

Nurturing BlueIQ: Enterprise 2.0 Adoption in IBM

A Social Approach to Enabling Technology Adoption in the Enterprise

by Jeanne Murray and Rawn Shah

Driving business results through social computing collaboration across the enterprise requires a shift in focus from the experience of individuals to that of teams, workgroups, communities, and business processes. Such transformation at the enterprise level will inspire innovation, connect employees, partners and customers, and accelerate business results. Achieving enterprise-wide social participation requires an adoption program that encourages collaboration, inspires evangelism, helps break down organizational barriers, and integrates technology with employee workflows.

This paper examines the practices, issues, and valuable lessons from a mature, multi-year adoption program for the 400,000 employees in the global IBM organization including: risk and governance, adoption program structure, measurement and analytics, considerations for matching social transformation to software infrastructure, a summary of lessons learned, and a peek at the future.

Enterprise-level Collaboration

Driving business results through social computing collaboration across the enterprise requires a shift in focus from the experience of individuals to that of teams, workgroups, communities, and business processes. A socially networked and globally integrated enterprise will inspire innovation, connect people, and accelerate business results.

Achieving this sort of organization-wide social participation begins with driving adoption inside the enterprise, with the goal that everyone in the company contributes to – and gets value from – the enterprise social network. Such an approach to adoption naturally includes establishing a common infrastructure and deploying enterprise-wide tools, but it also needs an important additional element: *driving the social behaviors that encourage high levels of participation.*

This paper describes in detail how an enterprise-wide social software adoption program is transforming IBM from the inside out, creating value for the employees, the organization, and our customers and partners.

Gain business value from enterprise-wide social collaboration

The business imperatives for enterprise-wide

collaboration lie in the global nature of our business. Our teams are globally distributed, working across cultures; the global markets in which we do business operate 24x7x365; and rapid innovations in Web2.0 technologies create new capabilities for communicating with customers, partners, employees, and other stakeholders around the globe.

The enterprise has much to gain from the flow of ideas, rapid feedback, and close relationships that effective social collaboration can provide. Individuals who gain value from the social network tell stories of connecting to others, discovering business insight, gaining skills, and helping customers more effectively. Teams build better working relationships with each other and increase their ability to respond to complex problems. And the organization has greater ability to surface the good work of these teams and leverage it for the rest of the company.

In short, enterprise-wide collaboration can foster a more intelligent workforce, faster response to customers, and a more competitive business. Organizations around the world are transforming themselves to manage their processes more efficiently and also to help their people work smarter. In a world of smarter work, we can make our organizations as agile, as collaborative, and as creative as the people within them.

Socially Networked Individuals versus the Socially Networked Enterprise

To illustrate the difference between *socially networked individuals* who operate within an enterprise, and individuals who operate in a *socially networked enterprise*, consider the experience of two sales executives:

- Ana uses social collaboration capabilities to connect with colleagues, manage her workload, and collaborate on presentations with customers and colleagues. She increases her own productivity and that of her team, achieving greater efficiencies and driving faster execution. She's operating very effectively as an individual in the network, leveraging collaboration capabilities to her advantage, and gaining business value.
- Randy does the same, and more. Because his company is a socially networked enterprise, he is able to leverage the participation of distant and likely unknown colleagues across the globe. He uses a social network analysis tool to find expertise in the network, make connections, and get help. For example, a client asks for a technical briefing on an area outside his expertise, Virtual Worlds. Randy uses the network to identify a list of experts by topic, to assess his own relationships to those people (i.e., his "six degrees of separation"), and to get introductions via his contacts to key leaders who could help his clients. Within days, the Global Director of Virtual Business is on a plane to meet with two clients. "Sandra was willing to adjust her schedule to meet these clients," he says. "That level of trust couldn't have happened if our mutual colleague Wayne hadn't introduced us, and I wouldn't have known about the connection without the social network."

While Ana certainly has differentiating skills that increase her value as an employee, Randy can accomplish far more because so many of his colleagues are participating in the network. Enterprise 2.0 participation reveals relationships (Randy-to-Wayne and Wayne-to-Sandra) and facilitates connections among people. The organization benefits from the improvements in individual productivity, but it gains even more from the rich network of relationships across the enterprise.

Define your adoption strategy across multiple collaboration contexts

But let's be clear. The shift to enterprise-wide collaboration—also called *enterprise 2.0*—is a business transformation that will involve commitment from many leaders and influencers across the organization. Leaders must understand and act on the business imperatives; business unit owners must incorporate new processes; infrastructure owners must manage new tools. Users throughout the enterprise must understand the vision and understand how to achieve business goals in the context of collaborative business processes.

In building your strategy for enterprise-wide adoption, recognize first that people can get confused by the multiple contexts in which they will collaborate. The contexts include: working as an individual across the entire organization; working within in small workgroups; working within a hierarchical reporting chain; working with customers and partners; and working with a specific community of volunteers who share interests. Each of these contexts for collaboration may employ different tools—software tools, business tools, and otherwise—to achieve business tasks such as tracking and managing information, locating information and people, distributing information, connecting with others, ranking and recommending, and so on.

Define your adoption strategy by identifying the collaboration contexts most important to your business, and by examining the tools and processes that must exist in the enterprise to support these contexts. As described later in this paper, defining specific enterprise 2.0 *Adoption Program Elements* will help you articulate how to collaborate most effectively within the contexts.

Understand issues that affect adoption

Whether you are just starting to design a program in your company, or already have an enterprise 2.0 adoption plan underway, you need

to acknowledge and address the following factors that affect adoption.

Differentiate individual vs. organizational value. It is likely you already have early adopters or passionate advocates in your organization who are gaining value from social networking, and can articulate it as such. Their stories are important and will help motivate others. But your bar is higher. You are focused on organizational value, and you need to set your goals for enterprise-wide participation accordingly.

Assign ownership – somewhere, but to the right person. Some organizations drive this initiative through HR, others through Marketing or IT. It doesn't really matter which line of business owns this initiative. More significant is determining: Who in your organization has the ability to drive this? Who has the creativity, persuasive skills, and experience to lead a social adoption of social

collaboration? This is not a standard technology deployment; it is a social deployment of skills, tools, and behaviors.

Understand this is already underway. You are not starting from scratch. Somewhere in your organization, people are experimenting or have projects underway using social media, social networking, and social collaboration in some form. You can probably find success within your business and align work already in progress.

Communicate your tools strategy. The tools in this space are plentiful, overlapping, and changing rapidly. In IBM, we have the additional opportunity to experiment with many active internal research projects. Your users will use external tools if internal ones are not available. And once people invest their time in a social tool it is hard to get them to switch. The bottom line: clarify the strategy and direction for your social networking infrastructure so your users can make good bets on where to spend

Enterprise 2.0 leaders must understand and act on business imperatives ... Users must understand how to achieve business goals in the context of collaborative business processes.

their time, or at least understand what's ahead before they invest a lot of effort.

Be transparent. Execute your program in the open – share your goals, your methods, your results, and your failures. You have more to gain, and to learn, from the community than you realize.

Set yourself up for active policy review. The dynamic nature of social networking environments essentially means command and control doesn't work. Governance and policy are essential and appropriate, but you will need the ability to respond to issues with agility and speed. The next section of this paper has more detailed considerations for governance and policy.

Risk, Inhibitors and Governance

Performing a risk assessment is a good way to discover governance issues and inhibitors to successful adoption. Conducting such an assessment requires brainstorm sessions among leaders from different business areas across the organization. The goal is to identify existing or potential scenarios of risk that arise from employees using the social computing environment, categorize these scenarios,

consider the root causes behind them, and then weigh the scenarios in terms of relevance and impact.

A *risk* is a statement of a possibility that some consequence of business loss will occur. During the assessment, the primary goal is to identify and collect all the potential risks rather than spend time trying to measure and prove their significance.

In a social collaboration environment, the most common risks surface from how users handle information or interact with each other, as described in Table 1. Organizations may apply different levels of importance to these risk scenarios based on factors such as understanding of how employees work, the information infrastructure, and organizational culture.

In the process of creating a prioritized list of risk scenarios, you will discover inhibitors that affect these scenarios. The list also helps you identify when and where you may need governance policies and guidelines to preempt or react to the risk scenarios. For example, consider the risk of one employee acting improperly toward another. The first step is to identify the risk: "Employee A posts apparently disparaging comments about

Table 1: Possible Enterprise 2.0 Risk Categories, Items, and Scenarios

Category of risk	Risk item	Scenario
Quality of information	Too much information for individual to consume	• Employee spends too much time trying to distinguish information priority and value
	Variable or indeterminate quality of the information across the social environment	• Employee spends too much time trying to distinguish information priority and value • Employee makes a poor judgment (poor delivery of project to customer) or is led astray by poor quality information
	Indeterminate provenance or authority of expertise	• Employee makes a poor judgment (poor delivery of project to customer) or is led astray by poor quality information
Information disclosure	Malicious disclosure of confidential information	• Someone purposely leaks information about confidential information on the intranet or internet
	Inadvertent or unauthorized disclosure of confidential information (no malicious intent)	• Someone posts information about a solution, service or product provided to a customer which should be have been kept confidential
Employee behavior	Employee acts improperly against another employee(s)	• Posting in a blog offends another or a group of employees
	Employee acts improperly in the organization (intentional or accidental)	• Employee shares ways to improperly circumvent required business processes • Employee uses social computing system to air their grievances against the company
	Employee spends too much time on personal interactions	• Employees spend more time talking about personal interests or events, rather than job-related activities, wasting time and productivity

Employee B”. Next, identify conditions contributing to the risk: “Because people are not required to authenticate, anyone can pose as someone else. The offender may not actually be Employee A.”; And finally, identify ways to address the risk: “Reengineer the social system to require authentication”, and the impact of the initiatives to address the risk: “Such reengineering would require a common login, authentication, and identification system for all employees.”

All areas of business face risks; it is more important to understand which risks apply, and what level of risk is acceptable. Some risks can be eliminated, but many can only be minimized in impact (through governance processes). Mitigation is a process of identifying the actions to take for a particular risk; for example, do nothing, or take governance steps to stop or reduce impact. Having a collection of identified, prioritized risk items helps to develop *risk mitigation* strategies (governance) and plan how your organization will handle such risks.

To weigh risks, first determine if you would be willing to accept a risk item as a condition of doing business, and at what level of “pain” you are willing to accept it. Such pain is hard to describe or quantify directly, so be sure to identify which scenarios would be considered uncomfortable-but-bearable, and which are intolerable.

Once you’ve identified the risk item and the pain scenarios, the next step is to decide on organizational owners for these risks; for example, the employees themselves, their managers, or a designated group in the organization. The emphasis should be on leaving as much as possible in the hands of the employees themselves to understand and manage the risks. In enterprise 2.0 environments, the employees are the ones on the front lines.

A common set of governance guidelines and policies for employees is a good way to preempt many risk scenarios. Many organizations require that employees adhere to conduct guidelines as a condition of their employment. For example, IBM employees must accept and sign the IBM Business Conduct Guidelines annually. In

addition, IBM has developed a set of guidelines specifically for social computing.¹

Enterprise 2.0 Adoption Program Elements

Social networking technology can yield business value, but encouraging widespread use in an enterprise requires a *social approach to enabling adoption*. This approach differs from standard IT software deployment practices. Social software requires a critical mass of participants before it begins to generate value, and participants across the company must contribute meaningfully, regularly, and broadly. Because social software technology, by its very nature, supports relationship formation and collaboration, the adoption approach itself must also be social. A social approach to enterprise 2.0 technology deployment will engender the participation, collective intelligence, and innovation needed from all employees.

But this doesn’t require a large change-management team. The IBM Social Software Enablement Program (known inside the company as *BlueIQ*) faced a significant hurdle: how to impact a global IBM employee base of over 400,000 across a wide range of job roles, geographies, product lines, and organizational units, with a relatively tiny nine-member team. Yet, within a year of program inception, this small team positively impacted productivity of 30,000 employees across the globe, and continues to transform a wider population each year.

The BlueIQ program helps employees work with each other to support the needs of the business and its customers, helps individuals and teams understand and articulate the business value of social computing, and affects outcome and effectiveness of existing policies and programs. The program model includes the following elements (as shown in Figure 1).

¹ The IBM Social Computing Guidelines are published at <http://www.ibm.com/blogs/zz/en/guidelines.html>

Tapping into the volunteerism spirit among early adopters.

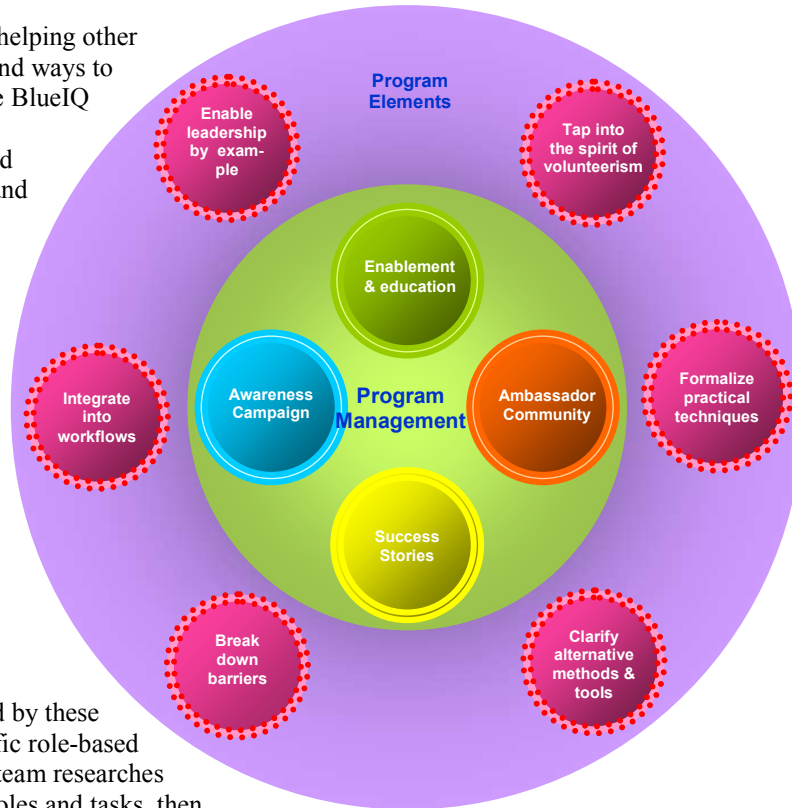
Early adopters were already helping other IBMers discover new tools and ways to add value to the business; the BlueIQ program set up structures for coordinating their activity and rewarding their evangelism and peer advocacy. Through online communities, education sessions, and peer-to-peer Q&A, more than 1200 volunteer “BlueIQ Ambassadors” from over 50 countries share tips and exchange experiences. Those ambassadors who contribute great value to the business earn rewards, in the form of tangible prizes and recognition by executives.

Formalizing and spreading practical techniques learned by these volunteers, focused on specific role-based tasks. The BlueIQ program team researches use cases based on specific roles and tasks, then solicits practical tips and reusable methods from the Ambassador community. The program team codifies these experiences as educational materials, business value success stories, and recommendations, and then socializes the material through the network. The socialization is very deliberate: programmatically through official channels of the hierarchy, as well as informally through the social network.

Clarifying the positioning of multiple alternative methods and tools to minimize overlap and redundancy. The BlueIQ program team advocates standard practices, shares best practices across organizations, and focuses education on tasks, not tools. The focus on tasks helps to clarify questions about the seemingly endless array of social tools and helps form critical mass around preferred tools. In addition, as sponsors and frequent participants in online communities, the program team can help drive clarity where confusion reigns.

Breaking down barriers among organizational silos. The program team works across business units and job roles, and coordinates the inclusion of volunteer BlueIQ Ambassadors who have

Figure 1: Adoption Program Elements



relationships or experience in those business units. The local Ambassadors help keep the program relevant at the local levels (geographic, business unit, etc) and help motivate participation in the enterprise network. Participation across the business is the key to success: the more people adding value to the network, the more valuable the network.

Integrating technology directly into existing employee workflows. No team starts with a clean slate, and they cannot interrupt their pursuit of business objectives to reinvent business processes. The BlueIQ program team focuses on behaviors and tools that will complement existing business workflows. For example, a team may want to continue using a web page to post important presentations, but may use a more collaborative process to produce those presentations.

Enabling leadership by example, and providing executive-level encouragement. An essential element of adoption is the tops-down executive endorsement and leadership by example. The BlueIQ program team runs reverse mentoring programs to educate executives, helping them

experience business value and also act as role models.

“As an executive, I find value in the cost savings, productivity improvements, and new opportunities that enterprise 2.0 collaboration offers. In addition, I’ve seen my team become stronger and more motivated. When employees collaborate openly, are rewarded for their participation, and see the impact of their ideas on the business, they feel more connected to the overall business strategy.” -- Gina Poole, IBM Vice President of Marketing 2.0.

Improving Your Adoption Program Through Analytics

A key to a successful enterprise 2.0 adoption program is your ability to describe the impact of your program. Metrics will help you improve the focus and tactics of your program. The measurement objective for the adoption program is to collect metrics on the broad level of the organization and the program, rather than specific data on individuals.

Measurement systems in enterprise 2.0 focus on two main types of information: *behavioral* and *attitudinal*. Behavioral information includes interactions and activity in collaboration environments, data about frequency of usage, and segmentation data of the population across locations, job roles, tenure, or other demographics. You can collect such information in activity logs, databases, and enterprise dashboards, or secondarily through surveys.

Attitudinal information focuses on how people assign significance to the enterprise 2.0 system and its components in terms of the importance, and their satisfaction levels. This type of information is best gathered through surveys, interviews, or focus groups.

Quite often the focus is only on measuring activity; for example, counting actions by people within a collaboration tool, or on very basic demographic information such as number of people using a tool. To demonstrate the value

that enterprise 2.0 is bringing to the business, you should focus on how activities are related to the tasks or behaviors you are trying to encourage as part of your program.

Furthermore, consider the attitudes towards these tasks: How important are they to the users? Are users satisfied with the way they can carry out these tasks across different alternatives, including your online collaborative approaches? The gap between the importance and the satisfaction shows which tasks need the most attention.

During the transitional period of the enterprise 2.0 transformation, people will likely have multiple ways of doing the same task. Newer online collaborative methods will be alternatives to existing methods of doing such tasks. The operative idea is to measure whether people are transitioning in favor of enterprise 2.0 approaches in the long term.

Use behavioral data to diagnose your program effectiveness by examining in which collaboration contexts your people are congregating across your

enterprise 2.0 system. Understanding the primary contexts in use will help to shape where people may need the most help, as well as identify deficiencies. For example, if most of your users are in closed workgroups, and too few in open cross-organization collaboration, then you may need tactics to encourage people to engage in more cross-team interactions, and break down the silos in which they may reside.

From the demographics view, it is also important to understand who is participating in these environments. Social activity could be increasing because the same subset of employees is collaborating to a greater extent. In this case, you would need tactics to increase activity among a broader set of the population.

Demographic analysis will also show whether collaboration is landlocked among a particular geographic location, or job role. You want to understand not just if more employees are participating, but also how far and wide participation is across the organization (see Figure 2: A comparison of Enterprise 2.0

You need measurable trends and analytic information to support the strategic decisions you make about your adoption program.

adoption maturity across geographic regions)². Additionally, you want to understand the trends over time (see Figure 3) for the organization overall, as well as per demographic.

Evangelists and success stories are key program elements that support peer-to-peer encouragement, and provide social proof that people are finding value. Measuring the number and distribution of these evangelists and success stories provides useful information. The easier it is to find evangelists and success stories in different job roles, locations, and task areas, the greater the success of your program. They are visible proof points of your program success.

You can also find quantifiable metrics in your enterprise 2.0 environment. For example, online web conferences are alternatives to face-to-face

meetings and offer travel savings (such as dollar or carbon-footprint savings). As another example, enterprise social tagging increases web search effectiveness, and decreases the time to find a useful answer³. Look for cost savings or direct measurable productivity metrics in your organization.

An enterprise 2.0 measurement program should focus on identifying trends across different dimensions of adoption. You need measurable trends and analytic information to support the strategic decisions you make about your adoption program.

Matching Social Transformation to Software Infrastructure

The business transformation elements discussed here range from the strategic level (articulating value and managing risk) to the practical level (methodology and measurement). But you won't be successful on any level if you don't pay close attention to the underlying social software infrastructure supporting your social business transformation.

The software infrastructure for social applications is unique in that social applications are so accessible to your users, especially in the case of external applications. Employees can access social sites such as Facebook from their smartphones, even if your organization blocks access from your corporate network, or post information to Twitter, even if they're not official spokespersons for your company. Issues about access to external social applications are best addressed by risk management and governance, as described earlier.

Internal access can also be fragmented. In IBM, the combination of an inventive culture and the business need to innovate means there is a continuing flow of new collaborative tools and processes available for employees to test and adopt. With so many social applications available, and the potential for fragmentation so great, how can an organization encourage a consistent approach to collaboration?

The fragmentation issue must be addressed by balancing the need for infrastructure

Figure 2: A comparison of Enterprise 2.0 adoption maturity across geographic regions

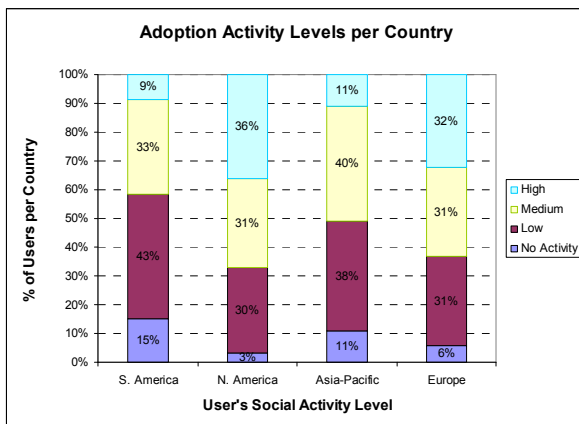
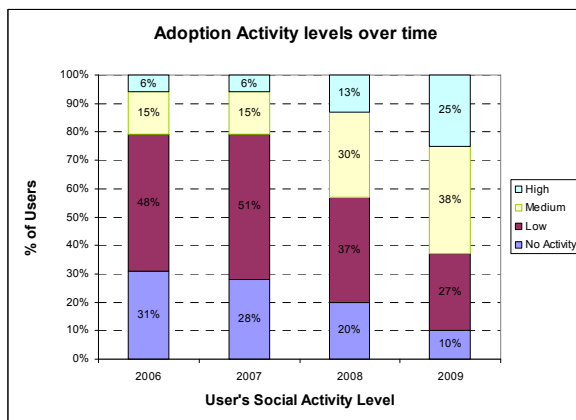


Figure 3: A comparison of Enterprise 2.0 adoption over time



² Figures 2 and 3 assign levels to participation based on the activity logs from enterprise 2.0 tools. Note Figures 2 & 3 do not contain actual data about IBM

³ CIO Magazine, CIO100 2008 Winner Profile: IBM, <http://www.cio.com/cio100/detail/1840>

simplification with the need for technical flexibility. In this fast-moving technology area, simplification will give your users the clarity they need, and flexibility will give your business the agility it needs.

Simplifying the infrastructure

The IBM collaboration environment includes software products that IBM sells, such as [Lotus™ Connections](#), [LotusLive™](#), [Rational™ Asset Manager](#), [WebSphere® Portal Server](#), and others; research projects such as [SocialBlue](#); and many widgets and plug-ins developed by IBM and its customers, such as those available on [OpenNTF.org](#). The IBM CIO organization has ownership of the infrastructure, to include application rollout and support.

The IBM CIO organization drives simplification and consolidates tools into a tightly integrated platform across the business. Their efforts have reduced confusion, clarified business objectives, and accelerated social software adoption throughout the company.

This focus on simplification in the officially approved operating environment is important for successful adoption. Users who are not early adopters are unlikely to undertake behavior and process changes unless they have confidence that they are operating in an approved environment. Early adopters have high levels of tolerance for experimentation and as-is conditions in the tools, but such tolerance among the majority of participants in the social network will be quite different. Infrastructure simplification will help users overcome two of the biggest inhibitors to social software adoption: understanding “what to use when” and “what is officially supported”. Work to eliminate any redundancies in the tooling, and where you cannot, provide information to clarify the alternatives.

Also work to integrate social tooling into existing workflows and applications throughout the enterprise. For example, add social functions such as tagging and commenting to web pages to expose users to these functions in their current

work environments. This has the added benefit of creating a common base for your collective enterprise knowledge, thereby simplifying and integrating the same social data sources into your enterprise applications.

Providing flexibility

A flexible software infrastructure responds to the needs of the business. The technical aspects of a dynamic software infrastructure are beyond the scope of this paper; here we focus on characteristics of the flexible enterprise 2.0 infrastructure.

First, assume there will be innovative uses of the social applications – uses for which you have not planned nor even dreamed. Plan ways to monitor network and application usage, recognize changes in behavior and use, and capitalize on any surprising good practices.

Second, while openness and transparency are hallmarks of social networks, your

users have legitimate requirements for privacy, confidentiality, and restrictions on information. Your infrastructure and tools need to make it easy to be open, easy to cordon off restricted areas where necessary – and easy for users to tell the difference. Plan to provide users the confidence of knowing that the system will support their needs for business management.

Third, assume a continuing evolution of the tools, both inside and outside your company. External tool evolution can inspire new ideas for what you could do internally, and vice versa. Plan ways to understand innovation in these areas and to incorporate feedback from a variety of sources so you can adjust based on the needs of your audience.

Conclusion

Enterprise 2.0 adoption involves organizational transformation along multiple vectors beyond technology: culture, operational processes, and business strategy. While technology is a core

“When employees collaborate openly, are rewarded for their participation, and see the impact of their ideas on the business, they feel more connected to the overall business strategy.”

-- Gina Poole, IBM Vice President, Marketing 2.0

component, adoption requires a focus on people, behaviors, and processes.

The emphasis is on how to make the organization as a whole more productive, not just individuals in the organization. Because adoption depends on the behaviors and interactions of people, you will need to provide guidelines and governance as part of your adoption program. Your program must also include elements that formalize techniques, differentiate user tasks, communicate success, and stimulate participation across the enterprise. You can use metrics and analytical information as diagnostics to improve your adoption program.

You cannot rely simply on providing technology—on “build it and they will come”; rather, you need a multi-pronged *social* approach to encourage adoption. You need to balance infrastructure needs between your early adopters and the general employee population. Your infrastructure, and infrastructure processes, need to be technically flexible and adaptable to support business agility, technology evolution, and user needs.

Success Factors

Based on our experience with the BlueIQ adoption program, key success factors include:

- Focus on open collaboration across the complete organization, and not just localized to individuals, groups, or organizational units.
- Get leadership buy-in at the highest levels, but also at the middle-management levels.
- Recruit an enthusiastic, representative population of evangelists; arm them with educational material; and legitimize their individual contributions as part of the overall adoption effort.
- Define measurements to help you understand and improve your program.
- Use your enterprise 2.0 wins as ways to demonstrate the impact on your business.
- Continually communicate your program goals, tactics, and activities to gain mindshare across the organization.

A Peek at the Future

Enterprise 2.0 transformation is underway, and we understand many of the benefits of it. However, the future state of an organization that has extensively embraced enterprise 2.0 is yet to be fully understood. While many organizations, including IBM and IBM customers and partners, have worked past the initial adoption phases, enterprise 2.0 transformation is still at an early stage.

We are starting to envision more possibilities regarding how we will work in a fully transformed enterprise:

- *Increased cross-silo work and new types of organizational work units;*
- *Greater transparency enterprise-wide;*
- *Increased information and analytical capabilities;*
- *Increasingly fluid information flows, changing networks, and faster routes to better decisions.*

The ability to work across the organization with different groups of people helps break down walls between organizational units, and also leads to new concepts of how we work. A *team* is broader than the people who work next to you in the office; they can be across the world. Beyond permanent, assigned teams, employees can work in ad-hoc, multi-disciplinary, and multi-department workgroups based on their networks. Such new contexts of collaboration are becoming the more common ways to work, rather than the anomalies.

Cross-organizational work creates new levels of transparency. Just like transportation and telecommunications networks greatly increased business activity and transparency geographically, online collaboration networks increase transparency across job roles and organizational silos. More transparent systems for searching and organizing information increase communal memory, insight, and knowledge across the company.

The information and people networks available through enterprise 2.0 systems present new analytical opportunities to support intelligence in the enterprise. We can anticipate new scenarios. We become aware of and are able to sense the structured and unstructured information available to us. We become more precise and are better able to support timely decisions.

The volume and velocity of information available also creates new risks and opportunities in learning how employees and the organization can manage information. People will respond with innovations and software systems will evolve in step with our needs to process such information.

Your enterprise 2.0 adoption program will continue to face new challenges as enterprise 2.0 itself matures. We continue to enhance and alter the BlueIQ program as we try new adoption tactics, learn from the analytics, and respond to feedback. The one criteria that remains the same amid all this change is our focus on gaining business value for the enterprise.

For more information

Visit: <http://www.ibm.com/smartwork>

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