jive

an **IGNITE**TECH™ solution

End fragmentation with an integrated digital workplace and employee engagement platform

How IT can unite people, information and systems for better collaboration and knowledge sharing

The CIO's biggest challenge: digital transformation

> *By 2020, 75% of businesses will become – or prepare to become – digital businesses.*
>
> *— Gartner[1]*

There's little doubt that digital transformation is a huge win for the organizations that pull it off successfully. However, getting there isn't exactly painless. Disruption is part of the process, and with it, inevitably, comes complexity and fragmentation.

As companies race to keep up with the accelerating demands of the digital workplace, the number of technologies, platforms, applications and devices has snowballed. Things would be complicated enough if people were using those systems uniformly across the organization, but they aren't. Instead, each work group and functional team tends to adopt its own set of tools and processes, reflecting its unique objectives and goals. Individual employees are doing the same – choosing how, where and with whom they work based on their own personal preferences (sometimes referred to as "workstyles").
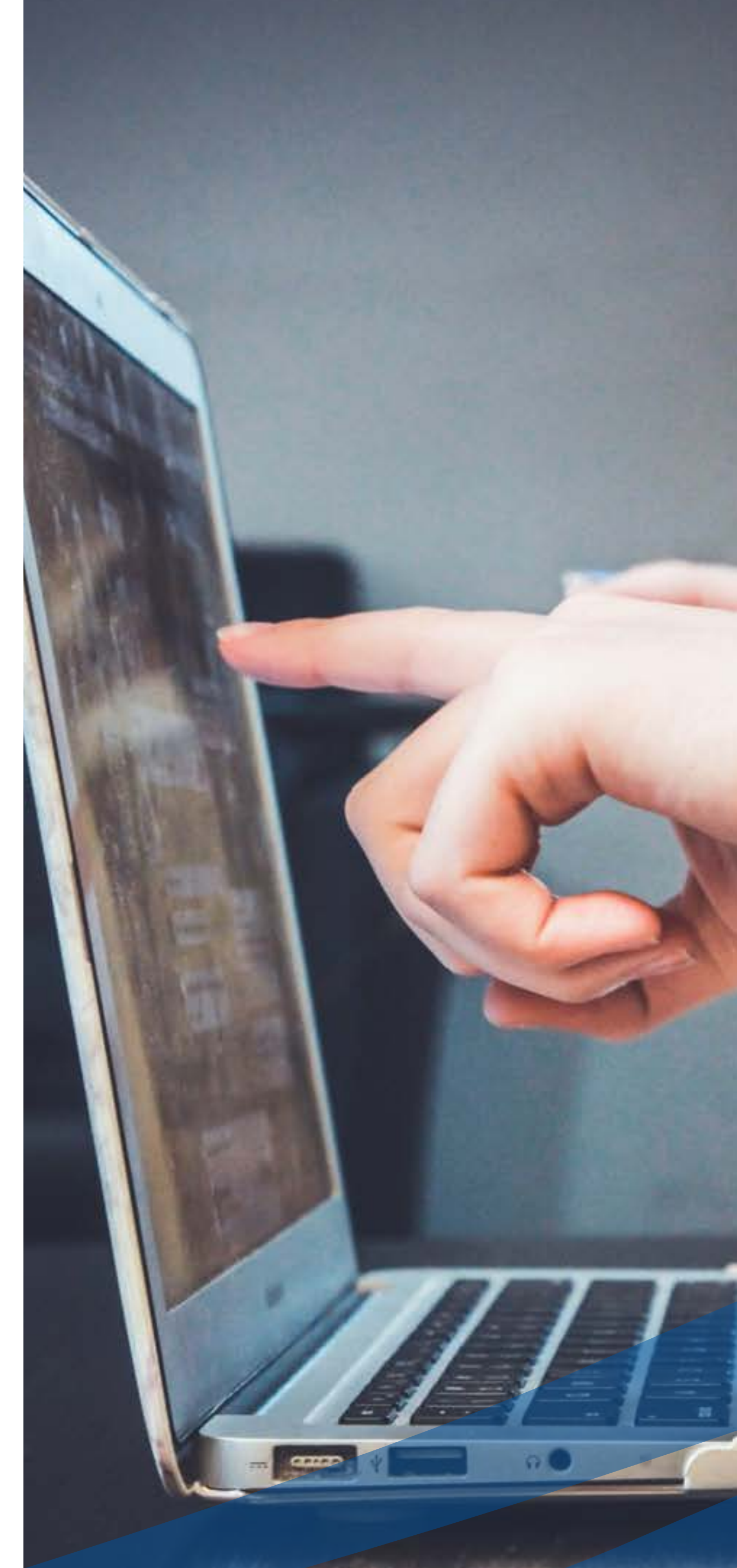
Digital disruption amplifies fragmentation

Digital disruption amplifies fragmentation in the workplace. The wide variation in tools of choice and workstyles has led to increasing disconnects at every level of company life.

- **People are disconnected from each other.** Employees are more dispersed than ever. They're increasingly working virtually – not face-to-face – using a panoply of applications that don't talk to each other. Data is hoarded by individual apps instead of being shared crossfunctionally. Many situational applications such as Slack and HipChat foster easy communication among individuals but create new silos that separate groups from the rest of their organization. And valuable knowledge is buried in a multitude of fleeting message threads and conversation channels.

- **Technologies are decoupled.** Employees' use of preferred technologies and apps that are not officially supported by the IT team are particularly problematic. Hundreds of unofficial applications used for non-routine work result in high support costs, inefficiencies and security issues. Loss of data and information due to non-integrated applications significantly degrades the collective intelligence of the organization

- **Functions become silos.** Functional leaders within an organization also use tools and technologies to help them meet role-specific objectives. For example, corporate communications professionals use technologies to collaborate on messaging, documents and presentations, which are then broadcast via channels such as email and intranets. HR uses onboarding, training and performance tools to optimize employee productivity and development. Each process is isolated in its own system, and information, best practices and insights of value to everyone aren't shared.

All of this has led to understandable angst on the part of CIOs. It hampers their ability to provide business users with a simple, effective collaboration and communication experience. It keeps them from making their companies more productive and efficient. What's more, it leaves IT staff with a messy patchwork that's costly and cumbersome to maintain, drains help desk resources and poses challenges for compliance and security.

Overburdened IT departments, frustrated users

While CIOs struggle to modernize their infrastructures and equip their businesses for the future, IT staff confront the immediate challenge of managing an increasingly disparate array of systems. Consider this finding:

> **IT decision makers reported that their organizations are using 329 applications on average. (VansonBourne)[2]**

That includes a disjointed mix of software created in different eras by different vendors, operating in different environments (cloud, hosted, onpremises) and designed to solve different problems for various departments and lines of business.

The complexity and heterogeneity tend to get worse with time. IT departments steadily add systems to satisfy new demands, but also have to continue supporting legacy tools, even if they're only used by a dwindling fraction of the company.

As the inventory grows, redundant and competing solutions become more common, required to satisfy different constituencies.

The result is a highly fragmented ecosystem that puts a massive burden on IT staff tasked with provisioning, maintaining, updating and securing all those apps and services. It's also a major source of aggravation for end users, who have to navigate an increasingly complicated application landscape. People spend more and more time logging into one system after another, struggling to keep track of information and processes spread across so many distinct environments. On average, people have to switch from one app to another every 2-3 minutes (HCII)[3] . Those interruptions add up to a huge time sink.

The inefficiencies are compounded by the lack of a consistent user experience, forcing employees to constantly adapt their way of working as they jump back and forth between tools. For example, Office 365 lets users edit a document in Word, but makes them switch to another tool, Yammer, to have a conversation about the same document. In order to search Office Groups, users have to leave the groups and use SharePoint. And every application in the Microsoft stack has its own mobile app. That's hardly practical.

Finally, the lack of unified search (even across tools provided by a single vendor, as in the Microsoft example above) is a massive barrier to productivity, as users spend countless hours trying to find information – and often failing.

A perfect storm: trends driving fragmentation

Ironically, fragmentation is the unintended consequence of many otherwise positive trends:

- The digital revolution has extended the reach of enterprises and given them access to vast new markets, but it's also left them spread thin, geographically and functionally.

- Technological innovation has given us wonderful tools for nearly every task, but now our work is scattered across a myriad of disconnected apps, making it harder than ever to manage and keep track of it all.

- Skilled workers have more freedom to pick how and where they want to work, but that's created new challenges to communication and cohesion.

The average enterprise uses **329** apps[4]

Employees switch between apps every **2-3minutes**[5]

Employees spend **29%** of their time searching for information[6]

67% of employees are using their own devices at work[7]

More than **1/3** of U.S. workers will be predominantly remote in 10 years[8]

The impact of disparate systems

Companies are paying a stiff price for fragmentation. Simply keeping all those systems up and running eats up a growing share of IT budgets. Supporting users on so many apps and environments adds to the workload. And with so much time and labor now going toward maintaining and policing fragmented systems and applications, fewer IT resources are available for urgently needed new tools and services.

User frustration is growing, and many employees are taking matters into their own hands. This has led to an explosion of unsanctioned applications and devices. PwC reports that **47% of technology spending is now outside of the CIO's budget.[9]** This growth of "shadow IT" poses challenges for governance, compliance and security. With no centralized monitor to track the data and usage of these platforms, companies are at increasing risk of compliance violations, security breaches and employee abuse and malpractice.

The quantifiable hard-dollar costs of fragmented ecosystems alone are substantial. The negative impacts on employee engagement and productivity are less tangible, but may have an even bigger impact on a company's bottom line.

Gallup reports that **"a staggering 87% of employees worldwide are not engaged at work. The world has a crisis of engagement – one with serious and potentially longlasting repercussions for the global economy."[10]**

The disengagement stems from multiple sources, but one of them is certainly the demoralizing effect of working with disjointed, difficult-to-use tools that waste time and make it harder for people to succeed at their jobs.

Knowledge loss and corporate amnesia

There's another price to fragmentation: the growing inability to retain and leverage institutional knowledge. Conversations, content, people, and projects are splintered across dozens or hundreds of systems, threads, and locations. Vital knowledge is trapped and invisible, locked in silos and the heads of individual employees. Ideas, insights, discoveries, and decisions are quickly lost and forgotten – especially when people leave the company or change roles. The result is an epidemic of "corporate amnesia."

 Conventional technologies are making the problem worse, not better. As apps proliferate, they're creating new silos where information is hidden or duplicated. Most new tools are narrowly focused on accomplishing short-term, granular tasks – not the bigger, longer-term goal of amassing and harnessing collective knowledge. They help users churn out content and communications at a dizzying rate, but do nothing to aggregate and contextualize that information, extract what's useful and disseminate it to people in the organization who need it. At best, they let employees access people and information they're already aware of, but don't foster new connections, unearth new knowledge and build permanent institutional memory.

Unable to retain and reuse critical ideas and know-how, companies can't learn and innovate to their full potential. They end up reinventing wheels and making the same mistakes over and over again. A huge investment in intellectual capital is going to waste.

✦ A better way

What's needed is a way of reducing the complexity and fragmentation, easing the management burden on IT and providing users with a much simpler, fully integrated communication and collaboration experience. Conventional monitoring and integration solutions (e.g., plug-ins and middleware) aren't sufficient. They don't support unified search, for example, or full bidirectional syncing of information and activity across separate systems.

Traditional intranets aren't helping either. In many companies, the intranet is just one more disconnected system among many, cumbersome to maintain, update and use. Often intranets have become aging repositories for static content, with correspondingly low usage.

But what if your intranet could serve as a digital hub that defragmented your organization by bringing together people, teams, information and systems? What if it powered a unified communication and collaboration experience that's simple and highly efficient – and that users actually like? What if it provided rapid search and detailed analytics across the tools and apps it connects – and helped you get more ROI from existing systems by making their content much easier to find, share and collaborate on?

Imagine a platform that streamlined your infrastructure by consolidating or retiring older systems – and that offloaded your help desk by radically simplifying the user experience and by deflecting cases through self-service and peer support. What if it slashed the TCO of your infrastructure and freed up more time and resources for upgrades and innovation?

Why Jive?

Jive's enterprise social network combines the functions of many systems – including the official content and communications of traditional intranets, the ad-hoc multidirectional communication of enterprise social networks, a smart corporate directory that lets employees quickly locate colleagues and experts, rich document collaboration and more.

Most important, Jive is what Gartner Research calls an "activity hub" that unites not only people but also existing systems via deep, bidirectional integrations. Information from those systems can be pulled into Jive, where it's much easier to find, share and collaborate on. Conversely, people working in external systems can access content, colleagues and conversations in Jive without leaving those systems. Information and actions are automatically synchronized between Jive and connected environments.

The result is a cohesive collaboration experience spanning multiple tools and applications. From productivity and document collaboration apps (e.g., O365 and Google Docs) to file-sharing (Google Drive, Box, Dropbox), CRMs (Salesforce), CMSs (SharePoint), email and more – it's all tied together. That cohesion includes devices and locations, too. Whether people are in the office or on the go, whether they're using computers, tablets or smartphones, they can fully participate, collaborate and contribute, without the hassles of switching between multiple apps.

Why Jive?

Provide a unified communication and collaboration experience

- Connect people, information and systems across silos, functions and hierarchies.

- Deep integrations for Microsoft Office 365; Outlook, Office and SharePoint; Google Drive, Docs and Groups; Cisco WebEx and Jabber; Box.com and Dropbox; Salesforce Chatter and more.

- Personalized experiences, search results and recommendations based on behavioral data and social graph.

- Unified search makes it easy to find people, content and information across the enterprise (including Jive and connected systems).

- Powerful analytics provide unprecedented visibility into processes, interactions and engagement throughout your business.

- Mobile-optimized: employees can fully collaborate and contribute using smartphones and tablets.

- Secure collaboration with outside contributors including partners, contractors and customers.

Empower business users

- Increase employee satisfaction with a collaboration experience that people actually like, driving higher adoption and satisfaction.

- Pre-built departmental and team sites let business users self-provision without IT help.

- Intuitive, consumer-style browser and mobile experience.

- Employees can use their favorite apps, tools and devices while staying fully connected and secure.

Reduce TCO, streamline IT operations

- Easy set-up out of the box; configure and launch in days or weeks.

- Rapid cloud deployment and automatic updates.

- Simple admin and management.

- Little to no user training needed.

- Consolidates or replaces legacy systems.

- Slashes IT support costs with out-of-the-box IT help desk for self-service and peer assistance.

Get more ROI from existing investments

- Turn a patchwork of disconnected apps into a unified collaboration experience; drive better adoption and utilization of your Microsoft stack and other systems.

Meet all your enterprise requirements

- Enterprise-grade security, ISO 27001:2013 certified

- Cloud, on-premises or hosted deployment

Powerful capabilities, profound effects

Jive is the foundation of of a true digital workplace, merging formerly separate capabilities, functions and ways of working in one seamless environment (and for once, "seamless" is not an overstatement). With that fusion, transformative things happen. On the most basic level, work just gets a lot easier and more pleasant for users, since they now have ready access to all their colleagues, information and projects in one place. More profoundly, a whole new set of scale-dependent and network-enabled effects kick in, laying the basis for some powerful, long-sought capabilities:

- **Enterprise search:** users can quickly search across Jive and many of the systems it's connected to, providing the closest thing yet to unified enterprise search, driven by the enterprise social graph.

- **Enterprise work graph:** the motherlode of behavioral and social data collected by Jive can be used by machine learning algorithms to continuously improve the user experience, providing more relevant search results, linking users to people and content of interest, and personalizing a wide variety of processes.

- **Big analytics:** with so much activity now occurring in a single connected environment, companies have much broader visibility into the processes, interactions and sentiments that drive productivity and engagement in every corner of the organization.

- **Self-organizing networks:** with people no longer constrained by arbitrary boundaries between job functions, information types and tools, they can quickly form ad-hoc teams and marshal the resources needed to complete any project. Inside the company, employees are much better connected, building bonds and fostering a common culture and shared sense of mission. Beyond the firewall, new networks spring up that bring together employees, partners, contractors and customers for better business outcomes.

- **Institutional memory:** Jive is the cure for corporate amnesia. Everything that happens in Jive – and the systems it's connected to – is captured and becomes part of a growing, searchable knowledge repository. Pieces of content, conversations, ideas and decisions are no longer cloistered in separate apps; they're pulled into Jive and organized in collaborative spaces, where everyone can see, share, and act on them, and where the context and purpose are clear. Transient activity is turned into permanent corporate memory, enabling companies to stop reinventing wheels, learn from the past and get smarter over time.

- **Knowledge discovery:** traditional tools help user access people and information they're already aware of. If you know who to contact for a given purpose, for instance, there are messaging apps that will help you connect and communicate with that person. Likewise if you know what document you're looking for and what system it resides in, you can use that system's search capabilities to look for it. But if you don't know who or what you're looking for – an expert in your organization you've never heard of, or an unfamiliar asset that has exactly the information you need – you're usually out of luck. Conventional tools don't do much to help you discover people and things that aren't already on your radar. Jive does. Its smart search capabilities and recommendation engine are designed to anticipate user's needs and interests (based on the rich behavioral data in the Jive Work Graph) and proactively connect the right people with the right information at the right time.

Companies using Jive get:

88% Improvement in meta-knowledge
(who knows whom and who knows what)

83% Industry-best average daily active user rates

21% Reduction in email load

34% Less time to find knowledge and experts

34% Reduction in employee support tickets

Actual results from hundreds of Jive's customer organizations, confirmed by independent researchers.

"With Jive you get the best of both worlds: the industry-leading collaboration platform, plus the ability to integrate all the other tools, products and services that you need. It's a single platform through which I can deliver a ubiquitous experience to make our employees more productive."

— *CIO, Major Financial Services Firm*

"Jive did everything we needed, virtually out of the box. Training is really light. Because it's cloud-based we were able to deploy it to all of our 250,000 users in one e-mail. It happened overnight and we did it on time and on budget."

— *VP Enterprise Systems, Leading Hotel & Resort Chain*

There are countless other examples of the way Jive saves **labor, speeds execution** and **magnifies the impact of all sorts of processes** in every corporate department, including:

Corp Comms: delivering company news and strategic communications, informing and aligning the workforce
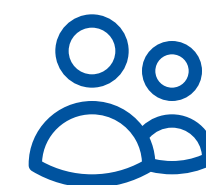
HR: onboarding new hires, training and motivating employees, communicating benefits and policy information

Marketing: collaborating on collateral and campaigns with team members and outside contractors

Sales: enabling sales representatives, collaborating with diverse stakeholders to create RFPs and close deals

Customer support: enabling and training customer support representatives

Next steps

You can set up and launch an interactive platform and start engaging, aligning and empowering your employees now. Jive's enterprise social network is surprisingly simple to configure and deploy out of the box and out of the cloud in just days or weeks. You can tailor it, manage and grow it with little or no burden on IT, reaping rapid value and ROI. In short, you can say goodbye to fragmentation starting today.

Interested in learning more? Here's how:

Features and capabilities

Dive into the features that separate Jive from other solutions.

Get the datasheet →

Case studies

See how Jive helped leading global brands drive cohesion and alignment.

Browse case studies →

Customer videos

Learn about the people and companies who actually use Jive.

Watch a video →

View a demo

Get a free personalized demo. See for yourself how Jive delivers breakthrough business benefits.

Get a demo →

Sources:

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2. Vanson Bourne Research, 2016. "Why Smart Organizations Maximize Application Performance."

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9. PWC, 2015. **"The New IT Platform: Bridging the Gap Between Business and IT."**

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