

Zen and the Art of Rogue Employee Management



www.yankeegroup.com

by Josh Holbrook | July 2007

Executive Summary

The evolution from mainframe to network computing, and all the stops in between, had one important commonality: centralized control. Command and control structures assured IT executives that the game was played on their terms. However, consumerization threatens to shake a fundamental tenet of technology management: central control.

Suddenly, along comes some rogue employees with consumer technology and devices that will enhance productivity as well as help balance work and family life, and they insert them into the enterprise ecosystem. Consumerization, the adoption of consumer technologies into the corporate environment is one of the Five Cs (Consumer, Content, Client, Connectivity and Collaboration) of

Table of Contents

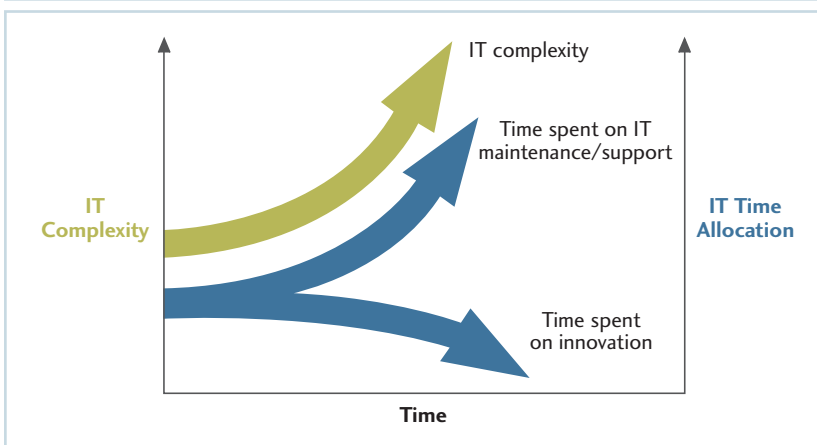
Methodology	2
End Users Are Changing the IT Environment	2
Consumerization Can Cripple IT	4
Traditional Approaches to Managing Consumerization Are Failing	4
Zen IT: Embracing Consumerization	5
Saving Time, Money and IT Sanity through Self-Service	5
Best Practices in IT Care Co-ops	7
Facilitate Online Social Networking Communities	7
Set Security Baselines	8
Provide Corporate Recommendations	9
Recommendations for Enterprises	10
Further Reading	11

the Anywhere Enterprise™ (see the March 2007 Yankee Group Report, *Consumers Define the Anywhere Enterprise*). Consumerization will be a nightmare for IT departments, creating maintenance and support problems that will swiftly overwhelm IT resources, unless they embrace new approaches to managing the rogue employees. How should IT respond?

Banning the use of consumer technologies in the workplace creates an endless game of whack-a-mole as IT support tries to catch and suppress each new device and application. Ignoring the adoption of these technologies leads to a potentially hazardous mix of secured and unsecured applications within the enterprise. And IT groups that are willing to try to manage it all will soon be overwhelmed (see Exhibit 1).

Exhibit 1. The High Price of Mismanaged Consumerization

Source: Yankee Group, 2007



So here's the paradox: To win, IT must concede—and adopt a Zen-like approach—to managing the technology and the rogue employee. Ceding control to end users via an internal customer care cooperative model reduces IT's burden while improving "customer" satisfaction. Migrating to a care co-op model requires IT to recognize that its current support model isn't suited for an environment where consumer technologies work side by side with enterprise applications and devices.

Methodology

The introduction of consumer technologies into the workplace is a significant trend that many IT organizations acknowledge, but few have defined a clear way of managing the phenomena. Yankee Group set out to determine the how pervasive consumerization is in the workplace, how it is most commonly managed today and best practices for managing the trend. A mix of primary and secondary research was used.

- **Determine the extent of consumerization in the workplace:** We relied most heavily on the Yankee Group *Anywhere Enterprise—Large: 2007 US Mobile Professional Blended Lifestyle Survey* of corporate end users. The survey highlights how end users intertwine their personal and business tools to better manage their personal and professional lives.
- **Evaluate the burden consumerization places on the IT organization:** The Yankee Group 2006 Enterprise Managed Services Survey was a primary source of data that fueled the analysis about how IT organizations allocate their time and money today versus the ideal mix of resources. IT organizations struggle managing increased complexity, and this research highlights mechanisms organizations use to mitigate the cost and complexity of their IT environment.

- **Locate best practices for managing disruptive trends in the enterprise:** Both primary and secondary research focused on how organizations addressed inefficient processes that were a drag on human resources. We did not focus exclusively on how IT manages the trend today, but rather tried to identify relationships to the consumerization trend that offer guidance on alternative approaches to managing the issue. We used interviews from vendors and end users to identify best practices.

End Users Are Changing the IT Environment

Access to the web is ubiquitously available in developed countries and that constant connectivity has a profound effect on the applications and devices people use to access information between the home and office. Now that wireless data networks bridge the connectivity divide that existed between the home and office, consumers use devices and applications to also bridge that chasm. For example, consumers don't set aside their personal mobile device upon entering their corporate office; they are not satisfied with using one device for work purposes and another for personal usage. So the result is a blending of work and personal activities across a single device or application, which the Yankee Group *Anywhere Enterprise—Large: 2007 US Mobile Professional Blended Lifestyle Survey* confirms. Nearly 25% of the calls made from mobile phones that are in a corporate name, and paid directly by the company, are personal and not business calls. The inverse is true, too. Approximately 50% of calls made from mobile plans paid for by employees are business calls.

This trend is furthered by the ease with which consumers can adopt “cool” applications and devices. They can sign up for AOL Instant Messenger or Skype once and access the application on their personal PC, corporate laptop and mobile device. Smart phones such as the BlackBerry, once reserved for high powered corporate users at price points upward of \$350, are now widely available for \$99, and even less for resourceful buyers. T-Mobile's offer for a \$99 BlackBerry 7100t in 2005 inaugurated a flurry of devices geared toward prosumers—individuals who purchase devices, applications and services through consumer channels but use them for business purposes.

Employees feel empowered to introduce consumer services into the workplace, and they are making liberal use of the opportunity (see Exhibit 2 on next page). Eighty-six percent of respondents to the Yankee Group *Anywhere Enterprise—Large: 2007 US Mobile Professional Blended Lifestyle Survey* of corporate end users (not IT executives) already use at least one consumer technology in the workplace. Employees look to a new breed of companies, primarily consumer technology companies (e.g., Google, MySpace, Skype), for innovation and productivity enhancing services (see Exhibit 3 on next page). Traditional corporate giants—AT&T, IBM, and Microsoft—have fallen off the innovation curve.

The consumerization trend—the introduction of consumer applications or devices into the workplace by rogue employees to improve productivity or better manage their personal and professional workloads—is in its infancy. Services such as Skype (launched in 2003) are relatively new to the market and just now infiltrating the business environment. Twenty-percent of respondents to the Yankee Group *Anywhere Enterprise—Large: 2007 US Mobile Professional Blended Lifestyle Survey* use Skype for business purposes, but 40% of respondents use more mature technologies such as consumer IM and 50% use consumer e-mail applications for business purposes.

Smart phones offered at price points the average consumers can afford, such as the \$99 Motorola Q, are also new to the market. Consumers are using affordable devices such as the Q and the Nokia E62 for much more than simply phones and calendars. Nokia has an increasing portfolio of widgets that users can download at no cost. The lightweight applications help Nokia achieve its goal of transforming mobility to a point where users access rich internet applications from anywhere, at anytime using their personal device. The widgets, which can be easily moved from the handset to the PC, represent another entry point into the technology ecosystem that IT will struggle to control. Nokia's vision must strike fear in the heart of IT managers determined to control every aspect of that environment.

Exhibit 2. End Users Are Empowered to Add Desktop Applications

Source: Yankee Group *Anywhere Enterprise—Large: 2007 US Mobile Professional Blended Lifestyle Survey*

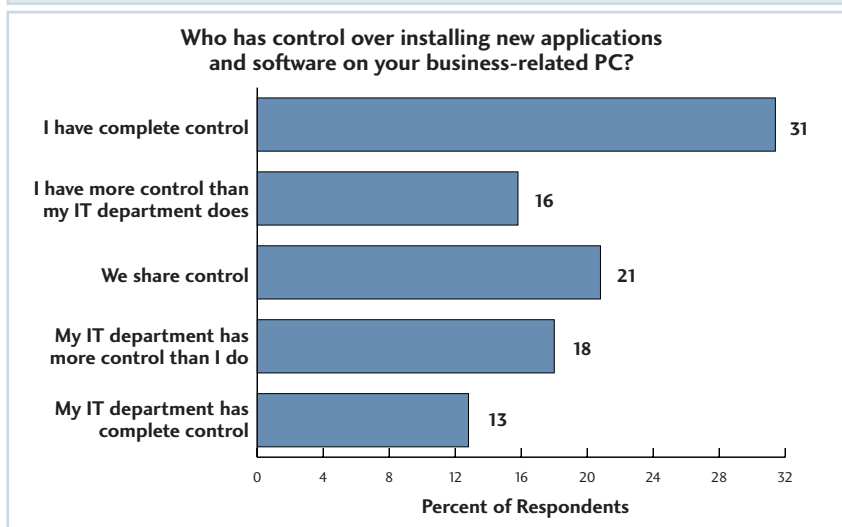
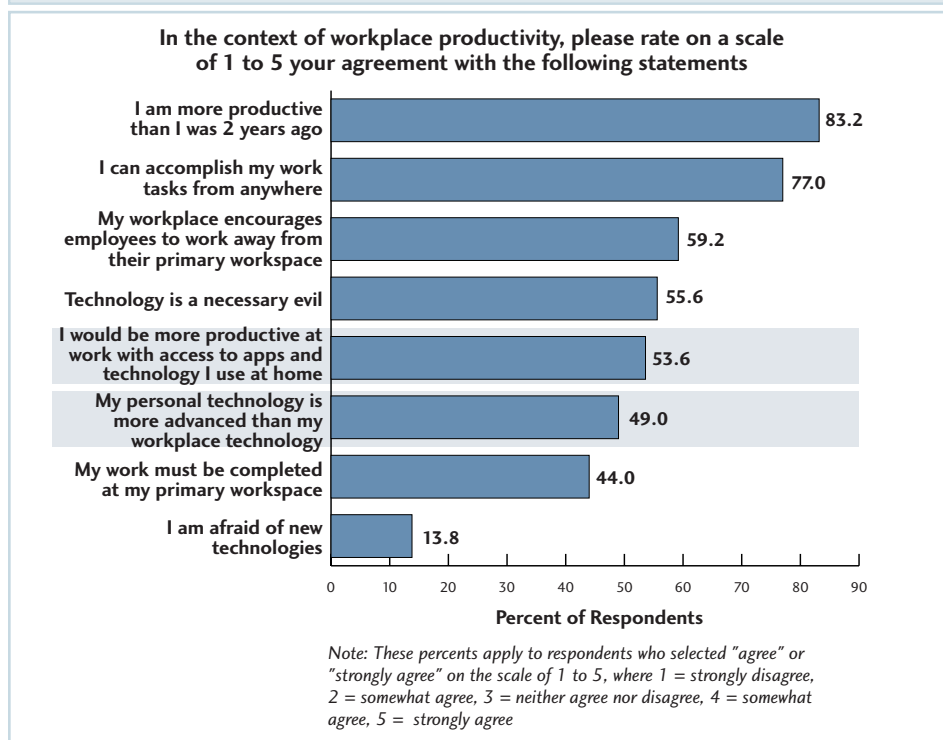


Exhibit 3. Employees Look to Consumer Technology to Improve Productivity at Work

Source: Yankee Group *Anywhere Enterprise—Large: 2007 US Mobile Professional Blended Lifestyle Survey*



Consumerization Can Cripple IT

Consumerization creates a new burden that can potentially cripple already fragile IT organizations. IT departments struggle to support and maintain an increasingly complex IT environment. Supporting and monitoring, or identifying and eliminating, consumer services and devices in the corporate environment will push IT departments over the brink. The command and control structure is overburdened and consumerization is the straw that will break the camel's back. Technical innovation will suffer because of the increased maintenance and support burden placed on IT (see Exhibit 1 on page one). It's time for a new operating model; an IT care co-op is the solution.

IT departments spend an inordinate amount of time maintaining the status quo in the IT environment. End-user support is among the activities requiring the most attention. Organizations want to spend time on IT optimization, but spend increasingly more time on support activities. In the Yankee Group *Anywhere Enterprise—2007 Large: Managed IT and Communications Services Survey*, 50% of IT executives think optimizing and upgrading the IT environment is the activity that most improves the value IT offers its business units. This is nearly double the next highest response, maintaining a reliable networking and IT environment. However, only 25% of their time is spent on upgrading and optimizing the IT environment. Respondents indicated they spend more time maintaining the IT environment than any other single activity. Recent conversations with IT managers in the manufacturing space indicate that heavy manufacturers regularly

spend up to 80% of their time maintaining the current IT infrastructure. Devoting more time to maintenance and support undermines their ability to perform more value-added activities.

Introducing new consumer technologies into the workplace only makes the situation more complex. The most prevalent consumer technologies currently adopted in the workplace are rather simple services that post low technology risks to the corporate host (e.g., text messaging, consumer e-mail). As agile companies such as Google, Skype and Second Life innovate their products, more employees will introduce more services that increasingly expose the corporation to greater integration and security threats. But consumerization is already in motion, so how do corporate IT departments manage the new reality? What are the consequences of failure?

Traditional Approaches to Managing Consumerization Are Failing

IT typically chooses one of three tacks to cope with the proliferation of consumer technologies in the workplace: seek and destroy, solicit and support or acknowledge and ignore. None of the options are appetizing.

Seek and Destroy

The easiest reaction to the invasion of consumer technologies is to simply ban them. An early example was USB thumb drives; the policy of many IT security departments banned their use and some IT extremists even filled USB ports with glue to ensure compliance. It is futile to try to stop the use of unapproved consumer services or devices. However, according to a recent Yankee Group survey, 35% of end users report that their IT department blocked the use of a third-party collaboration tool. Just as Prohibition in the United States didn't stop people from drinking, bans on consumer applications won't stop employees from adopting consumer technology. Already, 86% of corporate employees use at least one consumer technology in the workplace as our survey shows, and the average employee uses four consumer technologies to enhance his or her personal or professional experience at work. There are simply too many employees using too many technologies for IT to stem the tide.

Solicit and Support

Kindler, gentler IT departments try their best to domesticate invading technologies by embracing early adopters and the gear they bring to the workplace. This approach, while more grounded in reality and well-intentioned, is equally doomed. IT teams face a torrent of support calls. It's unrealistic to expect IT departments to educate themselves on the myriad of widely adopted consumer technologies, especially considering the pace of innovation.

Acknowledge and Ignore

This approach is still widely adopted and can wreak havoc on an organization. Sixty-five percent of respondents to a recent Yankee Group survey report that their adoption of unsanctioned collaboration tools has gone unchecked by IT. A cocktail of unchecked consumer services and mission-critical corporate applications will thrust the IT environment into chaos. IT managers must oversee an ecosystem of applications and equipment, but how do they manage a system when they have no sense of its components?

There is a fourth way: a Zen-like acceptance of consumerization combined with care co-op tools that Yankee Group believes most organizations will be compelled to adopt. In this model, end users are not left to fend for themselves, but rather are provided tools by IT that strike a balance between end-user and IT-supported applications and devices.

Consumer devices and applications have become jewelry—accessories chosen for utilitarian, status, aesthetic and lifestyle reasons. In the same way that employers do not buy their employees jewelry—other than for throwback retirement parties—they will cede some of the power to allow employees to dictate their computing environments.

Zen IT: Embracing Consumerization

The Zen support model is fundamentally different than most IT organizations of today because it doesn't seek to dictate policy and enforce standards, but rather set guidelines and steer users in the "right" direction (see Exhibit 4). It also embraces the idea that the student can become the teacher. Using social networking tools such as wikis, blogs and tagging, it harnesses the collective intelligence of the organization to improve IT support. It abandons the futile effort to determine what applications and devices are in use by every constituent; it helps the enterprise come to peace with the idea that it can't control all the technology tools employees choose to embrace. This Zen-like state requires IT organizations to break through the mundane boundaries of traditional IT management. This is achieved through the use of social networking, wiki, tagging and blogging technology that allows end users to offer technical support to colleagues.

Saving Time, Money and IT Sanity through Self-Service

In the airline, financial services and telecommunications industries, millions of consumers have enthusiastically embraced self-service initiatives. These programs have dramatically cut costs for providers while improving customer service for end users. The following case studies demonstrate how companies shift the burden of customer support away from customer care departments. There are lessons to be learned for IT.

In 2006, more than 90% of Verizon's 1.8 million DSL additions were self installed. Eliminating the expensive, often unionized employee site visit resulted in staggering cost savings. Yankee Group estimates the average cost of a single DSL truck roll in the United States to be \$200. Therefore in 1 year, Verizon saved upward of \$324,000,000 in DSL installation costs by using a self-service model. However, self-service is equally beneficial for end users who no longer have to wait for a technician to show up sometime between 8 a.m. and noon. Shifting installation responsibilities to the end user enables companies such as Verizon to empower consumers with the flexibility to install service any day and any time.

Exhibit 4. Zen IT Has Systemic Effects on IT Support

Source: Yankee Group, 2007

IT Strategies	Today	Zen IT
Staff	Focused on fixing stuff that's broken	Focused on fostering communities that will enable users to fix their own stuff
Policies	Dictated down through the organization	Guides policy in the "right" direction
Tools	E-mail, telephone, IM	Social networks, wikis, blogs, tagging
Procedures	IT as primary and sole resource	IT as secondary or tertiary resource
Structure	Hierarchical	Networked
State	Stable/static	Dynamic/changing

According to “Saving with Online HR Self-Service” from *Insurance & Technology*, CUNA Mutual Group, a Madison, Wis., financial services company with 5,000 employees distributed around the country, took the ambitious step of trying to improve service for its employees in a notoriously complex area—human resources. The existing HR processes relied heavily on paper forms that required manual data entry for tasks such as healthcare enrollment, vacation requests and sick leave tracking. The intent was to reduce the resource drain by moving many of the frequently asked questions and enrollment procedures online.

The company enabled employees and managers to do virtually everything related to HR on a self-service basis. CUNA Mutual realized a 75% reduction in the number of inquiries made directly to the HR department, a 60% reduction in cost per transaction and a 50% reduction in cycle time. CUNA Mutual realized 100% payback with 1 year.

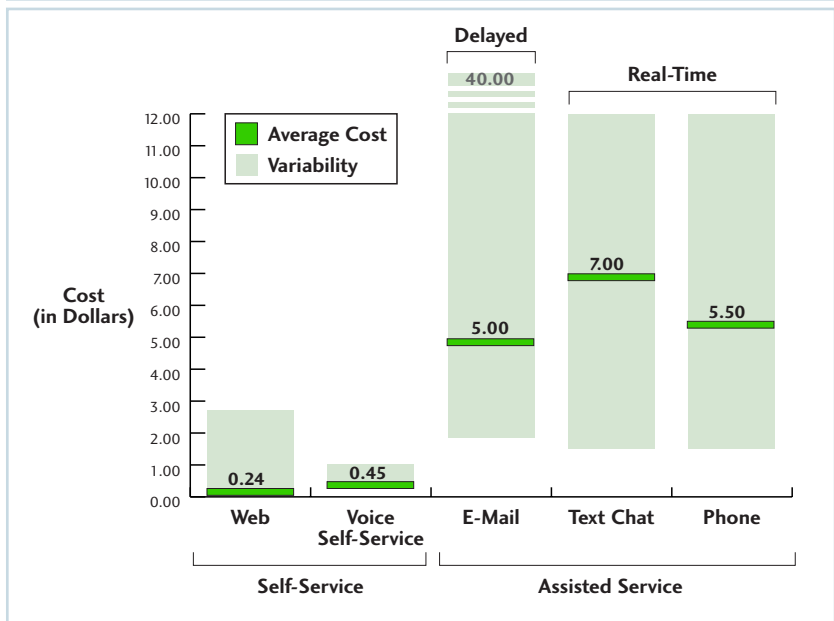
Self-service is the way of the world today and consumers, who are also employees, get it. They realize and accept the trade-offs: personal service versus service now; going to the expert versus becoming the expert. Technology is being diffused to the edge. Consequently, the work associated with that technology must migrate to the edge. IT must also adapt to the new reality of the Anywhere Enterprise.

IBM provides a sterling example of how eagerly employees embrace communities of their peers. The company of 310,000 employees launched an enterprise social network platform that allows employees to post blogs, create personal profiles, generate communities, develop discussion groups and tag interesting content. Workers use the site to identify and leverage subject matter experts within the organization and join their communities, view sites they tagged and use RSS feeds to follow their blog posts. According to IBM, in just a few short years, employees created more than 300,000 profiles, 27,000 internal blogs, thousands of wikis and the site receives more than 6,000,000 hits per day.

Cost savings is a theme that always resonates with companies. The benefits of self-service and care co-ops is obvious upon inspection of costs associated with customer communications by channel (see Exhibit 5). Yankee Group analysis of the average cost of customer contacts demonstrates that text chat, the most expensive form of service, is nearly 30 times as expensive as web self-service. When improved customer service is offered in conjunction with dramatic cost savings, the decision for businesses to go care co-op is made easy.

Exhibit 5. The Cost Advantage of Self-Service

Source: Yankee Group, 2007



Best Practices in IT Care Co-ops

Zen-minded IT organizations that aggressively roll out care co-ops can cut costs and boost satisfaction. However, mismanaging a self-service implementation can be costly from an employee/customer retention and capital expenditure standpoint. Poorly planned care co-op tools result in very low utilization, thereby increasing reliance on more expensive live support. Well-planned care co-op tools in IT are particularly imperative given the importance of technology in operating a business. Nearly 70% of respondents to the Yankee Group Managed IT and Communications Services Survey view technology as, “the foundation that enables the business model.” Therefore, ensuring a rapid solution to employee technical problems is critical; the cost of technology downtime is high.

F5 Networks, a provider of IP application switches that are used to manage and route network traffic, fostered the growth of a unique community that provides incremental value to its customers and helps mitigate customer support responsibilities. DevCentral is a forum for its end users to develop new product functionality and provide maintenance and

support advice. It consistently drives collaboration and innovation at a pace that couldn't be sustained within any single organization:

- **Collaboration:** The forum of F5 members (i.e., customers) helps other F5 members with all aspects of maintenance, support and functionality. The rate of growth for members helping members is outpacing that of F5 helping members. The company has a very capable customer support team, but members like to learn from those who have real-world experience deploying the equipment. As members became more sophisticated, the volume of good ideas increased rapidly. Consequently, the level of participation and eagerness to help skyrocketed. Members provide real-world suggestions as good or better than what F5 can provide. They offer creative ideas on how to deploy the equipment and uncover new functionality. This is a boon for F5 because it increases customer satisfaction and lowers support costs.
- **Innovation:** The company uses a wiki for customers to post examples of how they deploy and customize F5 equipment. According to Jeff Browning of F5, the site “facilitates growth in functionality that the company hasn't developed internally and ultimately benefits customers through a wider range of value and capabilities. Customers get more value and functionality at effectively zero incremental cost.” F5 enjoys the aftereffects of new functionality developed at virtually no cost to the company.

F5 provides an example of how community support sites flourish. The results are often more innovative approaches to using technology than any single organization could contrive. However, for communities such as F5's DevCentral site to develop they need nurturing. Yankee Group identified four winning practices that will ensure a successful IT care co-op deployment:

- Facilitate an online social networking community
- Set security baselines
- Provide corporate recommendations
- Provide incentives to prevent circumvention of care co-op tools

An explanation of each practice follows.

Facilitate Online Social Networking Communities

IT departments should create infrastructure for online communities to develop around common consumer technology embraced by employees in the workplace. For example, employees who use their personal T-Mobile Sidekick can create a Sidekick community. Collaborative technologies such as wikis enable employees to post solutions to problems they personally experienced with certain devices or services. In addition, employees can pose questions to the community, or refer to preexisting solutions posted on the site.

Consumer devices and services will first be introduced by the rogue employees (the early adopters). Generally, these are sophisticated technophiles who are used to being on the cutting edge of technology adoption. These sophisticated users will be the first to identify and solve the problems and will provide good guidance for the less savvy users that follow.

Of course, unfettered, employee contributions, those without context, are a recipe for chaos. To encourage high-quality posts, collaborative filtering features enabled by IT allow users to score solutions, so contributions with the highest scores are promoted to the top of the list. End users should also be able to view the average score for the person posting the solution to evaluate his or her credibility. This ensures high-quality posts are brought to the fore, but it does not ensure a high quantity of posts.

Not all success factors are technological in nature. Ensuring a rich body of content in each community, for example, requires IT staff to create incentives for posting content. Although there are many incentives that can be used, one method is a point system. Employees who posted content that meets minimum thresholds of quantity and quality as well as encourages posts from others are awarded points, which can be redeemed for goods or services much the like American Express reward points. Active participants are offloading work from IT. As such, they should be rewarded for their efforts.

Set Security Baselines

Creating a supportive care co-op environment requires adherence to guidelines for behaviors and norms. Many of these behaviors should be enforced by smart deployment of security into the environment.

To effectively deploy wikis and collaborative technologies, enterprises should look for features that allow their IT groups to gracefully stitch wikis and collaborative technology into their existing infrastructure while maintaining a common security baseline that isn't flexible.

- **Authentication:** Wiki technologies with corporate-friendly security features, such as JSPWiki and MediaWiki, allow enterprises to use their existing LDAP and Active Directories for user authentication. In addition, next-generation software, which will arrive in 2008 or 2009, will allow outside parties to supply their own credentials using OpenID, Liberty Federation or CardSpace technologies.
- **Discretionary team formation:** Traditional logic dictates that IT must be the entity that defines organizational groups such as "accounting" and "consulting." But centrally provisioned groups aren't flexible and dynamic enough to support devolved work teams. Instead, the software should allow users to set up, define and tear down their own micro-communities as needed.

- **Baseline security policy:** Many wikis are completely open and allow users to mark up pages anonymously. In most cases, IT should configure a baseline policy, enshrined software that ensures wiki members meet minimum rules. For example, a sensible policy might require that all posters must supply credentials before contributing content.
- **Discretionary access control:** Wikis function best when they are primarily open collaboration environments, with few access constraints. But in cases where it is required, users should be able to creatively and easily apply their own access permissions to pages and content without help from IT.
- **User-customized profiles and preferences:** Most user attributes are managed by IT. However, with wikis, attributes such as nicknames and phone numbers are things the user knows, but IT won't. Flexible collaboration software allows users to customize their own profiles and provide information that's relevant to their collaborators.

In addition to these measures, as part of its oversight responsibility, IT should state that management will monitor content, and will shut down or disallow any that exceeds a defined risk threshold. These baselines must be clearly articulated in social networking communities and corporate policy. Failure to proactively define the parameters and set expectations could result in user revolt much like that recently experienced by Digg.com. Digg, a social news sharing site, allows users to post content and determine which "news" makes

it to the front page by the number of clicks on a given “story.” However, the company didn’t adequately inform users of its role as the ultimate arbiter of acceptable content. Under the specter of a lawsuit, Digg.com removed a posting about a cracked HD-DVD encryption code. After vicious backlash among users, the company was compelled to repost the questionable material despite a threatened lawsuit. This example highlights the cost of not adequately defining the role of the host as moderator and ultimate arbiter of content.

Provide Corporate Recommendations

IT has valuable insights to offer regarding consumer applications and devices that operate effectively in the corporate environment. Therefore, it should be an active participant in the social communities. Its participation is particularly important in the early stages of the care co-op environment when nascent communities don’t have the rich body of content. IT’s primary role is not to dictate which applications and devices are acceptable, except in circumstances when a service or device exceeds the acceptable security threshold, but rather recommend which applications or devices have been deployed most successfully within the organization.

In a recent interview with SearchSMB.com Kirk Kness, vice president of innovation at T. Rowe Price, states that IT organizations must get accustomed to a different kind of governance model. He asserts that IT can’t lock down the user environment, but rather it must learn to guide it in the right direction. Advice from IT in conjunction with employee ratings of devices or services

provide a well-rounded perspective on which consumer products are best suited for the enterprise, thereby facilitating easy deployments.

Provide Incentives to Prevent Circumvention of Care Co-op Tools

Many organizations are unfamiliar with care co-op IT so it’s inevitable that employees who are uncomfortable with change will try to circumvent the system to contact IT for a live interaction. IT organizations must establish processes to encourage end users to use the care co-op system. First, IT should prioritize questions that originate from the help community. An incentive system will also encourage users to engage with the community. The process IT should encourage is as follows:

- **Step 1. Community search:** The first line of end-user inquiry should be the community site. An employee should search the community postings for a solution to his or her problem. If the problem isn’t common and wasn’t already addressed in the community, the end user can post a question within the site and wait for responses. This process helps alleviate IT’s customer support burden.
- **Step 2. E-mail query:** If the employee doesn’t receive a satisfactory answer to his or her inquiry within a certain period of time, he or she is encouraged to e-mail IT from the community site. The site should have links that enable one to e-mail IT directly from the application. The inquiry typed into the community site is automatically populated in the e-mail that is escalated to IT.

- **Step 3. IT call:** If the employee doesn’t receive a satisfactory answer from IT within a certain period of time, he or she may call IT with the reference number provided by e-mail sent to IT. These inquiries receive priority over those that haven’t navigated the first two steps. A trouble ticket reference number provided by the site will identify the question that originated in the social network and went through the recommended channels.

These best practices create a care co-op environment that ensures high-quality participation. Most importantly, it strikes the appropriate balance of care co-op and IT support for consumer tools, avoiding the pitfalls of trying to manage a wave of inquires or leaving employees with no support mechanisms.

In an interview with *Network World*, T. Rowe Price vice president of innovation Kirk Kness revealed what the investment management firm did to enhance customer relations: Customer service representatives at T. Rowe Price use an enterprise social networking community that includes wikis, blogs, IM and chat applications. It is expanding the tools to include RSS and blogging features. The application used by its customer service representatives allows employees to post responses to commonly asked questions, tag relevant information and create communities around pertinent topics. The application shaves an average of 2 minutes off of customer calls.

Care co-op IT is not for every organization. Many IT managers haven't deployed instant messaging because they perceive the service to be a trinket that distracts workers from doing their job. Many government agencies are hypersensitive about controlling their IT environment. Care co-op, and community-based applications in general, are a quantum leap that these organizations aren't ready to take. However, increasing numbers of IT managers, many under pressure to deliver more value and flexibility to business units, are seeking ways to devote more resources to innovative services and optimizing infrastructures. Often, they don't lack the talent but rather can't unleash their staff's skills because they are bogged down performing more mundane tasks. Alternatively, they lack budget to devote to pet projects.

Diverting some customer support responsibilities to end users unburdens resources from customer support so they can be reallocated to more strategic priorities. Care co-op IT is for CIOs who are pressured to do more than keep things running. The new breed of CIO must enable new business models and help transform businesses as they struggle to keep up in an increasingly global economy. However, CIOs lament they are asked to do this with only incremental increases in annual budgets. According the Yankee Group *2006 US Enterprise Managed Services Survey*, 38% of respondents expect their IT budget to remain stagnant from 2006 to 2007. The only way for CIOs to transform their business with a flat or moderately increasing budget is to reallocate resources. Given that maintenance and support make up a disproportionate percentage of IT spending, that category is ripe for budget reallocation.

In its optimal state a care co-op can eliminate the need for a level one support staff. However, how is the void filled when resources are directed from maintenance and support? Care co-op IT is an inexpensive and effective means to offload some customer service responsibilities and reallocate resources to higher value initiatives that can contribute to revolutionary change in business practices. In contrast, even the most efficient deployment of maintenance and support budget will result in an evolutionary, rather than revolutionary, change.

Recommendations for Enterprises

- **To achieve executive buy-in, highlight specific high value projects that could be funded as a result of cost savings driven by care co-op IT.** Maintaining and supporting IT infrastructure is necessary and adds marginal value to a business. Care co-op IT enables the reduction, if not abolition of level one support, which enables businesses to fund high value projects that have the potential to increase the value of the business (e.g., higher stock price). Provide a list of transformational projects that could be funded or expedite, as a result of the budget reallocation stemming from the implementation of care co-op IT.
- **Implement an integrated suite of products not an amalgam of point applications.** Many business units independently implemented Web 2.0 point solutions such as blogging or wiki applications. There is typically no cohesion or integration between the applications that each individual business unit deployed. Care co-op IT requires a seamless integration between wikis, blogs, tags and social communities. Look to vendors that provide a suite of services such as IBM Connections, Microsoft SharePoint or Intel's SuiteTwo. However, end-users aren't likely to abandon the tools which they have become comfortable, so ensure the suites have ties to the amalgam of point solutions already deployed. SuiteTwo, for example, uses RSS feeds to point content from legacy collaboration tools to the SuiteTwo application.
- **Begin implementation on a small catalog of handheld devices.** Handheld devices are an effective place to start building communities. End users' passion for devices will increase the likelihood of users visiting the site. IT should embrace a launch-and-learn approach to creating communities. The most effective way to learn is to start with two communities, learn best practices and then roll out communities more widely.

Further Reading

Yankee Group Link Research

Profiting from the Uncertain Business Models of the Anywhere Network, Report, March 2007

The Battle for the Anywhere Consumer, Report, March 2007

Consumers Define the Anywhere Enterprise, Report, March 2007

Yankee Group

Yankee Group has research and sales staff located in North America, Europe, the Middle East, Africa, Latin America and Asia-Pacific. For more information, please contact one of the sales offices listed below.

Corporate Headquarters

31 St. James Avenue
BOSTON, MASSACHUSETTS 02116-4114
617-956-5000 phone
617-956-5005 fax
info@yankeegroup.com

Europe

55 Russell Square
LONDON WC1B 4HP
UNITED KINGDOM
44-20-7307-1050 phone
44-20-7323-3747 fax
euroinfo@yankeegroup.com

Yankee Group | the global connectivity experts™

A global connectivity revolution is under way, transforming the way that businesses and consumers interact beyond anything we have experienced to date. The stakes are high, and there are new needs to be met while power shifts among traditional and new market entrants. Advice about technology change is everywhere—in the clamor of the media, the boardroom approaches of management consultants and the technology research community. Among these sources, Yankee Group stands out as the original and most respected source of deep insight and counsel for the builders, operators and users of connectivity solutions.

For 37 years, we have conducted primary research on the fundamental questions that chart the pace and nature of technology changes on networks, consumers and enterprises. Coupling professional expertise in communications development and deployment with hundreds of interviews and tens of thousands of data points each year, we provide qualitative and quantitative information to our clients in an insightful, timely, flexible and economic offering.

Yankee Group Link

As technology connects more people, places and things, players must confront challenging questions to benefit from the changes: which technologies, what economic models, which partners and what offerings? Yankee Group Link™ is the research membership uniquely positioned to bring you the focus, the depth, the history and the flexibility you need to answer these questions.

Yankee Group Link membership connects you to our qualitative analysis of the technologies, services and industries we assess in our research agenda charting global connectivity change. It also connects you to unique quantitative data from the dozens of annual surveys we conduct with thousands of enterprises and consumers, along with market adoption data, comprehensive forecasts and global regulatory dashboards.

Yankee Group Link Research

As a Link member, you have access to more than 500 research reports and notes that Yankee Group publishes each year. Link Research examines current business issues with a unique combination of knowledge and services. We explore topics in an easy-to-read, solutions-oriented format. With the combination of market-driven research and built-in direct access to Yankee Group analysts, you benefit from the interpretation and application of our research to your individual business requirements.

Yankee Group Link Interaction

Our analysts are at your further disposal with data, information or advice on a particular topic at the core of a Link membership. We encourage you to have direct interaction with analysts through ongoing conversations, conference calls and briefings.

Yankee Group Link Data

Yankee Group Link Data modules provide a comprehensive, quantitative perspective of global connectivity markets, technologies and the competitive landscape. Together with Link Research, data modules connect you to the information you need to make the most informed strategic and tactical business decisions.

Yankee Group Consulting

Who better than Yankee Group to help you define key global connectivity strategies, scope major technology initiatives and determine your organization's readiness to undertake them, differentiate yourself competitively or guide initiatives around connectivity change? Our analysts apply Yankee Group research, methodologies, critical thinking and survey results to your specific needs to produce expert, timely, custom results.

Yankee Group Live!

The global connectivity revolution won't wait. Join our live debates to discuss the impact ubiquitous connectivity will have on your future. Yankee Group's signature events—conferences, webinars and speaking engagements—offer our clients new insight, knowledge and expertise to better understand and overcome the obstacles to succeed in this connectivity revolution.

www.yankeegroup.com

The people of Yankee Group are the global connectivity experts™—the leading source of insight and counsel for builders, operators and users of connectivity solutions. For more than 35 years, Yankee Group has conducted primary research that charts the pace of technology change and its effect on networks, consumers and enterprises. Headquartered in Boston, Yankee Group has a global presence including operations in North America, Europe, the Middle East, Africa, Latin America and Asia-Pacific.