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Information

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B R I E F I N G

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White Paper
For Moreover Technologies

▶ **Managing Online Information to Maximize Corporate Intranet ROI**

▶ **In This Briefing**

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Introduction

Bottom Line ►

This White Paper examines the daily information habits, needs, and preferences of corporate end users. It also explores the critical content issues faced by Intranet developers, and how Moreover Technologies' solutions can help make an Intranet offering more compelling to end users and provide a good return on investment.

End users increasingly rely on information from the open Web to support their day-to-day work tasks and roles. At the same time, they often ignore the content that is embedded in their own company's Intranets, whether that is internal content, subscription-based external content services, or simply links to "preferred sources."

Intranet developers face a double challenge: how to provide end users with that critical content from the open Web in the fastest, most efficient manner, and how to create compelling Intranet solutions that build a loyal user base.

The more Intranet developers understand how employees currently use information and understand their preferences and pain points, the better able they will be to design solutions that boost productivity and eliminate needless surfing. This White Paper:

- Summarizes the latest Outsell research in end-user information habits, needs and preferences.
- Evaluates the potential return on investment of the right information solution, in part from reducing the enormous resources currently spent on looking for Web-based information.
- Analyzes the impact of the right solution on the successful adoption of an Intranet or corporate portal.
- Provides an overview of some key types of information services and products, including the Moreover Technologies suite of enterprise solutions.



Costs and Barriers in the Use of Information: The End-User's Pain Points

Bottom Line ►

Fresh Outsell data about end users and their information habits and behaviors identifies a number of common pain points. They want to find information themselves, and they like the information they find on the open Internet. However, they have trouble knowing what is available and finding the key information from the Internet that they need.

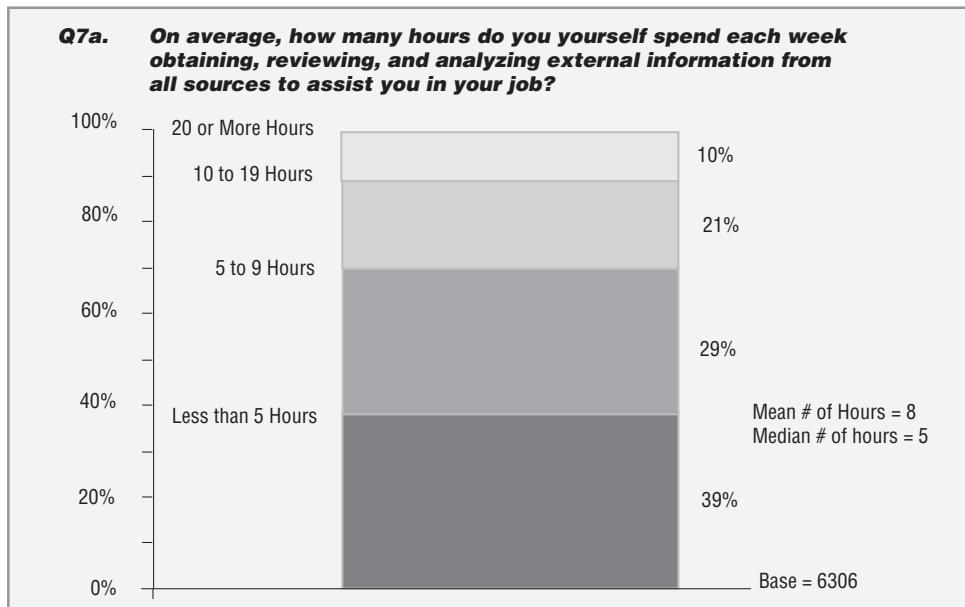
Outsell's recently completed study of U.S. knowledge workers' information preferences and habits provides a baseline for understanding the challenges they face in getting the information they need to do their jobs. *Super I-AIM (Information About Information Markets)* was a massive study covering end users in 10 functional groups (finance, sales, marketing, engineering, HR, etc.) across 20 industries (Aerospace & Defense, Biotechnology & Pharmaceutical, Financial Services, Management Consulting, etc). The research included in-depth interviews with over 6,300 knowledge workers.

The study identifies a number of key pain points and usage habits that should raise red flags for professionals involved in deploying an Intranet or corporate portal in an organization. The results show that users find valuable information on the open Internet, but they spend a great deal of time looking for it. They also face a number of barriers to obtaining and making the most of the available information.

**Time:
Users Spend One Day Per Week Looking for Information**

On average, people in the functions we studied spend 8 hours per week obtaining, reviewing, and analyzing external information. Ten percent of all users spend over 20 hours per week looking for information.

That time represents a significant ROI opportunity for companies that improve the speed with which end users can obtain the information they need. To the extent that any information products can bring users the information they need without having to search for it, big savings are involved. In the aggregate, the time these groups of users spend looking for information costs their employers \$107 billion per year. On average, and based on the salary levels of the relevant population, that represents about \$10,000 per end user per year. Cutting down on that expense is a huge ROI opportunity for employers.



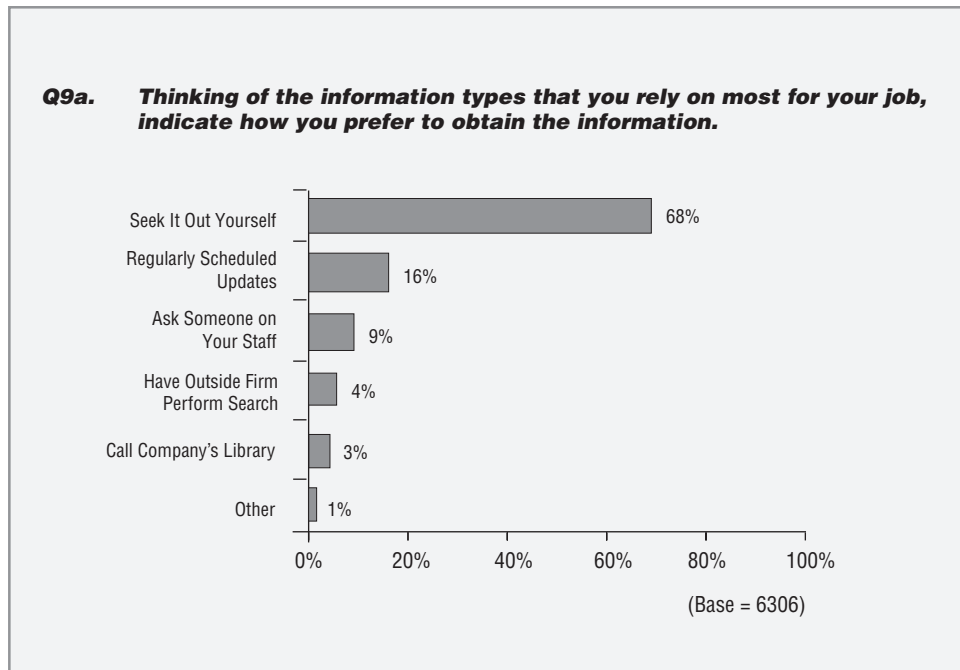
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Independence: Users Prefer to Find It Themselves

Knowledge workers overwhelmingly prefer to find external information themselves rather than turning to other staff members, the company library, or outside research firms. Sixty-eight percent say they seek it out themselves. A smaller number, 16 percent, likes to receive information in regularly scheduled updates.

Enterprises that expect employees to turn to intermediaries such as librarians, colleagues or outside firms for their information will not meet their needs. We live in an increasingly self-service information environment. The key to giving users what they want is to make external information as easy to find and as relevant as possible to their day-to-day work.

The implication is clear: many Intranets built to date have been failures. Despite expensive development efforts and attempts to build a single interface to all the information that employees need, Intranet developers still see their end users disappear and spend most of their time roaming the open Web for information. Intranet developers fail to build loyal user bases, in part because they are not capturing the dynamic Web content that end users know exists.

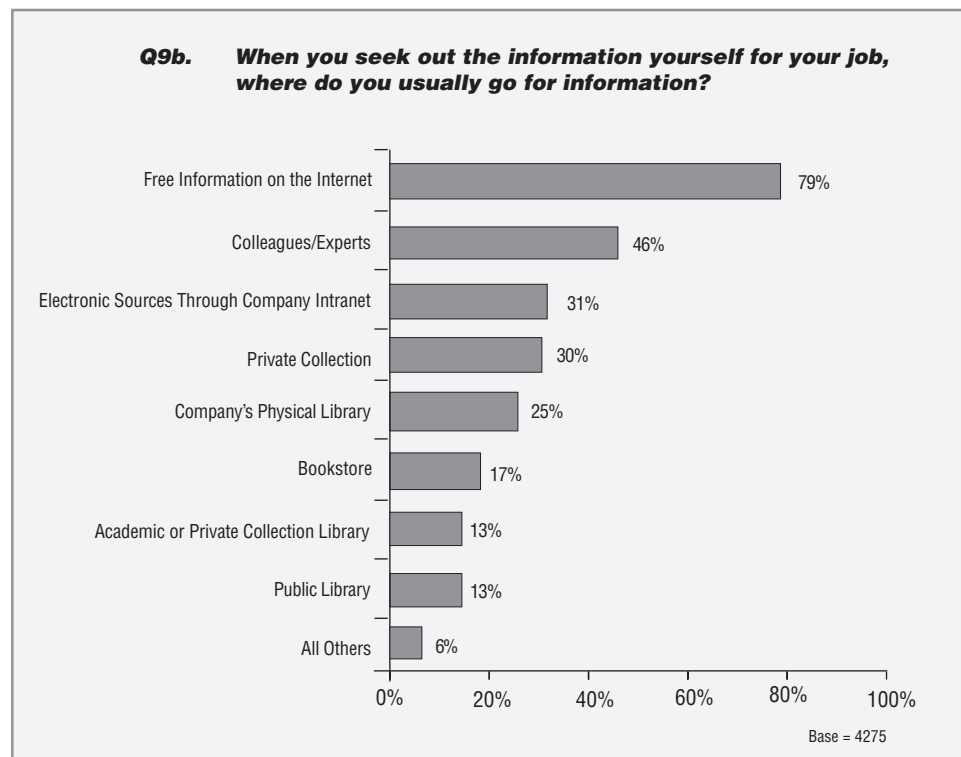


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Preferences and Trust: Users Value and Rely on the Open Internet

The open Internet has quickly become the preferred source of information for most knowledge workers, surpassing traditional sources of information such as colleagues and experts, proprietary databases and content feeds, and corporate, public and academic libraries.

Fully 79 percent of our respondents said that they turn most often to free information on the Internet when they seek information for their work. They are getting something there that they are not finding in all the other company-provided information sources to which they have access. The trick is to bring them that important information from the dynamic, changing Internet without bogging them down in lengthy searching and browsing processes.



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Barriers: Top Problems and Drawbacks

When asked to describe the problems and drawbacks they face when looking for information, end users consistently describe a number of factors:

- Knowing what information is available
- Determining the quality/credibility/accuracy of information
- Information is too hard to find
- Being able to compare across information alternatives
- Having sufficient training

The issue of knowing what is available is exacerbated by the widespread use of the Internet. Content used to be confined to well-established “containers” – books, journals and newspapers, and proprietary databases. Now, however, the Internet has become a much more dynamic medium, with content generated in many completely new and Web-only publications. Also much of the content is generated by readers in the form of discussion groups and interactive, participatory sites.

This data suggests that while users turn to the Web for dynamic news and information that is critical to their work, they still have the nagging feeling that they are not covering all the bases – that there is information out there that they can’t find. Solutions that pull together some of those diverse new forms of content will serve the end users that feel they are missing something because they don’t know what is available.

Summing It Up: What End Users Want

Overall, the *Super I-AIM* study tells us that end users are looking for a number of things in the information they use in their work:

- They want highly relevant information that is delivered at the point of need.
- They want a self-service environment (but with high-touch support).
- In a corporate portal, they want:
 - Content that mirrors the “best of the open Web”
 - Both internal and external content
 - A search engine “that works”
 - Training, marketing and content that is embedded in business processes



The Value of Relevant Third-Party Content: The Intranet Opportunity

Bottom Line ►

Intranet developers and others charged with deploying external content in their organizations are in a position to improve the return on the time that employees spend looking for information. Deploying the right content can cut down on time spent looking for information, increase the relevance and timeliness of the information received, and focus the search for information on the best sources. When content from the right sources gets into employees’ hands, they can make better decisions.

If 79 percent of all knowledge workers seek information on the open Intranet, and only 31 percent use electronic sources provided to them through the Intranet (as the data above shows), then clearly corporations are not making effective use of the resources devoted to Intranet development. Knowing that the good information is “out there” is clearly not enough. If organizations are to benefit from their workers’ access to information, then the corporate Intranet could be a much more effective link between those workers and the content they need.

What can an Intranet do to make the process of finding information more productive and fruitful? There are several key areas where Intranet developers can do for end users what they might not be able to do for themselves:

- *Identifying Important Sources.* As noted above, “knowing what is available” is one of the biggest hurdles that end users face in finding the information they need. To the extent that an Intranet can focus end-user attention on the important Web-based sources in a field, Intranet developers will ensure that no key sources are overlooked.
- *Targeting and Filtering Content.* End users want slices of content related to a specific topic delivered to them on an ongoing basis. Ordinary Web search engines and general Web browsing do not provide the focus that a tightly defined stream of filtered information will provide.
- *Providing More Effective and Timely Search Functionality.* The widely available Web search engines cover too much, too slowly. By their very nature, they are indiscriminate and track all kinds of Web content, including much that is not of value in a business context. They also index the Web much too slowly for business intelligence purposes; it can take weeks for a search engine to crawl and index a news-oriented Web site. By the time a lot of Web content is indexed and made available by standard search engines, it is already out of date.
- *Helping Make Better Decisions.* When employees can quickly identify the information they need from the right sources, the overall quality of decision-making is enhanced.

Intranet developers can help provide end users with what they tell us they want: good, current, and targeted information from the Web. By integrating that external content with the corporate Intranet, organizations can improve the speed and relevance of the incoming data. Improved speed and accuracy will be reflected in a better return on investment for the time that users spend looking for information.

Alternatives for Adding External Content to an Intranet

Bottom Line ►

There are a number of ways that enterprises can add content to enhance an Intranet or Extranet. Some of the traditional methods have shortcomings that prevent companies from realizing the full potential of content from the Internet.

Companies have always deployed external content within their organizations. With the rise of the Web as a delivery medium, there are several ways to bring external content to end users:

TYPE OF PROVIDER/CONTENT	ADVANTAGES	DISADVANTAGES
Proprietary content aggregators (Factiva, Lexis-Nexis)	Large collections of published materials. Deep archives.	Limited coverage of Web-only content. Not as current as much of Web. Covers only published content and not user-generated content and content from “insider” sites.
Proprietary content from niche providers (IT Research companies such as Gartner, META, etc)	Detailed, targeted content.	Generally serves only limited audience within an organization. Users need to master separate interfaces for each.
Syndicators or Infomediaries (ScreamingMedia, iSyndicate)	Broad collections of general-interest content licensed from publishers.	Much of the content is “commodity” content, consumer-oriented. Certain important sources may not be available depending on syndicators’ licensing arrangements.
Links to sites on the open Web	Enterprises can organize links to publicly available Web sites that are relevant to end-user needs.	Links difficult to maintain. Sites all have their own interfaces and content, each of which must be explored and mastered by the end user.
General Web search engines	Good for “needle in the haystack” searches, but generally cast too wide a net for business purposes.	Don’t lead users to the really high-value content. Return too much irrelevant content. Not timely enough; indexing sites can take weeks.

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As the table above shows, many of the content offerings available today don’t provide the current, Web-based content that end users seek. They all provide pieces of the content puzzle, but miss much of the Web-only content that is generated on the dynamic Web every day.



In Outsell's Opinion: The Moreover Technologies Solution

Bottom Line ►

Moreover's solutions fill a gap in the range of available content solutions. These solutions give end users the dynamic Web-only content they are looking for. At the same time, this content can be delivered into an Intranet in a way that will save users time and build a loyal end-user base.

Moreover's solutions make the most of the dynamic, open Web as a source of business intelligence. Outsell research shows that despite the availability of large content collections from aggregators and niche information products, end users still spend most of their information-seeking time on the open Web. Simply using general Web search engines or maintaining some favorite links to access the Web are not efficient solutions for finding the information they need.

Products

Moreover's products are built around the concept of "Connected Intelligence." CI Suite offering centers around two core products that differ mainly in 1) the number of topics available to clients, and 2) the way information can be integrated into an Intranet environment.

- *CI-Watch.* CI-Watch provides real-time access to the most relevant online information on any topic defined by the client. This information is automatically tracked by Moreover, and delivered continually to the client Intranet as a pre-sorted collection of relevant headlines and/or report titles. Users click on a headline to access the full text of any story on the original site. For example: a buyer might purchase one CI-Watch that delivers all of the emerging online information about their own company, tracks coverage on their main competitors and indexes industry reports.
- *CI-Database.* CI-Database provides access to all of the dynamic information indexed by Moreover, including over 1000 new articles/hour and the categorization data that enables clients to filter the incoming information by any number and type of topic simultaneously. The CI-Database can also be used via XML for diverse integrations, including proactive on-the-fly searching for relevant information. For example: a client could use the database to provide each of its employees with a customizable portal that contains three automated windows of relevant headlines on custom-selected topics, plus an ad-hoc search box for up-to-date online research.

Although the two products differ in topic and integration flexibility, they contain the same core features:

Source Features

Moreover indexes emerging content from a core of sources that includes over 3,000 quality sources, including business news sites, message boards, industry-specific sites and others. The number of sources covered is constantly increasing. Buyers can add any additional content source on request within 24 hours, expanding their custom source set to automatically monitor competitor sites, for example. Any open content source on the Internet can be indexed and included in a customer's implementation. Internal content can be indexed as well, enhancing the integration of internal knowledge and leveraging it through the Intranet.

Flexibility in adding sources, along with the ability to add Web-only sources, also gives Moreover certain advantages over traditional aggregators or syndicators.

Vertical solutions are available for the finance, telecom, technology and pharmaceutical industries, targeting key source sets in each of those fields. In addition, customers can create their own vertical solution by selecting the sources most used by end users..

Categorization Features

Content from the selected sources is filtered by topic. Customers can either choose from a topic list of pre-existing categories or create their own complex categorization with the help of Moreover editors.

Integration and Delivery Features

Moreover's technology indexes and delivers new content as often as every 15 minutes which makes the CI-Suite more up-to-date than most traditional news aggregation offerings. It is a fully hosted solution that requires no additional software or hardware installation. Moreover integrates quickly into any corporate Intranet or portal via XML and other file formats. Moreover functionality is also pre-integrated into many major EIP providers, including Microsoft Sharepoint Server, PeopleSoft, Hummingbird, Epicentric, Plumtree, and Autonomy. For the CI-Database, XML integration enables unique implementations, including search, unlimited custom topics, and other innovative applications.

Evaluation

In Outsell's opinion, the key advantages of Moreover's solution are:

- *Dynamic Information Management.* The thousands of core online sources monitored by Moreover cover the transient digital information that Moreover calls Dynamic Information: quickly changing online news, rumors, speculation, and commentary. Those sources have a high impact on businesses, and that is precisely the sort of information that end users are seeking on the Web and not finding on other information products. Many of those sources are not available through traditional aggregation products.
- *Current Sources.* Moreover's indexing of those sources is very current. By targeting a limited set of open-Web sites, the content in those sites can be indexed, captured, and delivered in minutes rather than the days or weeks it might take conventional Web search engines to find it.
- *Adding and Indexing Content.* Additional content from any open content source on the Internet can be quickly added, indexed and up and running within 24 hours. Because Moreover links to sites on the open Web rather than taking possession of the content, new sources can be added quickly without going through a licensing process.
- *No Installation.* As a fully hosted solution, no hardware or software installation is necessary. Implementation and customization is very fast.
- *Cost Effective.* It gives Intranet developers a tool for addressing the problems faced by end users. They can steer end users to timely and actionable content on the Web, while eliminating much of the searching and browsing that costs corporations so much.

Everyone who uses the Web understands that it is a very fluid information environment, where new content can come from anywhere and be repeated, copied and commented on at any time. Other content products that limit themselves to collecting traditional published sources make excellent archives, but do not capture that real-time ebb and flow of transient information that is found in the Web-only sources that Moreover tracks.

Moreover's solutions will be particularly useful for populations of outwardly-looking knowledge workers in:

- Sales
- Marketing
- Strategic planning
- Public relations
- Investor relations
- Human relations
- Business development

Those groups need to learn about actionable Web intelligence as soon as it is available.

However, it is important to put Moreover's offering in the larger context. Moreover does not replace information archiving systems. Enterprises looking to build the most comprehensive information resource are still likely to need all or some of the following:

- Archival products for retrospective research.
- Company, credit and financial sources for investigating the financial health of competitors, partners, customers and suppliers.
- Offline content.
- Targeted, proprietary vertical information sources for engineers, scientists, and other R&D-oriented functions.
- Proprietary market research, analysis, and other content that is not available on the open Web.

Moreover's dynamic information management adds an essential new element to the mix. It can increase the productivity of the time that end users inevitably spend on the Web, while bringing them the targeted dynamic information that our research shows they seek.

By its very nature, the Moreover solution delivers end users to content, rather than syndicating content for use inside the firewall. Although this poses no security risk for Intranet use, this architecture gives less control to Intranet developers, because users will link from inside the Intranet to sites on the open Web where they might browse further, be exposed to the content source's own look-and-feel, advertisements, and more.

Moreover's enterprise solutions address many end-user pain points that Outsell research has identified, and they fill some of the Intranet developer's needs to roll out an offering that will build a loyal and well-informed audience. The solution can be implemented and customized quickly with a minimum of development time. The primary advantage of Moreover's solution is that it allows end users to do what our research tells us they are already doing – accessing vital business information on the open Internet. However, it gives enterprises a measure of control, an ability to point users to key sources, and perhaps most importantly, makes end-users' access to the Web more efficient and productive.

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About Moreover Technologies

Moreover Technologies is a provider of enterprise-class dynamic information management solutions, monitoring and retrieving the online information that changes too rapidly for traditional search technologies and information retrieval systems to capture from late-breaking news and industry-specific business information to intranet content. Applying proprietary technology to extract, filter and integrate quickly-changing content, Moreover provides real-time access to the most relevant information from thousands of online sources, delivered in a single structured interface to corporate intranets and portals. Moreover's easy-to-integrate custom business intelligence solutions enable Fortune 2000 customers like British Telecom, Hoovers, McCann-Erickson and The McGraw-Hill Companies to track opportunities, outmaneuver competitors and monitor their corporate reputation online. Other technology companies, including Inktomi, Microsoft, Autonomy, Epicentric, PeopleSoft, and Plumtree, have turned to Moreover to enable their applications to access mission-critical information online.

Moreover is based in London and San Francisco, and is backed by prominent venture firms including Reuters Venture Capital and Wit SoundView Ventures. Moreover was recently named the best specialty search technology by Dannys Sullivan's prestigious Search Engine Watch newsletter for its ability to track thousands of rapidly changing online news sources.

For more information, visit www.moreover.com, or send an e-mail to info@moreover.com, for US inquiries, info@moreover.com for UK inquiries.

OUTSELL BACKGROUND

Founded in 1994 by Greg Chagaris and Anthea Stratigos, Outsell is the only research and advisory firm that focuses exclusively on information content—delivering high-quality, fact-based research, analysis and advice about every aspect of content strategy and use to a wide range of vendors, buyers and users of information.

Headquartered in Burlingame, California, Outsell has helped world-class content leaders and Fortune 500 companies increase their understanding of users and end-markets, assess content quality and effectiveness, and develop more successful content products and services.

For more information about Outsell's Advisory Services
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