



# What To Do When Your CMS Vendor is Acquired

February 4, 2015

**Mary Laplante**, VP Client Services at Digital Clarity Group

**Marianne Kay**, Analyst at Digital Clarity Group

**DIGITAL  
CLARITY  
GROUP**

# Who we are



Marianne Kay  
Analyst for CMS, WCM, CEM



Mary Laplante  
VP Client Services

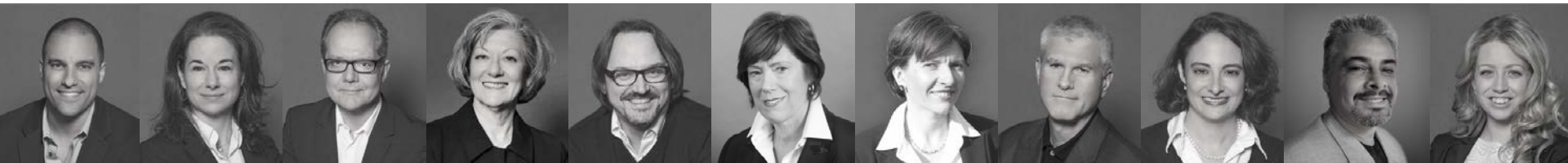
Digital Clarity Group is an analyst and consulting firm that focuses on the content, technologies, practices that companies use to deliver world-class experience to customers, prospects, and employees.

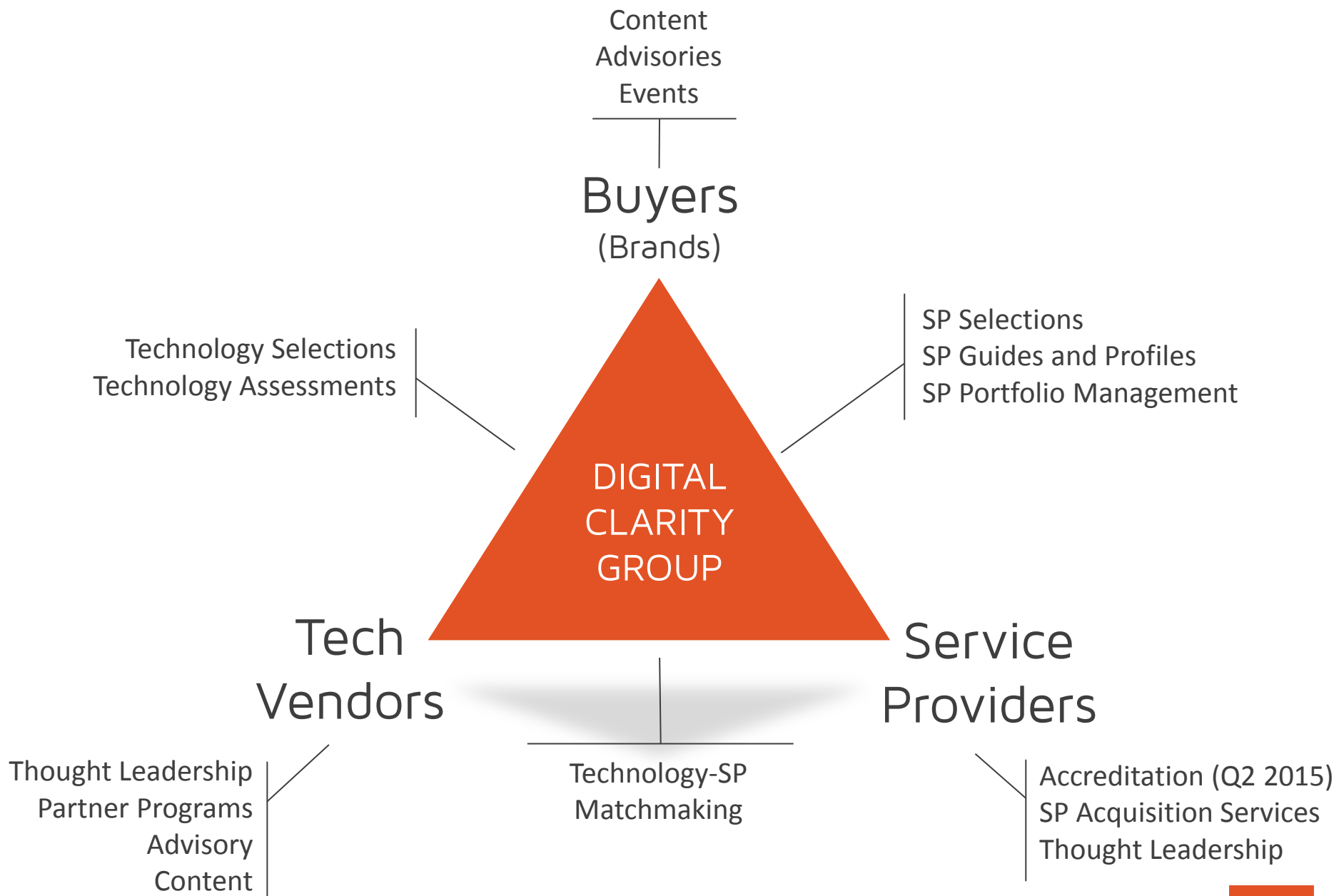
## We work with:

- **Digital leaders**  
(enterprise technology adopters)
- **Technology vendors**  
(software companies)
- **Service providers**  
(digital agencies and system integrators)

## We offer:

- **Consultancy**  
(strategic advice, technology & agency selections)
- **Research**  
(interviews, surveys, direct observations)
- **Thought Leadership**  
(industry events, conferences, webinars, workshops)






# A recent example

**WSOL** WEB DESIGN HOSTING COMPANY THOUGHTS

## The EPiServer-Ektron Merger: What Does it Mean for You?

PUBLISHED BY CHRIS OSTERHOUT IN NEWS AND EVENTS

On January 27, 2015, the news broke that EPiServer and Ektron, which had both recently been purchased by the same private equity firm, were going to merge into one company, with EPiServer being the dominant brand. This is an exciting development in the CMS world, with the combination of these two plenty of speculation about the future of the combined company.



  
**Joseph Cicchetto**  
Chief Technology Officer at Development Heroes  
[Follow](#)


## Final Chapter for Ektron?

Jan 27, 2015 | 484 views | 10 likes | 6 comments

Having spent almost 6 years of my life at Ektron, it's sad to see the company as it is today. After news yesterday of a massive lay-off at the company, and recently this morning that they are combining EPiServer and Ektron, it's...

**DIGITAL CLARITY GROUP** Login Register Search

Home About Products and Services Research Blog Events Videos Contact Us



## Ektron + EPiServer Merger – Implications for Customers

by Marianne Kay | 01/27/2015

EPiServer and Ektron, two content management system (CMS) vendors acquired by Accel-HGR in December 2014, have merged today to form a single company. The combined company "will operate under the EPiServer name and continue to use the Ektron and EPiServer brands".

For Ektron and EPiServer customers this spells a period of uncertainty. Until the two companies figure out the best way to combine their forces, the product development is destined to take a back seat.

We've seen similar mergers in the content management space in the past. In fact, CMS acquisitions are so common that more than one third of all major CMS players have obtained at least some of their content management offerings through acquisitions. Announcements following these acquisitions often promise synergies, innovation, and a generally brighter future. Unfortunately we know, from some particularly bitter examples, that these promises

**Subscribe**  
No-nonsense newsletter for digital leaders:  
marianne@mariannek.com [OK!](#)

**Featured Research**  
Guide to Service Providers for Web Content and Customer Experience Management  
North America, 2014





**ektron  
+  
EPiSERVER**

# Not so recent example: Oracle

- Oracle acquires **Stellent** for \$400M (2006).
- Oracle acquires **FatWire** for an undisclosed sum (2011).
- Current WCM offering: **Oracle WebCenter Sites** (based on FatWire)

---

The Oracle logo, featuring the word "ORACLE" in a bold, red, sans-serif font with a registered trademark symbol (®) at the end.The Stellent logo, featuring the word "STELLENT" in a bold, black, sans-serif font with a trademark symbol (™) at the end, and the tagline "UNIVERSAL CONTENT MANAGEMENT" in a smaller, black, sans-serif font below it.The FatWire logo, featuring the word "FatWire" in a bold, green, sans-serif font with a registered trademark symbol (®) at the end, and the word "SOFTWARE" in a smaller, black, sans-serif font below it.

# Not so recent example: OpenText

- OpenText acquires **HummingBird** for **\$489m** (2006)  
which already owns RedDot at the time
- OpenText acquires **Vignette** for **\$310m** (2009)
- Current WCM offerings:
  - OpenText Web Site Management (formerly OpenText Web Solutions and RedDot)
  - OpenText Web Experience Management (formerly Vignette Content Management)

---

OPENTEXT



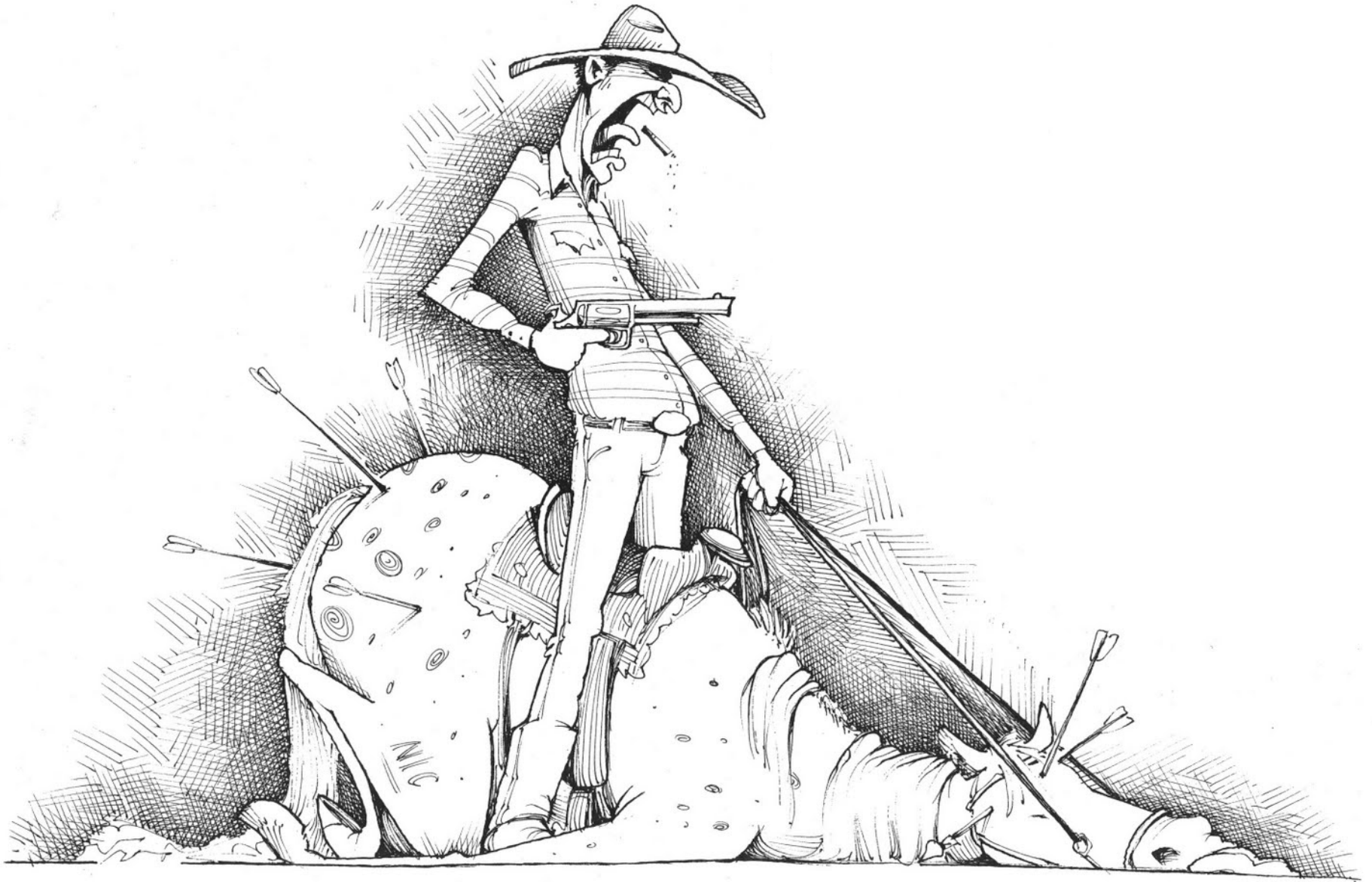


# Not so recent example: **SDL**

- SDL acquires **Tridion** for **\$310m** (2007)
  - SDL acquires **Alterian** for **\$107m** (2011)  
which already owns Mediasurface (Morello, Immediacy, Pepperio) at the time
  - Current WCM offering: **SDL Tridion**
- 

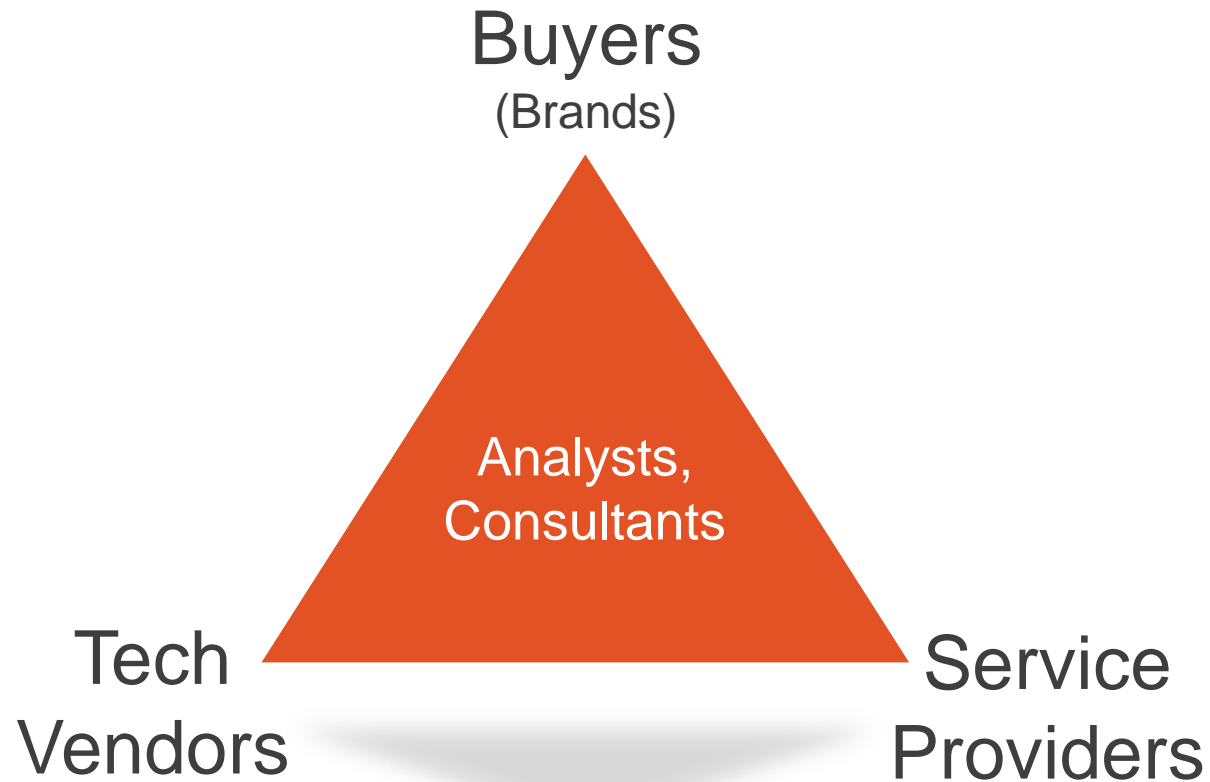


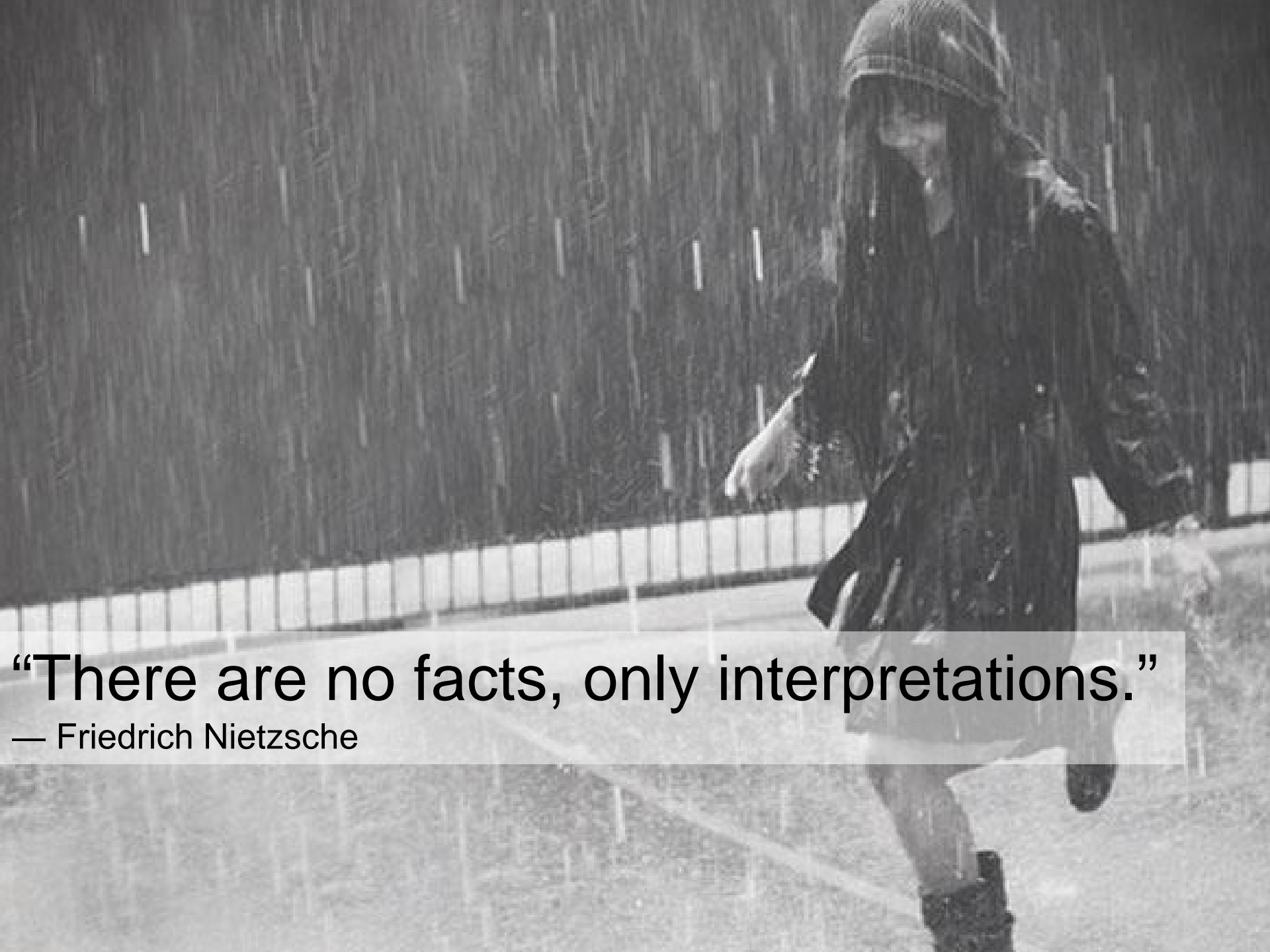
# Is my CMS a dead horse?





Should we start looking for a new solution?





**“There are no facts, only interpretations.”**

— Friedrich Nietzsche



# CMS Vendor

- Post-merger integration: people, processes, supporting technology
- Strategy, product roadmaps
- Changes in leadership and org structure
- Short-term deliverables
- Communications / NDA
- Competitors use acquisition to offer their products and services

# Service Providers

- Pragmatic, down-to-earth, *doers*
- Degree of loyalty to the vendor partnership
- Acquisition presents opportunities to secure big migration projects

# Service Providers

## Service provider assessment framework

**Assessment considerations**

As noted, buyers should determine the mix of skills and experience the service provider by identifying their own needs first. These capabilities comprise the primary portion of the evaluation criteria. Additionally, the selection team should be led by the following throughout the assessment process:

- Has this service provider proven its capacity to empathize with challenges faced by our organization, given its process, cost, and change-control approaches?
- Can it co-pilot the project through the organizational change gain buy-in and meet stakeholder expectations?
- Are we comfortable that the service provider will help us to clear path forward? If we are inclined to stray, will it help to appropriate?
- Do we feel comfortable that the service provider will work with our project team, valuing our input and keeping us in the loop?
- Do we have insight on how or whether it will proactively resolve conflicts? Are we satisfied with its past performance?
- Will the service provider foster informed decision making, comprehensible implications in advance and providing an offer of guidance?
- Will it structure the project or program in a way that will be and maximize benefits for both parties?
- Can the service provider field a team that will be appropriate and skill level?
- Will any roles on the project be subcontracted? If so, do we understand why? Has the service provider explained how subcontractors will be incorporated into the project team?
- Is it willing to train and educate our team to ensure our ability is sufficient, as appropriate?

Keeping these questions top of mind during the assessment process, and then leveraging them throughout the project, on how well the selected service provider is delivering against objectives and requirements, will help to ensure a successful, long-term working relationship.

## VML

Too 3 Verticals      Areas of Expertise

**VML**

**A Advertising Agency**

**D Digital/Interactive Agency**

www.vml.com

Company Status	Year Founded	Revenue Range in USD 2013
Public	1992	\$200 - \$300 MILLION

Disadvantaged Business Designation	Full-Time Employees in 2013	Total WCH-Related
No	1,900	N/A

**22 locations worldwide**

**North American Offices**

- Kansas City, MO
- Atlanta, GA
- Boston, MA
- Chicago, IL
- Kalamazoo, MI
- New York, NY
- Seattle, WA
- White Salmon, WA

**Coverage Areas**

- North America
- South America
- EMEA
- APAC

Areas of Expertise	
E-Commerce	Program Management
Enterprise Search	Quality Assurance
Hosting	Social
Implementation Services	Taxonomy
Information Architecture	User Research
Infrastructure Services	Vendor-Agnostic WCM
Mobile Strategy	Consulting
Outsourcing	Web Governance

**Partnerships**

MARKETING AUTOMATION	TRANSLATION SERVICES
ExactTarget, Eloqua, Markets, Responsys, Silverpop, Unica	Lionbridge, Translations.com
<b>PERSONALIZATION</b>	<b>OTHER</b>
Adobe Target, Acquia, Lift, Demandbase, Ektron Digital, Experience Hub, Sitecore DMS	Video Platform: Brightcove, Content Platform: Bazaarvoice, Percolate, Hosting: Amazon Web Services, Level 3, Microsoft Azure, Rackspace, Savvis
<b>SEARCH</b>	
Apache Solr, Google Enterprise Search, HP IDOL	
<b>SOCIAL</b>	
Adobe Social, Sprinklr, Cloud, Social Marketing	

perspective on successful techniques, philosophy is not "it's about it in the most relationships with many of the leaders in software, hardware, and other technology providers. Operationally, the company has grown in size but keeps a fairly flat structure by honing internal processes without getting bogged down in them and, most importantly, by hiring entrepreneurial and self-motivated people.

test pace of change in teams close strategic

<http://www.digitalclaritygroup.com/guide-to-service-providers-north-america/>

<http://www.digitalclaritygroup.com/guide-to-service-providers-europe/>

# CMS Analyst / Consultant

- Knowledge of the marketplace
- Knowledge of industry verticals
- Independent review / evaluation of the need for CMS replacement
- Requirements gathering, stakeholder interviews, business case, ROI

# Who has your best interests at heart?





# Digital leaders

- Strategic review
- *Current* requirements, focal needs
- Estimated cost and timeline of migration to a different platform?
- Stay in touch with industry peers
- Business case for CMS replacement

# CMS Marketplace today

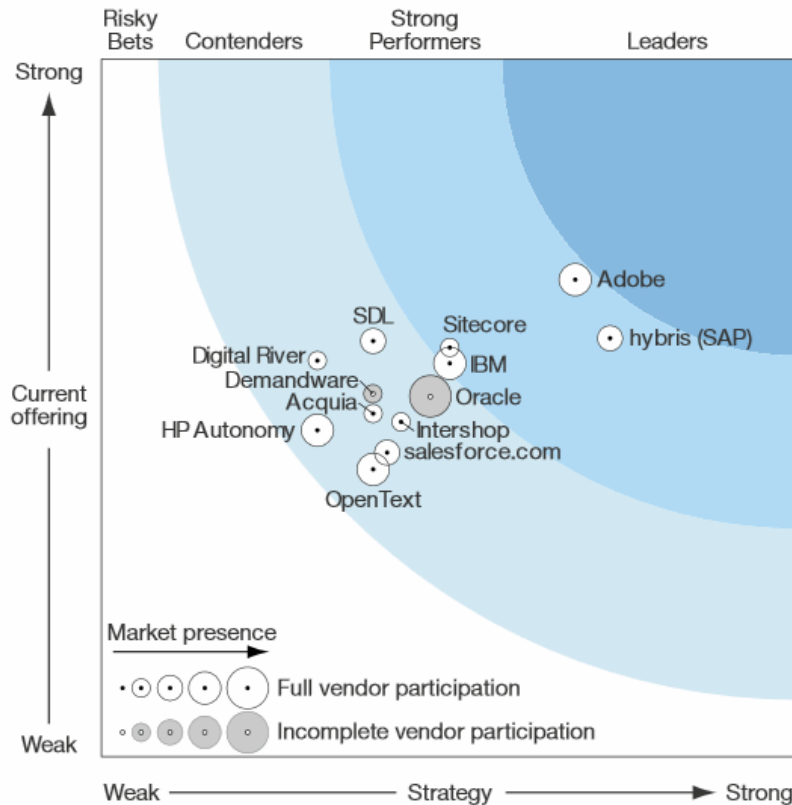
Overwhelming choice: there's **hundreds of WCM systems** out there. Some that compete against Ektron and EPiServer are:

- Sitecore
- Umbraco
- Sitefinity
- Kentico
- SDL Tridion
- DotNetNuke
- Elcom

This is ***NOT*** a shortlist!

# How does EPiServer and Ektron stack up against the competition?

Figure 5 Forrester Wave™: Digital Experience Delivery Platforms, Q3 '14




Gartner Magic Quadrant for Web Content Management



# CMS Selection



<http://www.digitalclaritygroup.com/video-select-web-content-management-system/>



Mary Laplante

[mlaplante@digitalclaritygroup.com](mailto:mlaplante@digitalclaritygroup.com)

Marianne Kay

[mkay@digitalclaritygroup.com](mailto:mkay@digitalclaritygroup.com)