

Case Study: Jones Lang LaSalle

Building an Integrated Communication & Collaboration Platform for a Global Real Estate Giant

- Created one integrated Internet, intranet, and extranet platform using SharePoint
- Improved global corporate communication and team collaboration
- Achieved “multiplier effect” time and cost savings

Our goal was to implement a solution tailored to our business model that would set the highest standard for client, partner, employee and market communication in the world. We've achieved this - and more - with an integrated SharePoint platform.”

– David Johnson, Global CIO, Jones Lang LaSalle

Client Profile

Jones Lang LaSalle is an international financial and professional services firm with over 20,000 employees specializing in real estate. Headquartered in Chicago, the publically-traded firm offers integrated financial and real estate services to clients seeking increased value by owning, occupying or investing in real estate. To do this, Jones Lang LaSalle has approximately 170 offices worldwide with operations in more than 700 cities in approximately 60 countries.

An industry leader in property and corporate facility management services, Jones Lang LaSalle holds a real estate portfolio consisting of approximately 1.2 billion square feet, and the firm reported global revenue of \$2.7 billion in 2007. LaSalle Investment Management, the company's investment management business, has approximately \$50 billion worth of assets under management.

Business and Technology Challenge

David Johnson, Jones Lang LaSalle's Global CIO, faced a tremendous opportunity and challenge once the firm decided to upgrade its Internet, intranet and extranet sites. This important project would provide the opportunity to implement solutions to improve communication, collaboration and the firm's ability to deliver integrated real estate and financial services. Optimizing the investment, minimizing ongoing costs and designing a solution with a view to future upgrades would be the challenging part.

This solution would become the central means of communication and collaboration for all employees, teams, groups, divisions and geographies. It needed to be accessible to employees in their native languages, provide a secure and easily searchable content storage and publication solution, accommodate changing organizational structures with ease, and leverage the firm's investment in Microsoft® technologies. By using Microsoft Office SharePoint® server (MOSS) 2007 for all purposes, Jones Lang LaSalle sought to capitalize on the time and cost savings “multiplier effect” that occurs when one integrated solution replaces a variety of applications.

The CIO had one more technology requirement on his wish list—to limit custom development. The intent was to develop the solution with MOSS using as much out-of-the-box functionality as possible to position the solution for future upgrades. Jones Lang LaSalle's CIO knew he was asking for a lot. However, he was prepared to assemble a team of the best and the brightest technology minds to execute this vision.

The Microsoft and PointBridge Solution: One Platform, Three Purposes, Multiple Benefits

Microsoft Consulting Services (MCS) and Jones Lang LaSalle evaluated the use of MOSS as a unified platform for all internal and external sites. MCS turned to PointBridge to help assemble the best SharePoint project team. Together, Jones Lang LaSalle, MCS and PointBridge worked to create an innovative solution that would leverage SharePoint's innate functionality to build state-of-the-art Internet, intranet, and extranet Web sites.

“The integrated SharePoint platform creates a strategic business asset that will help Jones Lang LaSalle compete and excel on a global scale for years to come. In addition, the SharePoint-based solution is easy to use and maintain, which speeds user adoption and conserves IT resources.”

– Dan Herzog, Project Manager, PointBridge

Creating a Firm Intranet Foundation

With thousands of employees and an organization that changes as the portfolio of properties evolves; the intranet is the most expedient way for Jones Lang LaSalle to reach each employee with company information. The desire for a state-of-the-art intranet became a strong driver for the project and the core of the SharePoint implementation.

Named *OneView Intranet*, Jones Lang LaSalle's new solution is designed to provide global access to information, offering:

- Easily located, authoritative content
- Elimination of duplicative content
- Insularity of the portal information architecture from organizational changes
- Consistent navigational structure and methods regardless of the active page
- Flexibility regarding business unit, functional and geographic needs

OneView Intranet will be used by all levels of the organization to communicate important organizational information, manage processes, portfolios and projects, and share results. Every employee will interact with the intranet on a daily basis. Even more important, it will facilitate communication and collaboration across business units and geographies, capturing best practices, spreading knowledge and ultimately providing clients with greater value.

OneView Intranet provides a number of features that will enable Jones Lang LaSalle employees to work better and smarter. These features include the presentation of localized, language-specific content, the creation of workflow capabilities to streamline business processes, business intelligence and performance indicator monitoring, and global search capabilities. *OneView Intranet* was designed to make intranet site administration as simple as possible, too.

Once a document, or content of any sort, is uploaded to the intranet, it is available for all authorized users to see, and upon approval, publish to various intranet, extranet and public Web sites. The intranet is designed to eliminate version control issues, speed search and streamline publishing processes. It enables corporate social networking through the SharePoint My Site functionality, and is connected to team sites to support internal and external collaboration.

OneView Intranet enables the display of corporate or regional bulletins in a hierarchy so that all employees see corporate information and only relevant regional information. For example, Denmark might not have an HR function. An employee in Vietnam clicking on their HR link might be directed to the Asia Pacific HR page. However, in Australia, an employee might be directed to an Australian HR function because that country's infrastructure includes dedicated HR personnel. The system makes it easy to reassign an employee to a different portal view should they transfer to a new role or region.

As part of the implementation and user acceptance process, Jones Lang LaSalle visited various countries and demonstrated the intranet and Internet functionality as it became available. Many employees around the world participated in the project and the organization is looking forward to the completion of the rollout across all geographies.

"We found innovative and sophisticated ways to meet the Jones Lang LaSalle business requirements using the functionality contained in MOSS. Some of the innovations were driven through the use of lists, which enabled us to display distinct information for different regions in the appropriate languages."

– Burt Floraday, Solution Architect, PointBridge

Managing a Portfolio of Internet Sites

Jones Lang LaSalle doesn't have just one public Web site—it has dozens including the main global site and over 40 regional and country sites that are published in the local languages. Each site provides an up-to-date portfolio of the firm's local properties and access to the market research studies that Jones Lang LaSalle produces. While the Jones Lang LaSalle Web presence is complex, it is governed by one objective—to create the best online experience in the industry for clients, prospects, partners, analysts and the media.

There were several main reasons that Jones Lang LaSalle was keen to update the operation of its public Web sites. First, the scope of the online opportunity is enormous. The current site is visited regularly by clients, prospects, investors, prospective employees and the media. More than 5 million people visited Jones Lang LaSalle public sites worldwide in 2007, and it is estimated that visitor traffic will increase by more than 20 percent this year. Second, there was inconsistency between the information that was on the intranet and the Internet because these applications were maintained using different processes. Another issue was that in addition to regular page copy, the Internet was presenting content stored in six major repositories. Jones Lang LaSalle wanted to rationalize this publishing process.

After Jones Lang LaSalle's interactive agency, Agency.com, designed the wireframes and created the narrative scripts for the Internet,

PointBridge determined the best way to translate those high-level documents into a functional SharePoint Web application. PointBridge helped design a SharePoint solution that would eliminate the information discrepancies between the intranet and Internet, streamline Internet maintenance and contain all the repository content.

The intranet project provided the foundation for much of this work, but the requirements were not identical. Furthermore, the wireframes and scenarios were defined for a generic Web application and needed to be adjusted to optimize the SharePoint environment. This part of the project required significant SharePoint expertise to ensure that the solution leveraged the innate SharePoint functionality as much as possible.

The PointBridge solution incorporates event-driven postings from the intranet site to the Internet site. Once content in the new intranet is approved for Internet posting, it will appear automatically on the correct Internet site in the appropriate place. SharePoint will be used to add, edit and update Internet content. Templates and content types within SharePoint are used to control and ensure metadata is present, and SharePoint list "lookups" present metadata choices to guide information placement. SharePoint eliminates the need for managing and integrating additional data repositories. All content will be entered, stored and maintained in SharePoint.

Once the new sites launch, Jones Lang LaSalle will realize the multiplier effect caused by the ongoing time and cost savings associated with this integrated MOSS system. In the past, new information would be updated in several places; now it's entered only once, effectively reducing the time it takes to update information by 50 – 75%.

Constructing Collaborative Extranet Team Sites

Many Jones Lang LaSalle employees rely on extranet sites to collaborate with team members both inside and outside the firm. Jones Lang LaSalle was convinced of the value of these sites and planned to connect these sites to the integrated SharePoint platform. To do this, the sites needed to be migrated to Microsoft Windows SharePoint Services (WSS) 3.0. At the time of the migration, there were over 2,400 sites representing over 500 GB of data, and the team sites were growing at a speed of 20 to 40 GB per month.

PointBridge helped Jones Lang LaSalle migrate their existing team sites to WSS 3.0. Built on Microsoft Windows Server 2003, WSS 3.0 provides Jones Lang LaSalle's team sites, named *OneView Teams*, with the collaboration tools that help Jones Lang LaSalle employees, clients and business partners stay connected across organizational and geographic boundaries. With WSS 3.0 and MOSS it becomes easy to construct and manage team sites, share documents, track tasks and exchange ideas and information.

An integrated WSS 3.0 and MOSS solution provides a common framework for document management and offers enterprise-wide functionality for records management, search, workflows, portals, personalized sites and more.

This extranet team site solution is very simple for employees to use and requires little training. *OneView Teams* behaves like *OneView Intranet* and uses the familiar Microsoft Office interface.

Real Results:

Multiple Benefits from One Integrated SharePoint Platform

What makes this story interesting is how Jones Lang LaSalle chose to upgrade their systems. Jones Lang LaSalle could have implemented three or more separate solutions. Instead, they did just the opposite and implemented one integrated SharePoint solution that provides a number of distinct benefits.

Jones Lang LaSalle's MOSS-based solution improved communication and collaboration on a global scale. The solution is the central means of communication and collaboration for all employees, teams, groups, divisions and geographies. It supports Jones Lang LaSalle's unique integrated service delivery model and is helping employees to provide better service to clients.

The innovative design of the solution enabled Jones Lang LaSalle to capitalize on the time and cost savings multiplier effect. The highly efficient design of the solution reduces the cost associated with updating several separate systems with the same information. It will halve the amount of time required to post information to the Internet. Workflow and content publishing processes will be streamlined and often automated. User adoption training will be minimal because there will be just one application, and SharePoint works in a manner that is intuitive for users of Microsoft Office System products.

From an IT perspective, additional cost and administrative savings are gained from the maintenance of one system. The move to a standardized MOSS platform has allowed Jones Lang LaSalle to reinvest resources into new applications and services, as opposed to maintenance across multiple platforms.

Designed with a view to the future, the integrated system will significantly reduce the expense associated with upgrades.

The solution may rely on out-of-the-box technology, but it's hardly plain vanilla. The platform is ready for what the future holds, be that an imminent Exchange 2007 upgrade, integration with Office Communications Server or the next Microsoft Office release.

Innovative, encompassing, efficient and effective, Jones Lang LaSalle's SharePoint platform defines the new standard for integrated collaboration solutions.

"PointBridge's SharePoint expertise enabled us to build a solution that met our extensive business requirements. The ability to better serve our clients and collaborate across geographies and our business is greatly enhanced by this solution. We now have a platform that will meet our growth needs."

– Gregory Adams, SVP – Global Program Director, Jones Lang LaSalle

About PointBridge

PointBridge, headquartered in Chicago, is a consulting company that connects people to people and people to information. The company builds award-winning collaboration and business intelligence solutions with Microsoft technologies including, SharePoint, Exchange, Office Communications Server and SQL Server.

SharePoint My Sites:

Social Computing Creates a Corporate Asset

A SharePoint "My Site" is a personal Web page that connects an employee to the corporate intranet through a portal site. My Site functionality has been compared to the social networking utility of popular sites such as Facebook or MySpace, but with a corporate purpose.

A My Site contains a personal and public view. From the private/personal view, employees organize and access documents, view and manage alerts and link to co-workers' sites. The public view of a My Site allows Jones Lang LaSalle employees to search for and find expertise within their organization. For example, if you want to know who worked on a particular project or who speaks German in a specific office, a search will display the names of the employees that meet the criteria. Clicking on their names will show their public profile.

Jones Lang LaSalle saw the My Site functionality as a great way to locate expertise and enable employees to network with each other online. This may be one of the first My Site implementations that will use the full range of My Site's social computing capabilities. However, Jones Lang LaSalle felt that the standard one-page view and profile form were too limiting. So, using custom Web Parts, PointBridge is making it possible for individual employees to have multiple My Site pages and expanded profiles.

PointBridge is a Microsoft Gold Certified Partner and was recently named the 2007 Microsoft US Central Region Partner of the Year. PointBridge was also honored in 2005 as the worldwide Microsoft Partner of the Year for Advanced Infrastructure Solutions and won the Microsoft Exchange Solution of the Year award.

About Jones Lang LaSalle

Jones Lang LaSalle (NYSE: JLL) is a financial and professional services firm specializing in real estate. The firm offers integrated services delivered by expert teams worldwide to clients seeking increased value by owning, occupying or investing in real estate. With 2007 global revenue of \$2.7 billion, Jones Lang LaSalle has approximately 170 offices worldwide and operates in more than 700 cities in 60 countries. The firm is an industry leader in property and corporate facility management services, with a portfolio of approximately 1.2 billion square feet worldwide. LaSalle Investment Management, the company's investment management business, is one of the world's largest and most diverse in real estate with approximately \$50 billion of assets under management. For further information, please visit our Web site, www.joneslanglasalle.com.

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