# Context/Background

Collaboration benefits are promising yet full value realization of collaboration has been a challenge

"Improving Collaboration and better unlocking the value from SharePoint " has been an identified focus area for the PRISME Forum

- Presented last fall around Collaboration & SharePoint @ 2012 meeting hosted by Merck

- Continued discussion during the PRISME Spring meeting.   Identified this area as a common pain point and learning opportunity

- In September 2013 sent a survey to PRISME members to engage around more specific questions around Collaboration & SharePoint

- **Today** – Interactive discussion to advance the dialogue further

- **Future** - Opportunities for webinars and more specific knowledge sharing discussions across companies

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You know it's true when you see it in Dilbert comic strips (:=
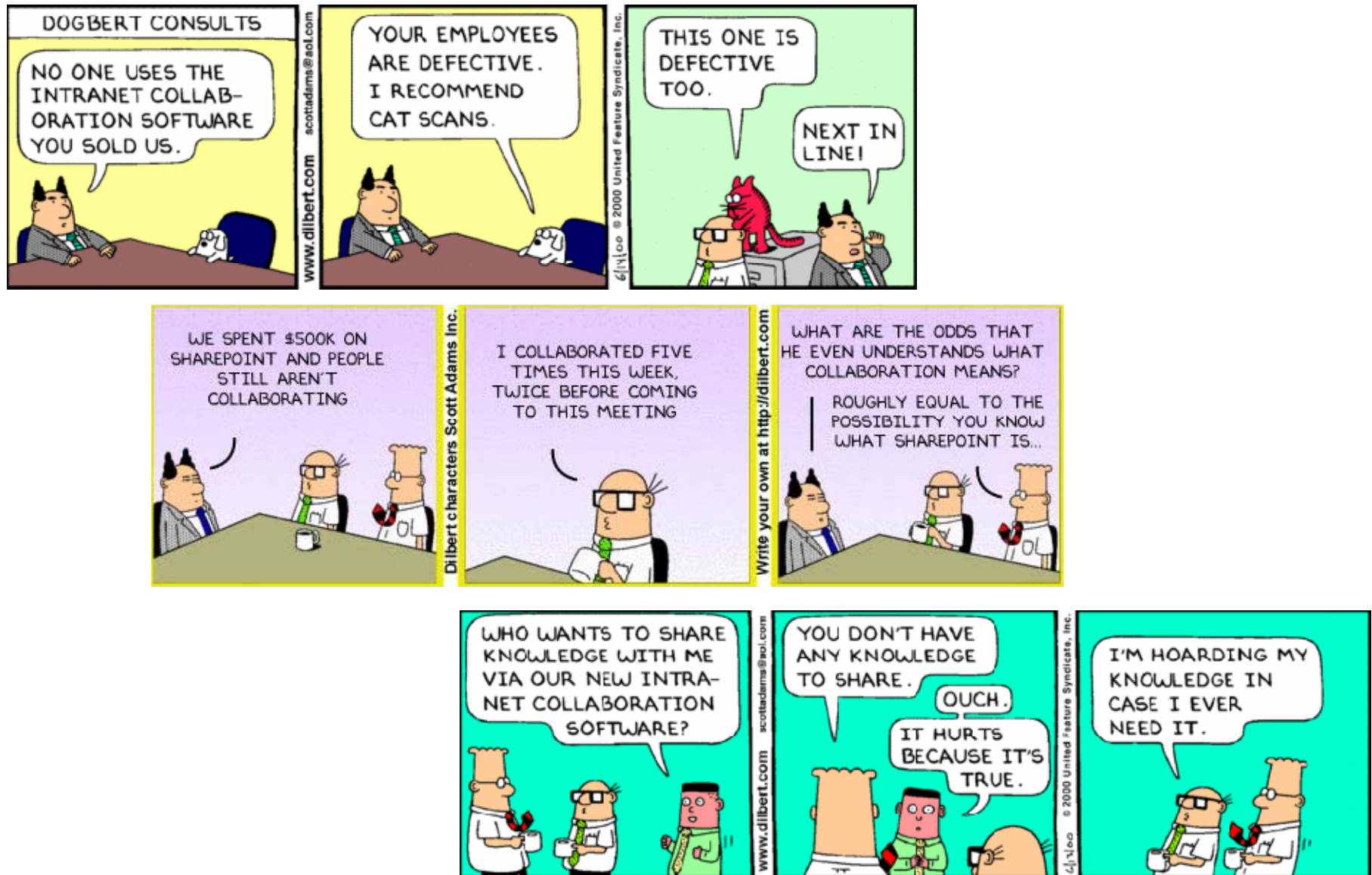
Today's Agenda

- **Review 2013 PRISME Sept survey questions**

- **Provide Collaboration use case to spark ideas and discussion**

- **Group discussion on survey questions and answers**
    - **What is working**
    - **What is not**
    - **Opportunities**

- **Identify next steps to continue the dialogue and advance our collective knowledge sharing**

Sept 2013 PRISME Survey

- **Does your company have a articulated collaboration strategy and/or roadmap, at the enterprise level or in R&D?**

- **Are there sponsors/senior level advocates in collaboration in IT or in the Business Units?**

- **Are there specific pain points or priorities where collaboration has been positioned to address?**

- **Are the standards, operating model, governance, processes that support collaboration across the enterprise?**

- **Is there a delineation between tools like SharePoint vs. a more holistic view of enabling technologies that support collaboration?**

- **Is there a measurement program in place to better understand the value of the investment in collaboration?**

- **At the water cooler, or in the hallway, is there a positive, negative or ambivalent vibe around collaboration at your company?**

- **Do you have a specific strategy for collaborating with external partners, and how does it overlap with your internal collaboration strategy?**

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What Factors are Influencing a Collaboration Strategy?

External Drivers

Consumerization: A shift in employee demand with an emphasis on technology capabilities that deliver an intuitive user experience and support for more heterogeneous, flexible working environments

Mobility: Support for work anywhere, anytime from any device

Cloud Computing: The delivery of computing as a service rather than a product, whereby shared resources, software, and information are provided to computers and other devices as a metered service over a network (typically the Internet)

Social Media: Explosive growth in external social media has entered the enterprise

Internal Drivers

Pharma ecosystem: Expanding across partners, suppliers, and many others

"Connect and Collaborate": Need to find and collaborate with people inside and outside of your network

Personal Productivity: Selecting the best tool for a specific purpose is more confusing with so many tools

Change: Too many initiatives and projects occurring across the company

Personal Interaction: Demand for more visual and interactive means of communication
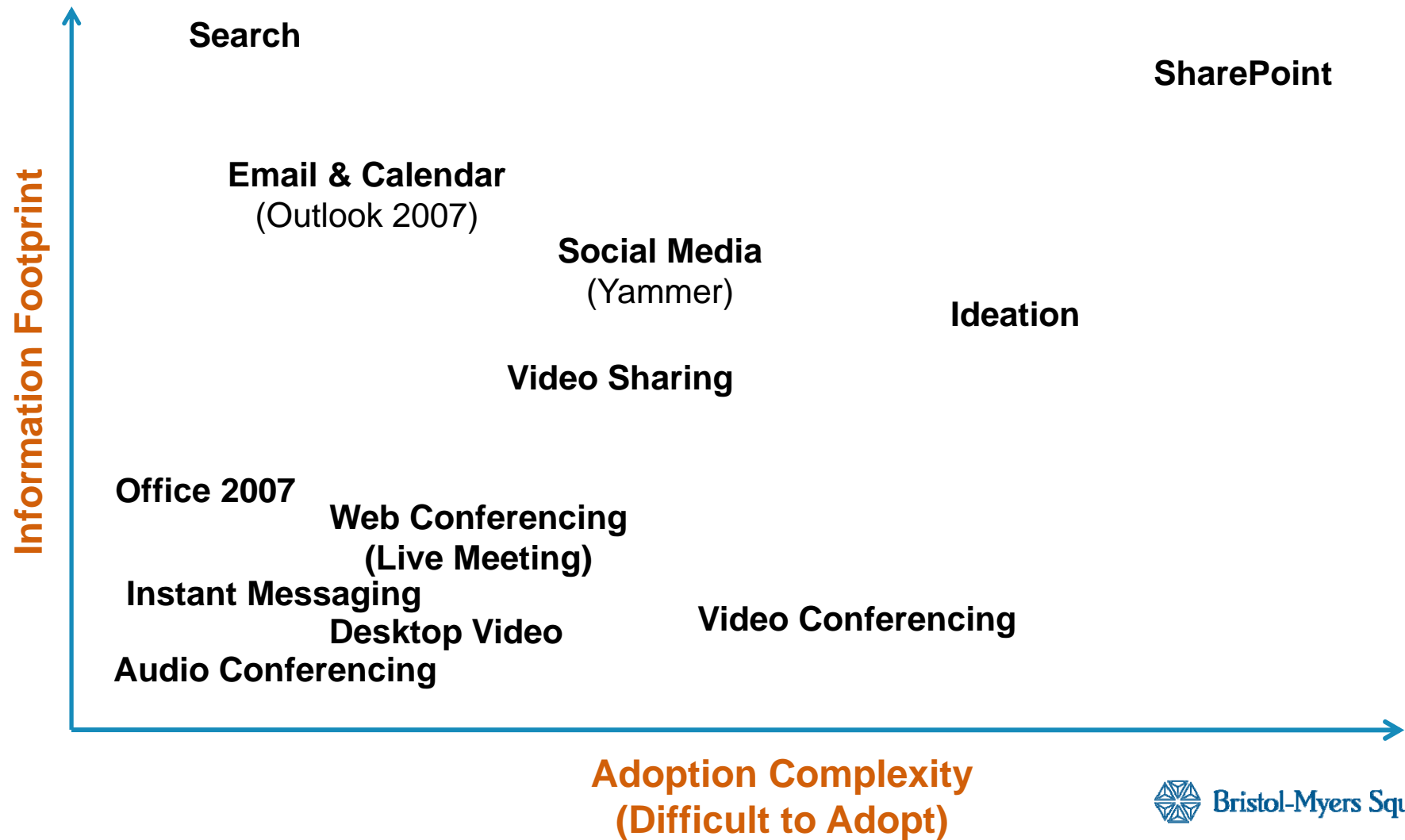
"Findability": Hard to find the information needed do our work

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Many buzzwords are being thrown around

Rapidly Changing Technology!

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Collaboration Environment –
Many Tools *Not just SharePoint*

A scatter plot with Y-axis labeled "Information Footprint" and X-axis labeled "Adoption Complexity (Difficult to Adopt)". Items plotted:

- Search
- SharePoint
- Email & Calendar (Outlook 2007)
- Social Media (Yammer)
- Ideation
- Video Sharing
- Office 2007
- Web Conferencing (Live Meeting)
- Instant Messaging
- Video Conferencing
- Desktop Video
- Audio Conferencing

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Use Case: BMS R&D
Started with a Collaboration Vision

THE R&D COLLABORATION VISION

BMS R&D will be a *truly collaborative learning environment* which embraces innovation, team effectiveness and continuous improvement through behaviors that break down knowledge silos and capabilities that enable access and transparency to information across the extended enterprise. We will further empower individuals to make efficient, meaningful contributions to advancing our research and development agenda.

THE COLLABORATION VALUE PROPOSITION

Connect — Collaborate

Individual Effectiveness
Team Effectiveness
Organizational Effectiveness

Succeed

CHANGING THE WAY WE WORK

BIOPHARMA BEHAVIORS

CONNECT & COLLABORATE

COLLABORATION TOOLS

SharePoint Collaboration Sites	Outlook (Email/Calendar)
Office Communicator (Instant Messaging)	Live Meeting (Web Conferencing)
My Site	Office 2007
Ideation	Yammer

COLLABORATIVE ACTIVITIES

Working with Documents	Managing Information
Holding Effective Meetings	Staying Up to Date
Connecting with Colleagues	Creating & Managing New Ideas

Collaboration Capabilities:
Collaboration Team Service powered by SharePoint

Drive effectiveness of R&D at the organization, team and individual level by integrating a suite of collaboration capabilities across our R&D work

Value Focus Areas

Supporting Tools

Organizational Effectives

Team Effectiveness

Collaboration as a service
- **Teams**
- **Project**
- **Communities**

Individual Effectiveness

Microsoft Office SharePoint Server 2007
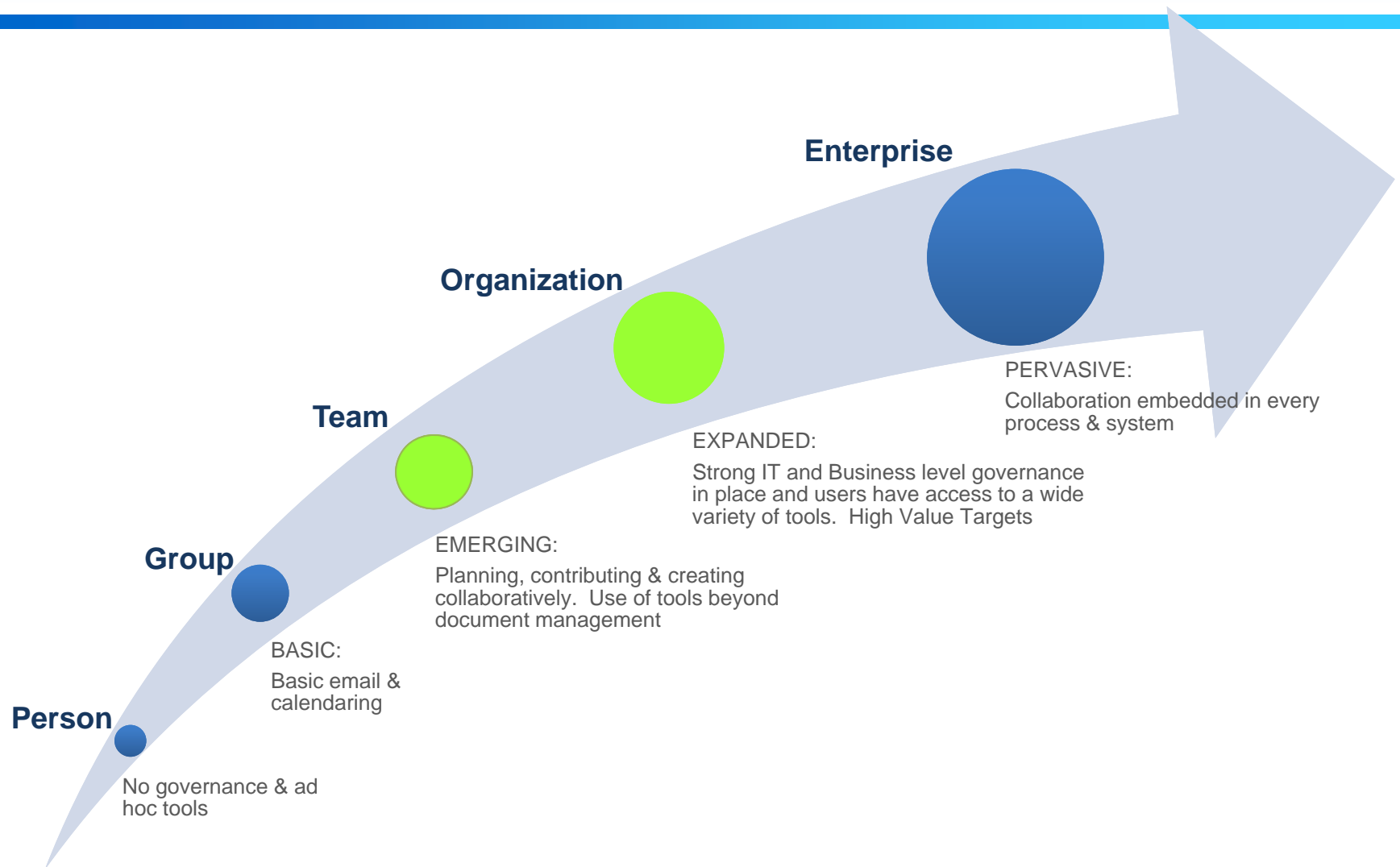
Microsoft Office Communications Server 2007

Instant Messenger

Microsoft Office 2007

Microsoft Office Live Meeting

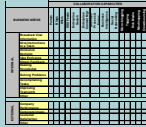BRIGHTIDEA THE POWER OF INNOVATION

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To maximize value, we must continue to mature

Enterprise

Organization

Team

Group

Person

PERVASIVE:
Collaboration embedded in every process & system

EXPANDED:
Strong IT and Business level governance in place and users have access to a wide variety of tools. High Value Targets

EMERGING:
Planning, contributing & creating collaboratively. Use of tools beyond document management

BASIC:
Basic email & calendaring

No governance & ad hoc tools

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Tools are important, but more is needed...
Enabling collaboration broadly

	Highly Collaborative Environment				
Vision	**Highly Collaborative Environment**				
Objective	Put in place a collaborative structure across business and technology domains that encourages knowledge sharing and productive behaviors				
Components	Organization	Process	Technology	Governance	Culture
Sample Deliverables	Functional Design: Roles & Responsibilities	Use Cases	Collaboration Matrix	Support Model Security / Access Model	Adoption Programs Training Communication
Desired Outcomes	Clearly defined roles and responsibilities for working within the collaboration environment.	Detailed collaboration scenarios for the R&D business. Use cases will have direct input into the collaboration matrix.	The technologies recommended across services, based on business needs.	The right level of support, security and authority for s new, highly collaborative environment.	Adoption across the R&D organization through a combination of executive sponsorship and user empowerment

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Use Case: Organization

Organization

Functional Design: Roles & Responsibilities

Clearly defined roles and responsibilities for working within the collaboration environment.

1. **R&D Collaboration Team** formed focused at consultancy on best practices, advancing end user adoption, and support of high value collaboration teams (e.g. Full Development Teams working on SharePoint)

2. **Senior Level Steering Committee** formed in R&D providing direction on standards and high value targets

3. Manager through Executive Director participation in cross divisional **Collaboration Governance** representing each major R&D functional area. Representatives include business & IT and provide demand management, identification of standards, and knowledge sharing across functional areas

4. Grass roots **"Collaboration Exchange" aka Collaboration Evangelists** focused at knowledge sharing and best practices, driving behavior change

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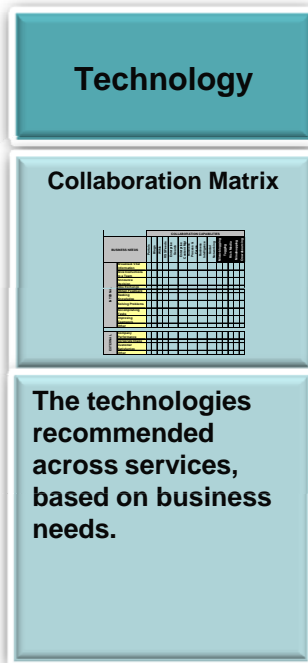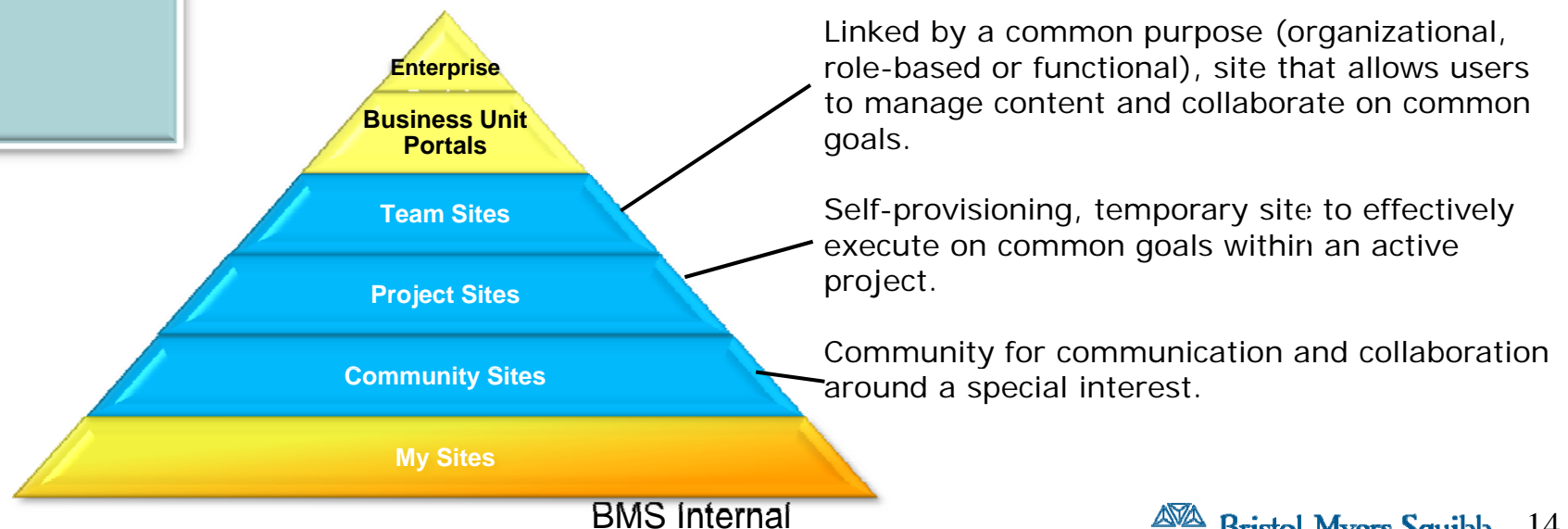
Use Case: Process

Process

Use Cases

Detailed collaboration scenarios for the R&D business. Use cases will have direct input into the collaboration matrix.

1. **Demand Management** put in place to triage requests and setup collaboration sites in support of teams, projects and communities

2. **Playbooks and guidelines** put in place to promote common and consistent ways the technology could be leveraged to add value to teams and communities

3. Identification of **key processes the tools enable** and mapping of functionality that best support those processes

4. Identify not what the tools do, but **what people need to do with the tools** e.g. Working with documents, managing information, connecting with colleagues

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Use Case: Technology

Technology

Collaboration Matrix

The technologies recommended across services, based on business needs.

1. **Clear distinction between** custom development **on SharePoint** vs. **leveraging a** common service **aka Team, Project and Community Templates developed as a service for groups to collaborate.**

2. **IT Governance applied to collaboration stack.** **Limited entry of third party tools.** **Focused at power of integration with the Microsoft stack**

Enterprise

Business Unit Portals

Team Sites

Project Sites

Community Sites

My Sites

BMS Internal

Linked by a common purpose (organizational, role-based or functional), site that allows users to manage content and collaborate on common goals.

Self-provisioning, temporary site to effectively execute on common goals within an active project.

Community for communication and collaboration around a special interest.

Use Case: Governance

Governance

Support Model Security / Access Model

The right level of support, security and authority for s new, highly collaborative environment.

1. **IT Governance applied to collaboration stack. Limited entry of third party tools. Focused at power of integration with the Microsoft stack**

2. **Business governance identifying high value target opportunities**

3. **Common look and feel standards**

4. **Guidelines on security access & approaches**

Use Case: Culture

Culture

Adoption Programs Training Communication

Adoption across the R&D organization through a combination of executive sponsorship and user empowerment

1. **Company level** "Collaboration & Connect" behaviors
2. **Active Sponsors @ R&D Level**
3. **Engaged Evangelists at multiple levels in the organization**
4. **Embedded into** new EDT and FDT formations
   1. Importance of Team Norms
5. **Investment in** Change Management programs
   1. **Recognition & Incentive Programs**
   2. **Focus around Personal Productivity**

2010: Collaboration as a Capability (Tools + Process + Behaviors)

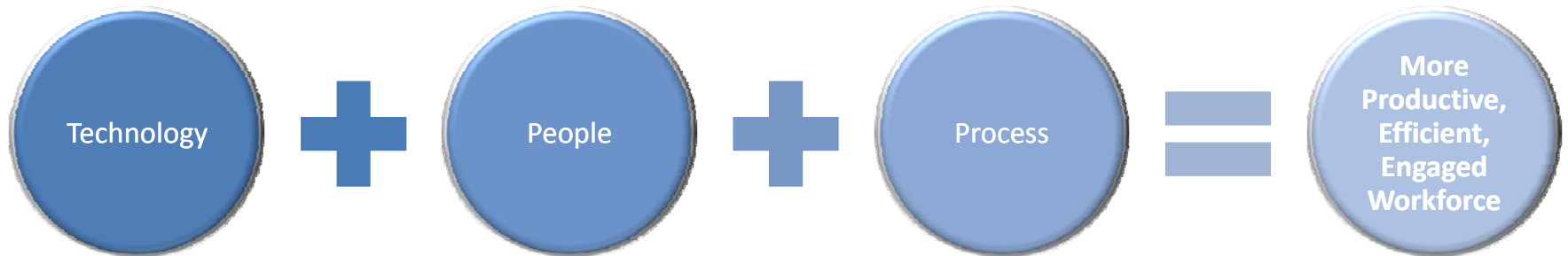- Need to consolidate, share Knowledge and Information
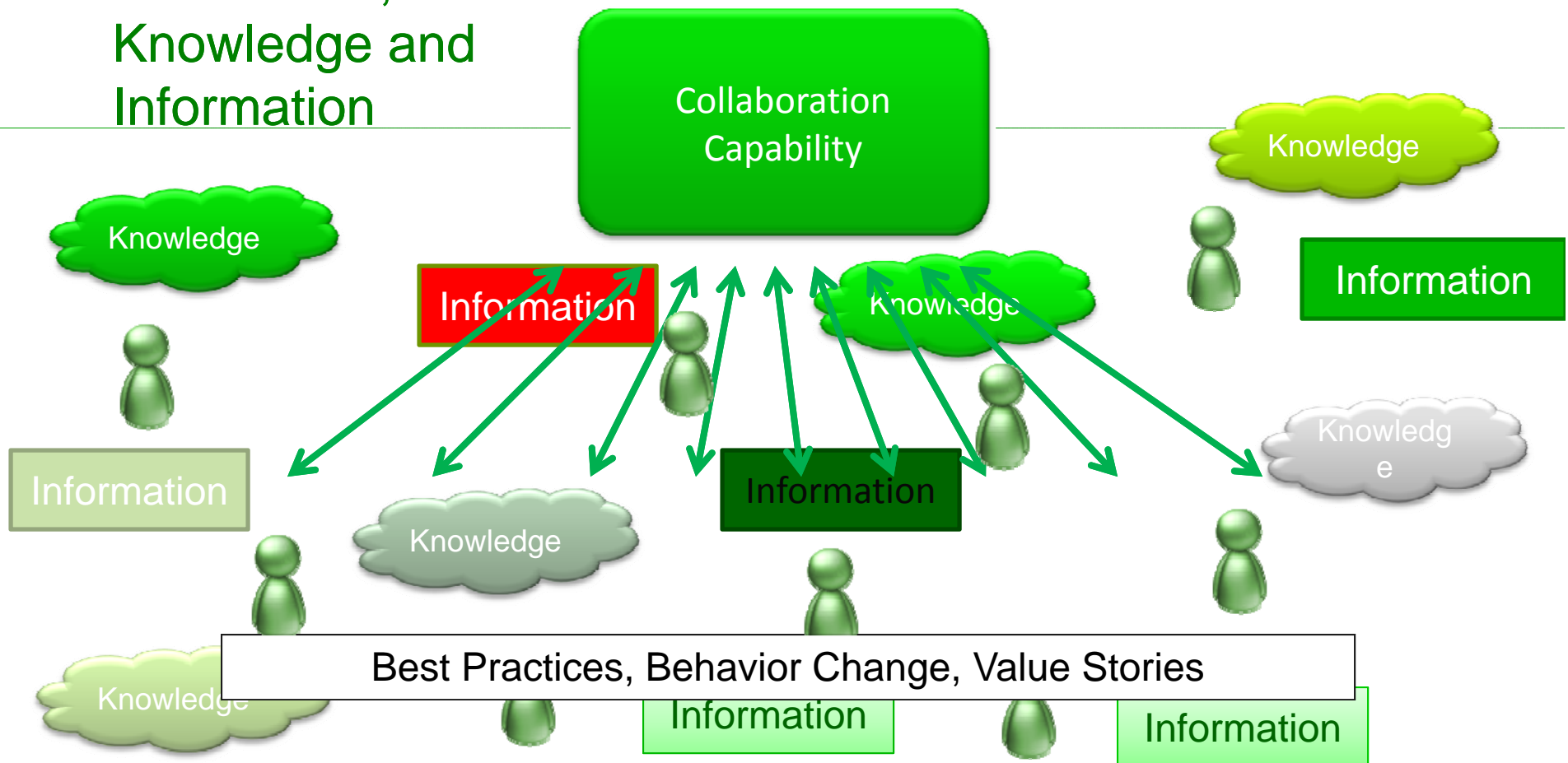
Today - Collaboration Maturity Dimensions

Dimension	2010-2011	2012
Enterprise Social / Expertise Location	Experiment	Apply
Innovation	Experiment	Experiment
Information Find-ability	Experiment	Experiment
Process Enablement	Experiment	Apply
Document / Content Retention & Archival	Experiment	Experiment
Document Collaboration & Information Sharing	Experiment	Scale
Meeting Effectiveness	Apply	Scale
Collaborative BioPharma Culture	Experiment	Scale
Governance for Standards & Adoption	Experiment	Scale
Remote Work Accessibility & Effectiveness	Apply	Scale

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Collaboration Value Equation

Technology ➕ People ➕ Process ＝ More Productive, Efficient, Engaged Workforce

For Example:

Technology (Enterprise Investment)
- Team Workspaces
- Communities
- Personal Sites
- Realtime Communication
- Microblogging
- Information Tagging
- Enterprise Search
- Mobile Enablement

People (R&D Focus Areas)
- Change Management
- Consultancy
- "Health Checks" & Swat Teams
- Lunch'n'Learns
- Formal Classroom Learning
- Roadshow / Value Stories
- Collaboration Exchange
- Communications

Process (R&D Focus Areas)
- Governance & Strategy
- Demand Mgmt
- Site Architecture
- Site Checks
- Site Security Setup & Audits
- Site Design and Build Standards
- Site Owner Training
- Access Reviews

Value
Organization:
- Reduced Communication Costs
- Reduced Travel Costs
- Faster Access to internal experts

End User:
- Faster Access to Knowledge
- Increased Employee Satisfaction

Enterprise Investment

R&D FOCUS AREAS

Value

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BMS INTERNAL

Accelerate Performance 19

Back to the Survey Questions

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Group Discussion

- **What is working?**

- **What is not? What is missing?**

- **Opportunities?**

Opportunities for Further Growth

Key Gaps & Challenges Remaining for Collaboration

- **Learning Gaps:** Many barriers that participants incorrectly classified as technology limitations (i.e. tools, functionality) were actually gaps in learning

- **Lack of Established Team Norms:** lack of agreed standards and common taxonomy / vocabulary (e.g. setting document versioning standards)

- **Usability & Integration:** SharePoint barriers focused on usability and lack of integration with other systems

- **Trust:** Several teams said collaboration is hindered by trust and fear issues and a culture in which "you are not allowed to be wrong"

- **Search/Navigation:** Finding sites and documents was a common barrier

- **Mobility & Partner Access:** Mobility and partner access were also considered technological barriers

- **Learning & Culture:** There is an overall need for additional education and behavior modeling

- **Pace and Robustness of Emerging New Tools:** Capabilities very robust, lots of options can be confusing to end users

Questions & Discussion

If you want to continue the conversation, please reach out to me
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