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UC&C Adoption and Lifecycle Programs

Evaluating the use of adoption and lifecycle programs when implementing new UC and conferencing services

A Wainhouse Research eBook



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Objectives and Methodology

WHAT

we wanted to learn

Understand current state, experiences, perceptions, and outcomes from employing adoption and lifecycle services for unified communications and conferencing:

- Which elements of adoption services are used
- Which are the most effective services
- Whether a Vendor-led vs. DIY programs are being used
- When adoption/lifecycle services planning begins
- What effect these services have on ROI
- Determine outcomes on productivity and efficiency

HOW

we learned it



- **In-depth interviews** with IT project managers who have made an enterprise communications transition and employed adoption services.
- Survey: n=197
Fielded: December 2018

Participation Criteria

- Have bought new UC&C services in the last 3 years
- Have used adoption services for those services
- Personally, have a thorough understanding or involvement in their organizations UC&C strategy
- Organization of >250 Full-time employees

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Introduction

What you'll get out of reading this eBook:

Insights from colleagues in IT who share their current state, experiences, perceptions, and outcomes from employing Unified Communications & Conferencing (UC&C) adoption services.

Overview

- **Journey to the center of successful engagement** - As organizations consider a change in their enterprise communications and collaboration strategy, they are increasingly engaging in a Lifecycle Journey to plan, measure, and monitor their technological and personnel transition.
- **Technology. Process. Culture.** - Incorporating new technology into an organization requires consideration beyond just the technical requirements, it also requires a process unique to your culture for getting everyone onboard to use it. While the journey is comprised of many steps including assessment, design, and deployment, this eBook focuses on the journey of adoption and seeks to explore the state of enterprise experience, perceived benefits, and outcomes of employing a defined adoption program for UC&C.
- **Engaging an expert vs. DIY** – While our findings indicate many organizations conduct onboarding and adoption services on their own, insight from IT also reveals that organizations that engage a third party expert conduct a more comprehensive program that drives better outcomes and a positive ROI.
- **Relationship advice** – Finally, we provide the critical success factors for an adoption program and considerations in selecting a third party expert.

Full disclosure: Verizon has sponsored this eBook. However, we want to reinforce that this is an objective, research-oriented work, and Wainhouse Research is not endorsing any specific Verizon product. We encourage the reader to evaluate potential benefits and target solutions against their own unique enterprise requirements, environment, and user preferences.

What Are UC&C Adoption Services?

Adoption services can be any effort to provide education, training, and transition assistance to employees as they move from one service to a new one.

These services can start anytime – pre-sales, at project kickoff, in the middle of service design, just at pre-deployment, or post deployment. Ideally, user consideration starts at the beginning of the project. However, in our experience, that's not always the case.



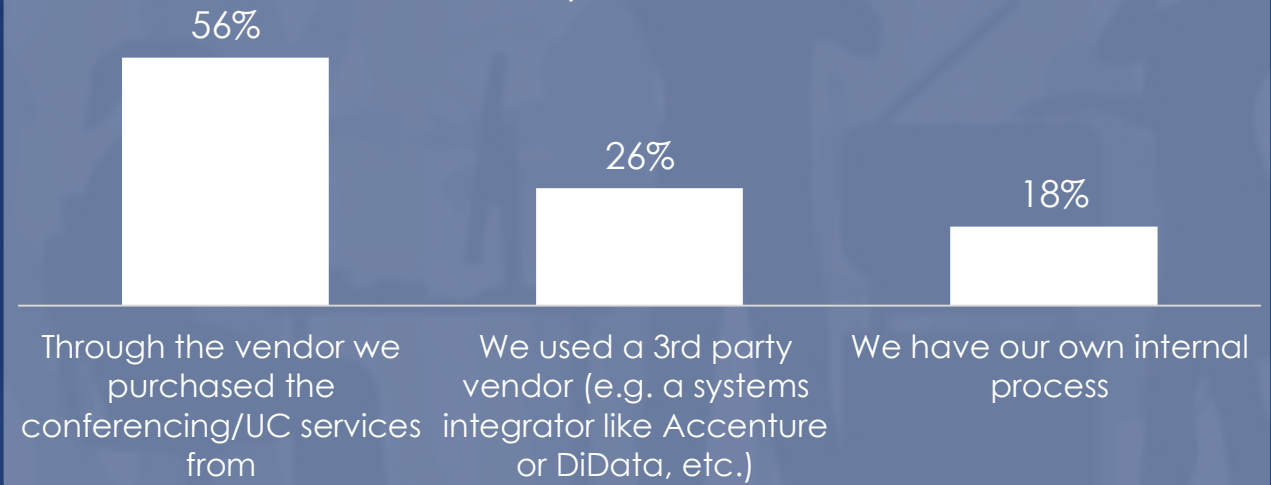
Adoption Services Approaches

"We already had a relationship with our carrier for MPLS, we wanted to get out of managing conferencing ourselves, and the value of bundling the service and support into the existing contract along with the cost savings made a lot of sense to us"

Technical Analyst, Life Insurance Company,
123 offices in 23 states throughout the U.S.

- The majority (97%) of Medium to Large Enterprises purchasing new UC or conferencing services use some form of an adoption/lifecycle services plan.
- Adoption Services from a vendor are the most commonly used, with 82% indicating so, and more than half (56%) of this group indicate they used the same vendor they purchased conferencing or unified communication services from as opposed to a third party vendor (26%).
- Less than a quarter (18%) have their own internal process for adoption/lifecycle services.

How did your organization approach adoption and lifecycle services?

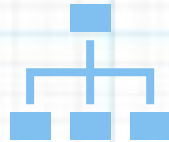


Planning Begins Early, But For Many, Still Not Early Enough

While more than half say they started considering their programs early in the planning process, more than a third started in the middle of the implementation - or much later.

Vendor-led adoption/lifecycle programs more often begin in the early stages of the planning process

DIY programs are more likely to start in the middle or just after deployment



Planning

Design

Build

Test

Deploy

- Assess needs (identify personas/roles, conduct interviews/surveys, etc.)
- Scope requirements
- Estimate resources
- Analyze costs

- Assign key tasks
- Identify milestones
- Populate calendar
- Produce
 - ✓ Training plan
 - ✓ Training materials
- Create:
 - ✓ Communications plan
 - ✓ Support plan
 - ✓ Adoption services

- Construct solution
- Configure systems
- Implement components into operational flow

- Test the solution
- Implement fixes to identified problems
- Re-test solution
- Prepare training, communications and support

- Deploy solution
- Apply patches and fixes
- Re-test solution
- Implement training, communications and support
- Engage adoption services plan

Bottom Line: Start as early as possible. Making adoption/lifecycle planning part of the purchase and deployment process increases the chances for adoption success.

Vendor-led Programs Are More Robust Than DIY

- Training and self-help tools top the list for DIY and vendor-led however, those who use a vendor reported using a wider variety of services, making these programs more comprehensive and multifaceted than those who choose to DIY.
- DIYers are more likely to rely on simple and easy tools (self help tools, user feedback) and are less likely to use more comprehensive tools (use/performance measurement/optimization services, use case development, integrated apps, employee journey) than are vendor-led programs.
- This may indicate DIYers do not have the capabilities to provide more complex adoption services to their employees.

What types of tools are organizations using in their adoption planning/lifecycle services programs?



Bottom Line: A partnership approach with your vendor yields a more comprehensive program - leveraging resources from your UC&C vendor for training and self-help tools, and offloading unique skills (performance management, app integration) to the vendor.

Tailoring Services to Persona/Role Promotes Adoption



Personas

89%

Of vendor-led programs report tailoring services to persona/role within their organizations

In comparison, only

67%

Of DIY programs tailored services to persona/role

Customizing Services Fosters Use

Nearly all (95%)

of those who did customize, report doing so drove positive adoption rates.

Vendors may offer efficiency

Lower customization by DIYers may be due to the time, insight, and unique skills required to customize to personas

Bottom Line

There is a clear benefit to tailoring services to specific roles. Vendors will often do so at no additional cost. If internal constraints prohibit DIY, consider asking your vendor.

A Good Adoption Program Drives ROI

Positive ROI = programs that realized more in employee productivity than the organization spent on the program. Of those who tracked their ROI for adoption/lifecycle programs, vendor-led programs drove greater ROI than DIY.

Bottom Line: Vendors often have specialty teams who are experienced in implementing a complete adoption lifecycle. DIYers are often resource constrained and limit themselves in deploying critical elements that drives ROI. In our survey, more DIYers stated their ROI was neutral, while more vendor-led users claimed a positive ROI.

77% vs. 50%

More vendor-led (77%) than DIYers (50%) report a positive ROI from their adoption/lifecycle programs



A Good Adoption Program Drives Positive Outcomes

Nearly all respondents claim that engaging adoption/lifecycle services has led to better outcomes for both IT and the end user.

Top 3 Outcomes Realized for IT:

1. Increased speed of adoption of new capabilities
2. Lowered cost to adopt new services
3. Lowered the risk to realized ROI



Top 3 Outcomes Realized for the End User:

1. Allows staff to get work done faster
2. Allows staff to get more work done
3. Helps staff to make better decisions

Finding the Right Vendor Partner Is Key

Overall, those who engaged adoption/lifecycle services – whether they are vendor-led or DIY - are pleased with their adoption/lifecycle programs.

Vendor-led programs are more successful

- Nearly half (47%) of all vendor-led programs are considered “successful” by those utilizing them, as opposed to only a third (33%) of DIY programs.
- 76% of those using a vendor believe their vendor partner was very focused on a positive outcome throughout the entire process

But there is still room for improvement

- About half (52%) of those using a vendor (and two thirds (67%) using DIY programs) indicate these programs were “good”, but there was room for improvement.
- For vendor programs, opportunity lies in finding the right partner who will stay with you from beginning to end as a quarter (24%) believed the partner was focused pre-sales, but not throughout the entire process.

Bottom Line

Responses from IT indicate that planning and engaging employees in utilizing services is considered a worthwhile endeavor. While vendor-led programs are considered more successful than DIY, the key lies in qualifying and selecting a vendor committed to your success throughout the entire process. Not all vendor-led programs are equal.

Recommendations

1

Start planning your program early

- Ideally, on-boarding and adoption planning should be considered when the need for new technology is identified
- Map personas and roles within the organizations to determine specific communications needs will be addressed

2

Build a strong framework for your program

- Outline a comprehensive strategy that goes beyond the simple and obvious toward a role-based and culture-specific strategy
- Empower and engage users to be part of the change process – your new services should provide both a personal and organizational benefit that everyone can recognize

3

Strengthen the fabric of your program by weaving in more elements and tools that drive use and positive outcomes

- Pre-boarding/onboarding sessions
- Use/performance measurement and optimization tools
- Ongoing user touch and use case development
- Integrated app assistance
- Employee journey

4

Consider engaging a vendor to enhance the level of expertise in program development and increase the likelihood of program success

- Engaging a vendor also allows your team to maintain focus on their other goals and issues by alleviating the burden of program design and management.

Assessing Your Vendor Partner

"We wanted more features, we had a need for holding larger meetings, and we embrace collaboration within the workforce – we think of collaboration as a good thing. However, we had limited capacity on-premises. After going to the cloud, now conferencing services are available to all employees. The combination of a successful adoption program and new services has raised collaboration by 75 %."

Technical Analyst, Life Insurance Company, 123 offices in 23 states throughout the U.S.



Relationship. A hit and run transaction does not get the job done. Unless you are a very small organization, the transition to new UC&C services requires a thoughtful approach with a commitment partner. Find a partner who values relationship over the single transaction.



Outcomes. There is always a reason organizations make a move to new technology. Measuring and monitoring that you achieved those objectives is critical. In alignment with relationship, a partner committed to your outcomes will drive success (and maybe uncover benefits not initially documented). Best practices include:

- Identify target outcomes at the beginning
- Create services to meet desired outcomes during design and deployment, e.g. app integration of common workflows, Bots, etc.
- Drive awareness of both personal and organizational benefit of new services
- Validate (measure & monitor) both IT and users benefits
- Report outcomes back to the larger organization to drive greater benefit



Assessing Your Vendor Partner

“Old habits are hard to change and even with an awareness campaign, articles, and FYI emails, 50% of my conferencing users are still using the dial-in audio conferencing service requiring a huge string of DTMF #'s. Webex makes starting and joining a meeting much easier (one-click to join), and once we get everyone cutover, we'll realize a 20% savings. There is a need to balance financial benefit with actual adoption”

Manager, Network & Telecommunications, national residential property services company , >2M customers, 260 branches.

- ✓ **Technical & Human Factors Depth.** Getting to a successful launch will require both technical depth and solutions-oriented human approach. In our survey, customizing services for specific personas (roles) drove greater adoption. This is telling in that users need a program that balances both personal technical features (fits with their workflow) and a human factors approach that addresses their innate reliance on old ways (being comfortable with what they know). Adoption programs need to address legacy habits that obstruct the transition to new services.



Summary Analysis

It is an exciting time for enterprise communications and collaboration. Decades of legacy services and internal habits that dictated how business users communicate, collaborate, and get work done is changing.

These changes are good news for both the IT department and their users. For IT, the benefits are fewer vendors to manage, service rationalization, less support, and lower costs. For the users, the benefits are less pivoting between different services, apps, and access types; and the ability to use different media (audio, video, content sharing) easily and intuitively based on meeting type and need.

However, organizational change is never without its challenges. No matter the ultimate benefit, real change won't happen by turning a switch. And, when it involves the lifeblood of how organizations work – communicating and collaborating, it requires a process built to work organically within your culture.

Therefore, as organizations consider a change in their enterprise communications and collaboration strategy, they are increasingly engaging in a Lifecycle Journey to plan, measure, and monitor their unique technological and personnel transition. In our study 97% of respondents claim they used an onboarding and adoption program during their journey.

While there are many steps in the journey, IT respondents to our study indicate that the benefits realized from employing a defined adoption program for unified communications and collaboration are increased speed, lower cost, and reduced risk for IT, and, for users, getting more work done faster and with better decision-making.

Finally, insight from our study indicates that 82% of medium and large enterprises engage a vendor for adoption services and in doing so these organizations obtain a more comprehensive program that drives better ROI and more positive outcomes than a DIY-led program.

About Verizon

In the digital world, connectivity drives business performance. Verizon has the nation's largest and most reliable 4G LTE network and an IP network that spans six continents, has hundreds of thousands route miles with offerings at speeds up to 100G. Our networks connect people and things virtually anywhere and at any time.

But technology alone will not transform a business. Transformation requires an understanding of the current business situation and the desired outcomes. Which is why we have a highly talented team of skilled professionals, ready to support your communication goals. Verizon's adoption services practice is a value-added service allowing organizations to focus their attention on the end-user experience and achieving business results once services are deployed. It is a way to arm workers to collaborate in new, more effective ways that support the organizational culture and drive business results.

About Wainhouse Research

Wainhouse Research (<http://www.wainhouse.com>) provides strategic guidance and insight on products and services for collaboration and conferencing applications within Unified Communications. Our global client base includes established and new technology suppliers and service providers, as well as enterprise users of voice, video, streaming, and web collaboration solutions. The company provides market research and consulting, produces conferences on technology trends and customer experiences, publishes a free weekly newsletter, and speaks at client and industry events.

About the Authors



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