

# **If You Build a Portal, Will Users Come?**

## **Practical Guidelines for Maximizing the Value of Your Investment**

April 20, 2005

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# Agenda

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- Today's Reality | Done right, portals will increase productivity. Done wrong, they can be frustrating, confusing, and useless.
- Getting it Right | If you build it, they will come!
- Moving Forward | Plan your project carefully.

# Many organizational portals have a ways to go ...

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- Disengagement at the top
- Changing user expectations
- Poor collaboration among stakeholders
- Inadequate funding
- Challenging navigation
- Ineffective governance

## ... and it may be understandable

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- Inadequate business case
- Failure to keep up with the features and capabilities of consumer sites
  - ➔ How come our portal isn't like Amazon?
- No formal content policy
  - ➔ Who is responsible?
  - ➔ What are the rules for updating and adding content?
- Information is an asset, but it's not treated that way
  - ➔ No organization would allow its machinery to fall into disrepair if its income depended on it.
  - ➔ Yet, information, the lifeblood of most organizations, whether documenting best practices for performing a critical task or design documents for new tasks, is often treated that way.
- Turf wars – HR, Communications, IT

## However, portals are here to stay

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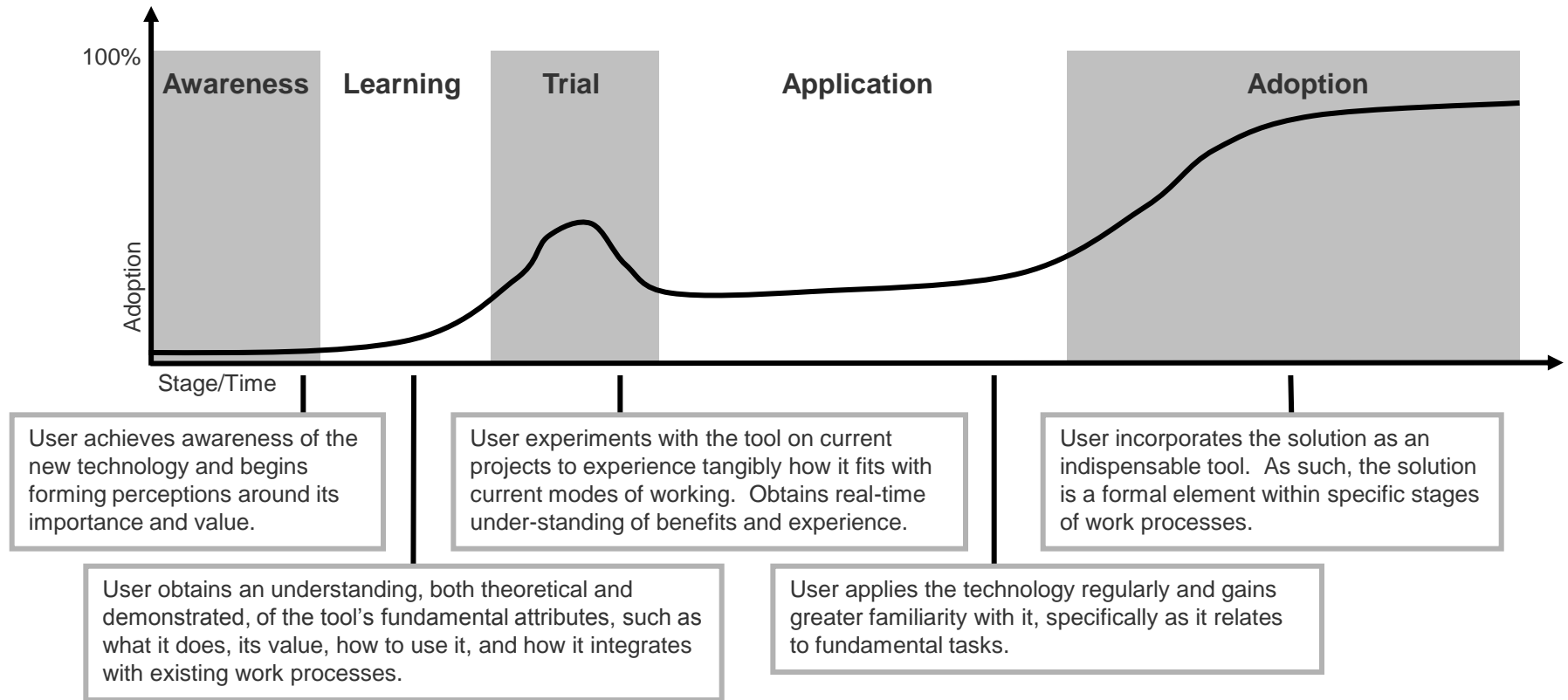
- The percentage of organizations that treat portals as core systems will increase from less than 10% in 2003 to 15% in 2004 and **35% by 2007**.
- The portal market is only 40% penetrated now; by the end of 2004, **85% of the Global 2000 will have implemented an enterprise portal framework**. This will lead to a 161% growth in revenue in 2004.

# So, how do you get it right?

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- Roll-out
  - ➔ Communications
  - ➔ Training and User Support
  - ➔ Incentives and Rewards
  - ➔ Measurement
- Governance

# Communications | Promoting awareness and value



# Communications | Successful strategies

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- Promote awareness and enthusiasm by incorporating highest value content in the first release
- Tailor messages for the target audience
- Manage user expectations

# Training and User Support | Gaining user comfort

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- “Try” in a safe space
- Intuitive design – try not to NEED training
- Target training to specific roles
- Provide opportunities for users to provide feedback - portal usage, content value, content relevance, content organization, new components or integration needed

# Incentives and Rewards | Match to the culture

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- Consider team-based rather than individual incentives
- Reward content creation as well as re-use
- Champion knowledge sharing behavior as well as portal usage to facilitate culture change
  - ➔ “Do you know if we’ve already done this?”
  - ➔ “Don’t reinvent the wheel”
  - ➔ “Have you checked the portal?”

# Measurement | Defining success

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- Evaluate usage and value of the portal initially and over time.
- Seek out “stories” where users can describe how using the portal contributed to a key organizational performance measure
- Measure efficiency by examining improved communication, removal of redundancy, and increased productivity.
- Consistent usage is a proxy for value. Additional research is required when usage drops or spikes after the portal has been operational for a while.
- Track the number of enhancement requests received on individual areas. A high number of enhancement requests from diverse users is a good indication of adoption.

# Governance | Content is “king”

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Key goals of a governance framework:

- Relevance** Content is actionable, helps users do their jobs effectively, reflects the latest version, remains current, and is posted in a timely way.
- Accessibility** Content can be found and accessed easily by authorized users and follows the appropriate security conventions.
- Credibility** Content can be considered by users as accurate and reliable.
- Completeness** Content includes all existing content that has potential relevance to users.

# Governance | Everyone has a role

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## **Site Administrator**

Manages the overall design and functionality integrity of the portal.

## **Site Coordinators**

Serves as the centralized, primary role for ensuring that content for a particular area/ site is properly collected, reviewed, published, and maintained over time.

## **Users**

Uses portal to access and share information.

## **Portal Governance Board**

Serves as a governance body with ultimate responsibility for meeting the firm's goals.

## **IT Department**

Ensures the technical integrity of the solution. Makes regular backups of the portal and its content. Also, sets up and maintains the security model.

# Moving Forward | Be aware of points of failure

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- Data quality is ignored
- Portal is empty – stale, meaningless content
- Organizational politics drive disconnected initiatives
- IT and business organizations can't work together
- Portal technology doesn't scale
- Portal vendor failure
- Solution attempts to “boil the ocean”
- THERE IS NO PLAN!

# Moving Forward | Portal strategies need

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- Clear connection to business goals and objectives
- Clear connection to existing application and process framework – organization around work processes
- Method to identify and quantify pragmatic, tangible benefits
- Governance to ensure quality and relevance of content
- Holistic, federated environment to get the highest return on information access and collaboration

# Best Practices for KM and Portal Solutions

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- Start with a business problem/business strategy
- Technology is just an enabler – be sure to understand the people impacted and the way which they interact
- Think globally, act locally-pick smaller group to start
- Select the initial project carefully:
  - Impact (ROI)
  - Transferable
  - Chief Sponsor/Advocate with Power
  - “Do-able”
- Define measures of success up front, relate metrics to business objectives
- Don't forget – it's all about people
- WIIFM – for all key stakeholders: individual, company, customers

# Contact Information

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