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Executive summary

Kentico CMS is a Microsoft .NET-based Web Content Management System, now in version 8. The system is highly modular, taking advantage of Web Part technology (with 400+ Web Parts available), and is designed to leverage Microsoft SQL Server as a data warehousing back end. It is a comparatively feature-rich offering out of the box, and has gone through a number of UI facelifts designed to surface the product’s ever-expanding functionality in a way that doesn’t overwhelm users.

In addition to the basic CMS, Kentico’s other main offering is the Enterprise Marketing Solution (Kentico EMS), which is a superset of the CMS that includes advanced multi-channel (social, e-mail) support, a sophisticated workflow system, and support for segmentation, lead and engagement scoring, personas and personalization, campaigns and conversions, A/B testing, advanced analytics, marketing automation, and other capabilities. The more expensive Kentico EMS is available on a perpetual license basis as well as a hosted (SaaS) basis.

Kentico functionality covers five main areas: Web Content Management, Online Marketing (EMS version), Intranet and Collaboration, E-commerce, and Online Communities. Recent enhancements to the product have greatly expanded its ability to manage user generated content (UGC) via wikis, blogs, and forums, and have also brought powerful marketing and analytics capabilities, although these require substantial product expertise to deploy effectively.

Kentico CMS and EMS are a good fit for middle to large corporations, fraternal organizations, educational institutions, and B2C businesses with large/fast-changing product catalogs and/or a need to manage multilingual sites. While competitive pricing/licensing options make this an affordable entry-level system for smaller businesses, the extensive feature set may represent overkill for many customers who would be better served by a Drupal or Umbraco solution. On the other hand, if you were already looking at Ektron, EPiServer, Sitecore or Sitefinity, Kentico should also be on your list.

As a highly extensible, feature-rich marketing platform, Kentico EMS is well-positioned as a cost-effective .NET alternative to the high-end Java-based systems offered by Adobe, IBM, and Oracle.

About this paper

This J. Boye insight paper is written on the basis of the experience and knowledge of members of the J.Boye expert team, interviews with customers and partners of Kentico, and a briefing by Kentico. The intention of the evaluation is to give you, as a buyer or an existing customer, an easily accessible tool to evaluate whether Kentico would be the right CMS for your targets and web presence objectives.

In order to provide you with a high level overview of Kentico, we have provided a fact sheet and analysis. In the following pages, we will evaluate Kentico against ten of the top requirements for a new CMS seen from the point of view of J. Boye members.

Finally, we will look at technology, vendor intangibles, and market trends, and provide an overall evaluation. The term “user” in this report refers to the day-to-day back-end user of Kentico CMS, tasked with managing content.

Lead Analyst

Kas Thomas is an analyst covering web content management systems, web experience management platforms, digital asset management systems, and content technologies generally. He and the J. Boye research team can be contacted at research@jboye.com.
### Kentico at a glance

<table>
<thead>
<tr>
<th>Ownership</th>
<th>Kentico Software is a privately held company based in Czech Republic</th>
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<tr>
<td>Geography</td>
<td>Customers in 90 countries, offices in US, UK, Czech Republic and Australia</td>
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<tr>
<td>Licensing model</td>
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<td>Content creation (WYSIWYG editing and drag and drop form creation) Marketing, e-commerce Multi-site/multilingual Online communities Extensibility Scalability</td>
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<td>Best suited for</td>
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<tr>
<td>Compare to</td>
<td>DotNetNuke, Ektron, Sitecore, Sitefinity</td>
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<td>Microsoft .Net 4.0 framework, SQL Server, ActiveDirectory, Azure</td>
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<td>Strengths</td>
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| Digital marketing | (8) |
| Integration  | (8) |
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1-10 where 1 viking helmet is poor and 10 viking helmets is market leader.
Kentico: The product

Kentico emphasizes modularity, extensibility, and scalability, balancing a rich set of built-in functionalities against the ever-more-demanding realities of online marketing in such a way that customers aren't likely to outgrow the system or feel the need to "graduate" to a high-end alternative after bumping up against limitations. Kentico's focus is squarely on the mid tier, but the product has many high-end capabilities.

In the following we will look at some of the most prominent features and how they support typical customer requirements. We will also review key features in terms of how well they support current market trends and likely future developments.

We will look at:
- Architecture (including scalability)
- Usability
- Multi-device
- Multi-site
- Multi-language
- Governance
- Search
- Personalization
- Digital marketing
- Integration / Custom Development / Platform Extensibility

Usability

Most back-end users are at home in the system fairly quickly, when it comes to mastering commonly used functionality, but setting up specific marketing-oriented tasks (personas, segmentation, campaigns, etc.) can require training. Search, filtering, pagination, and other widgets are fairly easy to create on web pages by drag and drop, and the company has useful video quickstart guides for these sorts of common setups. The product comes with many useful template assortments, but if you need custom templates, it will most likely require IT involvement or help from consultants.

For HTML content editing, Kentico uses version 4 of the feature-rich CK (née FCK) WYSIWYG Editor, which supports on-the-fly table creation and advanced editing, including intelligent Paste from Word documents. Administrators can enable/disable menu items or parts of dialogs to streamline the user experience and expose only the editing features that a given class of user really needs.

Kentico has put significant effort into improving the usability of the product, rolling up menus under tab headings, providing breadcrumb trails, avoiding horizontal layout for items that make more sense vertically, and putting icons in task bars to make frequently used features available at a click. Even so, the UI is abuzz with clickable elements and will seem like a lot to master at first, but this is true, also, for other CMS products of comparable sophistication. Fortunately, contextualized help is available by pressing F1 at any time.
Kentico allows in-page HTML editing using the powerful CK editor (notice the icon-filled toolbar at the top). Spellchecking and intelligent paste from Word are supported, and the editor can be customized to the needs of various classes of content contributor. Images can be dragged and dropped and cropped, trimmed, resized, etc. in-place, so that you don’t have to leave the content editing environment to make routine changes to images.

**Multi-device**

With the upsurge in usage of mobile devices and tablets, it becomes essential to have the ability to design and test web content for a variety of output devices. Fortunately, Kentico 8 comes with support for jQuery Mobile API (which leverages HTML5), automatic device detection, and has a so-called Responsive Design capability for quickly previewing small-screen output views of content, right from within the product. (Device preview is based on integration with 51degrees.mobi.) However, taking full advantage of these capabilities requires investment of time in learning “progressive enhancement” page design principles and understanding how HTML, CSS, and JavaScript work together to enable mobile applications. Once you’re up to speed on these principles, Kentico 8 will allow a user of moderate technical ability to create surprisingly advanced multi-device-ready pages and applications. Less sophisticated mobile content can be created and preflighted by users with low technical knowledge, once the system has been properly configured.

Note that Kentico 8 also now offers mobile shopping cart and a mobile checkout process built into the solution.

**Multi-site**

While it’s easily possible to run multiple websites (mydomain1.com, mydomain2.com, etc.) from a single instance of Kentico CMS, you will generally need to buy licenses for the individual top-level domains. It is possible, however, to run multiple websites as sub-sites or microsites off a single domain using a virtual folders capability. The customer may need to buy an additional website license even if they place the website in a subfolder (as long as it’s a different website). Still, if you physically separate such sites in a server farm environment, it’s likely you’ll be asked to buy separate product licenses. (Ask your Kentico representative for details. The 10-pack license is a popular option.)

Once multiple sites are set up, it’s a fairly straightforward matter to synchronize settings and global objects (as desired) between sites. It’s also easy to import and export whole sites or sections of sites from one to the other.

As you would expect for a product of this level of sophistication, many different scenarios are supported in terms of pushing content to staging or production servers, allocating sites or sub-sites across one or many servers, etc. But again, some scenarios will involve licensing complications, so be sure to check with your Kentico rep if you have specific use-cases in mind.
Multi-language

In a global business environment, being able to publish in multiple languages is a must. Unlike other systems that charge extra for multilingual modules, Kentico CMS supports publishing in multiple languages out of the box, at no extra cost. A page is designated for the appropriate "culture" (not just language, but dialect) using URL query parameters like /Home.aspx?lang=fr-fr. Site visitors need only select a culture/language via a language-selection web part (a drop-down menu) that the content creator has put in the page. From that point on, the system stores the preferred culture code in the visitor’s browser using a cookie so that the given visitor automatically sees the French version when returning to /Home.aspx or another translated page, even without any parameters in the URL.

Every language version of a site can have its own site structure, if needed. All content is stored in Unicode and rendered as UTF-8 or UTF-16, enabling full support not only for Western languages but for right-to-left and top-down languages.

Kentico support defining a workflow process with different people for every language, so that if you have a German office that manages the German version of your website, they can use a different workflow than your U.S. office. You can also choose users who are authorized to edit a particular language version.

The Translation Management workflow (available in Kentico EMS only) allows for easy tracking and management of content through each step of the translation cycle. (Integration with Translations.com translation service is included; a separate license must be obtained from Translations.com, however.) The browser-based translation module offers a centralized hub for translation management, with a management feature that gives (for example) summary views of which pages, in which parts of the site, are awaiting translation. If a given page exists in one culture, in a given site section, but not in the culture of the section of the site you're managing, a dialog will offer you the chance to create/configure a new translation of the page in question.

A “cultural” overview page lets you see which content pieces have not yet been translated for a given section of the site.

Overall, multilingual support in Kentico can only be considered strong, and it is one reason customers in 90 countries have chosen the product.
Multi-channel
The ability to create, manage, and (optionally) schedule automated deployment of content to multiple channels, including Facebook, Twitter, wikis, blogs, and so forth is not just a nicety but a necessity in marketing-driven organisations, particularly. The Kentico EMS Visual Workflow Designer allows (among its other capabilities) the ability to push content to social channels, with or without approval checkpoints. (Note that Facebook Insights and Twitter Analytics are part of the product’s analytics capabilities.)

The marketing suite also includes fairly deep support for e-mail newsletters, list management, automated push, tracking and analytics, etc., which will be welcome news for many a potential Kentico customer not only in B2C, but in fraternal organisations, non-profit/charity/fundraising, education (where there’s a need to court alumni), and other sectors. Many of the marketing-oriented capabilities in Kentico EMS rival those of much more expensive systems from Adobe and others, but this also means (as with the top-tier systems) a greater need for training and technical expertise.

Governance
Often, an organisation needs to rely on its CMS to enforce corporate branding standards, content quality standards, accessibility requirements, cross-cultural requirements, and so forth. Kentico’s workflow/approval system is sophisticated enough to meet most needs, supporting conditional branching, time-outs, and custom logic. In Kentico EMS edition (only), you also get a visual flow designer far surpassing the capabilities of many a more expensive solution.

Administrators and managers have the option of setting up publishing rights, scheduling publishing of content, and ensuring compliance with branding, cultural, or other standards by enforcing the use of appropriate templates (or even requiring the translation of pages in certain site sections but not others). A noteworthy addition in Kentico 8 is the ability to apply an existing workflow to a given document on the fly, with the click of a button. This is extremely helpful for managing the approval of stray documents on a one-off/as-needed basis.

The product’s rights model is elaborate, built not only on fine-grained permissions at the level of ACLs (access control lists) on documents and folders, but also on the notion of roles and memberships. The membership-based role management aspect of the product is powerful enough to tempt unwary customers into needlessly complex rights-management scenarios. So be sure to take time to understand your true security and role requirements thoroughly before implementing them with Kentico. The product will accommodate extremely sophisticated scenarios, but quite often this is one area where less is more.

Search
Search is of paramount importance to any web presence. Increasingly, users are searching rather than browsing, and mobile devices have pushed users even further in the direction of search. Kentico has a powerful Lucene.NET search engine at the core of the product, supporting keyword stemming, tagging, best bets, a faceted search web part, and more. Users can be allowed the option of submitting smart search queries using an advanced syntax, and deep search can be configured to look inside the content of documents (including PDFs). In past versions this required additional configuration of SQL Server. With version 8 this is no longer needed as search in PDF, Office docs, HTML, TXT and XML using the built in Lucense .NET search engine is now supported, without using SQL Server.

In general, search ties in quite nicely with the product’s e-commerce support (present in both the CMS and EMS versions). Search can be combined with filtering to allow site visitors to get custom views of related products, for example, with and without paging (e.g., you can set up a page to show 5 products at a time, if a search brings back 30 or 40 products).
Kentico's e-commerce support is deep, including a shopping cart and the ability to offering discounts, calculate shipping and so on, although these require some expertise to set up.

**Personalisation**

The world of online commerce has raised customer expectations when it comes to receiving information tailored to their own needs, interests, and browsing habits. Kentico EMS brings with it a substantial degree of personalization capability, enabling conditional content presentation and a high degree of content tailoring, depending on how much effort you want to put into doing the requisite setup work.

Content can be personalized through the use of web part variants (above, left) which will display content to the site visitor only when certain conditions are met (see "Display condition," above right). Those conditions can be evaluated against user data of various types. Wiring it up is not hard if you know how. But therein lies the catch.

The system can draw data from a number of object types (e.g., custom-defined personas, contact groups, contact activities, the contact scoring system, or web analytics campaigns), then use that data, based on the identity of the site visitor, to decide on which of several personalization variants (variations of content) to serve to the visitor. Wiring up all the pieces (and deciding on custom logic for switching amongst content variants) requires tenacity and/or training. Some customers will be able to figure it out on their own by reading the documentation and/or by watching some of the free "how to" videos Kentico makes available on the web, but others will need help from consultants. In fairness, we have yet to see any system (high-end or otherwise) that has made this aspect of content management drop-dead simple. Kentico has taken as much pain out of the process as possible with wizards, dialogs, and pre-populated dropdown lists of conditionals, but it's still a fair amount of work.
Digital marketing
Kentico EMS provides extensive support for campaigns, A/B testing of web and e-mail content, contact management (including segmentation and scoring), e-mail marketing (and list management), trigger-based marketing automation, optimization testing, personalization, analytics, and more. Automation process steps are built using the Kentico EMS Visual Workflow Designer mentioned earlier.

All editions of Kentico 8 come with extensive support for e-mail newsletters, although the advanced A/B testing functionality is found only in Kentico EMS.

A full discussion of Kentico EMS functionality is well beyond the scope of this report, of course, but suffice it to say the system’s capabilities are formidable (and growing with each new release). The main thing you should know is that while Kentico EMS is poised to give the Big Boys a run for their money in the integrated marketing suite arena, getting any of these systems to “really sing” requires a substantial investment of time in learning the system. For example, conditional logic is used in personalization, dynamic contact groups, and marketing automation, and while you don’t have to be a programmer to set these things up, you do have to know how macro expressions work; and unless you’re the only person in the world who can write macros that never fail under obscure edge cases, you’ll have to acquire some troubleshooting skills.

Still, Kentico has managed to pack a huge amount of capability into a modestly priced system. For the customer that’s willing to invest the necessary resources into making it work, it’s a powerful system.
Integration

Platform extensibility and ease of integration with other systems are key requirements for enterprises expecting optimal ROI on enterprise-level software investments. Kentico rises to the challenge by exposing an Integration Bus architecture that allows developers to write connectors that can push or pull data to and from other systems. Existing integrations that come with the product include Data.com, Salesforce.com, Strands Recommender, SharePoint, Google Analytics, as well as

- Facebook / Twitter / LinkedIn/WIF automatic integration for membership
- Google+ / Pinterest / Facebook / Twitter integration for social media
- REST Service for integration to mobile (and other) applications
- PayPal / Authorize.Net for e-commerce integration

Kentico exposes various APIs for working with web parts, modules, database objects, and more. Most of these require that you work in C# or VB.NET. Many powerful extensions can be written using AJAX calls, and jQuery is supported on the client side. Kentico provides an API Examples application that demonstrates how to perform basic operations with system objects (creating, retrieving, updating, and deleting objects).

For €8,500, Kentico will provide product source code to customers (true of all editions). Customers who need to modify core product code can do so if they purchase an additional source code license, although in reality, this should rarely be required since almost anything you’d want to do in Kentico can be accomplished via normal extensibility methods.

A less technical option for achieving integration with business systems is the Forms module. Kentico’s drag and drop form designer is quite powerful and comes with many aids to creating validation logic in common form fields. Form creation is straightforward and can easily be done by non-experts.

Architecture

The system is built to take advantage of Microsoft SQL Server as a data layer and integrates with ActiveDirectory to supply “people data.” The production system can be deployed in a variety of popular configurations (some of which will necessitate the purchase of additional server licenses). Helpfully, Kentico does not require the purchase of additional licenses for development/test instances.

Kentico has tested the system for management of 100,000 content items (templates, text, images, etc.) in the content repository and 10,000,000 users in the database. Some large customers are serving 500,000+ content items, and at least one customer operates 700 websites from a single instance of the software. Content can be deployed locally or to Amazon EC2 and/or Windows Azure cloud servers. The company claims the system can handle more than 12,000 requests per second on a single standard web server, although this figure is attainable only with whole-page caching. A more realistic expectation is 100 to 200 requests handled per second when other caching options are used.

Kentico supports SQL Server Merge Replication so that you can scale out your database servers if (for example) you’re drawing data from huge product catalogs. What it means is that Kentico’s scalability, at the data layer, is limited only by the scalability of SQL Server itself. A Web Farm Sync option provides support for scalability at the basic level of request handing and load balancing.

User Generated Content support in Kentico 8 enables authorized users to create content on the live website, for scenarios involving wiki-like site sections where visitors can share their expertise and knowledge with others.

In terms of security, the product offers many types of support, including .NET Forms Authentication, Windows Authentication, FaceBook delegation, Live ID, OpenID, and the usual ActiveDirectory authentication. Speaking of AD, the Active Directory import utility allows you to periodically synchronize users from Active Directory into Kentico CMS (with support for SAML 2 and WIF security authentication), features not always found in “affordable” low- and mid-tier solutions.
Kentico: Beyond the product

When you buy a system, you also get a partner that you need to collaborate with in order to be successful. Apart from good chemistry, which is in fact important (though not easy to evaluate), there are a few core basics you want to look at, such as the pricing model: Does it fit your organisation and budget? The community ecosystem: How hard is it to find others who are willing to share knowledge? The roadmap: Is the product evolving quickly or slowly, and in which directions?

Kentico in the marketplace

The company was founded in 2004 by Petr Palas and is based in Brno, Czech Republic. In 2008, Kentico opened its first US office; in 2010, it added an office in the UK. An Australian office opened in 2012. In the past years, Kentico has experienced impressive growth rates and Petr Palas remains onboard as CEO.

The current release is 8.0, which came out in March 2014. Kentico CMS began as a small-enterprise offering but has steadily built out from a core set of Web Content Management features to become a strong e-marketing suite with the capability to support multilingual and multi-site environments. The customer base spans higher education, mid size enterprises, and large, multinational corporations with extensive product catalogs.

In many ways, the acquisition of Day Software in 2010 by Adobe (and the subsequent up-market move of the former Communiqué product) has opened up a mid-market opportunity for integrated marketing platform providers. Unlike Adobe (and others), though, Kentico has no plans to shift its focus to high-end deals, preferring instead to keep the current focus on mid-tier customers and deals, where the company has found a sweet spot.

To its credit, Kentico has made steady improvements to its product’s user interfaces (particularly the administrative dashboard), keeping a rapidly expanding feature set from becoming a usability nightmare. Overall, users seem well satisfied with the company’s efforts in this regard, cementing Kentico’s reputation as a product in which “simple things are easy, and hard things are possible.”

Kentico customer base

Kentico has won a number of important customers in education (e.g., Texas A&M, Harvard University, Ohio Department of Education) but has also landed marquee wins with financial, non-profit/charity, fraternal organizations, and consumer goods companies (such as Bacardi, Chiquita Brands, and Ocean Spray). Kentico’s customers span 90 countries, with most in the U.S., Europe, or Australia.

Beginning three years ago with v6, customers have increasingly bought Kentico EMS for its integrated marketing capabilities, which now include a vast array of campaign, segmentation, personalization, e-mail, list management, analytics, and related functions, many of which are “social-aware” (letting you push updates to social sites, for example, and giving you access to Facebook Insights and Twitter analytics). The product’s core remain strong, however, and Kentico is a solid choice for customers with a need for basic content-management capabilities.

Pricing and licencing

To its credit, Kentico has a streamlined pricing model that avoids the usual Chinese menu of module-based ups and extras. The product comes in Base, Ultimate, and EMS (Enterprise Marketing Solution) versions, as well as a free version that requires the placement of Kentico branding on all pages. The Base version lacks community, team development, mobile support, WebDAV, and quite a few other features (although it does come with e-commerce features). Ultimate Edition basically has everything except the marketing suite, and Kentico EMS has everything.

Pricing shown here includes a year of support and maintenance.

- Kentico Base €2,499
- Kentico Ultimate €5,499
- Kentico EMS €11,299
- SaaS (EMS) starting at around €800 monthly

A 10–website/1–server license pack runs from €12,499 to €29,999. Add €8,000 if you would also like source code.
Community, user groups and support
Kentico customers seem well satisfied with the level of cooperation and service they've received from the company. The company hosts a Kentico Connection conference every year in several major cities. In 2014, the conference comes to Sydney in June, Prague in September, and Boston in November.

The company is active on Google+ and LinkedIn but recognizes it still has a long way to go before it develops the kind of ecosystem that surrounds any of the popular open-source solutions, like Joomla! or Drupal. It seems to be aware of the fact that the Kentico community, to the extent one exists, often feels as if it made up entirely of consultants.

The company offers a great many online resources for developers at http://devnet.kentico.com. The company has a reputation for openness and has gained a great deal of respect for its policy of implementing fixes in the product within 7 days of a customer bug report.

Roadmap
Kentico releases major upgrades every 12 to 18 months, with point releases happening sporadically throughout the year. Version 8.1 is scheduled for an August 2014 release.

The company has invested significant effort in making the installation process quicker by reducing the project-file footprint, an ongoing effort that's likely to continue for at least one or two more versions. Also, the company continues to refine and extend the product's marketing-oriented capabilities, another trend that's not likely to abate any time soon.
Market trends
The following is a high level description of the trends that are shaping the current development of content management systems. It is also a description of the trends that we have used as guidelines in our evaluation of Kentico. We will look at:

- Engagement
- Platform extensibility
- Integration with key business systems
- Support for comprehensive mobile strategies
- Multichannel publishing
- Governance and reporting tools build in the CMS.

Engagement
There are currently three Kentico Connection conferences a year. In 2014 these are held in September/October in Boston (USA), Prague (CZ) and Sydney (Australia). These tend to attract mostly a technical audience but Kentico are working to expand the appeal beyond developers working at partners.

When it comes to engagement, the omnipresent smart phone offers enterprises ample opportunity to be in touch with both customers and employees. Customized messages, geo-localization, and targeting and personalization make it possible to provide users with instant same-place offers relevant specifically to them. In B2B mobility, you can increase field workers' efficiency by providing them with tools that allow them to tap into business-critical systems while on the go.

In order to reap the potential benefits of engagement, you need a CMS that allows you to engage with your users and that your users want to engage with. Whether we are talking responsive web, mobile sites, web, hybrid, or native app, the true test is: Can the user solve his or her problem in the current context?

Consequently, your CMS needs to support and be part of your overall customer experience management effort, and needs to facilitate a consistent experience throughout all touch points. It also means that the data you collect about your users in the CMS should be in a form allowing it to be used to enhance the mobile experience and distributed to other parts of your organization.

Platform extensibility
Business requirements change constantly and you want a CMS that allows you to incorporate new services and functionalities without having to change or disrupt the system you are using. By opting for extensibility you make it easier to upgrade the entire platform, add new applications and enhance old ones. Basically that makes your platform more adaptable to change and less expensive to maintain. We encourage customers to look for vendors with extensive, well-documented, open extensibility APIs that leverage well-known industry standards.

Integration with key business systems
The days of black box systems might not be completely over, but your new CMS needs to be easy to integrate with, by design. Creating engaging and personalized experiences requires access to data and to other channels – the ability to integrate with CRM, e-mail campaign management tools, marketing automation solutions, analytics, and social media campaigns is a must for every contemporary website. Consider whether a system you’re evaluating plays nicely with other systems, or (to the contrary) feels opaque and old-fashioned.
Support for comprehensive mobile strategies
As stated before, mobile awareness is imperative. Purchasing a new CMS without considering your mobile strategy simply will not do. There are several ways to “go mobile”, but before deciding on a solution, you should take a step back and consider your customer journey and touch points. Gearing your entire enterprise up for mobile is probably going to be too big of a bite to chew at once. Take it step by step and start by implementing the mobile touch points where you gain the most. When looking at a new enterprise CMS, you should look at how it can support customer experience management not just in the traditional web view but also from the point of view of mobile.

Content creation and multichannel publishing
The many types and vast amounts of content produced by enterprises to share with their users, combined with the fact that content is still considered king, leaves no doubt that the need for easy content creation and administration of content are not diminishing. Furthermore, content must be curated and managed in multiple channels. Many CMS developers are working on adapting their system, which was originally created for content creation and publishing for websites, to a new reality where multimedia content is the norm, multichannel publishing the rule, and ability to track and measure is a prerequisite, since more or less all types of organizations have a need to distribute their content to multiple channels and also be able to track it.

Governance and reporting tools in the CMS
Good solutions to address governance and reporting are increasingly considered vital parts of a CMS. With the recognition that much content is business critical, CMS developers are becoming more focused on delivering not just a content creation tool, but also an all-round management tool that supports back-end users with better dashboards, automated work processes, and built-in tracking and reporting tools.

J. Boye recommendations for choosing a CMS
Choosing a CMS is not just about choosing a technology. It is about choosing a system that fits your business needs and objectives. When you purchase a CMS, you also select a vendor and a partner that will have an important part to play both when you develop and implement your web presence and later on, when you maintain and further develop your site(s). This is why we strongly recommend that you look at more than just price and technology when shopping for a CMS. We recommend that you look at the entire package, including the project manager and the team, support during and after implementation, and the ability to plan for future development in line with your organisational requirements.

In order to buy a CMS that supports the growth of your business, we suggest that you:

- Create a cross-divisional team with people who know your business, users, and systems.
- Prepare a well-defined business case built on specific goals and strategies.
- Get to know your users, their behaviour, and their expectations.
- Think about your governance model before you buy.
About J. Boye
A vendor-neutral analyst firm founded in 2003, which focuses on several aspects of digital, including CMS, enterprise portals, digital workplace, strategy & governance and web project management. The company today has 19 employees based in Belgium, Denmark, Germany, UK, and the US. With a mission to help mature a young market our main activities are:

Conferences
Expand your network and gain inspiration from international experts. The J. Boye Conferences are held each year in Munich, Germany, Philadelphia, US and Aarhus, Denmark and attract more than 400 participants for three days filled with knowledge sharing. The conferences also serve as an annual meeting for the members of our groups.

Groups
Receive feedback to your specific challenges from people in the same position as yourself in a one of our groups. The 50+ groups are strictly confidential, consisting only of practitioners, who themselves decide whether discussions take place at a strategic, tactical, or operational level. Among the 500+ members are large, global and complex organisations from around Europe and North America.

Research
We have done analyst work since 2006 with an initial focus on specific vendors in market segments such as Web CMS, Enterprise Portals, Enterprise Social Software, and SharePoint. These evaluations provide you with an overview of how specific systems match your needs and enable you to make competent decisions on strategy and investment. Later, we also started releasing best practice research, e.g. buyers’ guides and papers on strategy or trends. All our research is based on hundreds of interviews with users and implementation partners.

Consulting
On a selective basis, J. Boye consults with organisations in all phases of digital projects: Strategy & governance; business objectives, choice of system and implementation partner; and guiding through implementations.

Some of our recent references include: Actavis, Al Arabiya (MBC), Alfa Laval, Alma Media, Boehringer Ingelheim, Brother International, Cambridge University Hospital, Capital Region of Denmark, EUMETSAT, European Commission, GEA, International Federation of Red Cross, KAEFER, Lund University, Nordea, Nycomed, Red Bull, Open University, Suez, University College London, United Nations, Widex, and the World Health Organization.