

Multi-Enterprise Collaboration

Achieving *Project Success On Demand*[™]

Innovation is rapidly becoming the cornerstone of modern businesses. The relentless pursuit of company growth, increased margins and customer loyalty drives companies to develop new products, new methods and new markets. Companies focused on innovation are turning to collaboration with the global business ecosystem – a network of relationships with customers, partners and suppliers – in order to stoke their fires of innovation with fresh ideas.

Collaboration beyond the corporate firewall can produce innovative results that far exceed what a business entity alone is capable of producing. According to a study published by IBM in 2006, global CEOs consider external collaboration as indispensable, with customers and other business ecosystems being cited as top sources of innovative ideas.¹

In the ever flattening world, collaboration is a tremendous challenge, severely jeopardized by the vast quantities of unstructured information exchanged. When compounded by the additional complexities of multi-enterprise collaboration across the business ecosystem, the challenge to sustain an innovative, competitive advantage is magnified considerably. Gartner reports that the same issues and concerns exist with collaborating with the outside world as with internal collaboration, but the challenges are at least ten times as difficult when reaching beyond the organizational firewall.²

Distributed project teams need secure, reliable and affordable project collaboration anytime, from anywhere. Cost, complexity, and size should not stand in the way of managing multi-enterprise collaboration.

Multi-enterprise collaboration requires defying the traditional barriers of organization, time, geography, and culture in order to extend collaboration beyond the enterprise to include the entire business ecosystem of partners, customers and suppliers.

Managing Multi-Enterprise Collaboration – A Complex Challenge

Many businesses, regardless of size, can ill afford the significant burdens of upfront investment in costly hardware, software and skills typically associated with establishing and maintaining networks for effective multi-enterprise collaboration.

The trend toward Software-as-a-Service (SaaS) is particularly promising for small- and medium-sized businesses that seek to avoid the expense and IT hassle of complex, multi-enterprise solutions. Software-as-a-Service is an emerging software delivery model that by 2011 Gartner predicts will account for 25 percent of new business software being delivered.³ The on-demand subscription-based delivery model brings cost effective solutions to all types and sizes of organizations with far less risk and complexity.

Fragmentation is another significant roadblock to multi-enterprise collaboration. Today's collaborative technologies are often separate and uncoupled, provoking the fragmentation of people, tools, processes and information vital to the success of projects. Different groups use different tools for project work, from Microsoft Project, Word, or Excel to email, instant messaging, and separate discussion forums. Most of these traditional tools are not sufficient for multi-enterprise collaboration. They cannot be shared between enterprises or scale to the multi-enterprise level, which accounts for the high percentage of uncontrolled collaboration that is impossible to manage effectively.

Confronted with these obstacles, it's clear why collaborative processes such as researching information, resolving issues, and tracking changes are far more difficult in the multi-enterprise context.

Managed Collaboration – Strategic Value for the Enterprise

The strategic value of effectively managing collaboration in the global business ecosystem can be seen in the increases in productivity and greater control and visibility that result.

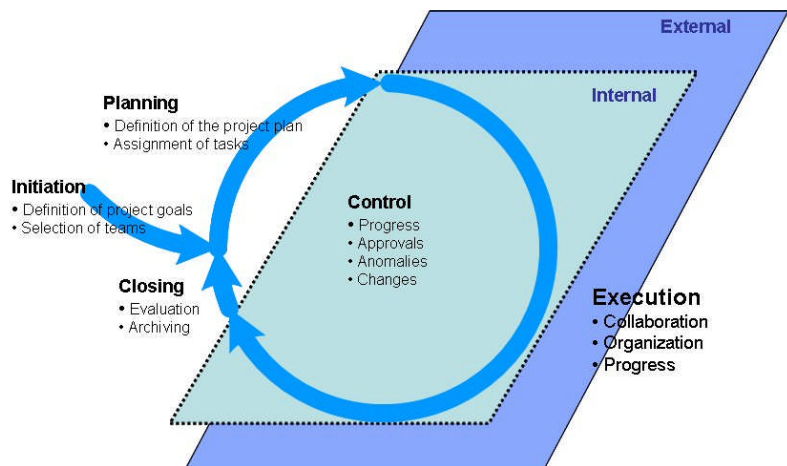
The collaborative execution stage is typically the longest in duration and most resource intensive in the project life cycle. A small increase in productivity at this stage – by decreasing cycle times involving larger numbers of participants through effective managed collaboration – can be equivalent to significantly larger increases at any other phase of the project life cycle. Much of the collaboration at this stage is with customers and partners, which adds further to the strategic value.

Effective managed collaboration enables tighter control, which also adds significant value by providing visibility regarding progress,

awareness of issues, and the flexibility to change direction to continually correspond to strategic business objectives.

Realizing the strategic value of managed collaboration for the global business ecosystem requires:

- The capability to collaborate with anyone, from anywhere, at anytime regardless of geography, culture, organization or computing platform
- Low-risk and low-cost access to one-stop project management and real-time collaboration on demand with the IT hassle
- A simple and intuitive means to contribute, organize and share communication and information
- The means to quickly identify and resolve deviations to the project plan and adapt to changing business requirements
- The ability to secure access to information based on project specific roles
- Personalized views that focus on the activities required to accomplish specific tasks and goals



Multi-Enterprise Collaboration - A Cast Study

One company that realized the strategic value of multi-enterprise collaboration for ecosystem projects is JWT. This global organization ranks as the largest advertising agency brand in the United States and as the fourth largest full-service network in the world. JWT presents an excellent example of driving innovation through successful multi-enterprise collaboration.

As a creative enterprise, innovation that matters and successful multi-enterprise collaboration with external clients are critical success factors for JWT. The JWT Detroit organization specifically realized that revolutionary, innovative changes were necessary to retain key customers, increase customer satisfaction, increase business agility, and improve productivity in today's flattening world.

The JWT Detroit operation tackled the challenge head on with JWT's first process-centric, activity-centric collaborative portal. The secure, multi-enterprise collaboration portal is used by JWT and its clients to collaborate on innovative advertising campaigns and allows JWT Detroit's customers to easily access deliverables and provide feedback in a highly collaborative project environment.

Not only is JWT retaining existing customers, they have increased new business because of this competitive advantage. It is no exaggeration to say that project transformed the business process of JWT Detroit's organization. With its high performance workplace infrastructure, customer satisfaction has increased and process cycle time has decreased by up to 98% for processes requiring customer feedback. JWT has attained their objectives of increased agility and increased productivity.

"Our high-performance workspace has evolved over the past five years to be a single source of truth for contextual information access and collaboration," said John Tripp, Director, Systems Development for JWT Detroit. *"Our workspaces have*

*allowed JWT offices in which they are deployed to standardize operations and provide data more transparently, and have resulted in our having the capacity to respond to the rapidly changing business environment in ways that, for us, previously were not possible."*⁴

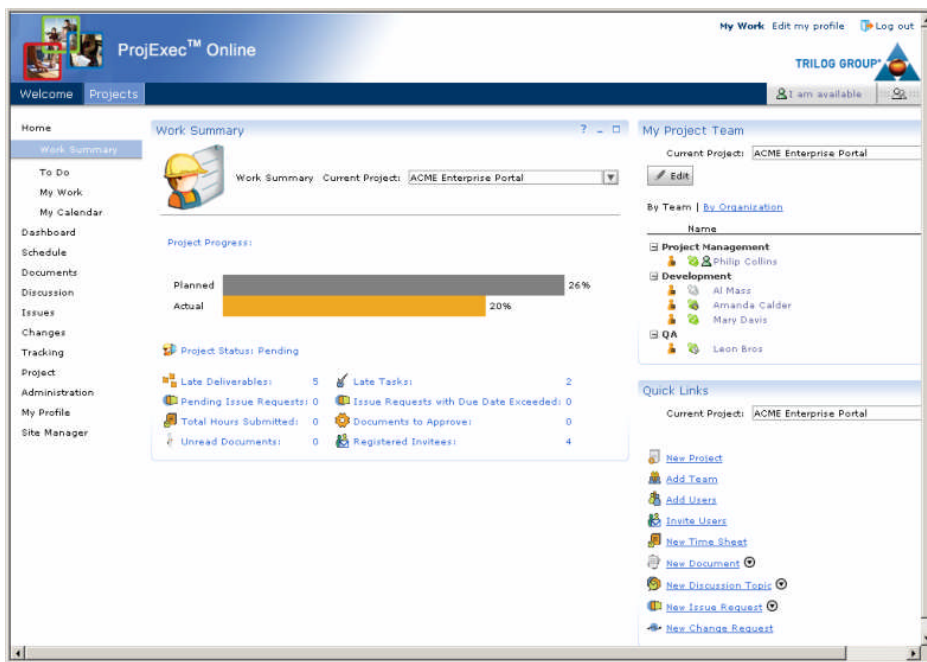
Technologies for Managing Multi-Enterprise Collaboration On Demand

Given the uptake of the Software-as-a-Service trend by companies globally, vendors are investing heavily to build on-demand services for applications to effectively manage multi-enterprise collaboration.

Trilog Group is one of the visionary collaborative technology vendors leading the delivery of SaaS-based solutions on the IBM platform to instantly deliver a project collaboration solution while eliminating the need for deploying the solution within in-house IT environments. Trilog Group was a key vendor, working together with JWT Detroit to create their portal with embedded process automation, workflow, and communication and collaboration tools to meet JWT's business objectives. Trilog extended the JWT solution to design and build a complete infrastructure for managing multi-enterprise collaboration in the context of ecosystem projects.

Trilog Group's ProjExec® Online is a collaborative project management solution presented in a SaaS delivery model for immediate, affordable access to best-of-breed collaboration tools embedded in a strong project management foundation. With no software to download or hardware to acquire, ProjExec Online eliminates many of the hurdles that can complicate project collaboration across distributed teams, particularly in small and medium-sized businesses. ProjExec Online is the first collaborative project management solution built on IBM WebSphere Portal in a SaaS model.

"Trilog's base on IBM's WebSphere portal provides a robust project management platform for companies of all sizes," states a report about the company's entry into the



SaaS market with ProjExec Online. "The move reflects the changing nature of software development with increased use of distributed development teams ... the delivery model for project management has to accommodate highly-distributed teams and SaaS is the way to do this," states Trilog CEO Alex Homsy in The Register report.⁵

The solution has received significant recognition. The project collaboration portal built for JWT by Trilog was awarded the 2006 High Performance Workplace (HPW) Excellence Award for Business Innovation by Gartner, the leading provider of research and analysis about the global information technology industry.

Conclusion

Managing multi-enterprise collaboration is a complex challenge, particularly for small to mid-sized organizations that lack the resources required to acquire, deploy and maintain comprehensive project management solutions. Software-as-a-Service (SaaS) is emerging as the ideal delivery model to eliminate many of the hurdles that can complicate project collaboration across distributed teams. Affordable SaaS services, such as Trilog's ProjExec Online, can serve as the strategic

backbone for managed collaboration in the global business ecosystem. Organizations that are focused on innovation to compete – particularly those that depend on a network of partnerships to secure their competitive advantages – should seriously consider the strategic value of managing multi-enterprise collaboration. Trilog Group's ProjExec Online provides the capabilities in an SaaS delivery model that address the multi-enterprise collaboration challenge.

¹ "IBM Global CEO Study 2006." IBM Business Consulting Services.

² Mann, Jeffrey, "Collaborating With the Outside World: Partners, Vendors and Suppliers." 4/06, AE Portals Content & Collaboration Summit 2006, Gartner, pg. 7

³ "Predicts 2007: Software as a Service Provides a Viable Delivery Model," Gartner, November 2006.

⁴ "Gartner Announces Winners of High Performance Excellence Awards," April 10, 2006,

<http://www.tekrati.com/research/News.asp?id=6799>

⁵ Manchester, Phil, "Trilog Goes SaaS with ProjExec." The Register, September 26, 2007.



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