

Introduction of Enterprise Collaboration Systems: In-depth studies show that laissez-faire does not work

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Agenda

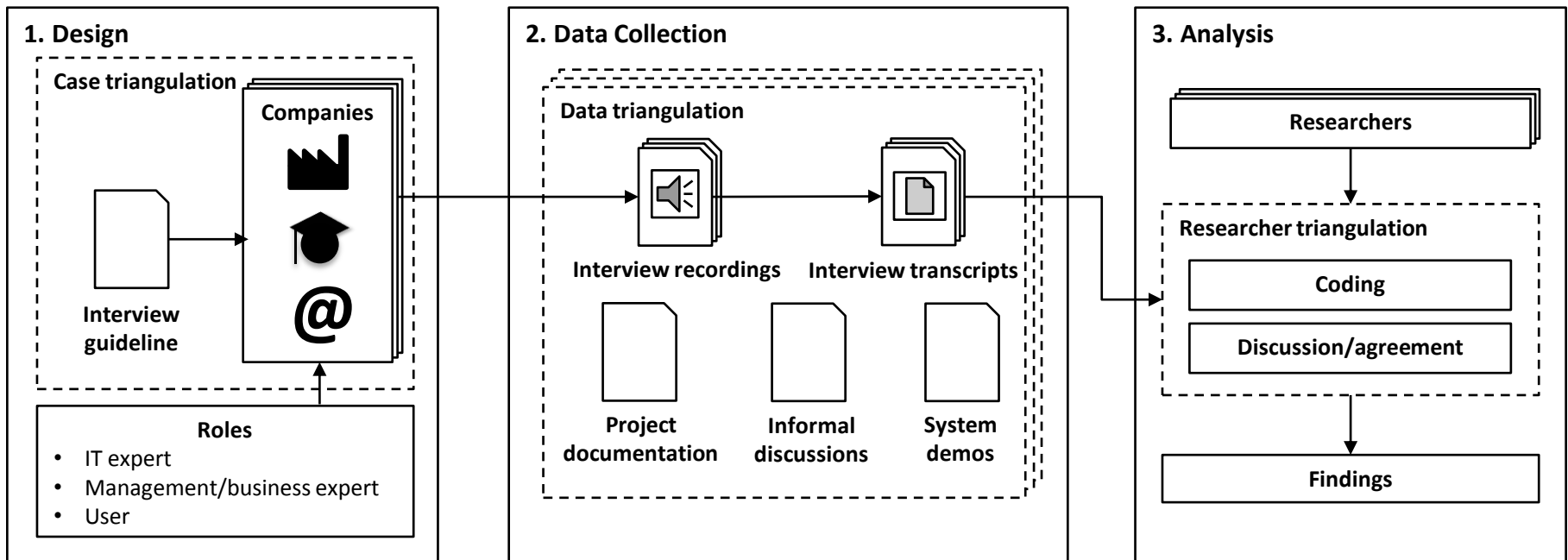
- **Motivation**
- **Research approach**
- **Findings from data analysis**
- **Discussion of findings**
- **Conclusions, limitations and outlook**

Motivation

- **Increasing use of Web 2.0 applications for collaboration support in enterprises (e.g. Bughin, 2008, Chui et al., 2009; Andriole, 2010)**
- **“Enterprise 2.0 is the use of emergent social software platforms within companies, or between companies and their partners or customers.” (McAfee, 2006)**
- **Many studies discuss the use of publicly available tools that do provide useful features or single components (e.g. Wikis, Chat, Microblogging)**
- **Successful collaboration patterns for enterprise use can be derived from these observations (Koch, 2008)**
- **Focus of this work: Enterprise Collaboration Systems, also referred to as Social Business Software (e.g. Miller et al., 2012) or Enterprise Social Networks (e.g. Boyd and Ellison, 2007) and understanding of their organizational implementation (e.g. Diehl and Kuettner, 2012)**

Research objectives and process

- To study companies in their implementation process of an ECS solution and more specifically
- To identify the methods they are using to support the introduction and adoption of the software.



Case Companies

Case	Employees	Annual Turnover	Business Model	Industry	Observed roles
EDU	13	150.000 €	A2C	Education	IT experts, management, users
MANU	1800	350 Mio. €	B2B	Manufacturing	IT experts, management, users
ITSERV	2500	648 Mio. €	B2B	IT Services	IT experts, management, users

Exemplary role specific findings (Coding example)

- **Role: *Managers and internal business experts (MGMT)*:**
 - “unstructured project” (ITSERV_MGMT)
 - “learning-by-doing approach” (EDU_MGMT)
 - “lack of clear project goals”(MANU_MGMT)

- **Case: IT Service Provider (ITSERV)**
 - “Our standard procedure model was not applied” (ITSERV_ITEXP)
 - “There has been no formal project for the introduction” (ITSERV_MGMT)
 - “We were just presented with the [software] solution” (ITSERV_USER)

Were known success factors observed?

Success factors of ECS implementation	EDU	MANU	ITSERV
Top management support (Setting objectives, communicating strategy, developing an understanding of opportunities and limitations of the IT system)	✓	✗	✓
Project team competence (Lean project teams, users as project team, low degree of specialization)	✓	✓	(partial)
Interdepartmental communication and cooperation (Promotion-focused, use-inspiring)	n.a.	(partial)	(partial)
Clear goals and objectives (Implementation-focused, set of rules)	✗	✗	✗
Project management (Lean project teams)	✓	✓	✓
Training of new business processes (Inspire to use, lean training or learning-by-doing)	(partial)	(partial)	(partial)

(Diehl and Kuettner, 2012)

Selection Phase

- Studied organizations paid little attention to requirements gathering and project planning and did not conduct a formal fit analysis
- Vendor selection followed recommendations given by existing service providers
- Investment decisions were usually made without formal IT decision committees
- Project managers aimed for complementary effects by selecting offerings from existing IT vendors to ensure technical integration with existing systems
- Organizations showed a certain level of risk mitigation by selecting the market leader in the Social Platform market (IDC)

Selection

Implementation

Operating

Implementation Phase

- Whilst companies originally pursued motives of cultural and collaborative progress, their actual implementation process did not reflect these motives
- Training was carried out by the business partner or vendor and presented functionality and technical aspects from an outside-in perspective rather than addressing cultural pain points
- Companies were unaware that they would face barriers to usage and seemed content to provide a playground for employees, expecting quick adoption

Selection

Implementation

Operating

Operating Phase

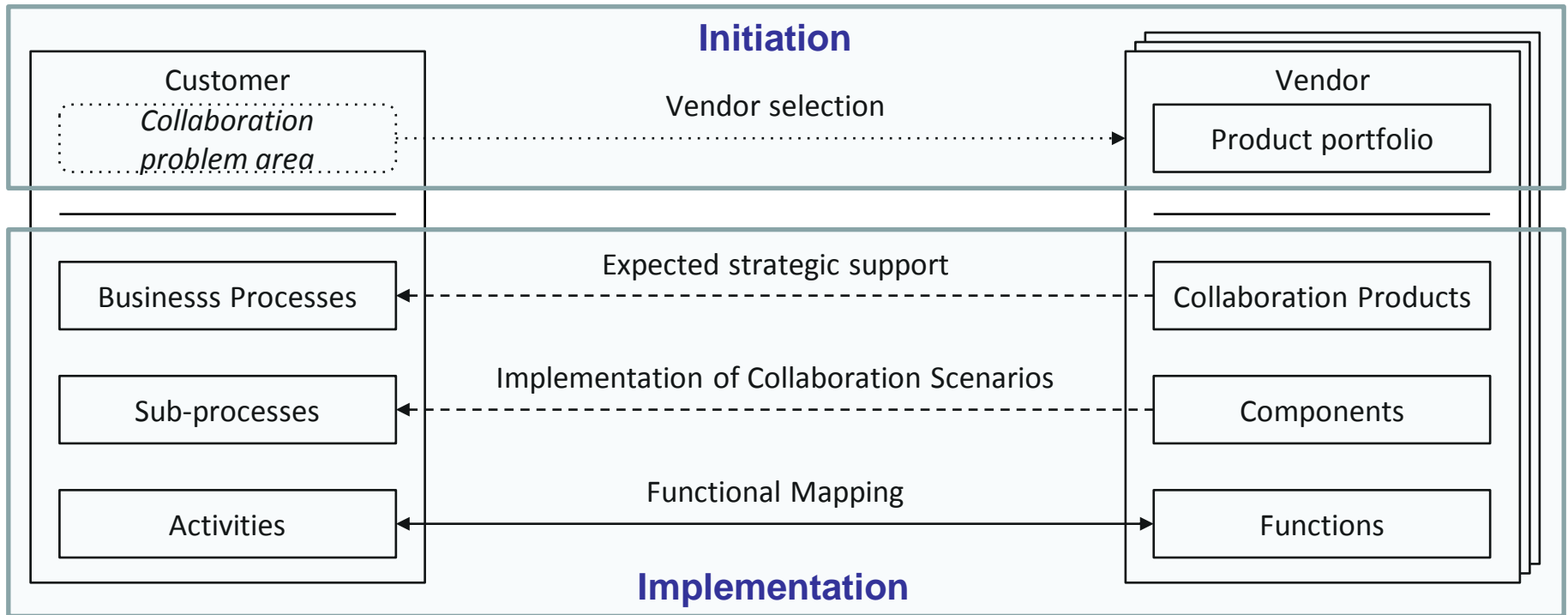
- No case reported an ex-post return-on-investment analysis
- No key performance indicators were defined
- Employees act as evangelists, but their activities were individual, improvised and predominantly reactive
- In two cases, it was not clear whether ECS use was mandatory or voluntary
- In one case, the climate of uncertainty caused employees to approach the works council to discuss privacy concerns
- No company had developed a roadmap or a comprehensive project plan to manage the ongoing system usage


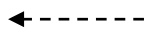

Selection

Implementation

Operating

Selection and implementation process in practice



-  Recommendation
-  Improvisation
-  Clearly defined and supported

Satisfaction

- **Despite these issues, companies are satisfied with the new possibilities the ECS offered them**
- **Although benefits are not measured in terms of monetary savings, the cases report positive effects:**
 - **Significantly improved collaboration capabilities**
 - **Positive impact on motivation**
- **Employees appreciate the cultural change they experience and give account of a new cultural awareness and a process that they shape as change agents**

Challenges

- **ECS adoption faces usage barriers, in particular cultural challenges, which are less tangible than technical aspects**
- **Following traditional recipes for large-scale IT implementation poses problems of an overly technical focus and not adequately considering cultural dimensions of ECS introductions**

Laissez-faire approach reflected in limited consideration of project success criteria

Dimension of project success	Case findings		
	Objectives	Measurement	Status
Budget	Undefined	Explicit	Satisfactory
Schedule	Implicit	Explicit	Unsatisfactory
Quality	Undefined	Implicit	Satisfactory
Appreciation by users	Undefined	Implicit	Active users: Satisfactory User base: Unsatisfactory
Appreciation by project team	Undefined	Implicit	Satisfactory
Appreciation by stakeholders	Undefined	Implicit	Satisfactory

Project success criteria (adapted from Westerveld, 2003)

Findings

- **A laissez-faire approach hinders project success in several ways:**
 - **Missing clarity of requirements and objectives prevents identification of project success or failure**
 - **Cultural challenges can be anticipated and should be managed ex ante, not ad hoc**
- **Introducing an ECS requires a strategy, including definition of project success, expected benefits, use cases and requirements, as well as outlining ways to manage cultural change and usage barriers**
- **Professional project management is required to avoid these challenges. ECS vendors should assist customers with implementation methods based on expertise and best practices**

Conclusions, limitations and outlook

■ Conclusions

- Findings contribute to the understanding of ECS implementation
- Similarities and differences between lived practice and known best practices
- Practitioners can benefit from identified success factors and observed challenges
- Starting point for researchers to further examine characteristics of ECS implementation

■ Limitations & Outlook

- Small sample, qualitative study
- Application of findings within an ECS implementation to identify criteria and further develop instruments for successful implementations

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Thank you for your attention.

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