

# The Business Value of Open Text Livelink

## A Nucleus Research Report

### *Bottom Line*

By improving strategic and tactical collaboration, task and process management, and information organization and access, organizations moving from messaging to a more advanced groupware environment such as Open Text Livelink can innovate faster, improve knowledge capture and store, and reduce time to market by up to 15%. Those without an existing collaborative environment can envision time to market reductions of up to 30%. Costs associated with a Livelink deployment include software, hardware, personnel, training, and consulting. Given effective cost management, companies can expect to recoup the cost of their Livelink investment in less than one year.

### The Open Text Livelink product

Livelink is a Web-native collaborative application with a three-tiered construction: The access tier supports user access via a standard Web browser; the server tier supports extensible Livelink services; and the data tier supports relationship databases and systems including Lotus Notes, Microsoft Exchange, SQL server, SAP R/3, and Oracle.

The Livelink user interface is based on three functional workspaces that enable users to access the collaborative functionality within Livelink.

#### **Potential Return:**

15 to 30% reduction in time to market. Payback in less than a year.

- **Enterprise Workspace.** Supports the user's activities and responsibilities as a corporate employee, providing access to company-wide discussion threads, workflows, agendas, and documents that can be used to share and collaborate on company best practices, policies and procedures, business-critical news, and corporate concerns and projects.
- **Project Workspace.** Initiated and administrated by the authorized users, the project workspace creates an environment in which team members can work together and share project-specific information, documents, discussions, and agendas.

- Personal Workspace. The customizable personal workspace enables individuals to configure data and information feeds from the Internet; intranet/extranet applications; and Livelink discussions, agendas, and news feeds to prioritize activities and keep abreast of information and events critical to their responsibilities and tasks.

In addition to the basic Livelink platform, Open Text provides a number of optional modules, including the following, than can be used within the Livelink environment to support specific business processes and activities:

- Livelink Activators for BASIS, Lotus Notes, and SAP/R3 enable seamless integration of data and documents from BASIS, Lotus Notes, and SAP R/3 into the Livelink environment.
- Livelink Activator for CORBA and Livelink Enterprise Activator enable integration of Livelink with external systems and other business-critical applications.
- Livelink Catalogued Library enables integration of existing libraries into Livelink.
- Livelink Desktop enables users to access Livelink document management functionality from within desktop applications.
- Livelink Directory Services enables administration of users and groups from a single central directory.
- Livelink eLink enables integration of Livelink with any standard e-mail application and e-mail notification of Livelink events.
- Livelink Transit Central e-Publisher enables organization and publication of documents as Web pages.
- Livelink Explorer enables users to navigate Livelink with a Windows Explorer-like interface.
- Livelink Forms enables users to create, manage, and track electronic forms.
- Livelink On-Time enables individual, group, and corporate calendaring and scheduling.
- Livelink Prospectors enable users to create personalized agents to explore and retrieve work-critical information.
- Livelink Remote Cache reduces network traffic and improves network speed by caching commonly-accessed documents and files.
- Livelink SDK enables users to develop and deploy custom Livelink-based applications and solutions.

- Livelink Spider enhances the Livelink indexed repository with additions from Internet, intranet, and extranet sources.

## The business value of Open Text's solution

Nucleus Research has identified six specific business activities that influence a company's ability to innovate, capture and store knowledge, and reduce average product time to market: strategic collaboration, tactical collaboration, task management, process management, information organization, and information access. This report explores the six areas and their specific business benefits and evaluates the potential of Open Text Livelink to support effective practice in each area and effectively reduce an organization's average time to market. Nucleus Workbook #A3W provides tools for calculating the impact of improving each of these activities on the corporate bottom line.

When is reducing time to market of value? Not all organizations deploying technology to reduce time to market will recognize a related increase in return on investment; however, there are industries where decreased time to market is critical to profitability and continued success.

For organizations in highly-regulated industries such as pharmaceuticals, oil and gas, and defense, the ability to not just rapidly develop new products but also to speed the process of regulatory approval widens the time window in which a company has exclusive rights to sales of a patented product. Improving the speed of time to market by only a few weeks can make the difference between a marginally profitable product and a tremendously profitable one. Additionally, rapid access to previous product development knowledge can increase a firm's ability to reverse-engineer first-entry products and bring them to market faster.

In organizations where time to market may not be key to profitability, the ability to leverage knowledge for innovation is still critical to long-term success. For organizations in high-change industries such as software, telecommunications, and biotechnology, effectively leveraging knowledge assets to innovate is critical to staying ahead of competitors. Project rework, lag times,

### *Key to creating business value:*

1. Strategic collaboration
2. Tactical collaboration
3. Task management
4. Process management
5. Information organization
6. Information access

## Reducing time to market

Company: Pharmaceutical Company 1\*

The pharmaceutical industry has a unique business model. Patents protecting new drugs from competition allow drug companies to recoup the cost of development during the life of the patent. After that point competition drives prices, and thus, profits, downward. This pharmaceutical company's diagnostic division, faces an even greater challenge than its pharmaceutical division. The diagnostics they develop are used to test for various diseases or conditions. With rapid changes in technology, new diagnostics are being created at a rapid pace, even before the patents expire. The company estimates a new diagnostic will have a useful product life of fewer than two years before it is replaced by a better solution.

In this rapid environment, reducing the time it takes to bring a new diagnostic to market is critical if the company is to cover its costs and maximize its profits. Equally important, increasing the revenue potential from a new diagnostic allows this company to explore products that may have limited value to the broad public but could be critical to some.

To manage and streamline the flow of information the company turned to Open Text Livelink. Now Livelink is used to manage all aspects of a new diagnostic product including project development and collaboration, regulatory submission to various agencies, and the critical management of the distribution of technical information, which varies by country. The benefits were dramatic and included a decrease in product development costs, and increase in revenue, and an increase in new products. In addition, sales reps have access to current information resulting in an increase in their efficiency.

### Key success factors:

- Strategic and tactical collaboration
- Information organization
- Process management

\*The company profiled believes Livelink offers it a competitive advantage and does not wish to be identified.

and slow access to appropriate information can result in lost market opportunity costs amounting to millions of dollars.

## *The value of strategic collaboration*

Strategic collaboration is the *ongoing practice* of sharing knowledge, ideas, and expertise within or among organizations *to improve long-term performance*.

- Although strategic collaboration most often occurs at the top levels of personnel within an organization, successful organizations see the value of including personnel at all levels in the strategic collaboration process.
- People practice strategic collaboration on an ongoing basis to ensure the organization continues to perform.
- Although the value of results of strategic collaboration are very subjective, they are critical to long-term organizational success (and often, stock price valuation in the case of publicly-held companies).

There are a number of groupware applications that support strategic collaboration, including Lotus Notes, Novell GroupWise, Microsoft Exchange, and Centrinity FirstClass. The Enterprise Workspace of Open Text Livelink also supports enterprisewide strategic collaboration for organizations. The workspace provides users with a single point of access for best practices and policies, procedures, business-critical news and collaborative tools such as threaded discussion, information sharing, and document management. Organizations considering moving from an e-mail only or functionality-limited groupware solution to a solution such as Livelink should review the workbook to calculate the added value of Livelink to their organization in strategic collaboration.

Key business benefits associated with improving strategic collaboration with Livelink include the following:

- Increased effectiveness of R&D resource deployment.
- Reduced cost of production.
- Increased market share and profitability.
- Increased earnings per share.

### *The value of tactical collaboration*

Tactical collaboration is the *project or timeline-limited practice* of sharing knowledge, ideas, and expertise within or among organizations *to accomplish a specific task or goal*.

- Tactical collaboration typically occurs at all levels of the organization.
- People practice tactical collaboration as a response to some stimuli: for example, a message or task delivered from a supervisor, an RFP from a potential customer, or a press release or announcement from a competitor.
- Completion or value brought from specific tactical collaboration projects vary greatly in significance, but their aggregation contribute greatly to the short-term success of the organization.

Fewer groupware applications on the market have functionality to support tactical collaboration. Solutions supporting tactical collaboration include Instinctive eRooms, Centrinity FirstClass, and Lotus QuickPlace. The project workspaces of Open Text Livelink support team and enterprise tactical collaboration for organizations. The project workspace provides users with a tactical collaborative environment that they can create and customize themselves based on their needs and the job at hand.

Key business benefits of effectively supporting tactical collaboration through Livelink include the following:

- Increased speed of product engineering changes.
- Reduced cost and time for product design rework.
- Reduction in project start-up time.
- Reduced travel and communication costs.
- Reduced subcontractor/supplier costs.
- Improved customer retention.
- Increased new account sales.

### *The value of task management*

Task management is the process by which individuals and groups address specific tactical challenges and resolve them. Task management has two main components: time (when a task should be completed) and treatment (who should act, in what order, to achieve the desired result).

Nucleus estimates that a technology-supported task management system is important for 30% of companies currently using groupware. Although many applications on the market currently support calendaring and scheduling, there are very few that support effective task management by integrating calendaring features with task areas and to-do lists. Livelink OnTime is an enterprise scheduling application that enables individuals, project teams, and organizations to coordinate meetings, synchronize work schedules, and plan and carry out tactical collaboration efforts. Project and Personal calendar capability within the Livelink environment enables users to track project milestones and schedule activities with knowledge of each participants' calendar, enabling users to reduce time needed to schedule meetings and rapidly select the first appropriate time for critical tactical collaboration activities.

Livelink Forms enables users to collaboratively create, manage, and track electronic forms and integrate them into standard business processes. Project teams can use Livelink Forms to rapidly establish and standardize new processes that support new business activities or projects, enabling them to respond more rapidly to changes in the market environment or product life cycle.

Key business benefits associated with effectively supporting task management via Livelink include the following:

- Reduced product development cycle as "blocking" tasks can be prioritized and addressed.
- Increased speed of engineering changes.
- Reduced documentation and communication costs.

### *The value of process management*

Process management is the way an organization manages the static business processes that enable the company to maintain performance, both in the way it behaves in the market (product lifecycle) and the way it manages internal

processes and resources such as travel expenditure and human resources issues.

A number of applications, both within groupware and enterprise applications and as standalone workflow products, support effective process management. Depending on their existing environment and needs, companies may find that the process management capabilities within a standalone product such as JetForm, or the process management capabilities with an enterprise application such as SAP or JD Edwards is most effective. For those considering an investment in Livelink, Livelink Workflow is designed for the automation of business processes including the routing and approval of documents.

Livelink Activator for SAP/R3 and Livelink Enterprise Activator enable organizations to link their enterprise applications and information from those applications directly into the Livelink environment, reducing employee need to learn and access other systems to provide input into the development process. Organizations with existing ERP or enterprise applications should review the workbook to determine the business value of integrating those applications with Livelink.

Key business benefits recognized from effective support of process management through Livelink include the following:

- Reduction of product lifecycle by institution of clear steps and procedures for point-to-point progression through the lifecycle (no bottlenecks).
- Reduction of paper, postage, internal processing costs.
- Reduction in the cost and amount of time required to prepare regulatory submissions and respond to potential legal action.

## **Improving Knowledge Capture and Store** Company: Nortel

In the highly-competitive telecommunications industry, finding and retaining quality employees is one of the greatest challenges. For Nortel, identifying candidates for new jobs and projects, efficiently making and processing job offers, bringing employees up to speed quickly, and keeping employees informed and happy are key to the company's ability to maintain competitiveness in an environment with significant employee churn.

To organize and manage all the processes and information surrounding the hiring, training, and care of employees and contractors, Nortel turned to Open Text Livelink. Nortel uses Livelink to support all the tasks associated with finding, hiring, and training new employees. A standard process with flexible attributes depending on the type and level of employee hired enables both managers and HR staff to increase efficiency and reduce the time needed to bring an employee up to speed. For ongoing employee needs, Livelink-based HR and services intranet sites enable the company to provide employees with rapid access to the information and services they need to do their jobs and be satisfied with their job environment.

Supporting the hiring and employment process through Livelink and providing ready searchable access to employee services information has enabled Nortel to reduce HR staff hours devoted to hiring tasks, make new employees more productive faster, and reduce management time devoted to managing the logistics of each new hire.

### **Key success factors:**

- Task management
- Information organization
- Process management
- Information access

## *The value of information organization*

Organization of corporate knowledge and information is a key factor in the ability of companies to reduce the amount of time and cost to produce product documentation, to prepare documents for regulatory review, to re-use existing knowledge and intellectual capital for advancement of new projects and products, and to maximize R&D investment in view of market and competitive dynamics.

Companies seeking to improve their information organization capabilities have a number of different options: document and content management systems, groupware environments, and cataloguing and indexing tools can all provide value in information organization. Key factors to consider include the nature and origin of documents and information of value within an organization, the level of detail required for that information to be of use to users, and ease of use in accessing the system. A pharmaceutical organization with complex research documents will find the value of investing in a heavy-duty document management system such as Documentum or Filenet necessary to support its information organization needs; a research organization may find a Lotus Domino.doc or Open Text Livelink environment effectively supports their information organization needs.

Livelink Spider enables organizations to enhance information retrieval within Livelink by “crawling” intranet, extranet, and external Internet sites and automatically finding and indexing new or modified documents. Spider enables Livelink to maintain an up-to-date, searchable knowledge base for the organization that includes not only internal information assets but critical internal information such as data on product suppliers and partners, notifications of regulatory change or approval of competitors’ products, new consumer events or announcements, or competitor activity.

Livelink Activator for BASIS and Lotus Notes enable users with existing BASIS or Lotus Notes databases to integrate the content of those databases into Livelink indexes for rapid organization and presentation within a single Livelink environment.

Livelink Transit Central E-Publisher enables users to organize and publish document or compound documents to the intranet, extranet, or the Internet as Web publications.

Key business benefits associated with supporting effective information organization with Livelink include the following:

- Reduced product rework.
- Reduced cost of regulatory documentation submission.
- Increased speed of regulatory approval.
- Reduced time and cost to develop marketing and technical documentation.
- Reduced cost and time to manage product lifecycle across a company and its subcontractors.

The Nucleus workbook for Livelink provides methodologies for calculating the direct and indirect business benefits of improved information organization.

### *The value of information access*

Information access is key to increasing personal productivity and enabling individual users to rapidly access the information and resources they need, regardless of their location, to complete both tactical and strategic activities. The ease of use of a collaborative application is key to its ability to support individual users' ability to access information and be productive.

A number of portal products, including mySAP, the IBM EIP, and Lotus Raven have promoted their ability to provide individual users with their personal view on the applications and information within an organization. The Livelink Personal Workspace also provides users with the information and environment

### **Improving Innovation**

Company: Pharmaceutical Company 2\*

Although the typical product lifecycle for a pharmaceutical company is four to ten years, each day gained can represent significant revenue increases for the company. Leveraging existing knowledge to rapidly develop new products can produce even greater returns. Within the pharmaceutical division of this global company, international project teams made up of 50-100 researchers as well as marketing and regulatory specialists are responsible for the complete drug development cycle. The company has looked to extend global resources and improve innovation by involving employees worldwide in a number of different simultaneous project teams.

The company looked to Open Text Livelink to supplement its existing shared drives and e-mail system to enable more rapid project team launches and to facilitate team collaboration.

Using the company's Livelink-based intranet has enabled project teams to rapidly search and access documents that can be re-used, instantly create new global project teams to address new project opportunities, and leverage organizational knowledge across projects by sharing ongoing project page access with other teams and individuals exploring similar domains.

The resulting highly-flexible collaborative environment has enabled the company to reduce communication costs and IT staff, increase employee productivity by reducing time needed to find and/or re-create documents, and drastically reduce the amount of time needed to launch project teams – and bring them closer to results faster.

#### **Key success factors:**

- Tactical collaboration
- Information organization
- Information access
- Task management

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they need to improve personal productivity. Users can customize their personal workspace to access intranet, extranet, Livelink news feeds and real-time business intelligence and change the workspace over time to reflect their strategic and tactical work priorities.

#### **Potential Hidden Cost:**

For reliable access to Livelink data and applications, organizations may need to invest in network upgrades, leased-line connections, and/or ADSL access for teleworkers and frequent mobile users.

Livelink Prospectors enable users to create their own Web research agents to notify them of new information or changes in data sources critical to their job or project. Supported by custom query technology, prospectors review internal networks and user-specified Web sites on a regular basis and return information to users.

MyLivelink gathers information from internal and external sources specified by the user and brings the directly to the desktop and recognizes and captures Livelink user preferences so Web favorites, projects, tasks, discussions, and channels can be delivered to the user when appropriate to enable them to work more efficiency, make better decisions, and meet product deadlines.

Livelink Remote Cache caches commonly-accessed documents, HTML renditions, and graphical content at remote sites to reduce network traffic and improve access speed for remote users.

Key business benefits associated with supporting effective information access through Livelink include the following:

- Increased personal productivity.
- Improved prioritization of key tasks and activities to improve corporate profits.
- Improved contribution to effective teams to accelerate product development.
- Lower employee turnover.
- Reduced IT and new employee training costs.

The Nucleus workbook for Livelink provides a methodology for calculating the real business value of employee time savings and productivity driven by improved information access.

## **Livelink Costs**

### ***Software***

Open Text Livelink pricing is based on a per-user pricing model with additional charges for plug-in modules. In

addition to Livelink license and module fees, companies deploying Livelink may also need to invest in Web browser software updates and /or database software. The Workbook provides a methodology for identifying the bottom-line impact of all software cost factors including one-time license fees and maintenance associated with ongoing use of Livelink.

Recently Open Text has adjusted its pricing to align Livelink prices with those of other enterprise groupware architectures such as Lotus Notes. Nucleus believes that this is not unreasonable given the potential business value of Livelink; however, it has made Livelink much more expensive compared to other solutions such as Centrinity FirstClass and Instinctive eRooms. Nucleus recommends organizations with a large number of potential users request information on enterprise licensing agreements and aggressively negotiate on price with Open Text to ensure the business value received outweighs the costs of Livelink.

### ***Hardware***

Hardware needed to support a collaborative software application can be very inexpensive or it can be very cheap. Companies planning deployment of client-server based groupware applications will likely find that their initial investment in server and client hardware will be greater than those investing in a Web-based solution with limited client -side capabilities. However, as deployment within the organization increases, companies with web-based applications may find additional servers and network investment are necessary to maintain system performance while those with client-server applications can maintain a robust solution with minor system upgrades.

Livelink is a server-based application that uses a thin Web client to access information and collaborative tools housed within Livelink. Companies planning to deploy Livelink will need to determine the cost of buying or leasing server hardware (or multiple servers, depending on locations and number of users) to support Livelink. Organizations should also consider whether or not they will depreciate the server or count it as a one-time investment. The cost of hardware maintenance should also be included in the calculation of ongoing hardware costs of Livelink. The Workbook provides a methodology for identify the one-time

### **Potential Hidden Cost:**

Companies not investing in customization at the initial stage of deployment may find additional investment is needed in future years to make the most of Livelink in their work environment.

and ongoing hardware costs associated with deploying Livelink.

Livelink is unique from many other collaborative applications in that it is entirely server-based. While this has its advantages, it makes server and system uptime and speed of network access critical. Additional investment in network system upgrades may be required to properly support Livelink so users can be assured of information and application access. For organizations deploying Livelink across multiple sites, multiple servers for caching, high-speed network connections or leased lines, and additional support hardware may be necessary to ensure consistent and rapid user access to Livelink. For organizations with a large number of mobile or teleworkers, additional investment in ADSL line access or high-speed modems may be necessary to effectively support Livelink.

However, many companies find that Livelink enables them to experience a net reduction in LAN traffic by reducing the total number e-mails and attachment files sent across the network daily.

### *Personnel*

Personnel costs are one of the greatest ongoing costs of any technology project. Key to maximizing the value of an application is not in reducing the number of personnel supporting it but in maximizing the value provided by each administrator to the system. Companies should plan for both initial and ongoing maintenance personnel to support applications when calculating their cost in a project. When planning personnel requirements for customization, Open Text Livelink provides a high degree of functionality as delivered and customization is possible using a relatively small development team. In contrast, those who are seeking a very customized application environment such as Lotus Notes will want to employ a dedicated development team and ongoing administrative experts to maximize the value they can derive from Notes. Applications such as Centrinity FirstClass or Instinctive eRooms offers a basic alternative without customization capability.

The Web-based administrative interface, forms and templates, and relatively simple administrative demands of Livelink make it relatively inexpensive to administrate compared to other enterprise collaborative applications. Depending on the size of the organization and type of activities supported by Livelink, companies should expect

a 1 to 300 administrator to user ratio. While this ratio is not unreasonable for a full-scale collaborative solution, it is still higher than a number of other groupware solutions including Centrinity FirstClass and Novell GroupWise.

The Workbook provides a methodology for calculating the initial, one-time, and ongoing personnel costs associated with deploying Livelink.

### ***Consulting***

Consulting is another area that can rapidly add to the price tag of a technology project; however, again the key is to maximize the value added by consultants, not limit the cost. Companies that find a large consulting project is necessary to develop a solution should carefully explore the different options and third-party solutions that may be available for customization rather than starting from scratch.

One of Livelink's strengths is that it functions effectively as a solution that enterprises could launch without customization and start recognizing benefits with little or no consulting expenditure. However, matching technology to support corporate culture and human behavior are key to maximizing return on investment from a technology, and companies may find over time that the initial deployment without customization does not meet the specific business needs or address the human factors of the organization.

Nucleus recommends that companies explore the options available to them to customize Livelink to their specific needs and practices using the SDK and, potentially, outside consulting expertise.

Companies not making an initial investment in consulting and development should expect to spend on consulting in year 2 and/or 3 if they expect to maximize their return on investment in Livelink. The Workbook provides a methodology for calculating the one-time and ongoing consulting costs associated with Livelink deployment.

### ***Training***

There are many different approaches organizations can take to training employees on using groupware solutions. Depending on the complexity of the solution, companies may want to train product experts that can then share their knowledge with colleagues, or outsource the entire

### ***Potential Hidden Cost:***

Organizations relying on an ASP to host Livelink may find future additional costs associated with integrating outside data and application information into knowledge management efforts.

training operation to professionals. Regardless of the initial training, Nucleus believes that ongoing support for user questions is key to the human acceptance — and thus to the business benefits — of groupware. Limited investment in helpdesk personnel, user manuals, and ongoing user refresher courses can enable an organization to gauge use and usability of an application while increasing the benefits it provides across the organization.

Livelink's browser-based architecture and Web-like intuitive user interface enable users to rapidly navigate and access information within Livelink with limited need for training. Most organizations provide end users with 1 to 2 hours of training on basic use of Livelink workspaces and additional training for a select group of project champions or team leaders.

Although training costs for Livelink may be minimal compared to some other groupware solutions, overcoming the human barriers to collaboration may be more difficult to address. Organizations planning to use Livelink to support knowledge management, collaboration, and information sharing initiatives should consider additional investment in incentives and rewards for users who contribute to Livelink. A knowledge sharing initiative based solely on deployment of Livelink is likely to be unsuccessful — time and money must be spent to understand the cultural barriers to KM and how they can effectively be addressed with the organization. Investment in the development of guidelines and activities to encourage, evaluate, and reward participation will be key to adoption and ongoing effectiveness.

When calculating the cost of training activities, companies should consider both the fees paid to outside trainers or training facilities and the cost of lost work time incurred by employees participating in the training at their fully loaded cost. The Workbook provides a methodology for calculating the one-time and ongoing training costs associated with Livelink deployment.

### *Other*

Organizations should not overlook the other costs that may be driven by a technology project and include them in calculation of the value of a project. Additional costs may include travel by the project team or IT staff, promotional activities, and user incentives.

## **Livelihood Deployment Strategies**

Companies considering deployment of Livelink should also consider the various options for how to most cost-effectively deploy Livelink within their organization. The Workbook provides a methodology for evaluating the one-time and recurring costs and benefits of each deployment strategy.

### ***Purchase and deploy***

The most commonly-used deployment strategy, purchase and deploy, is most appropriate for an organization with sufficient existing IT resources to manage and support ongoing administration of Livelink.

Key Benefit Factors

- Customization ability.
- Data access for knowledge management efforts.
- Security control.
- Speed of access by users.

Key Cost Factors

- Training of IT staff for deployment, support, and administration.
- Variable speed and cost of deployment.
- Potential hardware purchase/upgrade requirements.
- Retention of critical mass of IT staff.

### ***Purchase and outsource***

Many organizations have chosen to purchase Livelink and then rely on a service provider to deploy the application and keep it running. This strategy may be ideal for organizations where data access and customization are important but IT staff may limit the ability to maintain system uptime and Livelink administration.

Key Benefit Factors

- Customization ability.
- Data access for knowledge management efforts.
- Speed of access by users.
- Predictable maintenance costs.
- System uptime guarantees.

Key Cost Factors

- Negotiable maintenance costs.
- Variable security control.

### ***Rent from ASP***

Renting Livelink from an application service provider may enable an organization with a limited or strategic IT staff focus to flexibly vary its per-user cost per month while benefiting from the full functionality of Livelink. For more details on ASP options for Livelink, see Nucleus Research Note # A2.

#### Key Benefit Factors

- Per-month user and fee flexibility.
- Rapid deployment.
- Reduced internal hardware/software fees.
- Reduced internal IT staff needs.

#### Key Cost Factors

- Negotiable per-user monthly cost.
- Variable speed of access to applications and data.
- Potential network access upgrade requirements.
- Future costs associated with integrating data for KM efforts.

#### *ASP pilot*

Companies considering a pilot project to explore the benefits of Livelink may use a pilot hosted by an ASP to reduce the amount of personnel time and hardware and software investment associated with a traditional pilot while benefiting from the full functionality of Livelink.

#### *ASP rapid deployment*

Companies with aggressive timelines for Livelink deployment may want to consider utilizing Livelink ASP services to rapidly provide access to users without overtaxing internal Livelink IT staff. This can also be a good strategy for rapidly integrating users in acquired or merged companies into the same collaborative environment. Users can be migrated transparently to the internal Livelink system as time and IT resources permit.

#### Conclusion

Nucleus Research's analysis of Open Text Livelink finds a mature and reliable solution supporting numerous customers using Livelink on a global basis. Livelink's functionality and price point put it in line with other high-end groupware products. However, Livelink offers some unique features that provide an opportunity to reduce the cost of deployment and increase usability to a greater extent than one normally finds in this category of product. The Web interface and comparatively easy-to-use design makes Livelink more likely to be fully embraced by the user community. Thus, the value it provides can be quickly recognized.

Open Text has clearly focused Livelink on collaborative capabilities, and in doing so has chosen not to provide messaging. Livelink integrates well with popular messaging systems including Microsoft Exchange;

however, customers that do not already have a messaging infrastructure should be aware that they need to seek elsewhere for a basic messaging backbone.

By reducing cost of deployment and increasing usability, Livelink's features provide companies with the ability to improve the bottom line by supporting activities critical to corporate performance.