Optimizing Adoption for Business Transformation

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1 EXECUTIVE SUMMARY

Enterprises are increasingly using "software adoption" as one of the leading indicators of the business value associated with their software initiatives. However, the adoption of many software initiatives is impacted by functional, organizational, cultural, and end-user specific factors (for example, technographic, psychographic, demographic, and so on). These barriers limit the business value that can be derived from software investments. As a result, companies need to both promote basic adoption of their IT initiatives and proactively address organizational and end-user change to ensure true business transformation, especially in tough economic times.

In addition to addressing the horizontal issues related to platform adoption, customers may wish to derive further value from their investments in Microsoft® software by developing vertical business solutions on top of their platform.

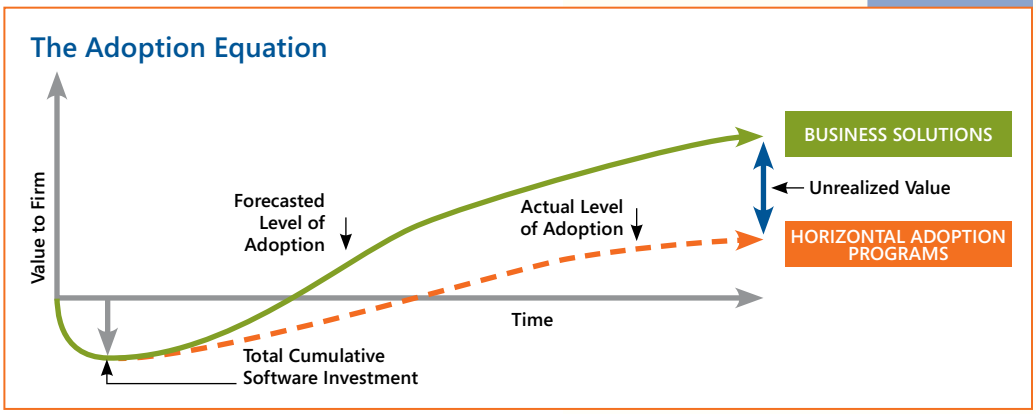
The development of adoption capabilities within IT organizations is an agenda worthy of further consideration as IT takes a more proactive role in driving business value that is focused on the top line. Based on experience guiding some of Microsoft's largest customers through their software implementations, Microsoft's Information Worker Business Strategy Consulting (BSC) team provides best practices and a programmatic approach to help new and existing customers address horizontal adoption barriers. At the same time, we showcase vertical solutions that highlight the value customers can achieve with investments in Information Worker software.

2 INTRODUCTION

Times of economic uncertainty often require enterprises to undergo strategic business transformations to adjust to market conditions. These transformations may include changes to organizational capabilities and structures, personnel roles and responsibilities, processes, and technology. As a result, IT departments are increasingly expected to deliver an optimized technology infrastructure that gives people the right set of flexible, integrated, and easy-to-use tools.

An optimized infrastructure maximizes the range of opportunities that transformational change brings, and at the lowest possible cost. To address these low-cost technology needs, Microsoft provides its customers with products and services that optimize IT infrastructure and business productivity, enable consolidation of technology platforms and vendors, and help realize significant cost savings.

Figure 1



A large U.S.-based energy company, for example, deployed Microsoft® Office SharePoint® Server 2007 and Microsoft® Office 2007 clients across its global business units. This deployment allowed a phased retirement of the company's existing collaboration

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and information management solutions. The result: significant cost savings and compliance benefits.

However, technology change only goes so far in business transformations. Significant IT initiatives also require change at the people, process, and organizational levels. IT, therefore, is expected to do more than just deliver an optimized infrastructure. The department needs to not only implement and deploy the technology change but also provide the enabling capabilities that will promote basic adoption. In addition, the IT department needs to offer services that will promote behavioral change and ensure true business transformation (see Figure 1, "The Adoption Equation," on page 4).

Because the resources to deliver these capabilities do not exist in many lean IT organizations, adoption and change are not addressed adequately. The result is IT initiatives that fail to achieve the expected business results, frustrating business users and undermining the credibility of the IT organization. In difficult economic times, neither of these consequences can be left to chance.

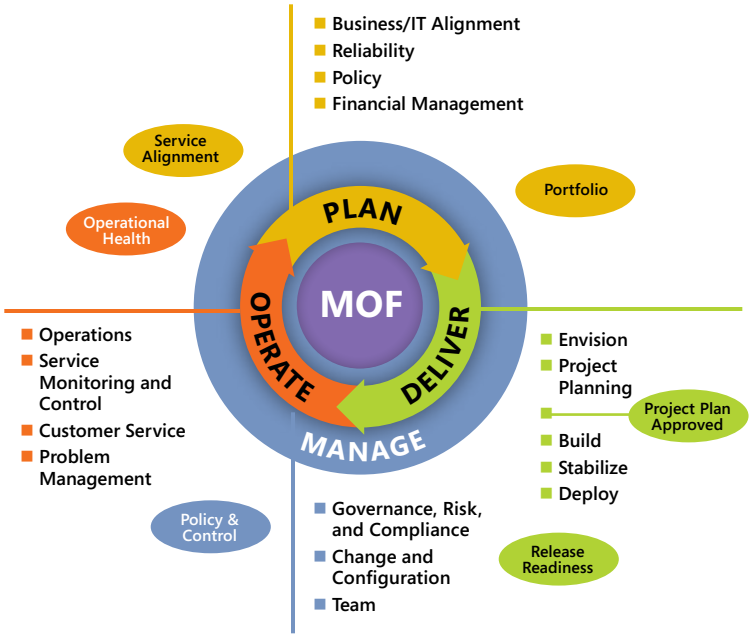
To help understand how focusing on technology adoption and both organizational and end-user change can help transform a business, this white paper highlights the importance of aligning adoption and change management programs with IT initiatives.

3 AN EVOLVED VIEW OF SOFTWARE ADOPTION, CHANGE MANAGEMENT, AND BUSINESS TRANSFORMATION

Traditionally, IT departments have focused on planning, delivering, and operating the IT services required to meet business needs. Microsoft calls this progression the framework for managing IT lifecycles (see Figure 2, "Microsoft Operations Framework," at right).

Figure 2

Microsoft Operations Framework (MOF)



With the recent emphasis on driving and quantifying business value from technology initiatives, organizations are increasingly augmenting their deployment and operations focus with efforts to drive and quantify "adoption"—now widely used as the macro-indicator of a software initiative's success—and "change management"—a structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state.

Business transformation associated with an IT initiative, therefore, requires a focus on deployment, adoption, and change management, typically in overlapping succession (see Figure 3, "Business Transformation Through Adoption and Change Management," on page 6).

3.1 What Is Adoption?

Modern notions of technology adoption date to the 1950s. They are based on a Technology Adoption Lifecycle model first used to track the purchase

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patterns of hybrid seed corn by farmers in Iowa and later to predict how new ideas and technologies spread in different cultures and geographic regions.[1] The model described the adoption or acceptance of a new product or innovation, according to the demographic and psychological characteristics of defined adopter groups.

Technology Adoption Lifecycle work led to the Diffusion of Innovation theory in 1962.[2] Created by one of the same researchers, this theory:

- Described how, why, and at what rate new ideas and technology spread through cultures.
- Focused on the conditions that increase or decrease the likelihood a new idea, product, or practice will be adopted by members of a given culture. People's attitudes toward a new technology are the key element in its diffusion.
- Hypothesized that innovations spread through society in a bell curve, with early adopters selecting the technology first, followed by the majority, until a technology or innovation is in common use (see Figure 4, "Diffusion Theory Bell Curve," on page 7).

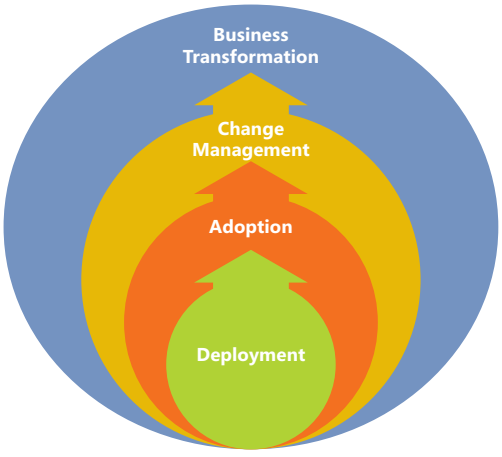
Geoffrey Moore popularized this depiction of the process of adoption over time in *Crossing the Chasm*.[3] In his book, Moore suggested that, for discontinuous or disruptive innovations, there is a gap—or chasm—between the first two adopter groups (innovators and early adopters) and that this chasm could be bridged through marketing and other efforts. Because Moore's theories are only applicable to discontinuous or disruptive innovations, the original Technology Adoption Lifecycle model still best describes the adoption of continuous innovations—those that do not force a significant change of behavior by the customer.

"Technology adoption" is now a common phrase that indicates the degree to which a particular technology is being used within a defined customer base. "Enterprise software adoption"—by extension—indicates the degree to which a given software product, or group of products, is being used within an organization as a whole. The phrase "software adoption" also defines the standardized use of a software product to address a specific business need.

In contrast, "software deployment" is the delivery of software to an end user (for example, Office 2007) or an organization (for example, Office SharePoint Server 2007) and does not include usage of that software—although it is obviously a precursor.

Figure 3

Business Transformation Through Adoption and Change Management



3.2 Who Should Care About Adoption?

The importance of software adoption depends on an organization's reference points. For example:

- The **Enterprise** as a whole is concerned with business and IT performance and with making sure that its business units and end users have the right tools to get the job done. It is also concerned with overall IT costs and whether unit process costs are too high.

1 Beal, George M., Joe M. Bohlen, and Everett M. Rogers. "Validity of the concept of stages in the adoption process." *Rural Sociology*, 22(2):166-168. 1957.
2 Rogers, Everett M. *Diffusion of Innovations*. New York, N.Y.: Free Press. 1962.
3 Moore, Geoffrey. *Crossing the Chasm: Marketing and Selling High-Tech Products to Mainstream Customers*. New York, N.Y.: HarperCollins Publishers Inc. 1991.

- **Business units** are concerned with their performance and with having the right tools to get the job done. They are also concerned with how much they are paying for IT services, the value they get relative to their costs, and only paying for things they use. Thus, if a business unit pays for IT services, it cares about not only whether software is adopted but also where and how it is adopted.
- **IT organizations** are concerned with what a typical business unit cares about. Also important are the total cost of ownership of their technology portfolio and whether business units actually use the software and services they provide. In other words, IT cares about providing its services in a way that ensures adoption and end-user satisfaction.
- **End users** are not really concerned with software adoption in and of itself. They care about having the right tools to do their jobs and achieve individual performance milestones while sustaining the performance of their business unit and the company as a whole.

3.3 For Which Software Technologies Is Adoption Typically Considered?

Companies that buy Microsoft software are concerned first with deployment—getting the software out to the servers, desktops, and mobile devices to which it is targeted—and then with adoption—getting people to use the software and obtaining business value from it.

To ensure proper and cost-effective deployment and to promote adoption, Microsoft customers typically initiate a variety of interrelated activities tied to each of the following Microsoft technologies:

- Operating systems (for example, Microsoft® Windows Vista®)
- Server-based platforms (for example, Office SharePoint Server 2007, Microsoft® Exchange 2007, Microsoft® Office Communications Server 2007)
- Packaged software applications (for example, Office 2007 clients)
- Custom software applications (for example, those built on Microsoft® .NET and running on Office 2007 clients, Office SharePoint Server 2007, or both).

Adoption also applies to Microsoft's online service offerings and hybrid usage models (software plus services) in addition to mobile device usage scenarios.

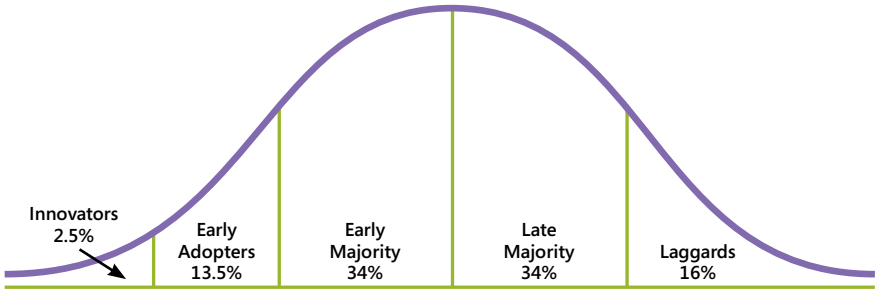
This white paper uses adoption of the Office 2007 client and Office SharePoint Server 2007 as reference technologies. However, the recommendations provided also apply to other Microsoft and non-Microsoft technologies.

3.4 When Is Software Technology Considered "Adopted"?

Although the generic definition of adoption may be valid, the point at which a given software technology might be considered "adopted" varies according to the objectives and perspectives of the sponsoring (or receiving) organization and the software product or solution in question.

Figure 4

Diffusion Theory Bell Curve



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Organizational Variation

Say, for example, IT rolls out a product to 90 percent of an organization and 55 percent of the end users with access to it use a specific set of features related to the new product's value proposition at least once per week. In this example, IT—as the sponsoring organization—might consider the product adopted if its adoption metric is "percent of people who have access to a product and who are also using it at least once per week" and the department's threshold value is 50 percent.

On the other hand, a receiving business unit (for example, Human Resources) paying for the software on a charge-back basis may have a higher threshold value (for example, 60 percent) or frequency/type-of-use expectation, so 55 percent utilization would fall short of that unit's definition of adoption. Additionally, the business unit's metric may go beyond generic use—for example, usage that demonstrates a measurable improvement/outcome in one (or more) specific business process.

Product Variation

Views of adoption as it relates to different types of software can be illustrated by the differences between Office 2007 client adoption and Office SharePoint Server 2007 adoption.

To some degree, the Office 2007 client is adopted if the average end user utilizes the basic features of Microsoft® Office Outlook® 2007, Microsoft® Office Word 2007, and so on, which is typical for most Information Workers who have access to these tools. Much higher degrees of adoption and value are possible, however, when the following are true:

- Additional, unique Office 2007 features are used (for example, Office SharePoint Server 2007 integration features in Office Outlook 2007, building blocks for preformatted content in Office Word, richer conditional formatting in Microsoft® Office Excel® 2007, new and improved effects and graphics in Microsoft® Office PowerPoint® 2007, and use of Microsoft® Office Groove® 2007 and Microsoft® Office OneNote® 2007, and so on).
- Office Business Applications (OBA) are used to expose enterprise business data to and integrate that data with desktop tools and other applications.

Because this sort of usage typically happens out in "the business," IT may not have the visibility to support it. To overcome this issue, the department needs to engage more closely with end users during and after deployment if it is to have a broader involvement in and impact on technology-based business transformation.

Given the variety of purposes for which Office SharePoint Server 2007 can be applied across the enterprise, its adoption may be a much trickier issue. An organization may, for example, deploy an enterprise-scale portal, team sites for certain business units, and Microsoft® Office SharePoint My Sites for all Information Workers. In this scenario, the organization may have different adoption criteria for each site type in addition to different measurement methods. The portal, for example, could take off and have acceptable adoption across the board while the team sites could take off in some parts of the business but not others. Some organizations may also have custom integrations and line-of-business applications tied to specific business processes that result in different adoption levels and adoption usage patterns.

SUCCESS CRITERIA AND MEASUREMENT OF BUSINESS VALUE

Often overlooked in adoption-related programs are the criteria involved in the definition of success and the ongoing measurement of and reporting against these metrics.

To purchase, implement, manage, and support software on an ongoing basis, companies typically incur significant capital and operating expenses. Assuming that business justifications for these expenditures are performed, companies may also have projected return on investment figures associated with targeted business benefits for the life of their project(s).

A key part of tracking progress against these projections is to benchmark baseline data before the implementation and then track current use. Once these data points are available, adoption benefits can be measured over time as they relate to chosen success criteria. This data also can be compared against projected demand and potential value curves to determine the gap between projected, actual, and potential value of the platform.

Based on this success criteria data—collected and calculated at some frequency—companies can continue to justify operating costs and future programs and, in the meantime, showcase the value software investments bring to the business. In addition, companies can use the data to both adjust their strategy and reprioritize their efforts surrounding software initiatives so they are better focused on desired results.

In summary, the real question of whether a software technology has been adopted—or not—depends on the enterprise's (and the constituent organizations', as applicable) definition of and criteria for adoption for a specific product and any sub-products. It also depends on the enterprise's understanding of what the technology can do in support of its business needs. Adoption goals may vary according to geography, organization, end-user segment, and workforce styles (for example, where an individual expects or desires to work).

Additionally, as shown in Figure 4, "Diffusion Theory Bell Curve" (on page 7), adoption for a technology or solution may peak or wane over time as its applicability and/or competing technologies or solutions either become available or exhibit their own lifecycle. This fact is generally an ongoing area of focus for IT as part of the department's portfolio management initiatives.

To help meet their objectives, enterprises can implement targeted adoption programs to address the factors that influence adoption and meet their stated business goals. Technical implementation obviously has an impact, too, but is outside the scope of this white paper.

3.5 Addressing Adoption for the Office 2007 Client and Office SharePoint Server 2007

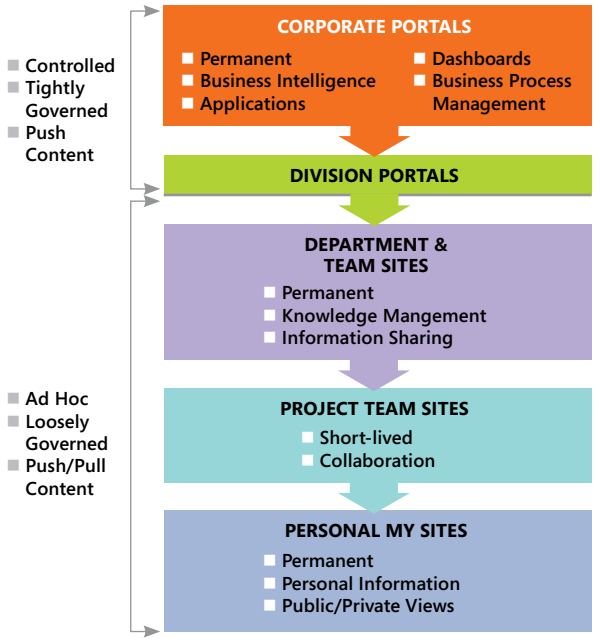
Adoption programs centered around a new version of the Office client (for example, Office 2007) typically relate closely to the objectives (such as increased productivity) and stated value proposition (such as use of the Fluent UI or new features in Office Outlook, Office Word, Office Excel, Office PowerPoint, Office Groove, Office OneNote, and so on) for the new version. These programs also include training on the new features and the efforts to influence any factors known to impact adoption.

The Office SharePoint Server 2007 platform can be used for a variety of purposes within an organization (see Figure 5, "Office SharePoint Server 2007 Adoption Cycle," at right). Adoption programs centered around Office SharePoint Server 2007 closely relate to both the objectives for each target usage type and the stated value proposition for each of these types. Such programs may also focus on any required training and the work necessary to influence any factors known to impact the adoption of a given application.

Figure 5

Office SharePoint Server 2007 Adoption Cycle

As user familiarity and enthusiasm for Office SharePoint Server 2007 grow, divisions, departments, teams, and—ultimately—individuals adopt the technology.



3.6 What Specific Factors Impact Adoption of a Given Technology?

A number of factors influence the speed and degree to which software technology is adopted within an organization. These include functional factors, organizational and cultural factors, and end-user adoption profiles.

Functional Factors

- ***Availability:*** Is the software easily available to end users, both initially and later?
- ***Business problem/benefits:*** Does the software address a specific business problem or is it left up to the end user to decide for what it should be used? Are the benefits documented and/or easy to realize?

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- ***Functionality/analogous solutions:*** Does the software offer unique capabilities not otherwise found in existing solutions available at work?
- ***Ease of use/training:*** Does the software require a lot of training or can end users easily access and start using it? If training is required, are multiple modes of training available to suit individual learning styles?
- ***Compatibility:*** Is the software compatible with other solutions and processes currently in use within the organization? If not, what might end users have to give up?
- ***Complexity:*** Is a given business process more or less complex because of the software? Is that process easier or harder to complete with the software?
- ***Mobility:*** Does the software meet the needs of mobile users?

Organizational & Cultural Factors

- ***Executive/business sponsorship/mandate:*** Is the technology mentioned and used by senior leaders within the organization? Does leadership mandate the use of the technology?
- ***Incentives/penalties for non-use:*** Are end-user incentives in place to encourage broader usage of the technology? Alternatively, are there penalties for not using it? Will the existing tool/solution be retired or will it still be available as a fallback option?
- ***Usage by peers/teams/thought-leaders:*** Do peers or people in the end-users' teams utilize the technology and/or influence others to use it? Do known thought-leaders use it?
- ***Awareness/communications:*** Are potential end users aware of the technology? Do they understand where it can be applied to address their business/role-based needs? Do they understand how to get information on training and support? And beyond support (consulting), to whom can they turn to accelerate specific use cases that will likely increase uptake and adoption? How well are successes showcased within the organization to further improve awareness of the technology?
- ***Support:*** Is application, online, and helpdesk support available to users and easy for them to access?
- ***Consulting:*** Is there in-depth help available internally to address specific business needs?

End-User Adoption Profiles

Organizational, business unit, role specific, geographic, technographic, psychographic, demographic, and other factors, all affect an end user's adoption profile, which in turn can be used to define an end-user segment's propensity, speed, and usage patterns related to adoption.

3.7 Change Management

Change management is a structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state. For an IT initiative, change may address both end-user and organizational-level transformations to better meet business goals.

Change management is a structured approach to transitioning individual, teams, and organizations from a current state to a desired future state.

Like adoption, which has implementation and deployment as prerequisites, true change management that leads to particular business outcomes first requires successful technology adoption. As such, adoption is a key first step in the overall change and business transformation processes. Adoption programs provide the training programs, materials, services, and organizational capabilities to build individual proficiency on the new technology and, therefore, ensure that proper habits are adopted with respect to the newly available technology.

Following (or in parallel with) the first step of ensuring adoption to acceptable levels, change management programs can then address subsequent levels of change by influencing behavior and culture. For example, how individuals commonly use the technology to manage their working relationships and collaborate in a way that results in business transformation.

Similar to how adoption programs are often overlooked or underfunded relative to standard deployment and operational investments, the impact of change on people and organizations may be neither properly addressed nor addressed at all—especially in economically challenged, resource-constrained times. The result is IT initiatives that fail to achieve expected business goals (see Figure 6, "How Adoption Levels Affect Business Results," below).

When change management programs are aligned with IT implementation, deployment, and adoption initiatives, the following benefits are possible:

- Desired business change happens faster and more efficiently.
- Business results of the IT initiative reach higher levels. The potential outcome is raising performance levels, reducing learning curves, and driving the organization through the transition to the new situation with less disruption and at a lower cost.

3.8 When Do Adoption and Change Need to Be Considered in the IT Lifecycle?

Ensuring value through adoption and change initiatives is important throughout the IT lifecycle (see Figure 7, "Adoption and Change Initiatives Remain Key Throughout the IT Lifecycle," on page 12).

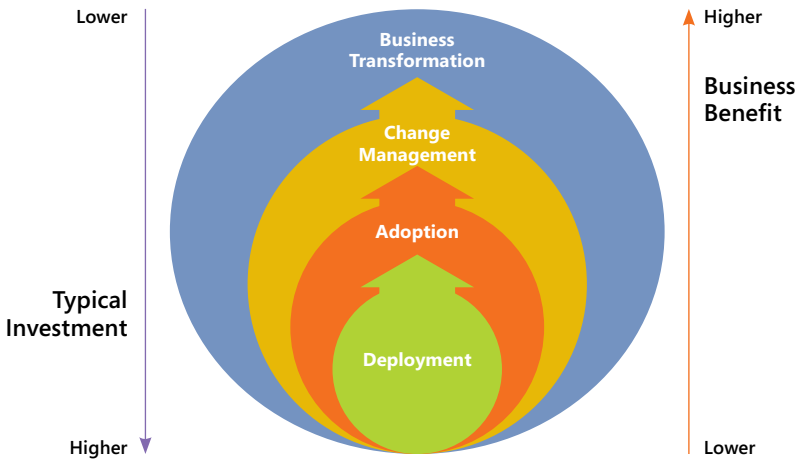
Projects

When considering and/or implementing IT initiatives, IT departments and sponsoring business units (as applicable) need to do the following:

- Consider potential adoption when making a business case for a particular initiative (for example, targeting the potential number, location, and types of end users).
- Plan for and implement adoption programs that allow the IT initiative to scale out to the business in the most cost-effective manner that also ensures business usage and benefits realization.
- Consider the potential change management required to realize potential business transformation.

Figure 6

How Adoption Levels Affect Business Results



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The following examples show specific adoption and change considerations as they relate to projects:

Business Case

- End-user adoption profiles: Identification of who would potentially use what aspects of the candidate offering and what their adoption patterns are likely to be.

Planning and Development

- Technology planning and implementation: Inclusion of the right technical features to meet contextual, end-user, and business-specific needs based on established end-user and business requirements.
- Adoption/change management planning and readiness development: Inclusion of the right elements (for example, communications and training) to drive adoption and the desired change.
- Governance planning and implementation: Setting up the right governance structure to ensure adoption success.

Roll Out

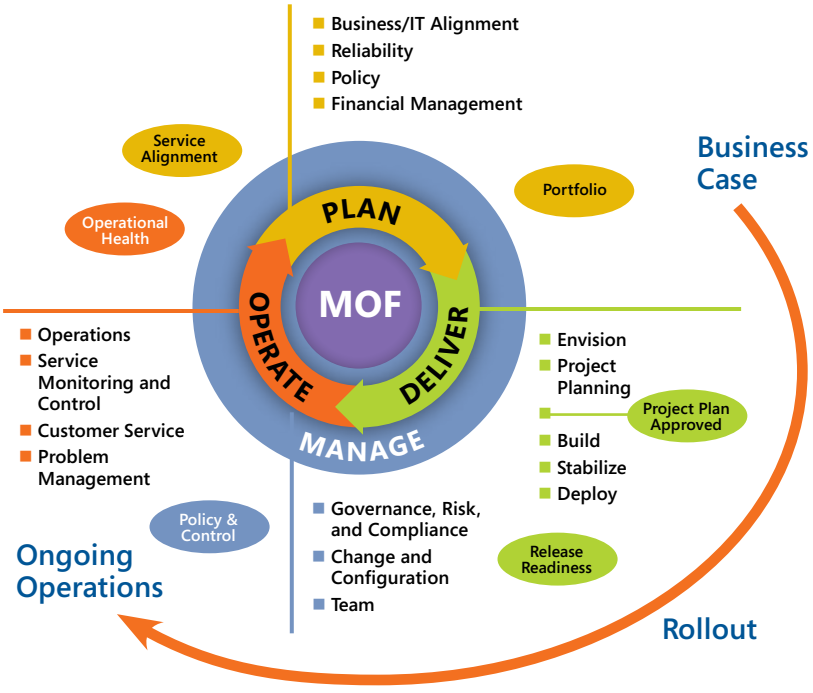
- Technology deployment: Roll out of technical features according to a plan that ensures successful adoption.
- Communications: Communication of launch dates, training, Web sites supporting the initiative, and so on.
- Training: Alternative methods to ensure successful adoption (for example, computer-based training [CBT], Web-based information, workshops, and so on).
- Support: Embedded within the application, Web-based, and available via a traditional helpdesk set up to address end-user needs.

Ongoing Operations

- Adoption measurement: Measurement of initial and ongoing usage based on system analytics, surveys, and so on, versus baseline metrics.
- Assess and address recalcitrant employees or processes: Measure and modify adoption programs to address these obstacles and meet goals.
- Quantify benefits: Calculate benefits based on regular measurement to justify future support and initiatives.

Figure 7

Adoption and Change Initiatives Remain Key Throughout the IT Lifecycle
(MOF = Microsoft Operations Framework)



4 ADOPTION BEST PRACTICES

The goal of collaboration and communication technology is to help individuals and groups share information about business goals

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more frequently, meaningfully, consistently, and efficiently. (For example, this type of technology can help close deals faster and more cost effectively, produce marketing programs faster, and produce products faster.) It can be a challenge for these same individuals and groups to keep up with their day-to-day work streams. However, making changes to collaborative behaviors may be difficult, unless the benefits of using a new tool or process are immediately obvious and the solution itself does not appear to require more work on the part of end users. Thus, when software technology is deployed, additional effort is often necessary to ensure adoption and use for business purposes.

We have seen the following best practices for promoting adoption across Microsoft's base of enterprise customers:

- Self-maintaining "collaboration communities of practice"
- "Horizontal" adoption enablement programs and organizational structures
- Showcase pilots that demonstrate the value of "vertical" solutions for high-value business processes

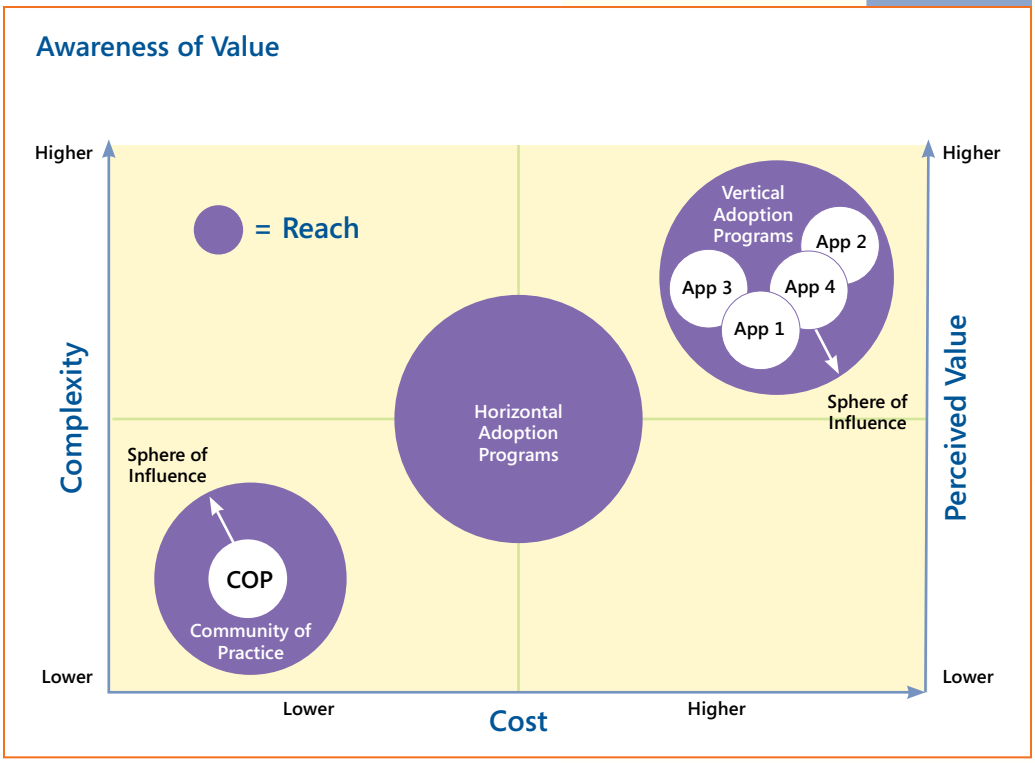
Each best practice varies in its development and maintenance costs, overall complexity, reach, and perceived value or capability to create awareness of value within the organization (see Figure 8, "Awareness of Value," below).

For the best results, many of our customers first invest in communities of practice (COP). Later, many of them follow with horizontal adoption programs. Several customers also add vertical adoption programs, although cost and overall alignment with objectives obviously influence investment decisions in each area. For the highest reach at the lowest possible cost, Microsoft recommends that customers employ a COP at a minimum, followed by horizontal and vertical adoption programs, respectively.

4.1 Communities of Practice

Communities of practice are commonly used in large organizations to bring together interested individuals, typically on a volunteer basis. The goal is to engage in and contribute to the practice of their community, with the ultimate benefit of increasing social capital through the knowledge that is shared and learned within that community. In a highly functioning COP, people connect at various levels and across departments without the constraints of a formal organizational structure. As community members connect with each other, they are able to share their expertise and learn from other members.

Figure 8



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The following are among the potential benefits of communities of practice:

- Problem solving
- Development of new capabilities
- Standardizing, capturing, and leveraging best practices
- Training on new capabilities

Companies employing communities of practice typically do so in a semi-structured fashion centered on predefined topic areas. For example, one customer with which Microsoft has worked very closely for the past three years on Office SharePoint Server 2007 deployment and adoption has appropriated a preexisting "Information Management" COP to share Office SharePoint Server 2007 knowledge and best practices. Among its membership are participants from the IT team that is building and maintaining the Office SharePoint Server 2007 capability, business unit representatives who are in charge of Office SharePoint Server 2007 site collection administration within their organizations, and other interested business users.

Across a typical Office SharePoint Server 2007 deployment and usage lifecycle, inclusion of a COP (such as one managed within an Office SharePoint Server 2007 team site) will vary. However, the following are common uses of a COP:

- Posting of overview presentations, timelines, administrative guides, and end-user training materials by IT management.
- Management of monthly or other recurring meetings in which agendas, presentations, and meeting minutes are shared.
- Posting of best practices (for example, site configuration guidelines) and "tips and tricks" by business unit administrators or end users.
- Discussion of pertinent topics and general question and answer sections.

Typical components of a COP oriented around Office SharePoint Server 2007 within a team site may include the following:

- Announcements (from COP owners or management)
- Calendar of events (for example, COP recurring meetings, internal/external training, and so on)
- Recurring meetings (using a recurring meeting sub-site template)
- Shared documents (organized into folders or categorical views and providing separate places for administration and training guides, tips and tricks, frequently asked questions [FAQs], and so on)
- Question and answer discussion forums
- Issue tracker
- Links to related internal or external resources
- Membership listings, with custom fields for expertise and other relevant community information
- Sub-sites for special focus-group areas such as deployment, adoption, and so on

Because communities of practice can be self-maintaining once established, they tend to be low cost. In addition, end users can contribute to and benefit from COP-derived information without too much interruption in their day-to-day work streams. Communities of practice can provide some scale by including known thought-leaders, who have influence in their organizations and can disseminate community knowledge to a larger sphere of influence. Because COP activities

Because communities of practice can be self-maintaining once established, they tend to be low cost.

by nature can be virtual, democratic, and self-supporting, the benefits of these communities may fly under the radar of management and thus achieve little or no awareness within the organization. As a result, the perceived value of a community of practice may be low relative to more overt adoption efforts, such as formal adoption program rollouts and vertical solution showcases.

In summary, although a community of practice may provide one of the key elements of a successful adoption program at a low cost, a more comprehensive adoption and change strategy may still be required.

4.2 Horizontal Adoption Programs

Customers deploying Microsoft Information Worker software (for example, Office 2007 clients, Office SharePoint Server 2007, and Office Communications Server 2007) have significant opportunities to derive business value from its use. In some cases, however, organizations may face barriers to adoption and benefits realization that require the development of "horizontal" adoption programs. These programs are focused on enterprisewide uptake of a deployed technology platform (versus uptake of specific applications built on top of the platform).

The following are best practices related to horizontal adoption programs (see Figure 9, "Horizontal Adoption Best Practices," below):

Figure 9

Envisioning

- ***Adoption goals and strategy:*** Set adoption goals and determine measurement strategy.

  Benefit: Ensures that adoption-related investments and activities are based on sound objectives and a plan for achieving stated goals.

- ***Requirements assessment:*** Assess adoption-related business and end-user requirements.

  Benefit: Reduces risk of low adoption by ensuring that contextual, business-specific use requirements are taken into consideration (for example, certain businesses need to provide tools for migrating content from third-party repositories).

- ***Adoption readiness review:***
  - Workforce readiness assessment: Before rolling out new capabilities to end users, it is important to assess the readiness of the workforce to accept the introduction of new tools. Use tools and methodologies (for example, Factor 4[4], personas, and user profiling) to document the potential audience(s) and establish end-user adoption profiles.

[4] http://www.factor4index.com/us/productivity.aspx?ln=en-us

Benefit: Allows targeting of offerings for both the technology and any adoption-related deliverables, thereby reducing the risk of shelfware and overall cost (for example, IT versus Manufacturing versus Sales; each has different training and enablement needs).

- Organizational readiness assessment: Establish a readiness baseline for the potential target audience(s) relative to goals and the implementation timeline of the initiative(s).

  Benefit: Creates an understanding of the organizational change required to ensure adoption (for example, instituting a line-of-business IT function to oversee usage within each major business unit).

- ***Change assessment:*** Document change management implications of the initiative and develop a change strategy (see Figure 10, "Develop a Change Strategy," below).

  Benefit: Understand what it will take to achieve changes in work behaviors and cultural and business transformations.

Planning and Implementation

- ***Adoption and change management plan:*** Defines the detailed components required for successful realization of benefits, including organizational capability (for example, IT consulting services, line-of-business IT service functions, business liaisons), PC-based or Web-based information and training, live training, provisioning, migration, change management, communications, sponsorship, and continuous improvement.

  Benefit: Ensures that the typically underestimated amount of work related to adoption and change is well defined (based on the Envisioning work) and specified, such that multiple development streams can be managed efficiently and cost effectively.

- ***Adoption and change "product" development:*** Implementation of the adoption and change management plan entails building and rolling out the technology, tools, and organizational capabilities required to meet adoption and change goals.

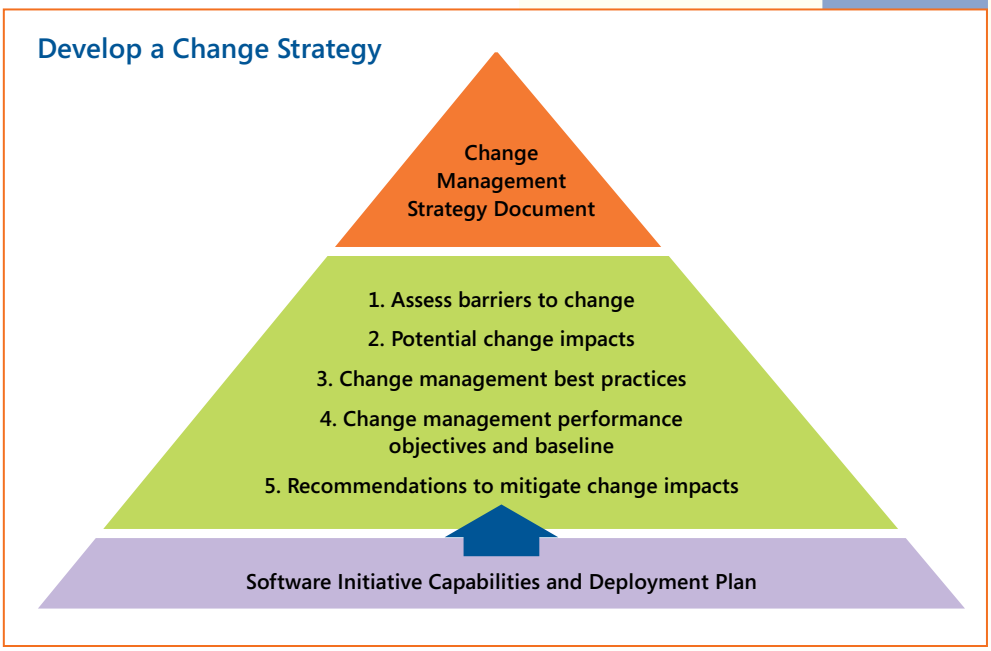
  Benefit: Concerted development and rollout of specified enablement products ensures that overall goals are met.

Assessment and Optimization

- ***Audits:***
  - Assessment workshops: Assess the current implementation in terms of current usage versus potential usage, assess user experience, and identify adoption barriers.

    Benefit: Provides an efficient way to assess the current implementation and identify room for improvement.

Figure 10



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- Benefits realization: Establish an end-user baseline, track usage and value over time, and report.

  Benefit: Allows the organization to report on realized value and performance against the plan to justify future expenditures.

- Recommendations for change: Created based on results and established enterprise priorities.

  Benefit: Ensures continuous improvement based on enterprise priorities, benefits received, and cost considerations.

- ***Adoption acceleration:*** Remove high-impact barriers for target groups and address end-user experience issues.

  Benefit: Addresses issues specific to certain end users and groups.

4.3 Vertical Adoption Programs

For many customers, a key component of realizing the potential value of the Microsoft Office platform is using it to solve specific, "vertical" business problems (see Figure 11, "Realizing Potential Value," below).

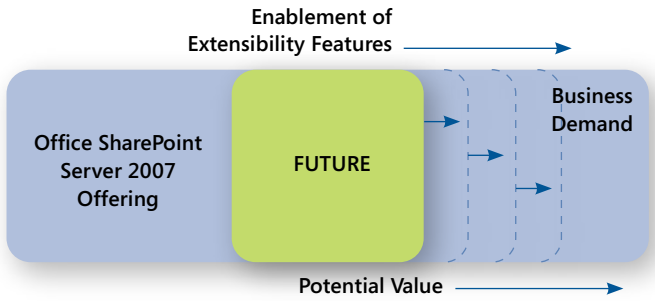
Often, this approach requires building custom applications using, for example, Office SharePoint Server 2007 integrated with other Microsoft and ISV applications and with the Office client. Assuming that a customer's Office SharePoint Server 2007 and Office client platform governance (and technical infrastructure) allows development of custom applications of this type, customers will need to identify the highest priority business processes that can benefit from automation using the Office platform and perform business process assessments and solution envisioning, business value assessments, prototyping/piloting, and adoption planning and implementation.

An approach to address these needs may include the following components:

- ***Program Briefings:*** Introduce customer business groups (for example, Human Resources, Finance, Manufacturing) to the potential benefits of individual solution workshops targeted at specific business processes.
- ***Solution Workshops:*** Determine how, ideally, customers desire a process to work, understand their current state in this regard, and help them identify potential improvements in a business process through solutions built on top of the platform. Customers should focus on the following areas:
  - Business process assessment—current state and desired state
  - Solution envisioning
  - Business case development
  - Adoption and implementation planning

Figure 11

Realizing Potential Value



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5 CONCLUSION

- Business and IT need to align around a common understanding of the reasons and measures of change and how technology can support this change.
- IT needs to not only implement technological change but also provide the enabling capabilities to promote basic technology adoption and the services to promote behavioral change and ensure true business transformation.
- The importance of adoption depends on the organization's reference points (for example, enterprise, business unit, IT, or end-user views).
- Different adoption strategies, or a combination thereof, need to be employed for different technologies. Measurement of adoption success may vary with different technologies.
- Functional, organizational/cultural, and end-user adoption profile factors all affect adoption of a technology.
- Concerted change management efforts can affect business results.
- Multiple points in the IT lifecycle may be impacted by adoption efforts.
- Best practices for adoption, change, and business transformation include a variety of solution strategies. These strategies range from low-cost, self-maintaining communities of practice to more formal horizontal and vertical adoption programs.

For more information, please contact the authors of this white paper at iwbscinf.com.

Best practices for adoption, change, and business transformation include a variety of solution strategies.