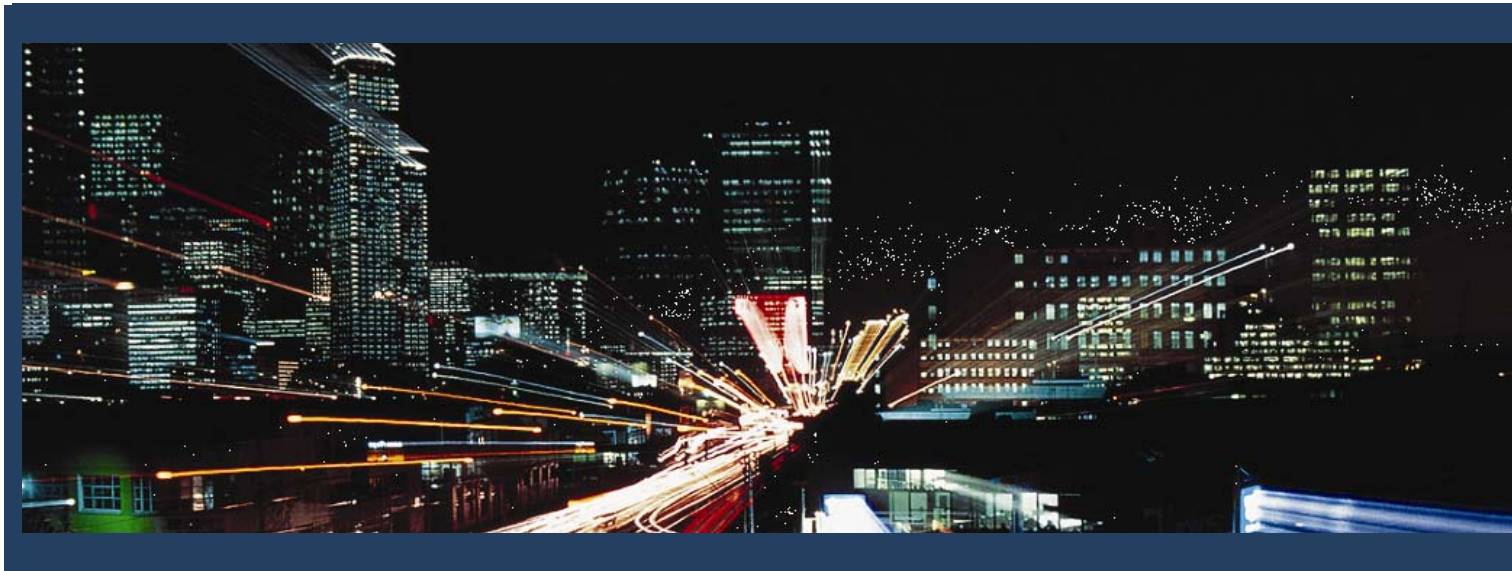


Connect. Exchange. Transform.



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IWMS: One Destination – Three Ways to Get There

*How the Traditional approach to software
selection could be augmented by more
collaborative and menu-driven options*

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IWMS: One Destination – Three Ways to Get There

IWMSconnect, LLC

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Section 1: Introduction

Section 1.1 – Overview

When asked to identify the leading objections to purchasing Integrated Workplace Management System (IWMS) technology, 91% of the 2010 IWMS Vendor and Professional Service Survey* respondents identified “Time to Implement” as a “most severe” or “severe” objection. While the factors influencing this finding are likely the result of a range of conditions, industry leaders acknowledge that there are some simple, high-value efficiencies that can be gained by reevaluating the approach that corporate real estate (CRE) and information technology (IT) business leaders use to procure IWMS software. Specifically, IWMSconnect believes that as IWMS technology continues to mature, economies of scale begin to emerge, and organizations are increasingly empowered to augment the “Traditional” software selection approach with alternative approaches that leverage past experiences.

Regardless of whether corporations or institutions choose to satisfy their technology needs by implementing an IWMS application suite or best-in-breed CRE point solutions, there is currently a one-size-fits-all approach to the software selection process. Some argue that this approach, which we refer to in this white paper as the Traditional approach, fails to recognize some important factors:

- 1) Corporations and institutions have unique operating rhythms represented by their business processes, CRE maturity, alignment with IT, other service functions, and even corporate culture.
- 2) More than 60% of IWMS application requirements have become standard.
- 3) Software vendors have incorporated leading practices in the standard offering.

Therefore, recognizing that IWMS is indeed a desired destination for many of today’s leading organizations, we offer CRE and IT business leaders a review of the Traditional approach used to select IWMS software, which is then contrasted against two alternative IWMS software selection approaches that factor in the operating rhythm differences that exist among organizations and the lessons learned from previous IWMS implementations. The result postulated by IWMSconnect is that today’s CRE and IT business leaders now have options for completing IWMS selection that could help fast-track the process of getting there.

We end this paper by providing readers with a diagnostic tool to help organizations determine which approach may be most suitable for them.

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Section 2: The Requirements – A Reflection of Supply or Demand?

Although there are several important factors that need to be considered when selecting a software vendor, application requirements are among the most critical elements, and the requirements definition and documentation are the de rigeur method for articulating functional and technical client needs to software vendors.

Historically, individual requirements have been categorized and prioritized on the basis of client demand; for example, a requirement may be categorized as mission critical, required, or desired. When articulating requirements, we believe that in addition to considering demand (which is driven by the user), some organizations may derive value from considering the requirement's supply (which is driven by the software vendor market). Knowing how the market defines a feature from a supply perspective can help organizations better understand both the overall market and individual vendor offerings.

Borrowing from the automobile industry, from a supply/market perspective, an IWMS feature may be standard, an option, or custom. The following examples further illustrate this concept.

For any given business process, there are a significant number of requirements that virtually all the software vendors satisfy. These features, which are generally well understood by both users and vendors, are often called *table stakes*; we prefer to refer to them as standard requirements. It should be noted that in addition to basic requirements, many of these standard requirements incorporate industry best practices. "Role-based security" would be a good example of a standard requirement because virtually all vendors in the market offer it in a fairly consistent way. Likewise, there are a number of requirements the marketplace offers, but the offerings are inconsistent across vendors. These features, which can be used to differentiate vendors, are referred to as options. "Rules-based work flow" is a good example of a requirement offered as an option because, while some vendors offer rules-based work flow, others have embedded work flow. In addition, for those who offer the feature, there may be some variation on how it is offered; some may allow a power user to change the work flow while others require a system administrator. Similarly, there are some unique requirements that the market generally does not offer. These requirements are referred to as custom. These custom requirements may be industry specific or client specific. They are often outside of the scope of an IWMS vendor, but there are occasions when an individual IWMS vendor may choose to provide a custom feature. For example, "the need to interface to proprietary software" would likely be considered a custom requirement.

An appreciation of requirements from both a demand and a supply perspective can be used by corporate CREs and IT organizations (and professional services providers and software vendors) to tailor the requirements process to better fit an organization's individual needs.

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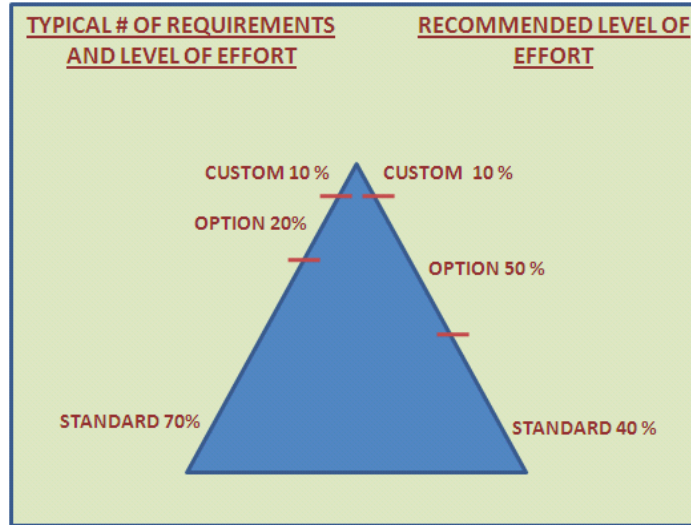
Section 3: The Requirements Hierarchy

Industry leaders often acknowledge that the majority of CRE human resources are typically focused on day-to-day tactical and operations activities; however, there is growing acknowledgment that resources should be focused on more value-added functions such as strategy, customer relationship management, and planning. This realization, as illustrated below, suggests that CRE and IT leaders should look for opportunities to redeploy resources from operations to planning and strategy.



On the basis of our experience and with an understanding of current client needs and market offerings, we believe a similar relationship exists for managing IWMS-related requirements. Standard requirements represent the largest number of requirements, and they typically account for most of the effort. Specifically, for any given client, we estimate that the standard requirements make up approximately 60–70% of the total requirements, the option requirements likely range from approximately 20% to 30%, and the custom requirements from 0% to 10%.

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Although standard requirements may account for 60–70% of the total number of requirements, they are very routine and therefore may not require as much effort to define and analyze. Conversely, while option requirements may account for only 20% of the total number of requirements, as key differentiators, they may warrant more effort. This relationship is illustrated in the above graphic.

Consciously deciding how much time should be spent on defining and analyzing standard, option, and custom requirements will better reflect the individual needs of an organization.

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Section 4: One Destination – Three Ways to Get There

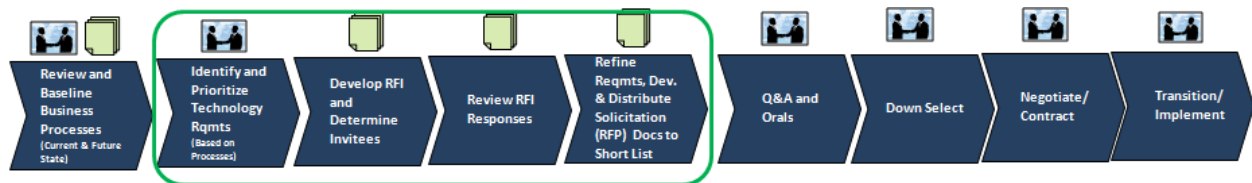
If IWMS is the desired destination, then the functional and technical requirements would be the map for getting there. There are basically three different approaches to developing application requirements:

- The Traditional approach,
- The Collaborative approach, and
- The Menu approach.

All of these approaches have both pros and cons; the key to success is to determine which approach works best for each organization. Although our discussion focuses on the distinctions in the requirements processes as highlighted in the green box, for completeness, the entire solicitation process is illustrated below.

Note: For all approaches, it is assumed that there is underlying technology strategy guiding the selection process. In addition, it is assumed that all three approaches start with a review and baseline of current and future state business processes.

Section 4.1 – The Traditional Approach



Overall, the Traditional approach to articulating the requirements is document intensive. Current and future state business processes are assessed and documented. This foundational activity, which in many cases is done in partnership with a professional services firm, requires both face-to-face interaction and thorough documentation. Functional and technical requirements are identified and prioritized based on the business processes; this documentation task is supported by most face-to-face sessions. Although the requirements are prioritized, there is usually no distinction made between a standard requirement that all products should have, an option requirement that recognizes there are features and functionality that may help distinguish one vendor from another, and custom requirements. The requirements are finalized and generally included in a Request for Information (RFI). The RFI stage is largely unidirectional, with little opportunity for the vendors to share their knowledge. The RFI is commonly used to short-list participants. Following the RFI, requirements are refined and included in the Request for Proposals (RFP). Traditionally, there is a Question and Answer (Q&A) period during the RFP process, and orals usually follow the RFP submission. Following the RFP, vendors are down-selected

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(generally to one or two) and the contract is negotiated. Following the contract award, there is a period of transition and then implementation.

Key characteristics of the Traditional approach are summarized below.

| Characteristic | Traditional Approach |
|---------------------------------------|--|
| Business Process | <ul style="list-style-type: none"> • Driver of requirements |
| Development of Requirements | <ul style="list-style-type: none"> • May partner with professional services firm |
| Prioritization of Requirements | <ul style="list-style-type: none"> • Based on demand (e.g. mission critical, required, and desirable) |
| Classification of Requirements | <ul style="list-style-type: none"> • Although they may be weighted, there is no distinction between Standard, Option and Custom requirements |
| RFI | <ul style="list-style-type: none"> • Unidirectional • Includes requirements • Used to short list • May include demos |
| RFP | <ul style="list-style-type: none"> • Includes a <u>revised</u> listing of requirements |

The following highlights the advantages and disadvantages associated with the Traditional approach (see Section 5 for a summary matrix of the advantages and disadvantages).

ADVANTAGES OF THE TRADITIONAL APPROACH

- Importance of the underlying business processes is recognized.
- The approach is well understood by software vendors; professional services firms; and CRE, procurement, and IT organizations.
- Standards and processes exist to act as a guide.
- The business process alignment and the requirements definition activities provide an opportunity to bring the cross-functional client project team to a common level of understanding.

DISADVANTAGES OF THE TRADITIONAL APPROACH

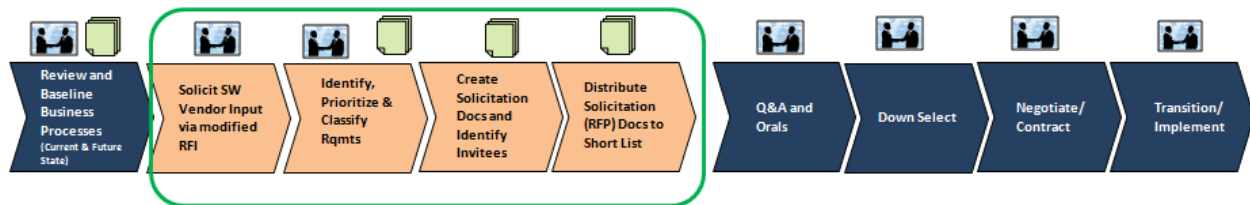
- It does not fully leverage the experience of service providers, and by not distinguishing between core and unique requirements, significant effort is often expended for table stake requirements.
- It continues to propagate multiple versions of requirements, making it time-consuming for software vendors to respond and difficult for corporations or institutions to distinguish between responses.

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Justin Bevington, COO, M2 Consulting acknowledges that “the traditional selection method which relies on the expertise of the organization’s varied stakeholders ensures that the application criteria of all affected parties are sufficiently evaluated as part of the overall decision. To this end, this approach has served organizations well during the rapid evolution of the software industry. However, as platforms mature, we do see some organizations considering alternative selection methods that shift the focus to product differentiators. Ultimately the decision to choose a specific software application (or any at all) is just the first step that will affect the outcome. Arriving at a selection is truly the starting line and the process and emphasis should reflect that.”

Is the Traditional approach the right approach for your organization? Please refer to the diagnostic on page 16.

Section 4.2 – Collaborative Approach



Compared with the Traditional approach, the Collaborative approach to requirements is more interactive. The goal of the Collaborative approach is to achieve a more tailored response that leverages software vendors’ experience and economies of scale derived from previous deployments.

Like the Traditional approach, the Collaborative approach recognizes the need to assess the business processes. However, unlike the Traditional approach, software vendors are invited into the process early on. This approach is most often used in partnership with a professional services provider. Engaging the vendors early on is generally accomplished by modifying the RFI template to include specific business processes and portfolio and operating information. Instead of responding to a list of requirements, software vendors are asked to recommend solutions and are often asked to provide a list of relevant requirements. In addition, software vendors may be asked to distinguish between what they believe are standard, option, and custom requirements, enabling the client to better distinguish among software vendors. Since the vendors are being asked to provide high-value information in the early stages, it is common to limit the number of participants for this modified RFI. As in the Traditional model, the corporate or institutional user identifies and prioritizes requirements on the basis of the business processes, but in the Collaborative approach, input from the software vendors is incorporated into the final requirements. The final requirements are included in the final solicitation documents (often an

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RFP), and these requirements may distinguish between standard, option, and custom requirements. Therefore, in the Traditional approach, the RFI is used to down-select; in the Collaborative approach, the modified RFI is used to educate and collaborate, and the RFP is used to down-select.

As in the Traditional approach, there is a Q&A period during the solicitation. Orals usually follow an RFP submission. Following the RFP, vendors are down-selected (generally to one or two), and the contract is negotiated. Subsequent to the contract award, there is a period of transition and then implementation.

The key characteristics of the Traditional approach and the Collaborative approach are compared and contrasted below. The major process differences appear in BOLD.

| Characteristic | Traditional Approach | Collaborative Approach |
|---------------------------------------|--|--|
| Business Process | <ul style="list-style-type: none"> • Driver of requirements | <ul style="list-style-type: none"> • Driver of requirements |
| Development of Requirements | <ul style="list-style-type: none"> • May partner with professional services firm | <ul style="list-style-type: none"> • May partner with professional services firm • SOLICITS SOFTWARE VENDORS FOR SOLUTIONS AND INPUT INTO REQUIREMENTS • INCORPORATES INPUT FROM SOFTWARE VENDORS |
| Prioritization of Requirements | <ul style="list-style-type: none"> • Based on demand (e.g. mission critical, required, and desirable) | <ul style="list-style-type: none"> • Based on demand (e.g. mission critical, required, and desirable) |
| Classification of Requirements | <ul style="list-style-type: none"> • Although they may be weighted, there is no distinction between Standard, Option and Custom requirements | <ul style="list-style-type: none"> • FINAL REQUIREMENTS DOCUMENT MAY DISTINGUISH BETWEEN STANDARD, OPTION, AND CUSTOM REQUIREMENTS |
| RFI | <ul style="list-style-type: none"> • Unidirectional • Includes requirements • Used to short list • May include demos | <ul style="list-style-type: none"> • INCLUDES OPERATING INFORMATION • DOES NOT USUALLY INCLUDE LISTING OF REQUIREMENTS • NOT USED TO SHORT LIST • May include demos |
| RFP | <ul style="list-style-type: none"> • Includes a <u>revised</u> listing of requirements | <ul style="list-style-type: none"> • Includes listing of requirements |

The following summarizes the advantages and disadvantages associated with the Collaborative approach (see Section 5 for a summary matrix of the advantages and disadvantages).

ADVANTAGES OF THE COLLABORATIVE APPROACH

- It leverages the experience of the software vendors early in the process.
- It establishes a precedent for knowledge sharing and establishes a spirit of partnership and cooperation.
- Mutual sharing allows the software vendor to better understand the needs of the client and may help manage expectations and facilitate downstream negotiations.

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- It results in a requirements document that is likely to be more user friendly because it has incorporated input from the various software vendors.

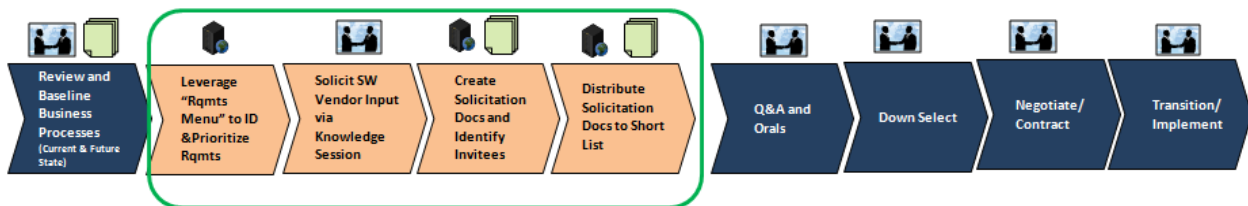
DISADVANTAGES OF THE COLLABORATIVE APPROACH

- The approach may not be well understood or accepted by software vendors; professional services firms; and CRE, procurement, and IT organizations. Corporate and institutional clients may resist providing business process and operating information early in the process.
- Vendors may participate only if they feel they have a good chance of winning and the organization could be a “marquis” account.
- Deep understanding of business processes is required to integrate and rationalize the feedback from the participating software vendors.

Anthony Nazzaro, Owner, Layton Holdings LLC speaks to how this process can be applied to both corporate real estate as well as investment real estate. *“I have presented this option to both corporations and real estate investment trusts (REITs). The initial reaction from corporates and REITs is intrigue; the initial reaction from the software vendors has been suspicion. In those cases when the corporate (or REIT) has been out of the market for a lengthy timeframe using a home grown or legacy system, but could be an attractive “marquis” account for a software vendor, this approach can be advantageous for all parties. In the end, this process works as a “loose proof of concept” allowing the Client to quickly familiarize themselves with the market and a selected number of market offerings.”*

Is the Collaborative approach the right approach for your organization? Please refer to the diagnostic on [page 16](#).

Section 4.3 – Menu Approach



Compared with the Traditional and Collaborative approaches, the Menu approach is template intensive. Like the other two approaches, the Menu approach is grounded in an understanding of the business processes. Unlike the other approaches, it assumes that a Requirements Menu is available and used by the project team (corporate or institutional) to expedite the identification and prioritization of

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requirements. The Requirements Menu is a listing of requirements, organized by major business process. Within any given business process, this template distinguishes between standard requirements that all products should provide and option requirements that differentiate vendors. It is intended to serve as a common starting point for the requirements process. Ideally, this Requirements Menu would be developed collaboratively with input from corporations and institutions, professional services providers, and software constituencies.

The RFI is generally replaced with a knowledge-sharing session where service providers share their vision, lessons learned, implementation plans, and contract structure information that can be used to help shape solicitation documents. The subsequent solicitation documents (RFPs) contain several templates and seek both quantitative and qualitative information.

Providers may be invited to present their solutions prior to the closing of the solicitation period. Following the vendors’ submittals, vendors are down-selected (generally to one or two), and the contract is negotiated. Following the contract award, there is a period of transition and then implementation.

The key characteristics of the three approaches are compared and contrasted below. The major process differences appear in BOLD.

| Characteristic | Traditional Approach | Collaborative Approach | Menu Approach |
|---------------------------------------|--|--|---|
| Business Process | • Driver of requirements | • Driver of requirements | • Driver of requirements |
| Development of Requirements | • May partner with professional services firm | • May partner with professional services firm • SOLICITS SOFTWARE VENDORS FOR SOLUTIONS AND INPUT INTO REQUIREMENTS • INCORPORATES INPUT FROM SOFTWARE VENDORS | • May partner with professional services firm • USES A REQUIREMENTS MENU AS A STARTING POINT • MENU DISTINGUISHES BETWEEN STANDARD, OPTION, AND CUSTOM REQUIREMENTS |
| Prioritization of Requirements | • Based on demand (e.g. mission critical, required, and desirable) | • Based on demand (e.g. mission critical, required, and desirable) | • Based on demand (e.g. mission critical, required, and desirable) |
| Classification of Requirements | • Although they may be weighted, there is no distinction between standard, option, and custom requirements | • FINAL REQUIREMENTS DOCUMENT MAY DISTINGUISH BETWEEN STANDARD, OPTION, AND CUSTOM REQUIREMENTS | • FINAL REQUIREMENTS DOCUMENT DISTINGUISHES BETWEEN STANDARD, OPTION AND CUSTOM REQUIREMENTS |
| RFI | • Unidirectional • Includes requirements • Used to short list • May include demos | • INCLUDES OPERATING INFORMATION • DOES NOT USUALLY INCLUDE LISTING OF REQUIREMENTS • NOT USED TO SHORT LIST • May include demos | • GENERALLY REPLACED WITH A KNOWLEDGE-SHARING SESSION • NOT USED TO SHORT LIST • May include demos |
| RFP | • Includes a <u>revised</u> listing of requirements | • Includes listing of requirements | • Includes listing of requirements |

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The primary advantages and disadvantages of the Menu approach are described below (see Section 5 for a summary matrix of the advantages and disadvantages).

ADVANTAGES OF THE MENU APPROACH

- Software vendors are engaged early on through an information-sharing session.
- Mutual sharing allows the software vendor to better understand the needs of clients and may help manage expectations and facilitate downstream negotiations.
- The Menu approach incorporates input from and leverages requirements information from various sources and organizes the requirements to highlight which requirements should be considered standard.
 - Instead of commoditizing all IWMS features, this menu uses a hierarchy of requirements to illustrate that standard features are generally commodities, but recognizes that option and custom features are clearly unique differentiators.
- The corporate client, the software vendor, and the professional services firms can hit the ground running and are able to focus efforts on option and custom requirements and higher-value activities (e.g., business process alignment and change management).
- The resulting requirements document is likely to be more user-friendly to the software vendors and easier to respond to.
- General agreement on what should be considered standard in terms of requirements gives vendors an opportunity to highlight both feature and non-feature–related differentiators.

DISADVANTAGES OF THE MENU APPROACH

- Although individual professional services firms may have a Requirements Menu, an industry-accepted version does not currently exist.
 - This approach would require a representative number of software vendors, professional services firms, or corporations and institutions to participate in the development of a baseline document and to agree to the distinctions between standard, option, and custom requirements.
- There may be resistance to this level of joint participation.
- The Menu would need to be updated on a regular basis.
- Reducing the cycle time for the identification and prioritization process may hinder the project team from achieving a common level of understanding.

Craig Gillespie, Chief Executive Officer of Manhattan Software shares his perspective on the menu approach. *“As an industry we would collectively benefit from making the acquisition cycle more efficient and transparent for prospective end-users. From the vendor standpoint this industry historically has been very “closed” with no incentive to openly share system capabilities, therefore making the task of*

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charting the procurement waters difficult for prospective end-users. Although it is not clear which market constituent will ultimately develop an industry accepted Menu, it is a realistic goal that we the industry will collectively benefit from and ultimately move the IWMS market forward. In order to better allow end-users to more easily differentiate strengths of different vendor offerings the industry will need to mature to the point of having clearly defined “expected” functionality which we all meet and differentiators that are understood. The problem with that level of transparency with the industry at the current stage is that the market has not reached the scale to which any one vendor giving up a slice of the market makes sense.”

Is the Menu approach the right approach for your organization? See diagnostic on [page 16](#).

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Section 5: Advantages and Disadvantages of All Three Approaches

The relative advantages and disadvantages of each approach are summarized below. For any given Consideration, the approach is viewed as either + (positive), 0 (neutral), or -- (negative).

| Consideration | Traditional | Collaborative | Menu Driven |
|--|-------------|---------------|-------------|
| Recognizes need to start with business processes | + | + | + |
| Existing documents and templates | + | -- | 0 |
| Process is well understood | + | -- | -- |
| Opportunity to bring project team up to a common level of understanding | + | + | -- |
| Least disruptive | + | 0 | 0 |
| Leverage experience of software vendor early in the process | -- | + | + |
| Upfront collaboration establishes precedent for knowledge sharing and spirit of partnership | -- | + | + |
| Allows software vendors to better understand user requirements early in the process (and enables vendor to opt out early in the process) | -- | + | 0 |
| Small up-front investment for software vendors will encourage participation | + | -- | -- |
| Does not propagate multiple requirements documents (decreasing administrative burden on software vendors) | -- | 0 | + |
| Resulting requirements are more user-friendly to the software vendors and easier for client to distinguish vendors | -- | + | + |
| Allows client, professional services provider, and software vendor to focus on higher-value requirements and activities | -- | 0 | + |
| Ability to fast track requirements process | -- | -- | + |

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Section 6: Determining Which Approach Is Best for Your Organization

To determine which approach is best for your organization, a number of factors should be assessed, including the level of the project team’s knowledge, the degree to which the organization can support new approaches, and the level to which a client wants to leverage the experience and knowledge of software vendors early in the process. As with many other choices, there are no hard-and-fast rules. Rather, there are options that fall along a continuum. Corporations and institutions can gauge their fit with the various options by completing the diagnostic below. If the majority of responses fall within a particular option, the fit may be strongest with that particular option.

| CONSIDERATION | Traditional Approach | Collaborative Approach | Menu Approach |
|---|---|---|---|
| Project Team’s Knowledge of Process Best Practices and IWMS Market | Knowledge of Best Practices and IWMS Market LOW. Approach encourages a critical assessment of processes | Knowledge of Best Practices MODERATE, but Knowledge of IWMS market LOW. Approach allows team to get SW vendor input through structured approach | Knowledge of Best Practices AND IWMS Market HIGH. Approach allows team to fast track through the requirements identification, prioritization and classification |
| <i>Which best describes your organization?</i> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Desire to Maximize Software Vendor Knowledge and Experience EARLY in the Process | Prefer to leverage SW vendor later in the process | Input is via the modified RFI | Cross vendor input is through Requirements Menu and individual vendor input is through a knowledge sharing session |
| <i>Which best describes your organization?</i> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Preference to Build Requirements Off of a Baseline | Prefer to “start from scratch” to make sure nothing is overlooked | Would like some guidance, but do not want to be overly influenced | Prefer to work off a baseline and modify as required |
| <i>Which best describes your organization?</i> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Belief That There is Value in Understanding the Distinction Between Standard, Option, and Custom Requirements | Distinctions are not considered significant for the individual company | Interested in the distinction | Very interested in the distinction |
| <i>Which best describes your organization?</i> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Preference for Software Vendor and Project Team to Focus on Option and Custom Requirements and Other High-Value Activities | Feels all requirements should be treated equally | Feels Option and Custom are more important, but sizable attention still needed for Standard | Believes Standard requirements will be well understood and highest effort should be on Option and Custom requirements and other high-value activities |
| <i>Which best describes your organization?</i> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Feeling that the Industry Should Leverage More Common Templates | Little need to standardize | Feels industry would benefit from more templates | Feels industry needs to move to more templates to speed the solicitation process and allow team to focus on high-impact issues |
| <i>Which best describes your organization?</i> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Organization’s Ability and Willingness to Implement New Approaches | Culturally, it is more acceptable to follow established protocols | Variations to established approaches are acceptable | Always looking for opportunities to increase efficiency |
| <i>Which best describes your organization?</i> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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Section 7: Conclusion—How the Requirements Process May Be Modified to Suit Your Individual Operating Rhythm

Regardless of whether corporations or institutions choose to satisfy their technology needs through implementing an IWMS application suite or best-in-breed CRE point solutions, there is currently a one-size-fits-all approach to the software selection process. As an industry matures, so do its approaches and processes. We believe that there are now additional options emerging to suit an organization's unique operating rhythm, particularly with respect to the requirements development process.

These options, as described in this paper, continue to evolve. They can be utilized as is, or elements from each option can be combined. The key to success is to determine which option is best for you.

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Section 8: Call to Action

Recognizing the value of options and in support of further maturation, IWMSconnect sees an opportunity to establish a consortium of corporations and institutions, professional services providers, and software vendors to share standard requirements and develop a Requirements Menu for several business processes.

Corporations or institutions that would be willing to share their requirements (or a portion of their requirements) and software vendors and professional services providers who would be willing to share their current menus as a means of participating in this consortium can contact Daniel O'Toole, IWMSconnect Managing Partner at dotoole@iwmsconnect.com.

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Special Acknowledgement is Extended to our Platinum Research Partners



Deloitte.

MANHATTAN

About IWMSconnect

IWMSconnect is the leading source for independent Integrated Workplace Management System (IWMS) business intelligence. Our focus is to help today's CRE and IT business leaders make informed and sustainable IWMS business decision through unfiltered access to leading IWMS research and analysis and the preeminent IWMS peer network.

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With more than 20 years of strategy and operations management experience, Ms. Welch has held senior-level positions with premier management consulting firms (e.g., Deloitte Consulting, Ernst & Young, and Alvarez & Marsal), with start-up organizations, and with corporations (e.g., Lucent Technologies). Ms. Welch helps Fortune 500 companies manage their real estate, facilities, and capital projects more efficiently and effectively. She is results driven, yet process and system oriented with a distinct competency in assessing complex business situations and developing practical yet creative solutions. She is recognized by the industry as an innovator who is often quoted and published in major publications. Ms. Welch received her B.S. from Boston College and her M.B.A. from the University of Massachusetts. She is certified by the American Production and Inventory Control Society (APICS) and by The Design School, London, UK.