fit for your requirements.

Web Content Management Vendor selection / knock-out criteria: market share, mind share, and platform coverage

- Organizations now require WCM systems to be capable of delivering content across devices and to support cloud deployment. Vendors included in the Vendor Landscape all provide solutions that are moving in the direction of these key trends.
- For this Vendor Landscape, Info-Tech focused on those vendors that offer broad capabilities across multiple platforms and that have a strong market presence and/or reputational presence among small to mid-sized enterprises in the Info-Tech community.

Included in this Vendor Landscape:

- **Adobe.** Refocusing on its history in publishing tools to produce a digital publishing centered suite.
- **Bridgeline.** A .NET platform with a large client population amongst online retailers.
- **DNN.** An open source web content management system based on Microsoft .NET, DotNetNuke powers more than 700,000 websites worldwide.
- **Drupal.** As an open source product, Drupal Gardens from Acquia can deliver enterprise-level solutions for a fraction of the cost.
- **Ektron.** One of the original .NET WCM systems, Ektron is focused on product development and adopting an agile process.
- **EPiServer.** Based on a Microsoft .NET platform, EPiServer has a strong e-commerce offering.

Web Content Management Vendor selection / knock-out criteria: market share, mind share, and platform coverage

- Vendors in this landscape provide flexible deployment solutions and have the ability to integrate with some related technologies, such as enterprise content management systems.
- For this Vendor Landscape, Info-Tech focused on those vendors that offer broad capabilities across multiple platforms and that have a strong market presence and/or reputational presence among small to mid-sized enterprises in the Info-Tech community.

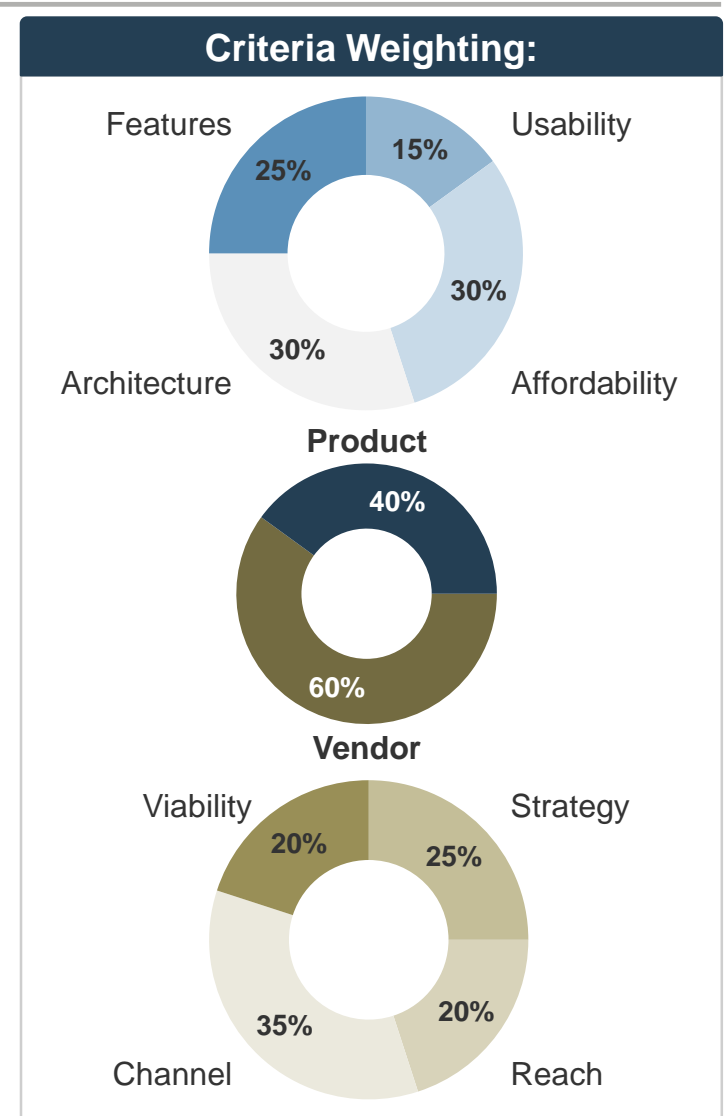
Included in this Vendor Landscape:

- **Joomla!** Supported by a thriving developer community and with the availability of multiple extensions, Joomla! is an open source WCM product that works.
- **Kentico.** Positioned as a global mid-market player, Kentico offers a flexible product at an affordable cost.
- **Liferay.** The maker of portal and content management systems has embedded WCM capabilities into the system.
- **MS SharePoint.** Often used for internal collaboration, SharePoint is an at-hand tool for many enterprises.
- **OpenText.** With a strong history in records management and growth through the acquisitions of RedDot and Vignette, OpenText provides a flexible solution that can be tailored to the needs of any organization.
- **Orchard.** New open source WCM product. Widely regarded for its new MVC-based architecture. Small, but dedicated developer community.
- **Umbraco.** ASP .NET open source product. Umbraco has a large and diverse community of code providers.
- **Sitecore.** Backed by one of the largest research and development teams in the industry, Sitecore is dedicated to providing a comprehensive product that meets the needs of marketers.

WCM criteria & weighting factors

Product Evaluation Criteria	
Features	The solution provides basic and advanced feature/functionality.
Usability	The solution's dashboard and reporting tools are intuitive and easy to use.
Affordability	The three year TCO of the solution is economical.
Architecture	The delivery method of the solution aligns with what is expected within the space.

Vendor Evaluation Criteria	
Viability	Vendor is profitable, knowledgeable, and will be around for the long-term.
Strategy	Vendor is committed to the space and has a future product and portfolio roadmap.
Reach	Vendor offers global coverage and is able to sell and provide post-sales support.
Channel	Vendor channel strategy is appropriate and the channels themselves are strong.



The Info-Tech WCM Vendor Landscape

The Zones of the Landscape

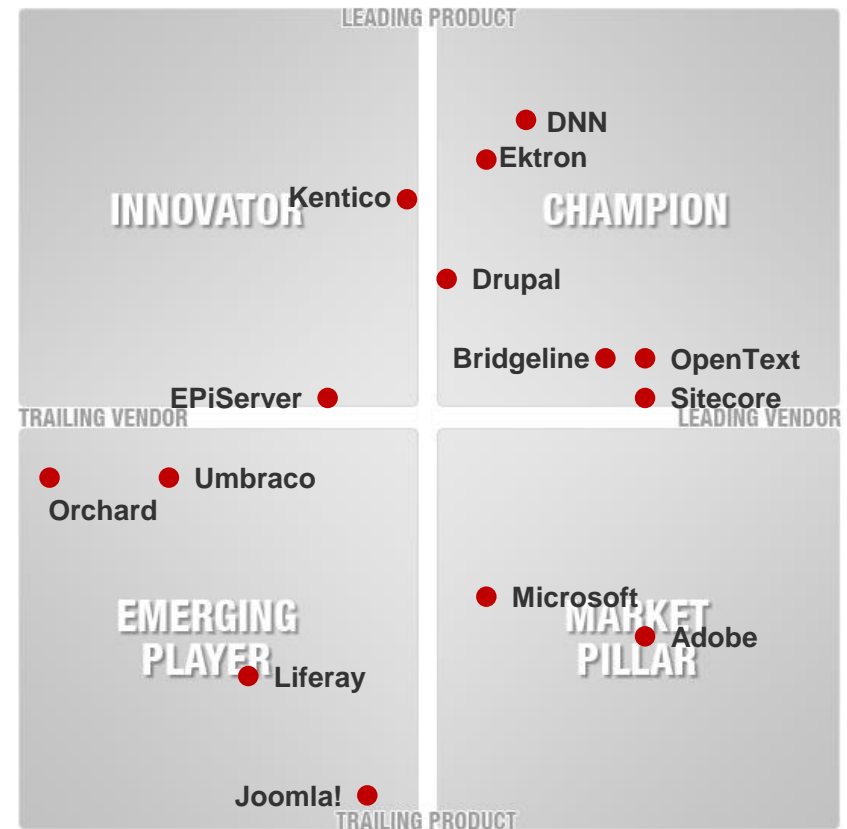
Champions receive high scores for most evaluation criteria and offer excellent value. They have a strong market presence and are usually the trend setters for the industry.

Market Pillars are established players with very strong vendor credentials, but with more average product scores.

Innovators have demonstrated innovative product strengths that act as their competitive advantage in appealing to niche segments of the market.

Emerging Players are comparatively newer vendors who are starting to gain a foothold in the marketplace. They balance product and vendor attributes, though score lower relative to market Champions.

The Info-Tech WCM Vendor Landscape:



For an explanation of how the Info-Tech Vendor Landscape is created, see [Information Presentation – Vendor Landscape](#) in the Appendix.

Microsoft-centric IT shops should focus on these .NET providers

	Product					Vendor				
	Overall	Features	Usability	Afford.	Arch.	Overall	Viability	Strategy	Reach	Channel
Microsoft										
Ektron										
Bridgeline										
Kentico										
EPiServer										
Sitecore										
DNN										
Umbraco										
Orchard										
Legend	=Exemplary					=Good				
	=Adequate					=Inadequate				
						=Poor				

*The vendor declined to provide pricing and publically available pricing could not be found

For an explanation of how the Info-Tech Harvey Balls are calculated, see [Information Presentation – Criteria Scores \(Harvey Balls\)](#) in the Appendix.

Enterprises with a wide array of content management needs should focus on these vendors

	Product					Vendor				
	Overall	Features	Usability	Afford.	Arch.	Overall	Viability	Strategy	Reach	Channel
OpenText										
Adobe*										
Liferay										
Joomla!										
Drupal										
Legend =Exemplary =Good =Adequate =Inadequate =Poor										

*The vendor declined to provide pricing and publically available pricing could not be found

For an explanation of how the Info-Tech Harvey Balls are calculated, see [Information Presentation – Criteria Scores \(Harvey Balls\)](#) in the Appendix.

The Info-Tech WCM Value Index

What is a Value Score?

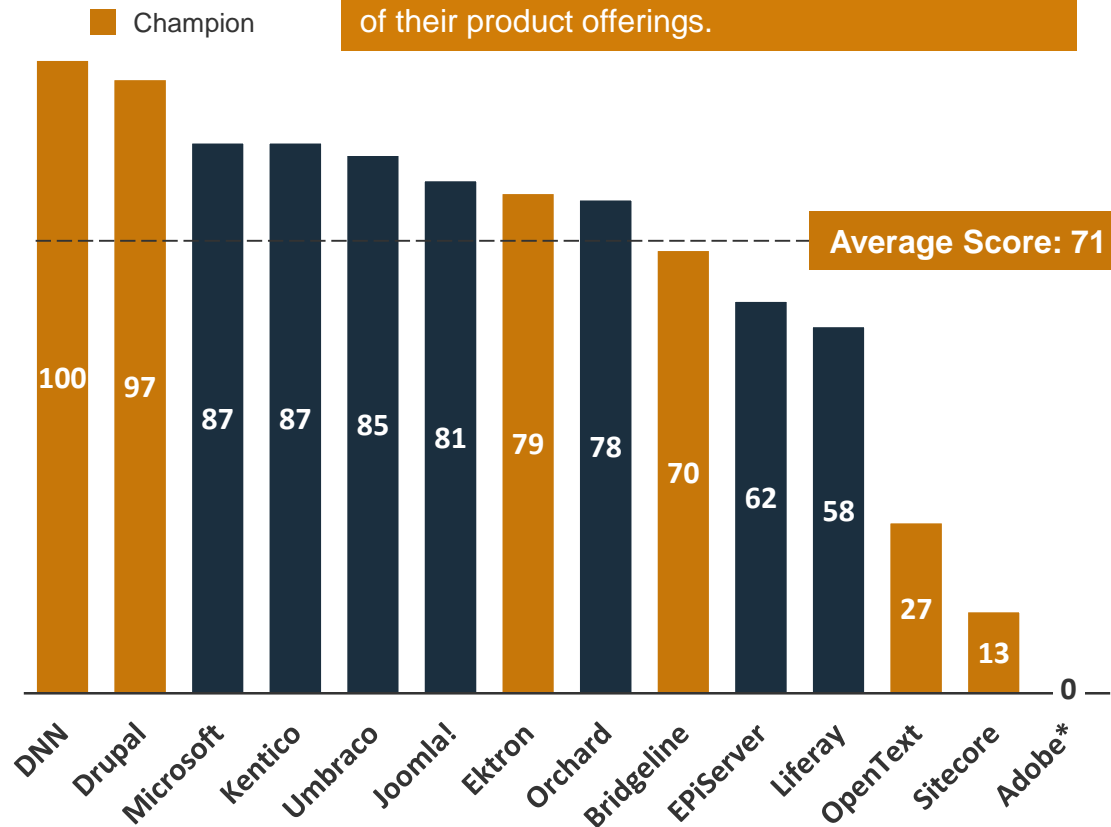
The Value Score indexes each vendor's product offering and business strength **relative to their price point**. It **does not** indicate vendor ranking.

Vendors that score high offer more **bang-for-the-buck** (e.g. features, usability, stability, etc.) than the average vendor, while the inverse is true for those that score lower.

Price-conscious enterprises may wish to give the Value Score more consideration than those who are more focused on specific vendor/product attributes.

*The vendor declined to provide pricing and publically available pricing could not be found.

On a relative basis, DNN maintained the highest Info-Tech **Value Score™** of the vendor group. Vendors were indexed against DNN's performance to provide a complete, relative view of their product offerings.



For an explanation of how Price is determined, see [Information Presentation – Price Evaluation](#) in the Appendix.

For an explanation of how the Info-Tech Value Index is calculated, see [Information Presentation – Value Index](#) in the Appendix.

Table Stakes represent the minimum standard; without these, a product doesn't even get reviewed

The Table Stakes

Feature	What it is:
Automated content creation	The ability to create and edit text in place and automatically push content to related pages.
Website templates	Pre-formatted templates that allow the user to simply add text and images.
Separate editor and administrator	Role-based settings to define privileges for editing and accepting changes to content.
Content repository	A repository of content (images, text) directly associated with the WCM.

What Does This Mean?

The products assessed in this Vendor Landscape™ meet, at the very least, the requirements outlined as Table Stakes.

Many of the vendors go above and beyond the outlined Table Stakes, some even do so in multiple categories. This section aims to highlight the products' capabilities **in excess** of the criteria listed here.

Info-Tech Insight

If Table Stakes are all you need from your web content management solution, the only true differentiator for the organization is price. Otherwise, dig deeper to find the best price to value for your needs.

Advanced Features are the capabilities that allow for granular market differentiation

Scoring Methodology






























































































Info-Tech scored each vendor's features offering as a summation of their individual scores across the listed advanced features. Vendors were given 1 point for each feature the product inherently provided. All categories were scored on a more granular scale with vendors receiving half points.

Advanced Features

Feature	What we looked for:
Marketing tools	Marketing tools and APIs, integrations for existing marketing tools.
Cloud deployment	Integrated cloud management, microsite creation, cloud deployment options.
Mobile delivery	How content is delivered to mobile devices: native apps, responsive design, hybrid, etc.
Content delivery	Video delivery, streaming vs. download, SDNs, CDNs.
Support for social channels	Integration with major social sites (e.g. LinkedIn, Facebook, Twitter).
Automated digital asset management	The ability to automate content control features such as version control asset tracking across sites.
Available add-ins/ App store	The size and depth of the partner network to cover tools outside of the core WCM needs.
Collaboration features for administrators	Social tools for contributors in disparate geographical locations.
Moderation tools	The tools available for moderating community features.
Interoperability	Classification and integration of ECM metadata fields.






















































For an explanation of how Advanced Features are determined, see [Information Presentation – Feature Ranks \(Stop Lights\)](#) in the Appendix.

Each of these ASP .NET WCM vendors offer a different feature set; concentrate on what your organization needs

	Evaluated Features									
	Marketing tools	Cloud deployment	Mobile delivery	Content delivery	Social channels	DAM	Apps store/ Plug-ins	Collab. for Admins	Moderation tools	Inter-operability
Microsoft										
Ektron										
Bridgeline										
Kentico										
EPiServer										
Sitecore										
DNN										
Umbraco										
Orchard										
Legend	 =Feature fully present			 =Feature partially present/pending			 =Feature Absent			

For an explanation of how Advanced Features are determined, see [Information Presentation – Feature Ranks \(Stop Lights\)](#) in the Appendix.

These vendors have additional content management products.
For WCM, concentrate on what your organization needs

	Evaluated Features									
	Marketing tools	Cloud deployment	Mobile delivery	Content delivery	Social channels	DAM	Apps store/ Plug-ins	Collab. for Admins	Moderation tools	Inter-operability
OpenText										
Adobe										
Liferay										
Joomla!										
Drupal										
Legend	 =Feature fully present					 =Feature partially present/pending			 =Feature Absent	

For an explanation of how Advanced Features are determined, see [Information Presentation – Feature Ranks \(Stop Lights\)](#) in the Appendix.

With deep open source roots, DNN provides a customizable solution



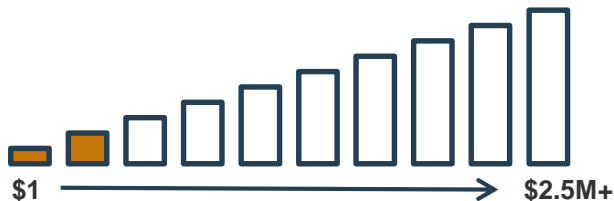
Champion

Product: DNN Evoq Content
Employees: 70
Headquarters: San Mateo, CA
Website: dnnsoftware.com
Founded: 2002
Presence: N/A



POWERED BY Dnn

3 year TCO for this solution falls into pricing tier 2, between \$2,500 and \$10,000



Pricing provided by vendor

Overview

- DNN has deep open source roots and operates with a commercial open source model.
- DNN is the new branding of DotNetNuke as a company. The Evoq product line is the WCM platform.

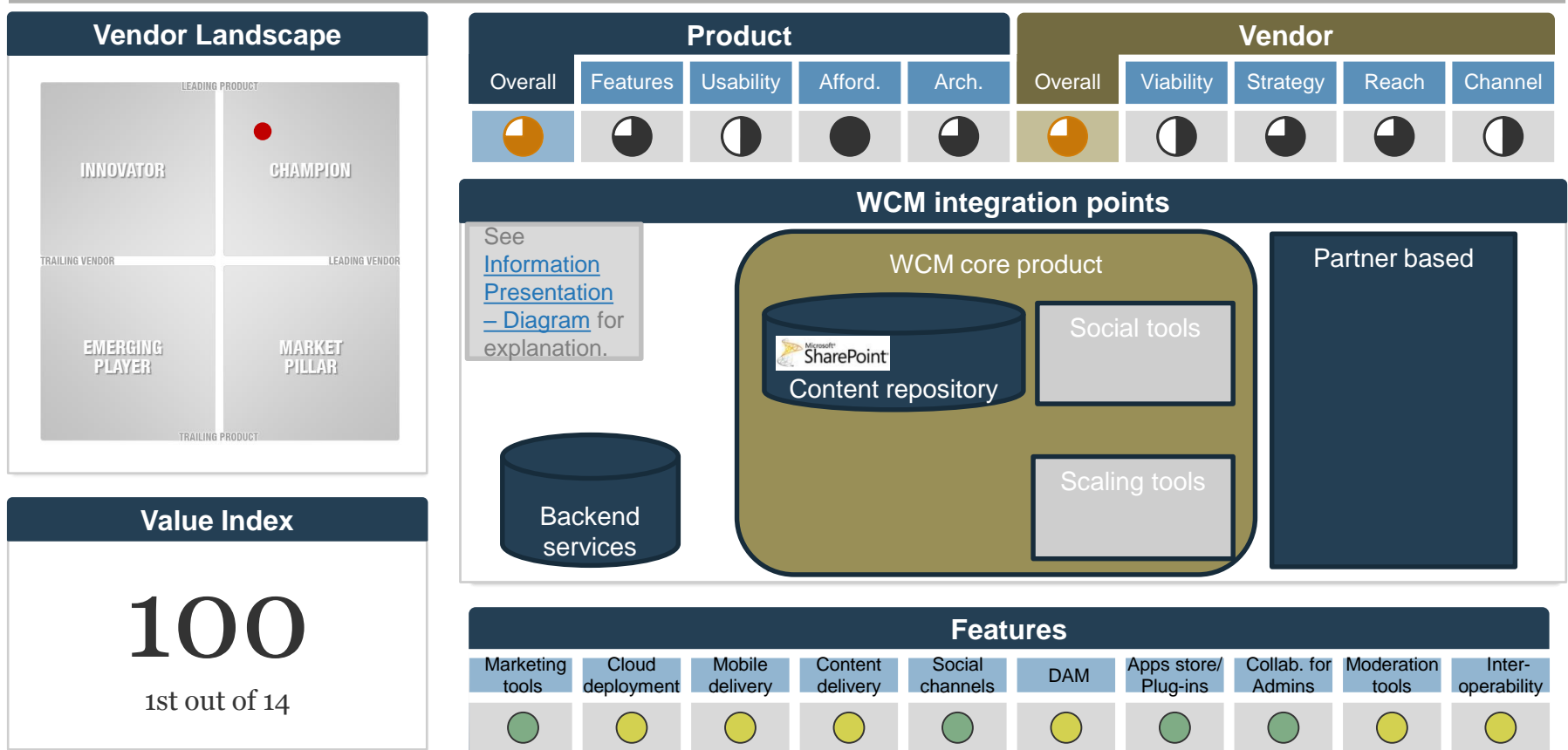
Strengths

- With over 10,000 commercial apps available for download from an online store, DNN offers a flexible and customizable solution.
- Mobile device detection enables content delivery to be dynamically rearranged, optimizing page rendering and navigation for mobile browsers.
- DNN offers a strong social platform at a mid-market price point. It supports collaboration and the building of both internal and external social communities.

Challenges

- Hosting requirements for DNN require ASP.NET 3.5 SP1 or higher and SQL Server 2005 or higher.
- The solution does not provide best practices for the creation of metadata or have the ability to import metadata from external sources.

DNN Evoq has improved social and scalability as part of its rebranding



Info-Tech Recommends:

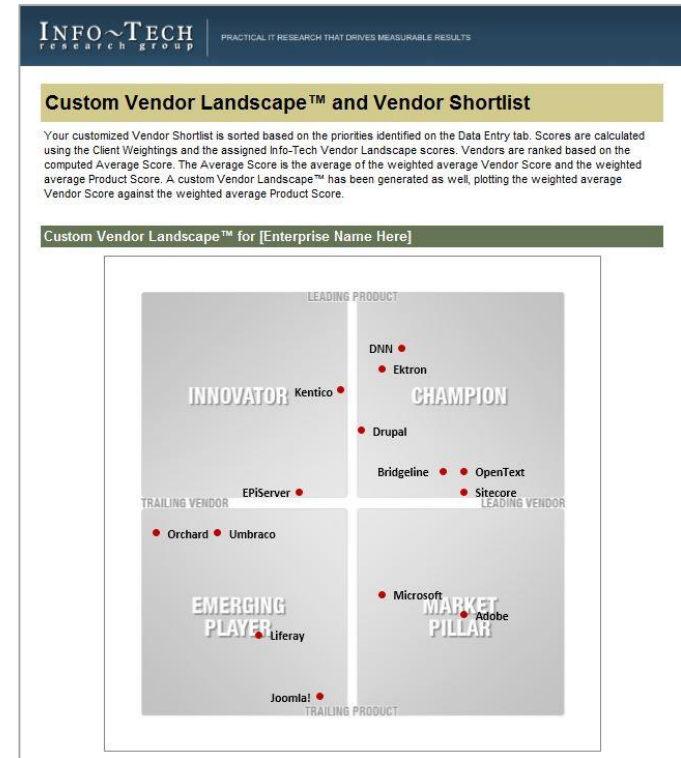
DNN provides excellent value at a low price point. It is a solid tool for community-based sites looking to personalize content and modernize look and feel.

Identify leading candidates with the *Web Content Management Vendor Shortlist Tool*

The Info-Tech [Web Content Management Vendor Shortlist Tool](#) is designed to generate a customized shortlist of vendors based on *your* key priorities.

This tool offers the ability to modify:

- Overall Vendor vs. Product Weightings
- Individual product criteria weightings:
 - ✓ Features
 - ✓ Usability
 - ✓ Affordability
 - ✓ Architecture
- Individual vendor criteria weightings:
 - ✓ Viability
 - ✓ Strategy
 - ✓ Reach
 - ✓ Channel



Appendix

1. Vendor Landscape Methodology: Overview
2. Vendor Landscape Methodology: Product Selection & Information Gathering
3. Vendor Landscape Methodology: Scoring
4. Vendor Landscape Methodology: Information Presentation
5. Vendor Landscape Methodology: Fact Check & Publication
6. Product Pricing Scenario

Vendor Landscape Methodology: Overview

Info-Tech's Vendor Landscapes are research materials that review a particular IT market space, evaluating the strengths and abilities of both the products available in that space, as well as the vendors of those products. These materials are created by a team of dedicated analysts operating under the direction of a senior subject matter expert over a period of six weeks.

Evaluations weigh selected vendors and their products (collectively “solutions”) on the following eight criteria to determine overall standing:

- Features: The presence of advanced and market-differentiating capabilities.
- Usability: The intuitiveness, power, and integrated nature of administrative consoles and client software components.
- Affordability: The three-year total cost of ownership of the solution.
- Architecture: The degree of integration with the vendor's other tools, flexibility of deployment, and breadth of platform applicability.
- Viability: The stability of the company as measured by its history in the market, the size of its client base, and its financial performance.
- Strategy: The commitment to both the market-space, as well as to the various sized clients (small, mid-sized, and enterprise clients).
- Reach: The ability of the vendor to support its products on a global scale.
- Channel: The measure of the size of the vendor's channel partner program, as well as any channel strengthening strategies.

Evaluated solutions are plotted on a standard two by two matrix:

- Champions: Both the product and the vendor receive scores that are above the average score for the evaluated group.
- Innovators: The product receives a score that is above the average score for the evaluated group, but the vendor receives a score that is below the average score for the evaluated group.
- Market Pillars: The product receives a score that is below the average score for the evaluated group, but the vendor receives a score that is above the average score for the evaluated group.
- Emerging Players: Both the product and the vendor receive scores that are below the average score for the evaluated group.

Info-Tech's Vendor Landscapes are researched and produced according to a strictly adhered to process that includes the following steps:

- Vendor/product selection
- Information gathering
- Vendor/product scoring
- Information presentation
- Fact checking
- Publication

This document outlines how each of these steps is conducted.

Vendor Landscape Methodology:

Vendor/Product Selection & Information Gathering

Info-Tech works closely with its client base to solicit guidance in terms of understanding the vendors with whom clients wish to work and the products that they wish evaluated; this demand pool forms the basis of the vendor selection process for Vendor Landscapes. Balancing this demand, Info-Tech also relies upon the deep subject matter expertise and market awareness of its Senior, Lead, and Principle Research Analysts to ensure that appropriate solutions are included in the evaluation. As an aspect of that expertise and awareness, Info-Tech's analysts may, at their discretion, determine the specific capabilities that are required of the products under evaluation, and include in the Vendor Landscape only those solutions that meet all specified requirements.

Information on vendors and products is gathered in a number of ways via a number of channels.

Initially, a request package is submitted to vendors to solicit information on a broad range of topics. The request package includes:

- A detailed survey.
- A pricing scenario (see Vendor Landscape Methodology: Price Evaluation and Pricing Scenario, below).
- A request for reference clients.
- A request for a briefing and, where applicable, guided product demonstration.

These request packages are distributed approximately twelve weeks prior to the initiation of the actual research project to allow vendors ample time to consolidate the required information and schedule appropriate resources.

During the course of the research project, briefings and demonstrations are scheduled (generally for one hour each session, though more time is scheduled as required) to allow the analyst team to discuss the information provided in the survey, validate vendor claims, and gain direct exposure to the evaluated products. Additionally, an end-user survey is circulated to Info-Tech's client base and vendor-supplied reference accounts are interviewed to solicit their feedback on their experiences with the evaluated solutions and with the vendors of those solutions.

These materials are supplemented by a thorough review of all product briefs, technical manuals, and publicly available marketing materials about the product, as well as about the vendor itself.

Refusal by a vendor to supply completed surveys or submit to participation in briefings and demonstrations does not eliminate a vendor from inclusion in the evaluation. Where analyst and client input has determined that a vendor belongs in a particular evaluation, it will be evaluated as best as possible based on publicly available materials only. As these materials are not as comprehensive as a survey, briefing, and demonstration, the possibility exists that the evaluation may not be as thorough or accurate. Since Info-Tech includes vendors regardless of vendor participation, it is always in the vendor's best interest to participate fully.

All information is recorded and catalogued, as required, to facilitate scoring and for future reference.

Vendor Landscape Methodology: Scoring

Once all information has been gathered and evaluated for all vendors and products, the analyst team moves to scoring. All scoring is performed at the same time so as to ensure as much consistency as possible. Each criterion is scored on a ten point scale, though the manner of scoring for criteria differs slightly:

- Features is scored via **Cumulative Scoring**
- Affordability is scored via **Scalar Scoring**
- All other criteria are scored via **Base5 Scoring**

In Cumulative Scoring, a single point is assigned to each evaluated feature that is regarded as being fully present, partial points to each feature that is partially present, and zero points to features that are deemed to be absent or unsatisfactory. The assigned points are summed and normalized to a value out of ten. For example, if a particular Vendor Landscape evaluates eight specific features in the Feature Criteria, the summed score out of eight for each evaluated product would be multiplied by 1.25 to yield a value out of ten.

In Scalar Scoring, a score of ten is assigned to the lowest cost solution, and a score of one is assigned to the highest cost solution. All other solutions are assigned a mathematically determined score based on their proximity to / distance from these two endpoints. For example, in an evaluation of three solutions, where the middle cost solution is closer to the low end of the pricing scale it will receive a higher score, and where it is closer to the high end of the pricing scale it will receive a lower score; depending on proximity to the high or low price it is entirely possible that it could receive either ten points (if it is very close to the lowest price) or one point (if it is very close to the highest price). Where pricing cannot be determined (vendor does not supply price and public sources do not exist), a score of 0 is automatically assigned.

In Base5 scoring a number of sub-criteria are specified for each criterion (for example, Longevity, Market Presence, and Financials are sub-criteria of the Viability criterion), and each one is scored on the following scale:

- 5 - The product/vendor is exemplary in this area (nothing could be done to improve the status).
- 4 - The product/vendor is good in this area (small changes could be made that would move things to the next level).
- 3 - The product/vendor is adequate in this area (small changes would make it good, more significant changes required to be exemplary).
- 2 - The product/vendor is poor in this area (this is a notable weakness and significant work is required).
- 1 - The product/vendor is terrible/fails in this area (this is a glaring oversight and a serious impediment to adoption).

The assigned points are summed and normalized to a value out of ten as explained in Cumulative Scoring above.

Scores out of ten, known as Raw scores, are transposed as-is into Info-Tech's Vendor Landscape Shortlist Tool, which automatically determines Vendor Landscape positioning (see Vendor Landscape Methodology: Information Presentation - Vendor Landscape, below), Criteria Score (see Vendor Landscape Methodology: Information Presentation - Criteria Score, below), and Value Index (see Vendor Landscape Methodology: Information Presentation - Value Index, below).

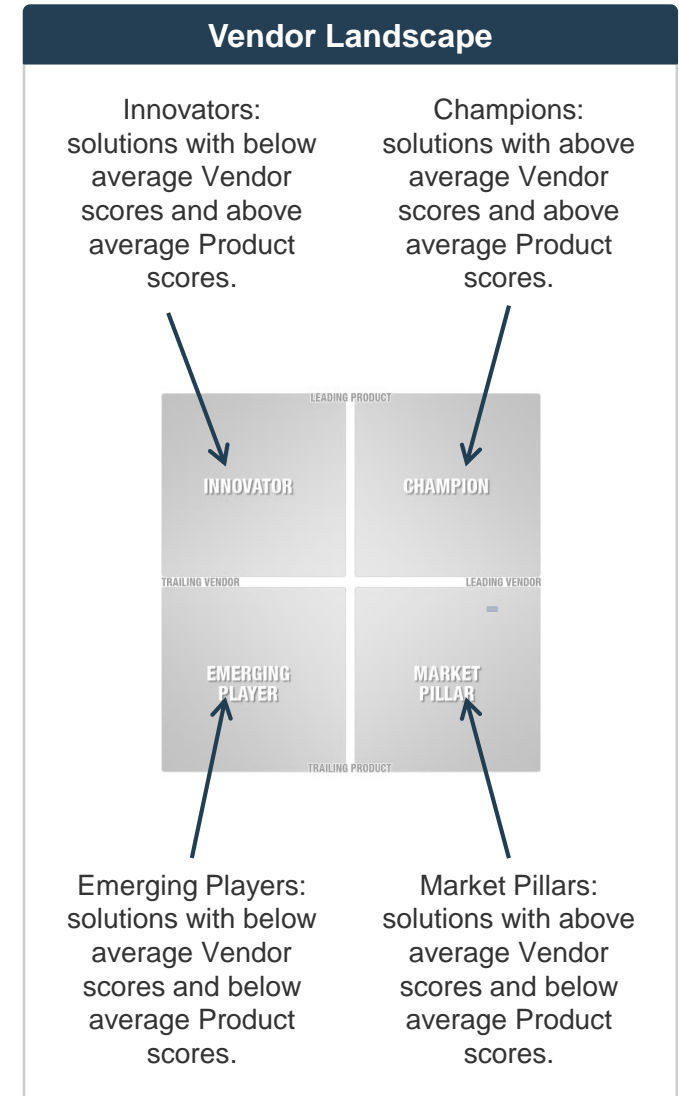
Vendor Landscape Methodology:

Information Presentation – Vendor Landscape

Info-Tech's Vendor Landscape is a two-by-two matrix that plots solutions based on the combination of Product score and Vendor score. Placement is not determined by absolute score, but instead by relative score. Relative scores are used to ensure a consistent view of information and to minimize dispersion in nascent markets, while enhancing dispersion in commodity markets to allow for quick visual analysis by clients.

Relative scores are calculated as follows:

1. Raw scores are transposed into the Info-Tech Vendor Landscape Shortlist Tool (for information on how Raw scores are determined, see Vendor Landscape Methodology: Scoring, above).
2. Each individual criterion Raw score is multiplied by the pre-assigned weighting factor for the Vendor Landscape in question. Weighting factors are determined prior to the evaluation process to eliminate any possibility of bias. Weighting factors are expressed as a percentage such that the sum of the weighting factors for the Vendor criteria (Viability, Strategy, Reach, Channel) is 100% and the sum of the Product criteria (Features, Usability, Affordability, Architecture) is 100%.
3. A sum-product of the weighted Vendor criteria scores and of the weighted Product criteria scores is calculated to yield an overall Vendor score and an overall Product score.
4. Overall Vendor scores are then normalized to a 20 point scale by calculating the arithmetic mean and standard deviation of the pool of Vendor scores. Vendors for whom their overall Vendor score is higher than the arithmetic mean will receive a normalized Vendor score of 11-20 (exact value determined by how much higher than the arithmetic mean their overall Vendor score is), while vendors for whom their overall Vendor score is lower than the arithmetic mean will receive a normalized Vendor score of between one and ten (exact value determined by how much lower than the arithmetic mean their overall Vendor score is).
5. Overall Product score is normalized to a 20 point scale according to the same process.
6. Normalized scores are plotted on the matrix, with Vendor score being used as the x-axis, and Product score being used as the y-axis.



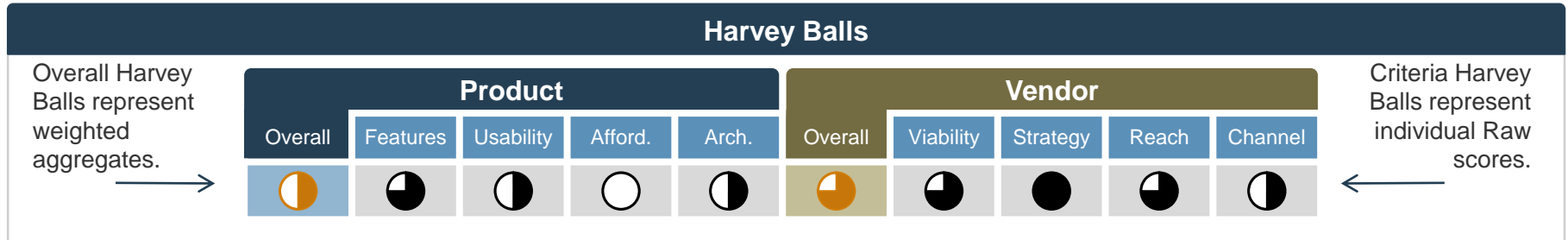
Vendor Landscape Methodology:

Information Presentation – Criteria Scores (Harvey Balls)

Info-Tech's Criteria Scores are visual representations of the absolute score assigned to each individual criterion, as well as of the calculated overall Vendor and Product scores. The visual representation used is Harvey Balls.

Harvey Balls are calculated as follows:

1. Raw scores are transposed into the Info-Tech Vendor Landscape Shortlist Tool (for information on how Raw scores are determined, see Vendor Landscape Methodology: Scoring, above).
2. Each individual criterion Raw score is multiplied by a pre-assigned weighting factor for the Vendor Landscape in question. Weighting factors are determined prior to the evaluation process, based on the expertise of the Senior or Lead Research Analyst, to eliminate any possibility of bias. Weighting factors are expressed as a percentage, such that the sum of the weighting factors for the Vendor criteria (Viability, Strategy, Reach, Channel) is 100%, and the sum of the Product criteria (Features, Usability, Affordability, Architecture) is 100%.
3. A sum-product of the weighted Vendor criteria scores and of the weighted Product criteria scores is calculated to yield an overall Vendor score and an overall Product score.
4. Both overall Vendor score / overall Product score, as well as individual criterion Raw scores are converted from a scale of one to ten to Harvey Ball scores on a scale of zero to four, where exceptional performance results in a score of four and poor performance results in a score of zero.
5. Harvey Ball scores are converted to Harvey Balls as follows:
 - A score of four becomes a full Harvey Ball.
 - A score of three becomes a three-quarter full Harvey Ball.
 - A score of two becomes a half full Harvey Ball.
 - A score of one becomes a one-quarter full Harvey Ball.
 - A score of zero becomes an empty Harvey Ball.
6. Harvey Balls are plotted by solution in a chart where rows represent individual solutions and columns represent overall Vendor / overall Product, as well as individual criteria. Solutions are ordered in the chart alphabetically by vendor name.



Vendor Landscape Methodology:

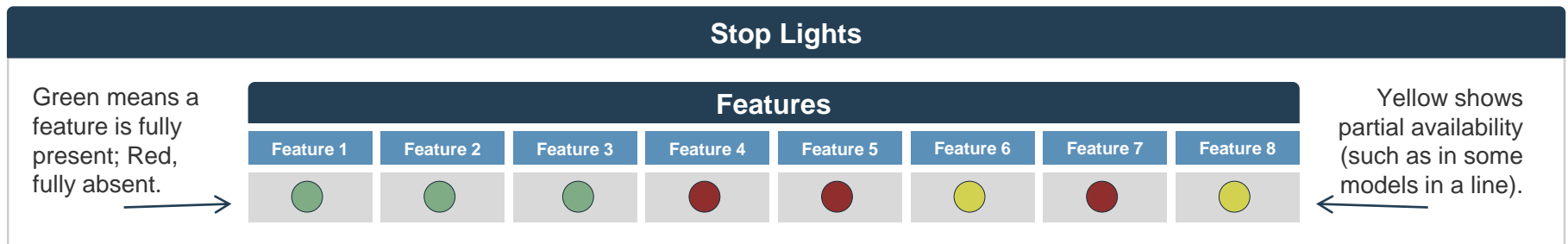
Information Presentation – Feature Ranks (Stop Lights)

Info-Tech's Feature Ranks are visual representations of the presence/availability of individual features that collectively comprise the Features' criterion. The visual representation used is Stop Lights.

Stop Lights are determined as follows:

1. A single point is assigned to each evaluated feature that is regarded as being fully present, partial points to each feature that is partially present, and zero points to features that are deemed to be fully absent or unsatisfactory.
 - Fully present means all aspects and capabilities of the feature as described are in evidence.
 - Fully absent means all aspects and capabilities of the feature as described are missing or lacking.
 - Partially present means some, but not all, aspects and capabilities of the feature as described are in evidence, **OR** all aspects and capabilities of the feature as described are in evidence, but only for some models in a line.
2. Feature scores are converted to Stop Lights as follows:
 - Full points become a Green light.
 - Partial points become a Yellow light.
 - Zero points become a Red light.
3. Stop Lights are plotted by solution in a chart where rows represent individual solutions and columns represent individual features. Solutions are ordered in the chart alphabetically by vendor name.

For example, a set of applications is being reviewed and a feature of *"Integration with Mobile Devices"* that is defined as *"availability of dedicated mobile device applications for iOS, Android, and BlackBerry devices"* is specified. Solution A provides such apps for all listed platforms and scores "Green", solution B provides apps for iOS and Android only and scores "Yellow", while solution C provides mobile device functionality through browser extensions, has no dedicated apps, and so scores "Red".



Vendor Landscape Methodology:

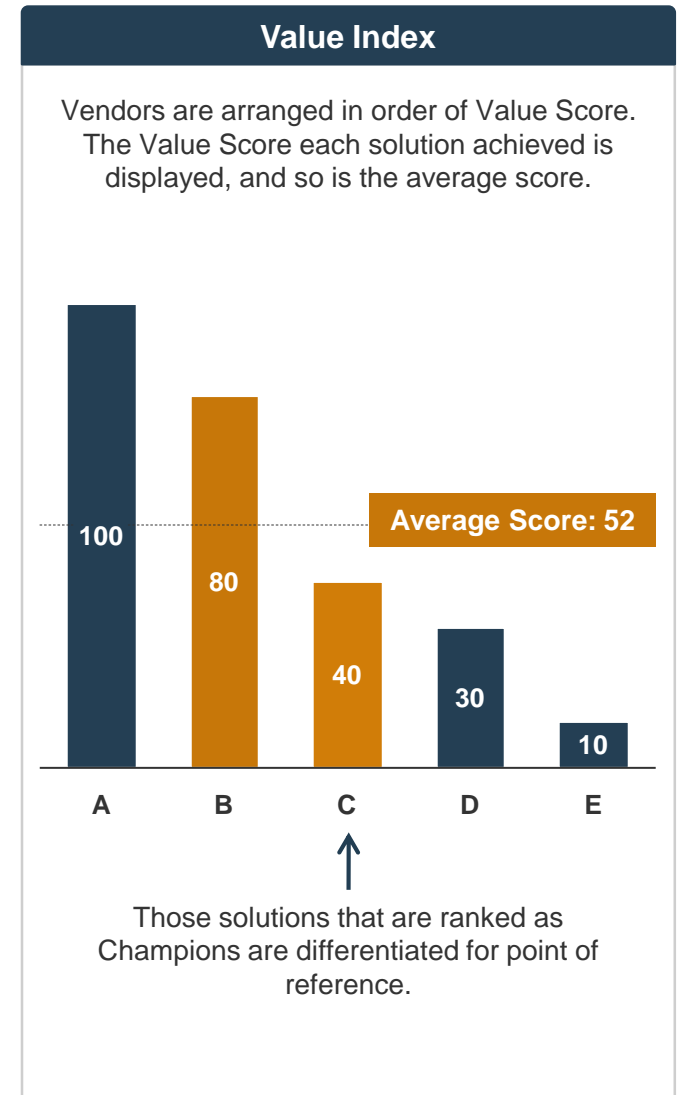
Information Presentation – Value Index

Info-Tech's Value Index is an indexed ranking of solution value per dollar as determined by the Raw scores assigned to each criteria (for information on how Raw scores are determined, see Vendor Landscape Methodology: Scoring, above).

Value scores are calculated as follows:

1. The Affordability criterion is removed from the overall Product score and the remaining Product score criteria (Features, Usability, Architecture) are reweighted so as to retain the same weightings relative to one another, while still summing to 100%. For example, if all four Product criteria were assigned base weightings of 25%, for the determination of the Value score, Features, Usability, and Architecture would be reweighted to 33.3% each to retain the same relative weightings while still summing to 100%.
2. A sum-product of the weighted Vendor criteria scores and of the reweighted Product criteria scores is calculated to yield an overall Vendor score and a reweighted overall Product score.
3. The overall Vendor score and the reweighted overall Product score are then summed, and this sum is multiplied by the Affordability Raw score to yield an interim Value score for each solution.
4. All interim Value scores are then indexed to the highest performing solution by dividing each interim Value score by the highest interim Value score. This results in a Value score of 100 for the top solution and an indexed Value score relative to the 100 for each alternate solution.
5. Solutions are plotted according to Value score, with the highest score plotted first, and all remaining scores plotted in descending numerical order.

Where pricing is not provided by the vendor and public sources of information cannot be found, an Affordability Raw score of zero is assigned. Since multiplication by zero results in a product of zero, those solutions for which pricing cannot be determined receive a Value score of zero. Since Info-Tech assigns a score of zero where pricing is not available, it is always in the vendor's best interest to provide accurate and up to date pricing. In the event that insufficient pricing is available to accurately calculate a Value Index Info-Tech will omit it from the Vendor Landscape.



Vendor Landscape Methodology:

Information Presentation – Price Evaluation

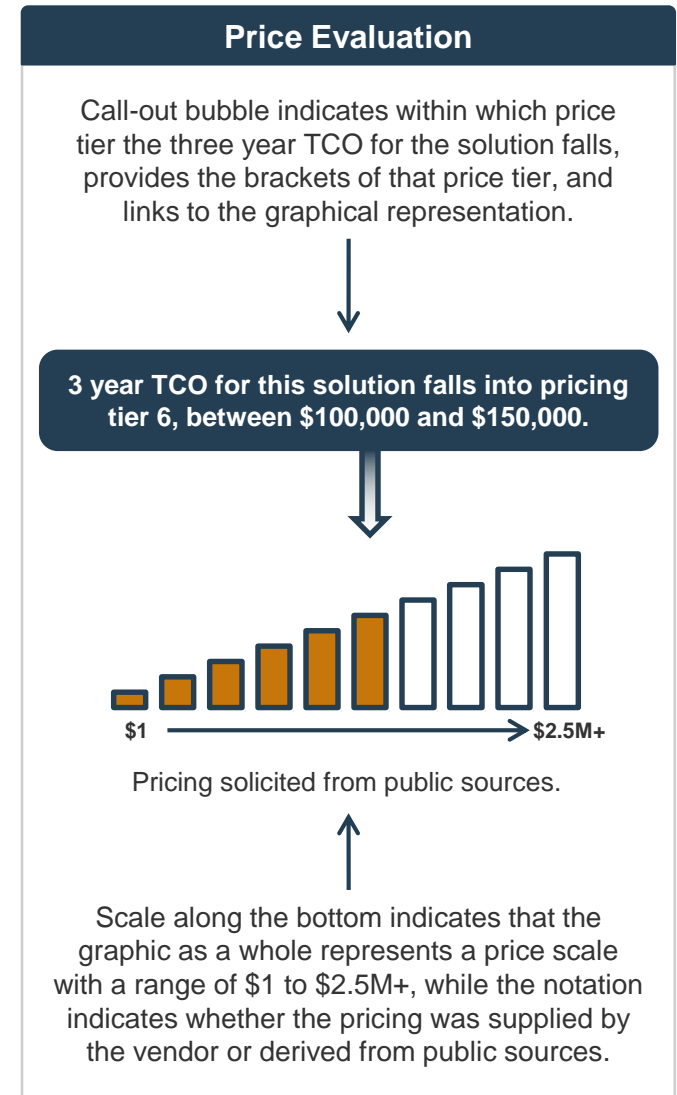
Info-Tech's Price Evaluation is a tiered representation of the three year Total Cost of Ownership (TCO) of a proposed solution. Info-Tech uses this method of communicating pricing information to provide high-level budgetary guidance to its end-user clients while respecting the privacy of the vendors with whom it works. The solution TCO is calculated and then represented as belonging to one of ten pricing tiers.

Pricing tiers are as follows:

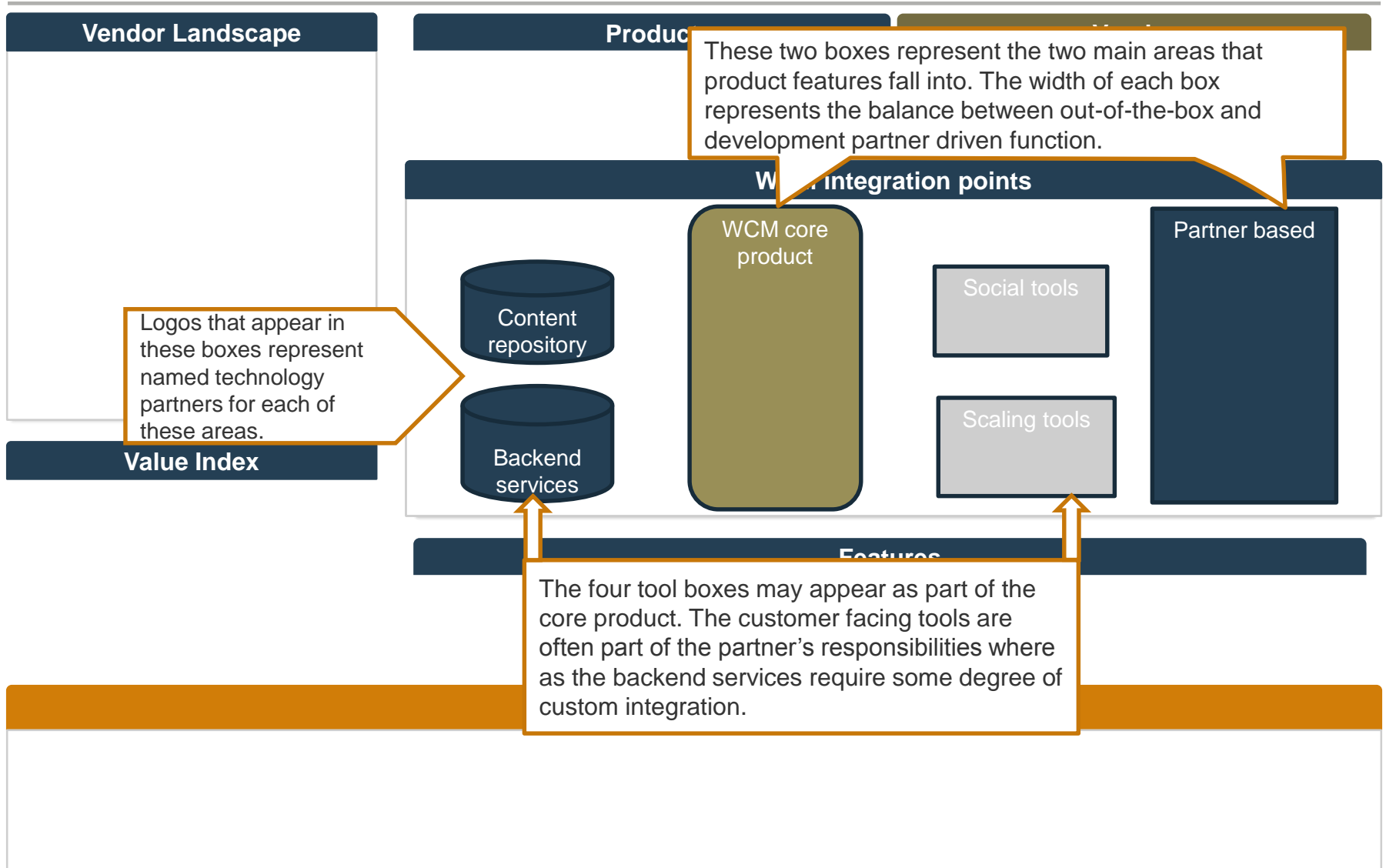
1. Between \$1 and \$2,500
2. Between \$2,500 and \$10,000
3. Between \$10,000 and \$25,000
4. Between \$25,000 and \$50,000
5. Between \$50,000 and \$100,000
6. Between \$100,000 and \$250,000
7. Between \$250,000 and \$500,000
8. Between \$500,000 and \$1,000,000
9. Between \$1,000,000 and \$2,500,000
10. Greater than \$2,500,000

Where pricing is not provided, Info-Tech makes use of publicly available sources of information to determine a price. As these sources are not official price lists, the possibility exists that they may be inaccurate or outdated, and so the source of the pricing information is provided. Since Info-Tech publishes pricing information regardless of vendor participation, it is always in the vendor's best interest to supply accurate and up to date information.

Info-Tech's Price Evaluations are based on pre-defined pricing scenarios (see Product Pricing Scenario, below) to ensure a comparison that is as close as possible between evaluated solutions. Pricing scenarios describe a sample business and solicit guidance as to the appropriate product/service mix required to deliver the specified functionality, the list price for those tools/services, as well as three full years of maintenance and support.



Vendor Landscape Methodology: Information Presentation – Diagram



Vendor Landscape Methodology: Information Presentation – Scenarios

Info-Tech's Scenarios highlight specific use cases for the evaluated solution to provide as complete (when taken in conjunction with the individual written review, Vendor Landscape, Criteria Scores, Feature Ranks, and Value Index) a basis for comparison by end-user clients as possible.

Scenarios are designed to reflect tiered capability in a particular set of circumstances. Determination of the Scenarios in question is at the discretion of the analyst team assigned to the research project. Where possible, Scenarios are designed to be mutually exclusive and collectively exhaustive, or at the very least, hierarchical such that the tiers within the Scenario represent a progressively greater or broader capability.

Scenario ranking is determined as follows:

1. The analyst team determines an appropriate use case.
For example:
 - Clients that have multinational presence and require vendors to provide four hour onsite support.
2. The analyst team establishes the various tiers of capability.
For example:
 - Presence in Americas
 - Presence in EMEA
 - Presence in APAC
3. The analyst team reviews all evaluated solutions and determines which ones meet which tiers of capability.
For example:
 - Presence in Americas – Vendor A, Vendor C, Vendor E
 - Presence in EMEA – Vendor A, Vendor B, Vendor C
 - Presence in APAC – Vendor B, Vendor D, Vendor E
4. Solutions are plotted on a grid alphabetically by vendor by tier. Where one vendor is deemed to be stronger in a tier than other vendors in the same tier, they may be plotted non-alphabetically.
For example:
 - Vendor C is able to provide four hour onsite support to 12 countries in EMEA while Vendors A and B are only able to provide four hour onsite support to eight countries in EMEA; Vendor C would be plotted first, followed by Vendor A, then Vendor B.

Analysts may also elect to list only the most Exemplary Performers for a given use-case. One to three vendors will appear for each of these purchasing scenarios with a brief explanation as to why we selected them as top-of-class.

Vendor Landscape Methodology: Information Presentation – Vendor Awards

At the conclusion of all analyses, Info-Tech presents awards to exceptional solutions in three distinct categories. Award presentation is discretionary; not all awards are extended subsequent to each Vendor landscape and it is entirely possible, though unlikely, that no awards may be presented.

Awards categories are as follows:

- **Champion Awards** are presented to those solutions, and only those solutions, that land in the Champion zone of the Info-Tech Vendor Landscape (see Vendor Landscape Methodology: Information Presentation - Vendor Landscape, above). If no solutions land in the Champion zone, no Champion Awards are presented. Similarly, if multiple solutions land in the Champion zone, multiple Champion Awards are presented.
- **Trend Setter Awards** are presented to those solutions, and only those solutions, that are deemed to include the most original/inventive product/service, or the most original/inventive feature/capability of a product/service. If no solution is deemed to be markedly or sufficiently original/inventive, either as a product/service on the whole or by feature/capability specifically, no Trend Setter Award is presented. Only one Trend Setter Award is available for each Vendor Landscape.
- **Best Overall Value Awards** are presented to those solutions, and only those solutions, that are ranked highest on the Info-Tech Value Index (see Vendor Landscape Methodology: Information Presentation – Value Index, above). If insufficient pricing information is made available for the evaluated solutions, such that a Value Index cannot be calculated, no Best Overall Value Award will be presented. Only one Best Overall Value Award is available for each Vendor Landscape.

Vendor Awards



Info-Tech's **Champion Award** is presented to solutions in the Champion zone of the Vendor Landscape.



Info-Tech's **Trend Setter Award** is presented to the most original/inventive solution evaluated.



Info-Tech's **Best Overall Value Award** is presented to the solution with the highest Value Index score.

Vendor Landscape Methodology: Fact Check & Publication

Info-Tech takes the factual accuracy of its Vendor Landscapes, and indeed of all of its published content, very seriously. To ensure the utmost accuracy in its Vendor Landscapes, we invite all vendors of evaluated solutions (whether the vendor elected to provide a survey and/or participate in a briefing or not) to participate in a process of Fact Check.

Once the research project is complete and the materials are deemed to be in a publication ready state, excerpts of the material specific to each vendor's solution are provided to the vendor. Info-Tech only provides material specific to the individual vendor's solution for review encompassing the following:

- All written review materials of the vendor and the vendor's product that comprise the evaluated solution.
- Info-Tech's Criteria Scores / Harvey Balls detailing the individual and overall Vendor / Product scores assigned.
- Info-Tech's Feature Rank / Stop Lights detailing the individual feature scores of the evaluated product.
- Info-Tech's Raw Pricing for the vendor either as received from the vendor or as collected from publicly available sources.
- Info-Tech's Scenario ranking for all considered scenarios for the evaluated solution.

Info-Tech does not provide the following:

- Info-Tech's Vendor Landscape placement of the evaluated solution.
- Info-Tech's Value Score for the evaluated solution.
- End-user feedback gathered during the research project.
- Info-Tech's overall recommendation in regard to the evaluated solution.

Info-Tech provides a one-week window for each vendor to provide written feedback. Feedback must be corroborated (be provided with supporting evidence), and where it does, feedback that addresses factual errors or omissions is adopted fully, while feedback that addresses opinions is taken under consideration. The assigned analyst team makes all appropriate edits and supplies an edited copy of the materials to the vendor within one week for final review.

Should a vendor still have concerns or objections at that time, they are invited to a conversation, initially via email, but as required and deemed appropriate by Info-Tech, subsequently via telephone, to ensure common understanding of the concerns. Where concerns relate to ongoing factual errors or omissions they are corrected under the supervision of Info-Tech's Vendor Relations personnel. Where concerns relate to ongoing differences of opinion they are again taken under consideration with neither explicit nor implicit indication of adoption.

Publication of materials is scheduled to occur within the six weeks immediately following the completion of the research project, but does not occur until the Fact Check process has come to conclusion, and under no circumstances are "pre-publication" copies of any materials made available to any client.

Product Pricing Scenario

- An organization is looking to implement Web Content Management (WCM). The purpose of the project is to help the marketing department create and manage content. The organization supports three sites (English, French, and Spanish) and the 16 content editors/creators are located in two different geographical locations. The website is used primarily for marketing purposes and contains content created and managed by other enterprise applications (e.g. product information).

The expected solution capabilities are as follows:

- The solution must support site creation and maintenance.
- Support for web page and content editing.
- Basic workflow to support multi-site creation, editing, and distribution of content.
- Gold level support services should include the following:
 - Implementation support.
 - Technical documentation and guides.
 - 24/7 technical support by phone or online.
- Include the cost of third-party database if required (e.g. Oracle, SQL Server).
- Do not include licensing cost for server operating systems.
- Provide description of priced deployment model (e.g. SaaS, hosted, on-premise).