



# Transforming Enterprise Work Execution

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# What Is Digital Transformation (DX)?

Nearly all respondents from recent focus groups conducted by IDC (see page #12) said they have digital transformation in process. This is consistent across IT and lines of business, and across all industries. Key drivers include competitive pressures, increased efficiency, and ability to better meet customer expectations.

## TRANSFORM...

**New sources of innovation** to enhance user experience and increase collaboration across the enterprise. Simply modernizing the technology underpinning existing systems is not transformation.



**WORLDWIDE  
INVESTMENT IN DX  
TECHNOLOGIES  
WILL BE \$1.1  
TRILLION IN 2018\***

## DECISION MAKING...

Using information to create an evidence-based culture. Companies should plan on doubling the productivity of their knowledge workers by **using information more effectively**, including visibility of work progress across the business.

## ...WITH TECHNOLOGY

Digital transformation is not to be confused with digital technologies, though it does use **3rd Platform technologies** such as cloud, mobility, big data analytics, and social business, as well as innovation accelerators including artificial intelligence, IoT, and robotics.

# Work Execution Is a Key Component of an Effective DX Strategy

## Work execution software

is defined as any solution (cloud or on-premises) that helps organizations plan, capture, track, automate, and report on work at scale, enabling teams to move from idea to execution and impact more efficiently and productively.

## WORK EXECUTION SOFTWARE:

- Facilitates communication across functional areas and between business entities
- Breaks down organizational and system silos by centralizing and standardizing access to information
- Increases cross-functional visibility
- Tracks project progress and deadlines
- Provides the right information to stakeholders (internal and external) where and when it is needed
- Serves as a single source of truth

“I might even take the word ‘digital’ off [of ‘Digital Transformation’] because when I think about it, it’s about how these tools create transformation. Transformation in our business processes, and how we approach them.”

– **CIO, large university health system**

# Checklist: Enterprise Work Execution Software

Critical features of an enterprise work execution solution:

- Flexibility** to satisfy a broad number of use cases
- Collaborative tools** to enable teams to work together in real time
- Workflow automation** for improved efficiency
- Version control** for greater accuracy
- Scalability and extensibility** to be effectively deployed enterprise-wide
- Security**, including:
  - Authentication
  - Granular access control
  - Auditability
- AI-enablement and self-learning** for added intelligence and to enable human workers to focus on higher-value activities

“Inevitably, it’s going to be a product that will be used by a customer base across the board. It’s got to be scalable.”  
– **Director of IT, large financial services firm**

“I think the biggest issues are manual processes that have a lot of room for improvement to be streamlined, if not automated. Things like version control and communication, and things like that are a little clunky.”  
– **Director of Strategy & Corp. Development, large manufacturer**

# LOB and IT Partnership Is Critical to Deployment Success

The decision process often starts with a champion – typically located in the line of business (and typically someone suffering the point of pain). IT is brought in to drive larger, enterprise-wide purchases.

IT respondents acknowledge that lines of business sometimes purchase products “around” them using shadow IT, but believe that the benefits of doing so are usually short term.

**The road comes back to IT** to fix solutions that don’t fit in overall infrastructure, policies, etc.

The net is that IT executives believe it’s better to bring them in at the beginning for all larger sales, even if it slows the sales process and feels like it introduces short-term pain for lines of business.

“It’s a good idea if you bring your IT organization to the table at the beginning of the conversation, because rather than IT raising objections later, we can deal together on how we’re going to get to yes. I don’t know too many CIOs that don’t want to get to yes for their client, so saying ‘no’ down here is not happy for anybody—it’s not happy for me, it’s not happy for them. So just bring us to the table early on and we’ll work through it.”

– **CIO, large business services organization**

# Project Initiation Often Starts at the Grassroots Level

## But as Adoption Expands, Planning Is Required to Deploy Enterprise-wide

New solutions often start out being used by “rebels” who champion adoption. Different groups and departments try things that will work for them, serving as a “laboratory” of sorts. **Solutions frequently spread to other users**, and ultimately to other departments.

- Users are frustrated with the proliferation of point solutions in work execution software.
- Having multiple tools implies multiple data sets and multiple sources of truth.
- They would like to see a single solution that covers all their needs.

“I look at those as kind of little laboratories. I know three of them will be successful and seven will fail. I just don’t know which ones.”

– VP, Supply Chain Operations, large manufacturer

### ENTERPRISE-WIDE PLANNING HELPS ENSURE ENTERPRISE-WIDE SUCCESS

- Senior management must lay out a vision and strategy touching on tools, processes, resources, and metrics
- Plans should span departments and functional areas

# Industry-Standard Tools Are Preferred Over Point Solutions

**Respondents believe it's easier for users to adopt industry-standard tools** because they don't have to learn new ways to work. Some like the idea of a suite or platform with core functionality and a known UI, but with modules or tools that can be plugged in to extend functionality in certain ways. They believe IT would be more likely to back it, and it would provide a better single source of truth. Connectors, APIs, and other tools that enable easy integration are essential.

“People are used to Microsoft, so they understand the functions. So, I think the adoption is pretty easy because it is, like, okay I know if I click on this it is somewhat like Word and I am able to edit it that way. I think that makes it a lot easier.”

– **VP Operations, large financial services firm**

“I think what we are looking for is the perfect blend of both.”  
– **VP Operations Analytics & Insight, large restaurant chain**

# Key Decision Criteria for Work Execution Software Include Costs, Functionality, and Vendor Viability

## Evaluation and decision criteria include:

- Cost and/or projected TCO
- Features and functionality that address business needs
- User interface, ease of use, and user adoption
- Customer references and case studies
- Demos, pilots, and trials
- Vendor financial viability
- Vendor reliability and flexibility
- Time to implementation and time to impact

**TRAINING AND ROLLOUT ARE ALSO CRITICAL TO THE SUCCESS OF THE OVERALL PROJECT**

Vendors must provide a solid training offering

“Cost over time and how that cost scales over time. Support options and integration options. Proof that it is not vaporware that they have actual use cases that they can refer me too.”  
– **CFO, large real estate organization**

## IT adds additional criteria:

- Enterprise-grade security expected in today’s IT infrastructure
- Technical setup, architecture, networking, data flow
- Scalability
- Roadmap – will this product support the organization’s needs down the line?
- Partner ecosystem
- APIs and integrations
- Maintenance and support



# Barriers to Adoption Differ for Top-Down Versus Bottom-Up Deployments

- Overall barriers to the purchasing process include lack of human and financial resources
- Top-down barriers include organizational focus
  - » Getting senior executives to choose a strategy and stick to it
- Barriers to the bottom-up process include:
  - » Lack of support from IT
  - » Lack of centralized budget and resources
  - » Multiple systems to manage and sources of truth
  - » Training and adoption

“One barrier is IT not being comfortable with anyone installing anything on their machines. There is the cost that comes into play if you are going to do it as a small department. Having a cloud option could help.”

– **General Manager, large manufacturer**

“If you have people who are on a smaller team, you may make their lives harder in the near term because they now have to manage all the e-mails that are still coming in, plus deal with this other platform. What’s interesting is, I think they would quickly realize, ‘I hate e-mail and I like this,’ and then they could champion getting other people to shift.”

– **General Manager, large manufacturer**

# Advice for Technology Buyers

**Work execution software is an integral component of a DX strategy that improves the way people work. The work execution solution must:**

- Be intuitive to use and simple to adopt
- Be flexible and adaptable, configurable for multiple use cases and business processes
- Facilitate frictionless sharing, both within an organization and with external stakeholders
- Provide enterprise-grade security and control
- Be easy to integrate with other enterprise applications
- Successful deployments require robust training and collaboration among stakeholders, including both IT and LOB

# Why Smartsheet?

**Smartsheet is designed to enable greater work agility and collaboration by providing a platform for enterprises to plan, capture, track, automate, and report on work.** The solution provides enterprise-grade security while empowering teams to work together with greater speed and accountability to reduce errors, minimize manual work, and increase productivity. Greater visibility facilitates faster and better decisions to drive better business outcomes.

## Smartsheet is designed to:

- Empower the business user by providing a solution that is easy to use, share, and deploy and that does not require coding capabilities
- Increase visibility across teams and projects with dashboards and portals
- Minimize obstacles by offering a familiar and intuitive spreadsheet interface, as well as easily customizable forms
- Provide reporting and automation capabilities to reduce time spent on low-value administrative tasks
- Offer easy online access via a web-based interface or a mobile application
- Provide secure access to information to protect enterprise security, facilitate compliance, and mitigate risk
- Integrate with Microsoft Office and G Suite productivity applications to enable widespread adoption and scale across internal and external stakeholders

# Methodology

- This IDC InfoBrief is based on research obtained during two focus groups held in Chicago in July 2018.
- Participants were from companies with \$100 million or more in revenue.
- Group 1:
  - » Eight line-of-business stakeholders directly involved with purchasing work execution software
  - » 2 C-level executives, 5 SVPs/VPs, 1 Director
  - » 3 from manufacturing, 1 finance, 1 transportation/logistics, 1 retail, 1 healthcare, and 1 real estate
- Group 2:
  - » Eight IT executive practitioners responsible for evaluating and selecting work execution software
  - » 5 CIOs, 1 SVP of IT, 2 Directors of IT
  - » 3 from healthcare, 2 finance, 1 transportation, 1 business systems, and 1 general contracting