

June 29, 2005

# A 10-Step Collaboration Strategy Work Plan

by Erica Rugullies

BEST PRACTICES

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with Connie Moore and Lucy Fossner

### EXECUTIVE SUMMARY

Trying to develop an enterprise collaboration strategy can be an exercise in frustration. Issues like culture, politics, and inertia sometimes get in the way, thwarting even the most diligent efforts. But these problems can be minimized by breaking the strategy development process down into a set of clear work steps that start with defining and scoping collaboration and end with defining new processes and procedures to support new technologies. Taking a phased approach is a smart option for large organizations or in situations where the scope is very broad.

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### NOTES & RESOURCES

Forrester reviewed the work plans of several large organizations and spoke less formally with dozens of additional organizations about developing collaboration strategies. We spoke with Celanese, MITRE, and others that wish not to be named.

#### Related Research Documents

"The Information Workplace Will Define The World Of Work — At Last!"  
June 1, 2005, Forrester Big Idea

"Trends 2005: Collaboration"  
December 10, 2004, Trends

"Road Map To An Enterprise Collaboration Strategy"  
August 2, 2004, Best Practices

"Stop Experimenting And Develop A Collaboration Strategy"  
February 19, 2004, Quick Take


**DEVELOP AN ENTERPRISE COLLABORATION STRATEGY BEFORE CHOOSING TECHNOLOGIES**

An enterprise collaboration strategy helps organizations avoid false starts, reduces the ongoing cost of the collaboration environment, potentially gives users greater functionality, and creates the option for future benefits like collaboration with customers and suppliers or rich contextual collaboration. A collaboration strategy should center around a collaboration platform (though it may also include point products) and must focus on ways to solve business problems by optimizing interaction among people. Forrester defines a collaboration platform as:

*Unified electronic platforms that support synchronous and asynchronous communication through a variety of devices and channels. They are a set of software components and software services that enable individuals to find each other and the information they need, and to be able to communicate and work together to achieve common business goals. The core elements of a collaboration platform are messaging (email, calendaring, and contacts), team collaboration, instant messaging, and Web conferencing.<sup>1</sup>*

An enterprise collaboration strategy is the keystone of Phase 4 of collaboration readiness and adoption (see Figure 1).

**Figure 1** Five Phases Of Collaboration Readiness And Adoption

<p><b>Majority of enterprise-class firms today</b></p> <p><b>Burst of activity in the first half of 2005</b> </p>	<p><b>Phase 1:</b> Traditional collaboration</p> <ul style="list-style-type: none"> <li>• Face-to-face, phone, email</li> </ul>
	<p><b>Phase 2:</b> Experimentation</p> <ul style="list-style-type: none"> <li>• Point products; departmental basis</li> <li>• Prompted by specific user needs</li> </ul>
	<p><b>Phase 3:</b> Proliferation</p> <ul style="list-style-type: none"> <li>• Tools in use on widespread basis</li> <li>• Lack of interoperability; duplicate functionality</li> </ul>
	<p><b>Phase 4:</b> Standardization</p> <ul style="list-style-type: none"> <li>• Enterprise strategy in place</li> <li>• Standardization on collaboration platform</li> </ul>
	<p><b>Phase 5:</b> Information workplace</p> <ul style="list-style-type: none"> <li>• Information workplace strategy in place</li> <li>• Standardization on information workplace solution</li> </ul>

Source: Forrester Research, Inc.

- **Phase 1: Traditional collaboration.** Few if any collaboration tools and technologies are in use. Collaboration takes place in person, through email, or over the phone.<sup>2</sup>
- **Phase 2: Experimentation.** Collaboration tools are used in pockets throughout the organization, prompted by specific user needs. But collaboration tools are not rolled out, adopted, or supported on an enterprisewide basis and the company has not standardized on a collaboration platform.
- **Phase 3: Proliferation.** Use of collaboration tools spreads throughout the organization. People use a variety of noninteroperable tools, many of which have overlapping or duplicate functionality.
- **Phase 4: Standardization.** The firm implements an enterprise collaboration strategy and standardizes on a collaboration platform. Most large organizations are in Phase 2 or Phase 3, though in the first half of 2005 we have seen a burst of Phase 4 activity.
- **Phase 5: Information workplace.** An information workplace strategy is in place and the organization has standardized on an information workplace platform. Forrester is aware of a number of organizations that have information workplace visions and even some that have begun to implement some information workplace concepts. But Forrester is aware of just a few that have begun to embrace the entire information workplace on an enterprisewide basis.<sup>3</sup>

## A 10-STEP COLLABORATION STRATEGY WORK PLAN

In earlier research, we documented best practices in assigning the right roles and responsibilities for developing a collaboration strategy (see Figure 2).<sup>4</sup> This follow-up report offers a concrete step-by-step collaboration strategy work plan (see Figure 3). This work plan assumes that funding is in place to develop an enterprise collaboration strategy (though not necessarily to buy or implement any software) and that the organization has identified the people who will fill the key roles required for successful collaboration strategy development and implementation.

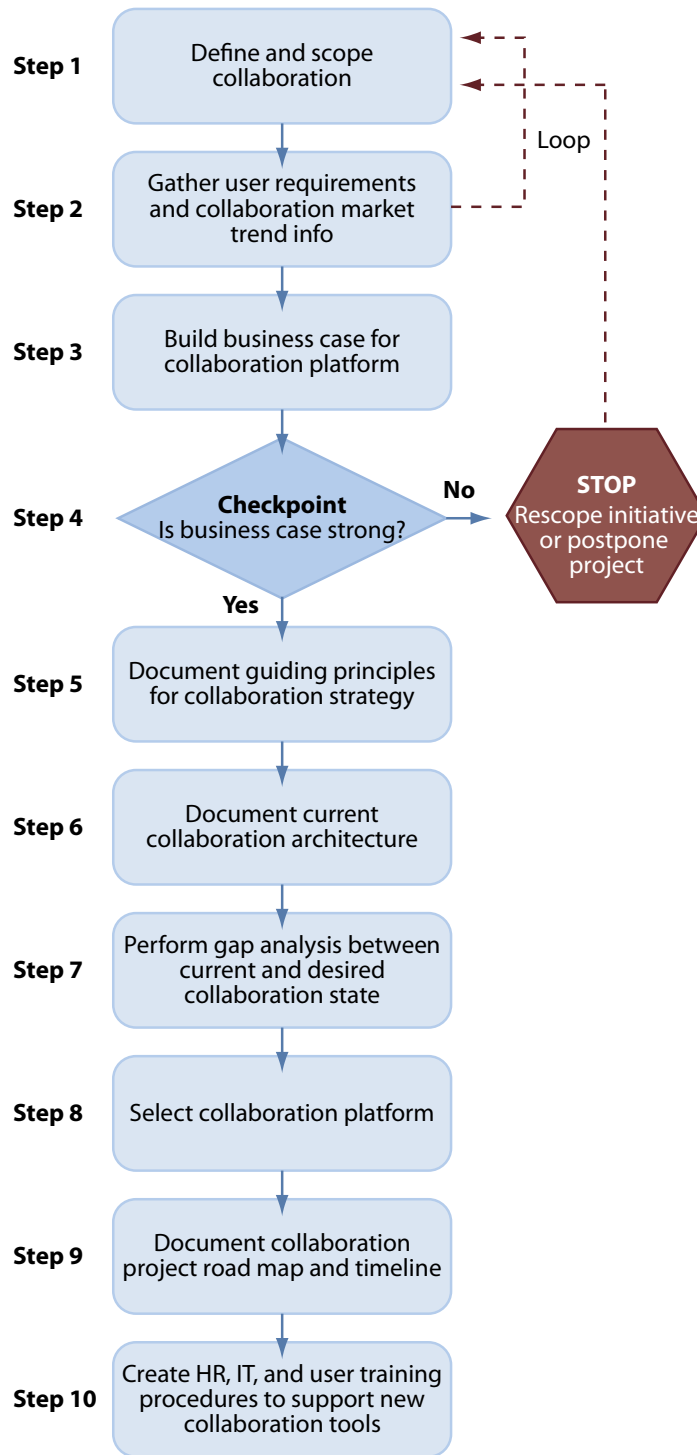
Too often, we see organizations start with Step 6, 7, or even 8, skipping over some of the foundational steps. As a result, inertia takes hold, or politics get the better of the project team, and the effort is stalled or stymied. Or worse, the organization spends millions of dollars and implements software that doesn't meet business requirements. In our earlier research, we described situations in which firms experienced some of these pitfalls.<sup>5</sup>

**Figure 2** Enterprise Collaboration Strategy Roles And Responsibilities

<b>High-level collaboration strategy team</b>	<b>Executive sponsor</b>	<b>Collaboration architecture team</b>	<b>Program manager</b>
<ul style="list-style-type: none"> <li>• Understand business strategy</li> <li>• Scope collaboration strategy</li> <li>• Define collaboration goals</li> <li>• Translate goals into specific initiatives</li> <li>• Make go/no go recommendations to senior management</li> <li>• Assess business case</li> <li>• Identify executive sponsor</li> </ul>	<ul style="list-style-type: none"> <li>• Establish collaboration as a priority for the company</li> <li>• Sell collaboration to the business units</li> <li>• Sign off on projects</li> <li>• Possibly fund projects</li> <li>• Enforce project timelines</li> </ul>	<ul style="list-style-type: none"> <li>• Implement enterprise collaboration strategy</li> <li>• Review existing IT strategies</li> <li>• Draw up collaboration architecture</li> <li>• Evaluate collaboration technology solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate efforts across divisions and functions</li> <li>• Ensure ongoing buy-in from company leadership</li> <li>• Help audit user needs and existing solutions</li> <li>• Keep project(s) on track</li> <li>• Establish baselines and metrics</li> <li>• Prioritize development</li> </ul>

Source: Forrester Research, Inc.

**Figure 3** Forrester's 10-Step Collaboration Strategy Work Plan



Source: Forrester Research, Inc.

### Step 1: Define And Scope Collaboration

The project team, which should include a high-level collaboration strategy team, an executive sponsor, a cross-functional collaboration architecture team, and a program manager, must define and document what it means by collaboration to make sure that all known and relevant business problems and all necessary technologies are included in the scope. This also helps keep the team focused further down the road. In the beginning, the project team should be flexible in its definition because the definition may change as the team collects input on goals, needs and requirements from the executive and end user communities.

In most firms, the functionality involved in the definition of collaboration includes:

- **Messaging.** Messaging platforms (e.g., IBM Lotus Notes/Domino, Microsoft Outlook/Exchange, Novell GroupWise, and Oracle Collaboration Suite) provide email, calendaring, and contact management functionality. Messaging is at the core of many organizations' enterprise collaboration strategies today. The leading messaging vendors have developed into collaboration platform vendors so, messaging upgrades and migrations lead firms naturally into a broader collaboration discussion.
- **Team collaboration.** Team collaboration software (e.g., IBM Lotus QuickPlace and IBM Workplace Collaboration Services, Microsoft Windows SharePoint Services and Groove Virtual Office, EMC/documentum eRoom) includes a document repository, basic library services (e.g., check-in/checkout, version control), basic workflow, discussion threads, and lightweight project management.<sup>6</sup>
- **Enterprise instant messaging (IM) platform.** Enterprise IM platforms (e.g., IBM Lotus Sametime, Microsoft Live Communications Server, Jabber XCP) started out offering just secure IM and presence awareness but are evolving into broader real-time collaboration platforms.<sup>7</sup> These products offer a variety of synchronous collaboration technologies like Web conferencing, instant messaging, presence awareness, application and desktop sharing, whiteboarding, and voice over IP.
- **Web conferencing.** Web conferencing (e.g., IBM's hosted Lotus Sametime, Microsoft Live Meeting, WebEx) is a communications and collaboration technology used by organizations when knowledge workers are mobile or in distributed locations but must share information on a regular basis. Distributed small and medium-size businesses frequently choose the service model, while large organizations look toward enterprise-installed Web conferencing.<sup>8</sup>

While these are the basics, firms include in the scope technologies as widespread as right-time communications, wikis and blogs, portals, enterprise telephony systems, enterprise search, mobile computing, in-room video conferencing, eLearning, and management scenario planning and decision support tools.<sup>9</sup>

Scoping discussions should address questions like: 1) whether the collaboration strategy will focus only on internal collaboration or will include collaboration with customers, suppliers, and other partners, and 2) whether it will include collaboration around structured processes (e.g., claims processing, product development) as well as ad hoc processes (e.g., creating reports and presentations, handling exceptions that arise during structured processes). In June 2005, Forrester surveyed 70 people, mostly in IT, about team collaboration. We found that 42% use team collaboration software both internally and externally and nearly half of respondents (48%) plan to increase their external deployments during the next 12 months.

## Step 2: Gather Input On Collaboration Requirements And Trends

The project team should engage in a formal process of gathering input from people in various functions, levels, and departments throughout the organization. The goal is a solid understanding of business strategy, business requirements, end user requirements, obstacles in the current environment, and the nature of the desired future environment. Members of the high-level collaboration strategy committee should assess the results of department or business unit leader surveys or interviews, while the program manager or other team members should poll end users.

Research may take the form of formal in-person interviews or less-involved phone or online surveys. The project team should carefully craft questions so that end users describe processes that are broken and could be improved with collaboration tools, and describe the capabilities that they need, rather than list specific named collaboration software tools that they would like to have implemented. And steer clear of questions like “Are you satisfied with the tools you currently have?” because users tend to compare what they have now to what they had in the past and tend to answer this question with some form of “yes.”<sup>10</sup>

The project team should also gather input from external sources like peers in other organizations and IT industry analysts and consultants. These resources can provide benchmarking data and insight into market and technology trends that could influence directions and decisions.

## Step 3: Use Costs, Benefits, Risks, And Flexibility To Build The Business Case For Collaboration

The business case cannot be developed until after the scope is defined and the team gathers needed input. And it must be completed before the team can move on to the rest of the work plan. The high-level strategy committee must answer critical business questions like, “What business problems are we trying to solve?” “What is the business value of a collaboration platform?” and “Who will fund this initiative?” By the end of Step 3, the program management office, in conjunction with the high-level collaboration strategy committee, should document the business case for implementing a collaboration platform. The business case is a document that outlines the who, what, when, why, and how of the project, as well as the financial costs and benefits. The project team should ultimately be able to distill the business case down to a single (albeit lengthy) sentence: “We will be doing \_\_\_\_\_ to make \_\_\_\_\_ better, as measured by \_\_\_\_\_, which is worth \_\_\_\_\_.”<sup>11</sup> For example:

- **Consolidating onto the IBM platform:** “We will consolidate our email platforms onto IBM Lotus Notes/Domino and replace our various point team collaboration software products and hosted Web conferencing services with IBM Lotus Sametime to make application development, email scalability and reliability, and product development team collaboration better, as measured by reduced application development cycle time and costs, reduced email downtime, reduced product development cycle times, and faster product time to market, which is worth [fill in the blank] million dollars over the next [fill in the blank] years.”
- **Standardizing on the Microsoft platform:** “We already use Microsoft Exchange and the Microsoft Office core products and have standardized on the .NET framework for minor applications. We are choosing team collaboration software from Microsoft rather than our enterprise content management (ECM) vendor, enterprise IM software from Microsoft rather than using public IM networks, and message archiving software from a Microsoft partner, to make technology purchase economies of scale, contextual collaboration, and compliance with government regulations better, as measured by the reduced cost of software integration, reduced end user time spent on annoying, non-value-added tasks, avoidance of fines and penalties, and reduced cost of legal discovery, which is worth [fill in the blank] million dollars in the first year alone.”

#### Step 4: Checkpoint — Is The Business Case For A Collaboration Platform Strong Enough?

After completing Step 3, the project team should convene to discuss the business case. The high-level collaboration strategy committee should make a determination whether to continue with the work plan as is, modify it, or put an end to the project altogether. If the TEI is positive enough (and what is “enough” is different for every organization), the team should move on to Step 5. If the TEI is weak, the team should either go back to Step 1 and rescope the initiative or postpone the remaining steps in the work plan to a later date, when circumstances or events indicate that the business case may be stronger. Importantly, the business case (the Total Economic Impact™) should include not only the costs and benefits but also the risks and future flexibility options (see Figure 4).<sup>12</sup>

Organizations should build the business case for specific collaboration features, functionality, or tools on improvements to specific business processes (e.g., product design, new product introduction, best practices sharing, sales proposal development, mergers and acquisitions management, report and presentation preparation, or project management). Firms can build the business case for a collaboration platform, as opposed to discrete collaboration tools, on: 1) IT benefits like reduced cost of collaborative application development, support staff, and administration, vendor discounts, and software license economies of scale, and 2) future flexibility options (e.g., contextual collaboration, composite applications, customer and supplier collaboration, and direct path to the information workplace). Extraordinary resources are required for technologies that are not in compliance with a company’s standards, in areas like analysis, installation and configuration, development, testing, production implementation, and ongoing support.<sup>13</sup>

**Figure 4** The Total Economic Impact™ Of Implementing An Enterprise Collaboration Platform

Costs	<ul style="list-style-type: none"> <li>• Software licenses and maintenance fees (e.g., messaging, IM, Web conferencing, team collaboration, and all other software included in project scope)</li> <li>• Hardware (e.g., desktop upgrades, server upgrades, new servers)</li> <li>• Network upgrades</li> <li>• IT training (for developers, support staff, administrators)</li> <li>• User training (on tools, best practices)</li> <li>• User marketing (letting them know what tools are available and how they can derive value from the tools)</li> <li>• Systems integration</li> <li>• Migration(s) (e.g., email migration, team collaboration migration)</li> <li>• Process change consulting services</li> </ul> <p>NOTE: Costs may include enterprise directory implementation, desktop refresh, and other line items.</p>
Benefits	<ul style="list-style-type: none"> <li>• Business benefits (e.g., increased market share or profitability, reduction in rework or process cycle-time)</li> <li>• User productivity improvements (e.g., single buddy list, directory, set of tools), resulting in quicker access to information, fewer phone calls/emails, reduced business travel</li> <li>• Reduced user support costs (compared to mixed tools environment)</li> <li>• Reduced IT costs (developers, support staff, administrators) compared to mixed tools environment</li> <li>• Contextual collaboration — limited today</li> <li>• Economies of scale (software licenses, compared to mixed tools environment)</li> </ul>
Risks	<ul style="list-style-type: none"> <li>• Organizational culture does not foster collaboration, resulting in lower-than-expected benefit</li> <li>• Projected benefit requires unexpected investment (e.g., network bandwidth, desktop refresh, enterprise-class database license)</li> <li>• Usage of collaboration tools dies out after initial spurt</li> <li>• Vendor lock-in</li> <li>• Poor project management leading to cost overruns</li> </ul>
Future flexibility options	<ul style="list-style-type: none"> <li>• Richer contextual collaboration</li> <li>• Composite applications that leverage collaboration infrastructure</li> <li>• Partner, customer, and/or supplier collaboration using same infrastructure as internal collaboration</li> <li>• Organization is prepared for information workplace</li> </ul>

Source: Forrester Research, Inc.

### Step 5: Document Guiding Principles For Collaboration Strategy

A set of guiding principles can help the project team keep priorities in line and can assist with the vendor selection process. The high-level collaboration strategy committee and executive sponsor can provide business-oriented guiding principles and the architecture team can provide technology-oriented guiding principles (see Figure 5).

### Step 6: Assess And Document Current Collaboration Architecture

Part of the architecture team's job is to assess and document the current collaboration architecture. The architecture team has several tasks:

- **Develop documentation that lists and describes collaboration tools currently in use.** This documentation should describe the roles and number of people using specific tools and the purposes to which the tools are being applied. Examples of collaboration tools that may be in place include email, Web conferencing, video conferencing, whiteboarding, instant messaging, threaded discussions, team workspaces, document management, and basic workflow. Some of this information can be gleaned from the user interviews and surveys done in Step 2.
- **Develop an architecture diagram.** This diagram depicts the relationship among existing tools and technologies in the current environment (see Figure 6). This information can be hard to collect in decentralized environments, but it is invaluable to the strategy development process. The unlabeled blocks in the layers in Figure 6 could be populated in a couple of ways: 1) with capabilities (e.g., chat, discussion threads), or 2) with the names of each collaboration software vendor and product in use. A blend of the two is most helpful, as long as the diagram doesn't get too crowded.
- **Investigate existing enterprise standards and strategic vendor relationships.** Enterprise standards may already exist that might impact the technology selection, like application infrastructure (e.g., app servers, app dev frameworks, and portal software), desktop productivity software, or ECM. For example, a firm may have standardized on IBM's WebSphere Portal Server, Microsoft Outlook and Exchange for messaging, and EMC/documentum for ECM. In this case, IBM and Microsoft offer enterprise collaboration platforms today and EMC offers some elements of one. But the firm may have a highly strategic relationship with EMC from not only the ECM perspective but also in the areas of storage and information life-cycle management.
- **Understand the formal collaboration standards landscape.** Formal standards exist in some areas of collaboration, like email (e.g., POP, IMAP, SMTP), personal calendar (e.g., iCal), and instant messaging (e.g., SIP/SIMPLE, XMPP). But standards do not yet exist for agenda tracking, brainstorming, outlining, voting, list categorization, message threads, decision points in a threaded discussion, discussion schema, screen sharing, shared calendar, availability, or

user expertise/competency. Wherever possible, firms should use standards-based collaboration software for best possible interoperability among collaboration tools (as in the case of inter-enterprise collaboration) and out-of-box support for collaboration tools within business applications.

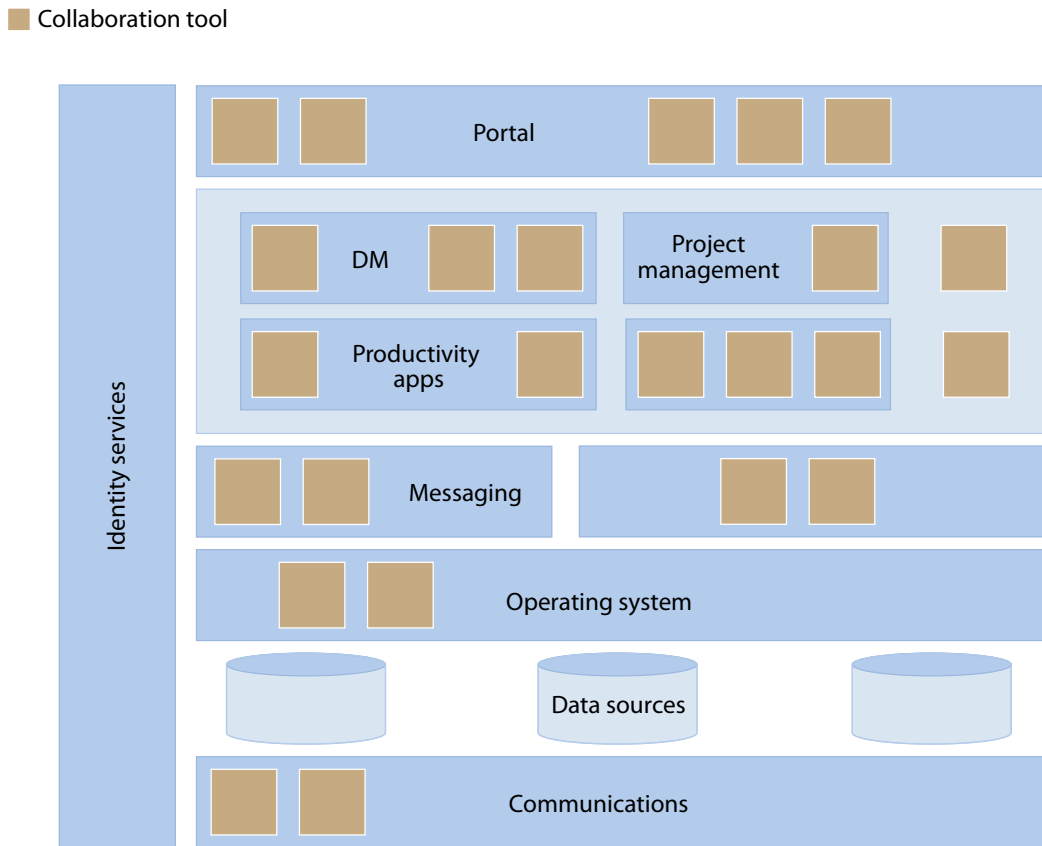
- Assess systems integration requirements.** The industry is slowly moving toward contextual collaboration, where users access a common set of collaboration features from within the context of whatever business process they are in or application they are using. Today, this is accomplished through systems integration. Increasingly, software application and solution providers that are also collaboration infrastructure providers (e.g., IBM, Microsoft, Oracle, SAP) will provide support in their products for their own collaboration infrastructure. As formal and de facto standards evolve and service-oriented architecture (SOA) becomes more of a reality, and collaboration platform vendors rally up third-party independent software vendor (ISV) support, contextual collaboration — collaboration within the context of *any* application — will become easier to accomplish via standards-based integration and out-of-box interfaces.<sup>14</sup>

**Figure 5** Examples Of Guiding Principles For Collaboration Strategies

Type	Examples
Business-oriented	<ul style="list-style-type: none"> <li>Information is a resource to be shared, collaborated on, and enriched.</li> <li>Firm will extend collaboration services to customers, suppliers, consultants, and other partners.</li> <li>Employees must be able to collaborate from any computer or wireless device.</li> <li>Collaboration is not limited to a single discipline. It permeates all areas of the business/organization.</li> <li>Any collaborative computing technology must maximize human interaction while minimizing technology intervention.</li> </ul>
Technology-oriented	<ul style="list-style-type: none"> <li>Ease of use is paramount.</li> <li>Firm will enable real-time collaboration.</li> <li>Firm will use Web services wherever possible to integrate collaboration services into business processes and applications.</li> <li>Stabilizing the current infrastructure is a priority.</li> <li>Firm is taking an infrastructure approach to collaboration, as opposed to application or point product approach.</li> <li>Firm will use, as much as possible, capabilities that it already has.</li> <li>Technologies selected must be widely available.</li> <li>Technologies selected must be scalable to large number of users.</li> <li>The approach will be to consolidate functionality into managed services with defined service-level agreements (SLAs).</li> </ul>

Source: Forrester Research, Inc.

**Figure 6** Sample Collaboration Architecture Diagram



Source: Forrester Research, Inc.

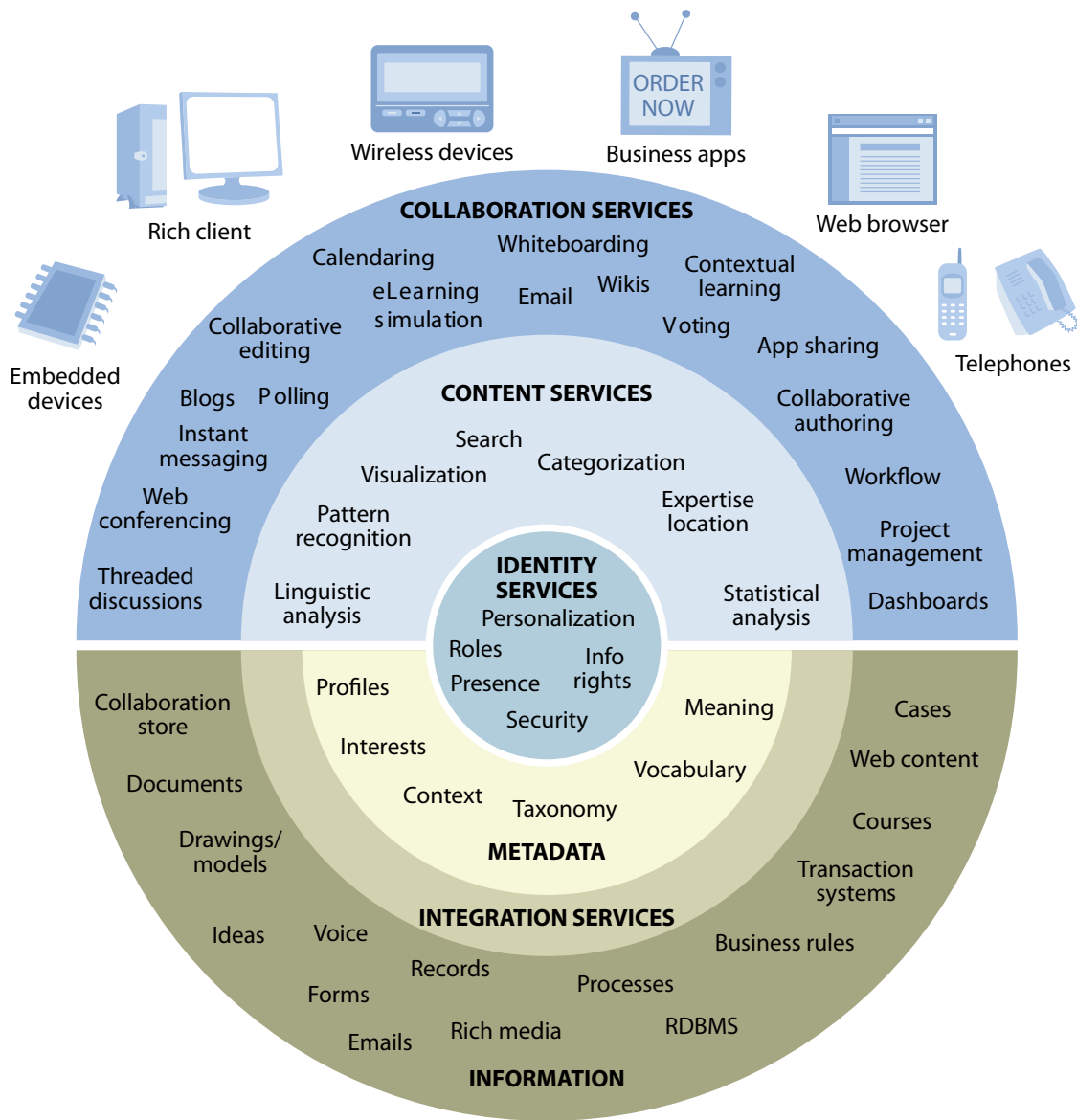
**Step 7: Perform Gap Analysis Between Current And Desired Collaboration State**

After documenting the existing collaboration environment, the architecture team, possibly working with the program management office, should begin the process of documenting the difference between where the organization is today and where it wants to be when the collaboration strategy is fully executed. Important questions to be answered include, “What are the missing pieces?” and “Do we need to just fill in missing pieces? Or do we need throw out point products and bring in a brand new infrastructure?”

Long-term (5 to 8 years), collaboration platforms are evolving into the information workplace. The information workplace of the future will be much richer than the computing environment that exists today and will support a diverse range of activities via contextual, role-based delivery of voice, documents, rich media, process models, business intelligence, eLearning, and collaboration tools (see Figure 7). It will be available not only to traditional knowledge workers but also to

people whose job it is to work with people and the physical world. The information workplace, which presupposes an SOA, will be rich with presence awareness, information rights management, and personalization. It will be available via multiple devices, offline as well as online, and will incorporate data and content from a variety of business systems, applications and processes. An eye toward this long-term vision of the information workplace will help the project team with the gap analysis.

**Figure 7** Elements Of The Information Workplace



Source: Forrester Research, Inc.

**Step 8: Select Collaboration Platform**

Part of the collaboration architecture team’s responsibility is to create a short list of vendors that can meet the documented functional and technical requirements. In large organizations, this ordinarily culminates in a formal request for proposal (RFP) process. The architecture team should evaluate vendors against a specific set of criteria, while answering questions like: “Which vendor(s) can get us from where we are to where we want to be?” “Which is more important to us: end user capabilities, cost of switching, or fit with stated enterprise IT standards?” and “Which vendors have solid information workplace strategies?” (see Figure 8).<sup>15</sup> The architecture team should also be prepared to answer questions like, “Is what we plan to implement secure enough against threats like viruses and theft of our intellectual property?”

**Step 9: Document Collaboration Project Road Map And Timeline**

The program management office, in conjunction with the collaboration architecture team, then develops a project road map and timeline. This timeline should be loose enough to account for roadblocks like end-of-quarter business deadlines and delays in hardware procurement. Build in extra time for data migration (e.g., email, team sites), installing new client software on desktops, and training users on how to get value out of new software.<sup>16</sup> Plan to roll out new technology in phases, beginning with an email migration (if that is part of the project) and then moving to Web conferencing, enterprise IM, and/or team collaboration — or beginning with a group of users and expanding the rollout from there.

**Figure 8** Enterprise Collaboration Platform Evaluation Criteria

Type	Evaluation criteria
Vendor-related	<ul style="list-style-type: none"> <li>• Vendor viability</li> <li>• Vendor commitment to messaging/collaboration</li> <li>• Technology strategy/product road map</li> <li>• Vendor ability to rally third-party ISV support for its collaboration platform</li> </ul>
Product-related	<ul style="list-style-type: none"> <li>• Fit with existing enterprise standards                             <ul style="list-style-type: none"> <li>• Infrastructure (e.g., Windows versus Linux, .NET versus J2EE, Microsoft Outlook/Exchange versus IBM Lotus Notes/Domino)</li> <li>• Apps (desktop productivity, document management, project management, line of business)</li> </ul> </li> <li>• Features/functionality</li> <li>• Breadth and depth of offering</li> <li>• Security</li> <li>• Customizability</li> <li>• Product longevity and stability</li> <li>• TEl compared to alternatives</li> </ul>

Source: Forrester Research, Inc.

### Step 10: Create HR, IT, And User Training Procedures To Support New Collaboration Tools

Step 10 can start before beginning email migration or technology implementation projects, but cannot realistically be completed until after the collaboration platform is rolled out, at least to a subset of users, and the project team can see the impacts of its use (or lack thereof). Organizations that roll out enterprise collaboration strategies should consider implementing new policies and procedures in three main areas: human resources (HR), IT, and user training (see Figure 9). In most circumstances, firms gather lessons learned from internal users before rolling collaboration capabilities out to external users.

**Figure 9** New Processes And Procedures To Support New Collaboration Technologies

New processes/ procedures	Examples	Details
HR policies	<ul style="list-style-type: none"> <li>• Working from home</li> <li>• Collaboration incentives</li> </ul>	<ul style="list-style-type: none"> <li>• When is it appropriate to work from home? How often? Under what circumstances may people not work from home? How should people check in? How should they be reachable? What expenses will be covered by the organization versus those the worker must pay for out of pocket?</li> <li>• How will people be incented to use collaboration software? Will their annual or quarterly goals change? Will the pay increase or bonus plans change? What new steps will managers have to take to encourage and enforce desired behavior changes?</li> </ul>
IT policies	<ul style="list-style-type: none"> <li>• Email and IM appropriate use</li> <li>• Communications archiving/monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• What behaviors should become part of the organizational culture, and which ones are undesirable? For example, is it appropriate for some participants in a physical meeting to be using an IM backchannel to communicate about what is happening in the room? What about during an online meeting?</li> <li>• Will emails be archived? If so, which ones and for how long? How about instant messages? How will the organization communicate this archiving policy to users? How will users be able to access their archived messages/conversations? Who will be able to monitor employees' communications, and for what purpose(s)?</li> </ul>
User training procedures	<ul style="list-style-type: none"> <li>• Virtual teams</li> <li>• When to use which tool</li> </ul>	<ul style="list-style-type: none"> <li>• How will the organization support and encourage virtual teams? How should team leaders assure that remote members participate and feel just as much part of the team as local members? What tools should team members be using during online meetings? How about when they are in disconnected mode or when collaboration needs are asynchronous?</li> <li>• When should people use IM versus other communication tools, like phone and email? When should they use their cell phones versus landline?</li> </ul>

Source: Forrester Research, Inc.

### TAKE A PHASED APPROACH IN LARGE FIRMS OR WHEN THE SCOPE IS VERY BROAD

In large organizations where the project team is trying to coordinate the needs and requirements of multiple business units in various time zones, take a phased approach to this work plan. A phased approach may:

1. **Start with one technology area and then expand to others.** Start with email, Web conferencing, or team collaboration, for example, and then branch out to include document management or portal software, or other areas. The team should assess each main technology area separately — but always while in the context of the overall strategy. The architecture team performs a gap analysis in each area and IT then rolls the technologies out in a linear (or possibly overlapping) fashion.
2. **Start with one or two business processes and then add others.** The team identifies a couple of key business processes (e.g., new product introduction, product development project management) that could stand to benefit from collaboration technologies, applies the technology to those processes, and then assesses the business value of having done so. This assessment can provide ammunition for a broader-based rollout.
3. **Test with one business unit or group before broad-scale rollout.** Start with one group (e.g., consumer products division, online banking group, customer service team) before expanding to include the entire user community. In this scenario, the team would implement the entire technology stack for the pilot group and apply lessons learned to the widespread rollout.

### RECOMMENDATIONS

#### WATCH OUT FOR THE CULPRITS: PEOPLE AND PROCESS ISSUES, LACK OF PLANNING

- **Assess your firm's readiness for an enterprise collaboration strategy.** Determine what phase the organization is in. If you are in Phase 1 (traditional collaboration only), investigate users' requirements for collaboration tools and begin the research into collaboration platforms with the aim of having a standardized set of capabilities available for users who want to experiment. If you are in Phase 2 (experimentation), aim to put a collaboration platform in place before point products proliferate out of control. If you are in Phase 3 (proliferation), put a team in place and begin developing a collaboration strategy with the aim of moving onto a collaboration platform as soon as possible. If you are in Phase 4 (enterprise strategy and standardization), begin to incorporate information workplace concepts into IT strategies like collaboration, ECM, and portals, and into business strategies like office design and telecommuting.
- **Develop an enterprise collaboration strategy.** To lower costs, ease management and administration, and achieve the highest level of flexibility, move toward an enterprise collaboration strategy and standardization on an enterprise collaboration platform.

- **Think broadly about scope.** Collaboration, content and portal strategies are closely interlinked. When setting the scope for collaboration, think broadly about all of these areas. At a minimum, think about how collaboration will co-exist and integrate with content and portal tools used within the organization.<sup>17</sup>
- **Create roles and assign responsibilities.** When embarking on enterprise collaboration strategy development, designate people and teams to fill needed roles and assign responsibilities to them. These roles include a high-level collaboration strategy committee, an executive sponsor, a cross-functional collaboration architecture team, and a program manager.
- **Document a work plan.** Once roles and responsibilities are assigned, create a structured strategy development process. Start with defining and scoping collaboration and finish with designing new processes and procedures to support new technologies. Break steps into bite-sized pieces, if necessary.
- **Anticipate and plan for people- and process-related issues.** Issues will arise during the course of strategy development and implementation — most notably, cost justification, politics, culture, and inertia. The best antidotes are senior management buy-in, adequate funding, and a padded user training and internal marketing budget.

## SUPPLEMENTAL MATERIAL

### Methodology

Forrester reviewed the work plans of several large organizations in various industries (telecommunications, insurance, and federal government research and development) and spoke less formally with dozens of additional organizations. We also asked organizations that have developed — or are developing — enterprise collaboration strategies to review a draft of this report and contribute their input. We consolidated our learnings into a set of 10 best-practice steps.

### ENDNOTES

- <sup>1</sup> The two leading collaboration platform vendors are Microsoft and IBM. Microsoft's enterprise collaboration platform includes Microsoft Outlook/Exchange, Windows SharePoint Services and SharePoint Portal Server, Live Communications Server and the Communicator client, the Live Meeting service, and the Microsoft Office System core apps. IBM offers two different platforms — one is Domino-based and the other is J2EE-based. IBM Workplace is IBM's new platform. Lotus Notes/Domino, Lotus QuickPlace, and Lotus Sametime are Domino-based. See the March 25, 2004, Tech Choices "Scorecard Summary: Microsoft Windows Server System And Office System 2003" and see the March 25, 2004, Tech Choices "Scorecard Summary: IBM's Lotus Notes And Domino 6.5.1."
- <sup>2</sup> While the desired state is enterprise standardization, the majority of large companies are in the throes of experimentation and proliferation. This will remain the predominant trend for several more years; the majority of large companies will not implement enterprise collaboration strategies until 2007. See the February 19, 2004, Quick Take "Stop Experimenting And Develop A Collaboration Strategy."
- <sup>3</sup> Forrester defines the information workplace as a software platform now emerging to support all types of information workers by providing seamless, multimodal, contextual, mobile, right-time access to content, data, voice, processes, expertise, business intelligence, eLearning content, and other information through the use of portals, collaboration tools, business process management, content repositories, content analytics, taxonomies, search, information rights management, and other emerging technologies. See the June 1, 2005, Forrester Big Idea "The Information Workplace Will Redefine The World Of Work — At Last!"
- <sup>4</sup> To develop enterprise collaboration strategies, firms should organize a high-level collaboration strategy committee, identify an executive sponsor, create a cross-functional collaboration architecture team, and designate a program manager. See the August 2, 2004, Best Practices "Road Map To An Enterprise Collaboration Strategy."
- <sup>5</sup> For example, a multimillion-dollar broadcasting company had one group that spent six years developing a collaborative portal. The group pushed to get the portal rolled out on an enterprisewide basis but ran out of resources and support from colleagues. Now, most users in the company dismiss the portal as owned, operated, and used by a single group; few understand that it was intended to serve everyone. Why? The initiative was not part of an enterprise strategy, so it didn't get executive sponsorship or adequate funding. See the August 2, 2004, Best Practices "Road Map To An Enterprise Collaboration Strategy."
- <sup>6</sup> The migration of team collaboration functionality into the infrastructure will enable contextual collaboration by driving tighter integration with transaction systems and line-of-business applications.

It will also increase the importance of integrating team collaboration functionality with infrastructure components like a single repository, enterprise directories, the operating system, and the systems and storage management environment. See the November 10, 2003, Planning Assumption “Infrastructure Options For Team Collaboration.”

- <sup>7</sup> IM can be a valuable business tool, when controlled appropriately. Smart firms with compelling uses for IM should evaluate two components of an enterprise IM (EIM) solution: an EIM platform and an EIM gateway. Forrester used the hands-on TechRankings™ and Forrester Wave™ methodologies to subject each of the top three products in both categories to a full day of testing. See the November 12, 2004, Tech Choices “How To Evaluate Enterprise Instant Messaging.”
- <sup>8</sup> Often voice communication gains greater value when data and text accompany the discussion. While this is possible through distribution of printed material, the use of the Internet or an intranet allows participants to see information on their computer, which is controlled by the presenter in real time, changes are made dynamically to this data. See the June 1, 2004, Trends “The Fundamentals Of Web Conferencing.”
- <sup>9</sup> Right-time communications integrates collaboration technology, such as calendaring, email, Web conferencing, and instant messaging, with communication tools, which include telephones, audio and video, voice messaging, and cell phones. Forrester’s March 2005 Right-Time Communications survey revealed that businesses slow down or halt mission-critical projects several times each business quarter due to employees’ inability to reach key decision-makers. Right-time solutions result in improved time to market, enhanced internal communications, and increased worker productivity. See the April 27, 2005, Trends “Integrated Communications: A Business Necessity.”
- <sup>10</sup> In general, corporate IT users are satisfied with desktop technologies, the corporate intranet, and the business apps they use. In October 2004, Forrester surveyed 2,138 IT users in US organizations that have 500 or more employees. We asked knowledge workers about their level of satisfaction with desktop and employee portal technologies. Almost all of them (94%) reported that they are at least somewhat satisfied with their desktop technologies and 90% are at least somewhat satisfied with their enterprise or employee portal. See the April 8, 2005, Data Overview “How Do Users Feel About Technology?: Business Technographics® United States.”
- <sup>11</sup> Project approval and funding will be facilitated with the creation of a sound business case that evaluates project costs, benefits, flexibility, and risk. Ignoring any of these categories in the analysis can lead to the suboptimization of resources and the selection of an inferior choice. See the September 26, 2003, Planning Assumption “The Foundation Of Sound Technology Investment: The Total Economic Impact™.”
- <sup>12</sup> The business case lays out the reason(s) for the investment, the expected benefits of the initiative, the costs to make it happen, an analysis of risks, and future options that are created. It documents the relevant facts and situational analysis, key metrics, and financial analysis, and demonstrates the business imperatives for initiating and funding the project. Putting in place a common, comprehensive, and codified structure for the business case allows different projects with different goals to be compared and contrasted, and for the goals and business value of projects selected for funding to be communicated to all involved. See the March 24, 2004, Best Practices “Key Elements In An IT Business Case.”

- <sup>13</sup> A key deliverable from most technical architecture groups is a list of standard technologies for the organization, as it is well accepted that standardization is beneficial to the organization. Most architectural review boards have provisions for approval of exceptions to standards. These exceptions should only be granted with a clear understanding of the true impact of the adoption of the nonstandard technology. See the November 22, 2004, Best Practices “The Cost Of Implementing Nonstandard Technologies.”
- <sup>14</sup> In November 2004, Forrester surveyed 116 North American decision-makers familiar with programming technologies, application software architecture, and application platforms. Forrester’s survey data shows that large enterprises are overwhelmingly adopting SOA. See the April 5, 2005, Trends “Large Enterprises Pursue Strategic SOA.”
- <sup>15</sup> Forrester conducted an extensive hands-on evaluation of collaboration platforms from IBM, Microsoft, Novell, and Oracle using the TechRankings™ methodology. The results are clear: The two titans in the space, IBM and Microsoft, continue to raise the bar on functional completeness. See the May 20, 2004, Tech Choices “Evaluating Collaboration Platforms.”
- <sup>16</sup> Many medium-size and large companies have completed email migration projects in the past couple of years, and many more have projects in the works. These firms are being driven by significant vendor product changes as well as IT issues. Firms about to embark on email migration projects have an opportunity to learn from the successes and mistakes of others. Forward-thinking firms especially will take the migration project as an opportunity to develop or refine their enterprise collaboration strategies. See the March 26, 2004, Best Practices “How To Ensure Email Migration Project Success.”
- <sup>17</sup> ECM vendors have made many acquisitions to provide customers with integrated collaboration and diverse content capabilities. Portal vendors have added team collaboration to increase the interactivity and context-based work they offer users. Portals are typically implemented alongside document management and Web content management systems. And these capabilities are usually integrated with office productivity tools. See the January 23, 2003, Planning Assumption “Managing The Document Life Cycle Starts With Collaboration” and see the April 14, 2003, Planning Assumption “Portal Or Team Collaboration: Make The Right Technology Choice” and see the March 24, 2005, Trends “Say Goodbye To Portal Servers” and see the September 19, 2002, Planning Assumption “Portals And Web Content Management: Key Differences And Choices For Intranet Implementations.”

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