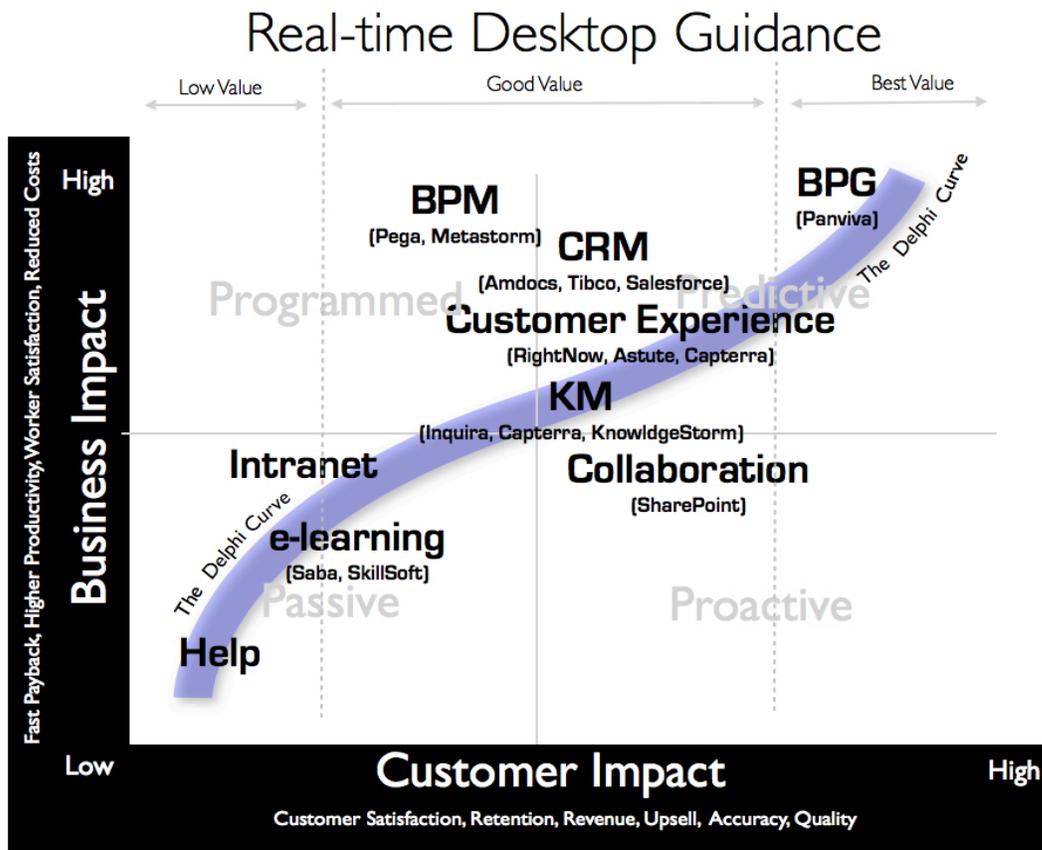




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G R O U P

The Delphi Curve for Real-time Desktop Guidance



How the Delphi Curve Works

The Delphi Curve is a framework developed by the Delphi Group to compare products and service offerings in a given market. When product categories are plotted on the Delphi Curve they tend to evolve around two distinct dimensions: business impact and customer impact. Most products congregate along a simple curve function that forms clusters of products with low customer impact and low business impact or high customer impact and high business impact.

Products congregate around a curve function because of two factors. First, few, if any products deliver high business impact and low customer impact since these products would be unlikely to provide any competitive advantage. Second, few products deliver low business impact if they deliver high customer impact since customer value ultimately translates into business value. This clustering illustrates the

increasing relative value of products along the Delphi Curve from left to right. Products at the extreme upper right of the curve represent the best value for both customer experience and business impact.

What is Real-time Desktop Guidance?

Real-time Desktop Guidance (RTDG) represents a broad set of tools intended to guide knowledge workers through increasingly complex enterprise desktops in real-time. (see the Delphi White Paper, *Conquering Complexity*) These complex desktops are typified by multiple application windows, varied information sources, legacy applications (green screens), policies and procedures.

Why Real-time Desktop Guidance?

In a recent study conducted by Delphi we found that more than 30% of all knowledge workers have 12 or more windows open on their desktop at any one time. This creates problems in responsiveness, accuracy, and productivity. In a customer service scenario, customers are also likely to be frustrated by being put on hold while service reps try to figure out the correct response to a question, and just as often will require call backs for answers. In back office knowledge work, productivity is reduced due to excessive searching, navigation, and validation of information. Accuracy can also be compromised by poor navigation through correct information, policies and procedures, and regulations.

Solutions for Real-time Desktop Guidance

A variety of solutions have evolved to deal with the need for Real-time Desktop Guidance, from passive HELP systems to proactive Business Process Guidance solutions, which are aware of the activity on a user's desktop and guide the user through the process at hand by providing a listing of the most likely options and alternatives available to the user. There are also myriad solutions that provide components of RTG, such as BPM, KM, and CRM. The challenge, however, with all of these solutions is that they do not address the fundamental problem of having too many applications and sources of information to access in the time available. Neither do they address the fundamental problem of poorly architected information systems that were never intended to work together.

Further aggravating this problem is the steady increase in applications, policies and procedures, and sources of information needed to perform knowledge work.

The key to reducing the level of complexity for the knowledge worker lies not in throwing more technology at the problem but rather in developing a capability to navigate quickly and accurately through the full spectrum of applications and information sources. This is like the way a real-time GPS, which uses current road conditions, traffic reports, and digital maps helps a driver navigate complex roadways during rush hour.

All of the current approaches plotted on the Delphi Curve will need to move closer to delivering a real-time approach to guidance and navigation. Many will do so through acquisition of smaller players who are further along in developing real-time guidance. This is an especially likely scenario for players such as Pega Systems and Metastorm who are well positioned in the BPM space but currently lack real-time guidance capability. On the other hand emerging players, such as Panviva, with its BPG solution SupportPoint, provide both software to guide workers in real-time through complex systems as well as services that address the fundamental problem of poorly architected information systems.

We believe that the levels of complexity and the need for navigation tools to help knowledge users will increase dramatically over the course of the coming years. While RTDG is still a nascent category populated by only a handful of vendors, we expect it to grow rapidly, and also expect existing vendors to begin to pay closer attention to the challenge of Real-time Desktop Guidance for knowledge work.