

WHITE PAPER

The Future of Email Is Social

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IDC OPINION

As social collaboration tools become more available and are deployed to more employees, some companies and individuals are looking for these tools to alleviate the growing complaints and irritation associated with the use of traditional enterprise communication tools, particularly email. Email is still one of the most prevalent communication tools used in business. While challenged to fill all of the roles that individuals have attempted to stretch out of it, email does fill an important role for businesses. As a one-to-one communication tool, email for non-real-time enterprise communication still has no peer. Because of its widely supported standards, almost ubiquitous access from any computing device, and availability through most enterprise security infrastructures, it has a role to play in the evolving social business. However, changing employee expectations combined with misuse of email are creating momentum for change. New social tools offer very important capabilities that can relieve some of the pressure on email, but they will not replace an important enterprise tool that has become the favored communication vehicle for many. The future of email is social, and the future of social collaboration tools includes email as an integral part of the enterprise communication suite.

IN THIS WHITE PAPER

This IDC white paper takes a look at the current state of enterprise email and the perceived and real problems that surround its use. The paper discusses the changing nature of collaboration and work fueled by the social Web by examining current email trends and the emergence of new social collaboration tools. Rather than envision "a world without email," it reveals a future where email converges with social tools and grows into an innovative hybrid productivity tool to help support the new collaborative enterprise.

SITUATION OVERVIEW

A "day in the life" of the "average" business user helps illustrate the state of email today. Consider the following scenario: You are assigned the job of project manager for an important corporate initiative. To support your efforts, you are given access to three resources from across the business: Sue from corporate marketing located in the New York City office with you, Jim from European sales operations in London, and Mary from finance located in Singapore. The three resources are matrixed to your project team but continue to report directly to their current supervisors: Sue to Connie, Jim to Marty, and Mary to Sam.

As you head to work on the day you plan to kick off the project, you spend your 30-minute train ride as follows:

- ☒ You scroll through 56 new emails from the previous night on your business-provided smartphone.
- ☒ Out of the 56 emails, you immediately file or delete 35 that have no real bearing on you.
- ☒ Of the remaining 21, you deal with 9 that are quick, simple answers to questions and 4 that are meeting invites (you accept 3 and propose a new time for 1), leaving 8 for more detailed follow-up at the office, including editing 3 attachments.
- ☒ You also spend some time on your personal smartphone checking Facebook, reading some personal emails, and thinking it's unfortunate that your company doesn't allow your personal smartphone to access the corporate network so that you could check your work email from a single device.

Once you reach the office, you do the following:

- ☒ You kick off the project with an email welcoming the team members to the project. In the email, you also define the project objectives and share several documents, including a proposed project plan, a research study for reference, and a draft marketing plan. Because the team members are matrixed, you copy (CC) their managers, your group project administrator, your manager, the project sponsor, and four other stakeholders who you want to "keep in the loop."
- ☒ You check your calendar and see that you have 45 minutes before your first meeting, which gives you a few minutes to work on your remaining 8 emails. Of course, you now are faced with 28 new, unread emails in addition to the remaining 8 from earlier.
- ☒ You start working on one of the attachments from earlier, a draft set of project objectives from another project you're managing, but before you can start, you notice that both Sue and Jim have responded to your kickoff email, so you stop what you're doing to look at their responses.
- ☒ Sue, who hit "reply all" on her response, had some comments on the project plan and attached a revised version for your review. You detach the revised plan into your project folder on your notebook and file her email in a folder you set up for project correspondence.
- ☒ Checking Jim's email (which he sent only to you), you find that he also has comments on the project plan, as he is not available to start working on his tasks for another week, and has attached a revision that will impact the critical path for all three team members. You download the revised plan, saving it to the project folder after changing the file name so as not to overwrite your original plan.

- ☒ You add a task to your "to do" list to review and merge the changes from Sue and Jim into the master plan and then reshare it so that everyone can see that the critical path has shifted by a week.
- ☒ Turning back to your growing inbox, you realize that you have to leave for your meeting...

This all-too-familiar story could easily continue with more and more email piling up in your inbox, more document version nightmares, more needless "reply all" messages, more unnecessary CCs, and in general a system that seems out of control. How did we get to this point? Let's take a look at a little email history.

Email: A Brief History

In 1971, computer engineer Ray Tomlinson, while working for Bolt, Beranek and Newman (BBN), the U.S. Department of Defense contractor hired in 1968 to build the first Internet, modified his popular local messaging program, SNDMSG, to send messages between computers on the ARPANET network. Combining a user's log-in name with a computer host into the form "user@host" created the foundation for modern email.

While the standards and protocols have changed dramatically from email's beginnings, the basic construct and principal value, facilitating communication between individuals, have not. Email has grown rapidly, essentially replacing the office memo, and steadily increased in both number of mailboxes and daily volume since the 1990s. Email is projected to reach 2.4 billion users worldwide by 2014 (see *Worldwide Email Usage 2010–2014 Forecast*, IDC #223245, May 2010). The volume of email in particular has exploded as the use of email has expanded beyond communication to include all manner of collaboration and information sharing.

As a corporate tool, email provides many benefits, including ease of use and relative security, and in a business context, it is available to everyone for a reasonable price. Email has moved beyond its early forms to become an almost completely interoperable communication vehicle not only inside an organization but also across organizations and individuals. Interoperability is one of the most critical features of an effective communication tool, and email's interoperability has enabled email to be widely adopted both outside and inside the organization. As a mature tool, email systems now include (at a minimum) interoperable email accessible from a desktop client or browser as well as integrated calendaring for group scheduling. Basic features such as delegation, search, filtering, flags, offline sync, out-of-office automated replies, attachments, and integrated contacts are standard. The systems can be traditional on-premise installations, appliances sold with a perpetual license, or some variation ranging from hosted by an outsourced provider to a full cloud-based subscription system.

Email: A Growing Problem

In corporate circles, email has become an indispensable tool for many, but with the explosive growth in the volume of emails and use cases, there is a growing sense of frustration among beleaguered users and concern from executives that email is not

meeting all of the needs for a diverse set of business use cases. For many companies, email has become the default tool for much more than communication, and its use now extends to file sharing, peer-to-peer and team collaboration, project coordination, corporate broadcast communications, marketing, collecting feedback, and many more activities beyond its intended use. In fact, the culture in many companies has evolved to one of "copy everybody" and "reply all" just in case. Add to this the current pervasive nature of mobile email access, which in many organizations has created an unrealistic expectation of email as a real-time/synchronous tool, and it's easy to start to see the source of growing employee email fatigue.

What are the current challenges users face with email? The growing list of issues includes the following:

- Managing the volume of email received each day
- Blurring lines between personal and business email use
- The cultural impact of an "always on," hyperconnected mobile workforce
- Filtering spam, "bacn," and other "noise" so that employees can focus on important/high-priority communications
- Overusing email in ways that are outside its intended use and capabilities, such as overcommunicating by copying and replying to people who are not directly involved in an email thread
- Determining email's role with the growing use of social communication channels, both public and corporate
- The growing length and complexity of email communications
- Dealing with misaligned response time expectations between different media; for example, response time expectations for email are different from those for IM or microblog posts
- File sharing and other information sharing via email, which often can create hidden, unsearchable, and outdated information and version control challenges
- Email communications that are disassociated from context or have no way to automatically associate the communications with the proper supporting events and information

Newer enterprise email solutions have started solving some of these challenges; for example, powerful filtering and security software to reduce spam and rules, as well as other filtering tools to help manage mail as it comes in; granular notifications and controls; archiving and attachment deduplication to save on storage and reduce version control challenges; and much more. However, many enterprises are on back-level software and aren't aware of or taking advantage of these enhancements. Even if they were up to date, the rapid growth of enterprise social solutions over the past few years has increased speculation that "social" could replace email or at least mitigate email challenges in the enterprise. In fact, in several high-profile news stories over the past year, some companies are trying a "no internal email" experiment. Unfortunately, this is akin to turning off your automobile because the radio is too loud; it may stop the noise, but it also stops you from going anywhere. These drastic experiments are more a move of desperation than an actual solution to the problem.

Businesses today face two key questions related to email and collaboration:

1. How can businesses overcome the current limitations of email while continuing to leverage its strengths in one-to-one communications?
2. How do organizations measure the additional business outcomes of improved decision making and productivity achieved by augmenting email with emerging social collaboration tools?

FUTURE OUTLOOK

Over the past several years, corporations began to feel the impact of several new technology innovations combined with key cultural shifts. The social Web, in particular, is having a dramatic impact on how people communicate and build online relationships. The proliferation of smartphones and tablets has created a society of "always on," hyperconnected individuals. Employees, customers, and partners have changing expectations about engagement as well as communications technology and methods. Consumer Web tools have created much higher expectations for user interfaces (UIs) and simplicity of use. In general, people are exposed to new styles of working and communicating, and to new capabilities from consumer tools, long before these same concepts can be applied to enterprise tools. Employees are forcing a change in the enterprise by bringing their own tools to work and by substituting consumer tools for corporate-approved software and hardware because the tools provided don't meet their expectations and needs.

A new category of enterprise software grew out of the consumer social Web to help companies meet the shifting expectations of employees, partners, and customers and to answer the challenges created by a tough economic climate. Organizations are turning to these enterprise social tools for a variety of uses, including customer communities and employee collaboration. This begs the question: Do the implementation and the use of social tools replace the need for email?

In a recent survey, IDC found that companies are implementing social solutions for a plethora of reasons, but the greatest motivations are communication related. Figure 1 illustrates the top 12 responses from the survey.

FIGURE 1

Enterprise Social Initiatives



n = 339

Source: IDC's *Social Business Survey*, May 2011

The social Web is changing the way we communicate, and communication is a key component of collaboration. Incorporating social features into enterprise tools can open up a wide range of opportunities for businesses to improve not only communication and collaboration but also productivity. New social collaboration tools have the ability to be more effective than traditional tools by being more people centric: connecting people, sharing knowledge, and providing necessary context. In the past, many collaboration tools were mostly concerned with managing content, and while this is still important to social collaboration, enabling content sharing and rating takes precedence over simply managing the files.

Communication generally falls into two basic forms: real time and other than real time. Real-time tools — instant messaging (IM), for example — function much like a phone conversation. Effective real-time tools include a form of presence, or the ability to know with some certainty that the party you are connecting to is available to participate in a real-time exchange (status). Email is designed to facilitate other than real-time (sometimes called asynchronous) communication. However, with the growth of mobile email access and high-speed data networks, email increasingly seems near real time for many users. Some new tools can function in both real time and other than real time, such as the microblogging site Twitter, for example. What's missing from email and these other tools, though, is presence. The choice of response is up to the individual, and there is little to no expectation of immediate response.

Social tools, which are focused on content and community, incorporate both communication methods and people-centric collaboration. Communication is a part of good collaboration, while collaboration involves communication as well as the processes and tools for getting work done collectively. The actual process, though, would always include some sort of communication. Communication and collaboration are interrelated and need to exist together in the context of the activities that are being done. Project management and other task management tools need to include communication tools as an integral part of the process of doing work.

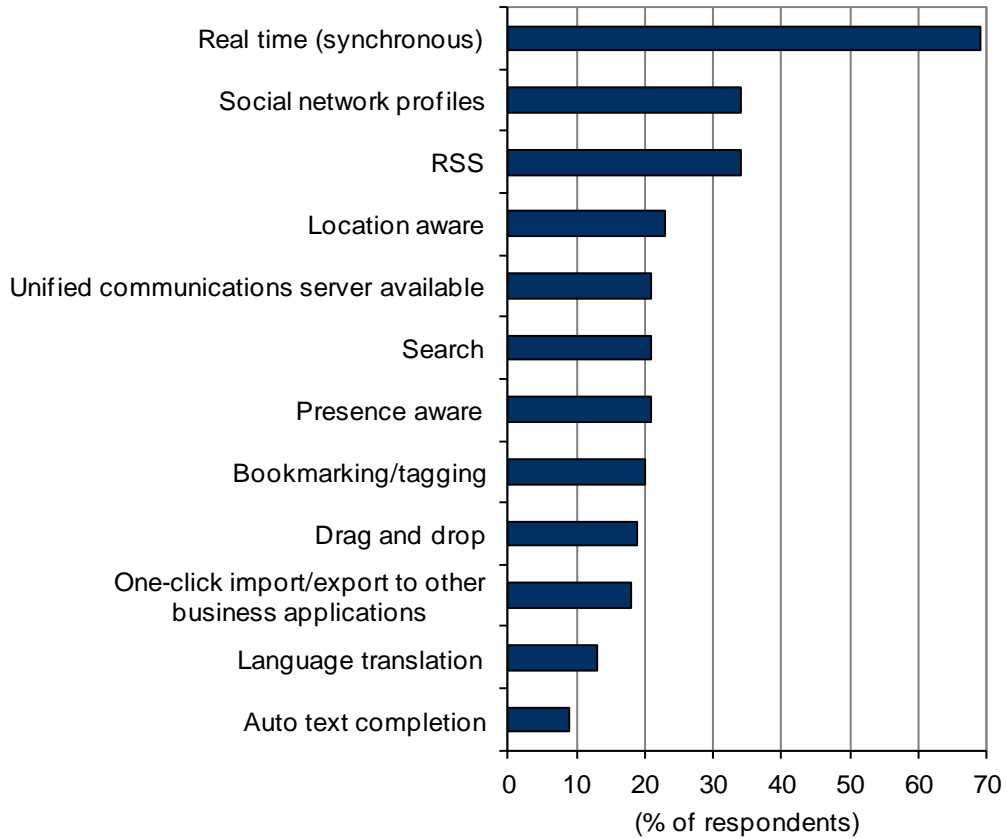
Email systems have incorporated and integrated some key features that go beyond communication, including content filtering, contact management, group calendaring, and IM. Some enterprise software has also tried to integrate into the email environment, particularly customer relationship management (CRM) and sales force automation (SFA) systems. This is an acknowledgment that many workers prefer to work inside a familiar UI and that many are most comfortable with email. Email is also one of the most popular and highly used mobile applications.

Social tools also include some useful communication tools. Often, the key component of a social collaboration tool is built around an activity stream that looks similar to consumer UIs on the social networking sites Facebook and Twitter. The choice of UI is thought to aid in adoption because employees are already familiar and comfortable with these consumer tools, which hide complexity behind a simple user experience. Activity streams are more effective at organizing certain kinds of work than the traditional inbox concept, generally allowing much more flexibility and user configurability. In addition to the activity stream, social tools can include file- and knowledge-sharing capabilities, Wiki functionality for group collaborative content creation, blogs for sharing content, employee social networks for maintaining and sharing profile information, skills and training capabilities for social learning, RSS integration for content curation and aggregation, and even group Web conferencing links or features.

When asked about communication features in a recent IDC survey, respondents provided insight into changing expectations for enterprise communication tools. Figure 2 also demonstrates that employees' expectations for communication incorporate some important social and collaboration functions.

FIGURE 2

Most Important Messaging Application Features



n = 400

Notes:

Multiple responses were allowed.

Data shows respondents who selected "1 = most important."

Source: IDC's *Business Collaboration Survey*, 1Q10

Convergence and Context

Email's current issues, at least in part, are related to how the application is used by employees. Employees stretch email well beyond the boundaries of a simple communication tool and extend it into all types of collaborative activities. Part of the solution to improving email use, then, is offering employees tools that are better suited to the tasks that aren't a good fit for email.

Using the right tool for the job solves some of email's issues, relieving employees from the struggle of trying to stretch one tool to do the functions of many and focusing email to do what it does best: private, one-to-one/one-to-few communication in other than real time. There is some evidence that providing social tools allows employees to shift email use back to a more appropriate and strategic set of use cases. And while there is some reduction in use, email continues on as a necessary business tool.

Unfortunately, adding a number of separate social tools is unlikely to solve a company's current problems completely or create the desired collaborative environment. In fact, adding more tools without looking at the complete picture is sure to cause additional challenges, not the least of which is decreased productivity from switching between too many applications.

What then is the solution to the email conundrum? There are two critical components to solving these issues and putting companies on the road to a more collaborative workforce: convergence and context. Convergence has already started in social collaboration solutions with more features and functions being tied into one complete solution set. In other words, many of these solutions have moved more toward becoming a suite of integrated products instead of standalone products. The most critical piece, though, is the concept of a single UI for all social collaboration activities. Email solutions have already grown to include integrated IM, calendaring, contacts, and rudimentary task management. Email has also seen some moves from software vendors to use the email UI as a place for consolidating other business functions, either directly or by adding features that mimic the same look and feel. This has the advantage of familiarity but doesn't go far enough to include social features. On the social side, the activity stream has emerged as the single UI for a variety of functions. Often vendors have brought in some connectivity to corporate email, some rudimentary project/task management, RSS, public social networks, microblogs, content systems, and ways to interact with other enterprise systems inside the activity stream UI.

Context is somewhat more difficult with present systems. The concept is that content and communications are more valuable and usable in the context of the activities the individual is involved in. Mobile applications often add location-based functionality to define and use context, while enterprise systems have approached context through role-based filtering. Role-based systems provide access to system resources based on an individual's assigned role. This can be taken beyond general roles in many systems and individualized to some extent. Portals, for example, often have the capability to allow access to a set of applications and content based on individual configuration. Role-based context goes only so far, however, as it lacks the ability to make context dynamic to specific activities or projects; in other words, making the application "smart" enough to know that in a conversation on IM with your project team members, it would be useful to serve up the project plan and related supporting documents.

As information/content explodes in volume, having system-driven ways to filter and surface relevant content grows dramatically in importance. According to IDC's research, digital information will grow 48% in 2012 to approximately 2.7 zettabytes (see *IDC Predictions 2012: Competing for 2020*, IDC #231720, December 2011). Intelligent filtering in a context-aware system becomes an imperative rather than a nice innovation. Content curation will also be important to making sense of the growing mountain of information, and systems that facilitate human curation alongside context awareness will relieve some of the pressure. Beyond curation and even automation, though, employees need that capability to control and filter information flow based on individual needs. Needs are situational, though, so flexibility is necessary in the individualization. Beyond the individual, the broader population of constituents can be incorporated in the filtering and curation process through features such as tagging, ranking, and rating.

Transforming a business is more than providing proper tools though. It is also a shift into a knowledge-sharing and collaborative culture. Cultural shifts are difficult of course, but they are nearly impossible if the tools provided do not adequately address the business needs and are not aligned with the overall business goals. Providing the right tools (and training) to accomplish each goal is critical to facilitating the overall business shift.

Email Becomes Social

Email remains the most widely used application in the enterprise. It's also the most familiar to the largest population of employees and the most easily accessed enterprise asset. As such, email provides the single most important connective link both internally between employees and, perhaps more importantly, externally to customers and partners. Because of email's ubiquitous nature and its universally accepted standards, replacing email's core communication function would be impossible, not to mention a waste of effort. Email does its core functions extremely well — it is simple to use and is widely accepted as a standard. The problem is largely from volume and stretching its functions to areas for which the tool is simply not well suited. Social collaboration tools, on the other hand, do many of these "stretch" tasks very well and provide an interesting complement to email's core capabilities.

The future of email is social, and the future of social business clearly includes email as a key part of its feature set. To understand this, think about the way most of us work and use software. Most people have a "default" application where they spend the greatest part of their time. For many of us, that ends up being email. In all its various permutations (Web client, desktop/notebook client, and mobile client), email is by far the most familiar to the greatest number of employees. While some of us may work in other applications too, we routinely check and use the core email feature set at a minimum.

Communication is a key component of business and gains even more prominence in the collaborative enterprise of the future. As new social capabilities start to converge, it's only logical that they would do so around the most familiar enterprise tool and that this convergence would be a key to widespread adoption. For a business to transition and become truly social, the broad population must adopt and use the new social

feature set. Social collaboration grows in value as more employees become engaged in the use of the tools and processes. It's a classic network effect: The more employees there are in a network, the more useful it is, which in turn drives more adoption.

The new social email provides both a powerful accelerator for social adoption and the backdrop for relief from email fatigue. Socially enabled email has already started to move the enterprise:

- ☒ From email strings to managed conversations that can also use integrated online forums, microblogs, and activity streams
- ☒ From static email file attachments to integrated social file sharing
- ☒ From standalone email contact lists to dynamic social profiles and networks (both internal and external) where people maintain rich profile data, including background, interests, contact information, skills, training, organizational structure, social graphs, and more
- ☒ From managing a separate schedule to group and social calendaring where the right people have the right level of access to availability and can use both presence and scheduling functionality to dynamically manage individual and team schedules across organizational boundaries
- ☒ From multiple standalone communication and collaboration environments to integrated environments that include IM, online meetings, real-time collaboration, public social networks, RSS, content sharing, and even voice and video
- ☒ From an inconsistent user experience to ubiquitous access to calendars, mail, content, and more, from a unified suite of social collaboration tools
- ☒ From excessive and disruptive switching between complex communication activities to seamless transitions between multiple tools across multiple devices
- ☒ From unintegrated task and work management to integrated workflow and collaborative task execution
- ☒ From reactive analytics to predictive analytics based on social modeling and analysis
- ☒ From the risk of uncontrolled sharing of corporate intellectual property over open public social networks to the security and policy protection of socially integrated enterprise-grade messaging platforms

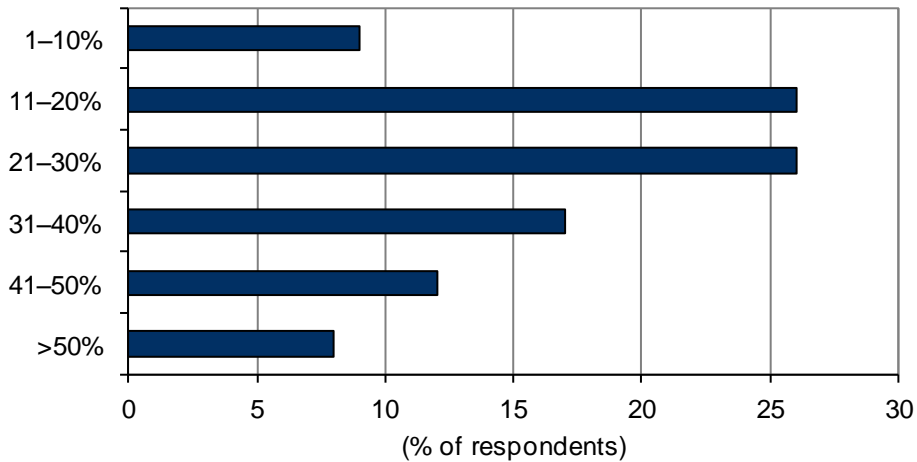
The benefits are clear: The capabilities of this evolution can help enterprises ultimately move from a siloed and disconnected culture to a culture of knowledge sharing, collaboration, and integrated communication.

OPPORTUNITIES AND CHALLENGES

The cultural shift embodied in social email — the deployment of messaging as a part of an integrated suite of communication and social collaboration tools — offers significant opportunity for businesses. Incorporating social tools into business processes increases productivity, as shown in Figure 3.

FIGURE 3

Time Saved by Using Social Software as a Productivity Tool



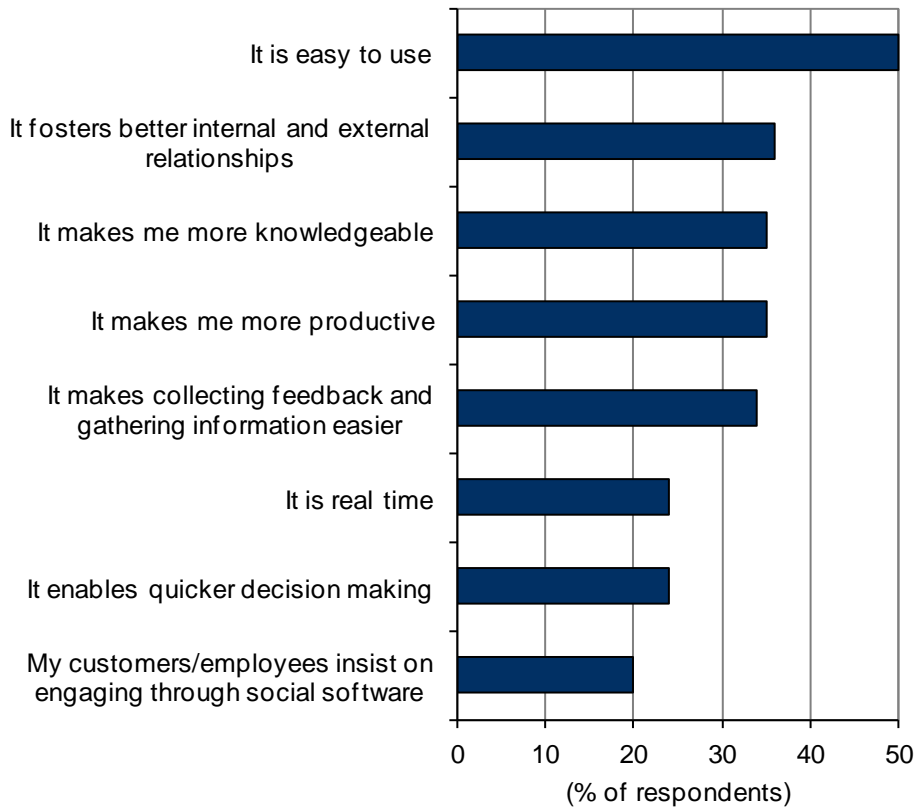
n = 700

Source: IDC's *Social Business Survey*, 4Q10

Beyond productivity gains, though, there are many benefits of using an integrated set of social collaboration and communication tools. Figure 4 shows some of the reported key benefits of using social software.

FIGURE 4

Key Benefits of Using Social Software



n = 700

Source: IDC's *Social Business Survey*, 4Q10

Deploying an integrated social collaboration suite/social email also can:

- Improve employee engagement, morale, and retention by fostering a sense of control over information and projects, as well as a sense of connection with colleagues
- Reduce employee training and onboarding costs due to nearly universal familiarity with a common UI
- Reduce security and IP risks associated with opening up corporate networks to public social sites by providing controlled, rules-based secure connectivity to selected public sites for specific business purposes and by replacing the need for some consumer tools with robust enterprise tools
- Encourage a knowledge-sharing culture by opening up access to content and information

- ☒ Remove the inherent exclusion of sharing information via email by providing open sharing tools such as activity streams where individuals can opt in and subscribe to the information they need
- ☒ Facilitate a more innovative culture through openness and broad employee involvement and engagement
- ☒ Simplify the process of identifying and connecting with key experts or finding the advice of experts without bothering them by browsing their shared bookmarks, blog entries, or other public posts
- ☒ Connect people, content, data, and systems in one integrated environment, becoming the modern user experience for an aging enterprise infrastructure by providing an integrated set of social tools
- ☒ Improve decision making by facilitating collaboration and making knowledge and best practices — in the form of templates — more accessible, which in turn will reduce the overall costs and delays of the decision process
- ☒ Improve productivity with reduced application switching: seamless transitions from device to device and from one communication method to another as needed
- ☒ Deliver better/more innovative new products and services to market faster by gathering ideas from a broader network of product "experts"
- ☒ Create embedded experiences that include rich media, which can be used to increase engagement, provide just-in-time training, and keep a broader set of employees in sync
- ☒ Increase sales productivity by putting experts and tools such as sentiment analysis, customer information, public social data sources, prospect background, and network information in their palms

Business Considerations

While social email offers a host of opportunities for real business value, the business must consider a few factors when making the choice to deploy a solution. First is the selection of a solution that meets the needs of the business by providing a fully integrated user experience and key tools, which might include email, activity stream, integrated IM, access to content, support for multiple mobile devices, blogs and wikis, secure and configurable access to public social networks, access outside the firewall to customers and partners, integrated online meeting support, video, and other rich media support. IT must also assess the solution delivery model needs and select the delivery method that meets business and technical requirements as well as compliance and governance needs. The choices include on-premise, appliances, hosted solutions, SaaS, and hybrid solutions.

Additional industry-specific requirements must also be taken into account in both solution selection and delivery model choice. Highly regulated industries such as financial services and healthcare will have specific privacy, security, and risk management requirements that must be incorporated into a solution. It is important to pick a solution provider that has a deep understanding of each industry's unique requirements and compliance demands.

The key considerations are:

- ☒ Have a clear set of requirements that includes a list of features and functions that are broken out by necessary and nice to have, developed by all stakeholders prior to looking at solutions.
- ☒ Have a clear understanding of the need to connect externally and your security and IP protection requirements to enable that connectivity.
- ☒ Define any unique industry regulatory or compliance requirements and ensure that the new system can adequately address them.
- ☒ Have an integrated UI that combines the tools into a more user-friendly experience. It's also extremely effective to select a tool that allows users to choose the new integrated UI or get the same functionality in a more familiar email UI.
- ☒ Ensure that the solution supports the range of mobile devices that are currently in use or that might be added in the near future.
- ☒ Understand the available solution delivery and licensing model options and select the most appropriate for your business goals and financial needs.
- ☒ Don't overlook the need to have assistance in implementing the solution, and assess the availability of trained and experienced systems integrators for the solution you select.

Adopting Social Email

Achieving widespread adoption of social tools can offer some challenges but is extremely important because social tools gain in value as a broader network becomes engaged. There is a natural resistance to change among many people, and yet adoption is tied to value, and value increases the more people use the tools. The following tips can increase user adoption and engagement:

- ☒ Get executive sponsorship and then have those sponsors use the social tools.
- ☒ Identify power users and champions to assist new users.
- ☒ Increase knowledge sharing as a culture by ensuring that incentives are aligned with collaborative, cross-silo, and knowledge-sharing goals.
- ☒ Hold hands-on activities to familiarize people with the new tools at launch.
- ☒ Integrate the social tools into as many other enterprise tools as possible, including existing content management systems and other systems that can benefit from adding a social component.
- ☒ Ask employees for feedback, and then use that input to improve the system over time.

CONCLUSION

Although email is widely deployed and used in business today, it is regularly being stretched beyond its intended purposes, which leads to email fatigue. Many users are not taking advantage of the latest technology or best practice examples to help better manage their email experience. Even if they did, treating email as the sole go-to collaboration, file-sharing, and communication tool for the enterprise would still be problematic for most users. The sheer ubiquity of email creates a volume issue that seems insurmountable for many.

Social tools offer relief and a path forward. However, by themselves and unconnected, they are not a complete solution and often meet with resistance from employees who are not willing or able to learn yet another toolset that, at first glance, may not seem to provide a real productivity boost. The opportunity for improvement and increased business value, though, grows substantially when social collaboration tools are combined with email in an integrated environment. The resulting combined collaboration and communication environment is a much easier transition for the average user and is a better fit across a wide set of use cases for meeting many business challenges. By adding these social tools, organizations free up email for its intended purpose: private, one-to-one/one-to-few communication in other than real time.

An integrated social tool environment that includes email and a set of social collaboration tools has the potential to increase productivity and innovation across the business. In addition, there are many end-user "wins" from deploying an integrated tool set: empowerment and control over an individual's inbox, more effective information management through individual and social filtering and curation, efficient file sharing, seamless transitions from one tool to another as individual and group needs change in real time, and the ability to find the right information at the right time, to name just a few. Creating a secure, connected environment is a key to opening up the business and building a knowledge-sharing culture.

The journey to build the new collaborative enterprise and specifically social email is one of evolution, not revolution. Adding much-needed knowledge-sharing and collaboration capabilities to what's good and productive in the tools currently deployed in the enterprise has the potential to help companies increase productivity, increase innovation, facilitate more effective decision making, and create a more collaborative business environment internally and externally.

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