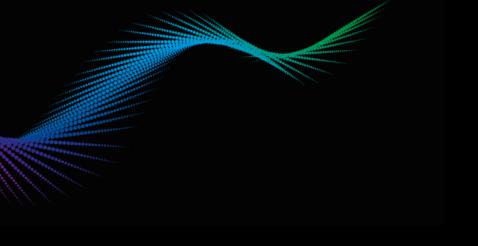


Changes How You \_\_\_\_\_.

# Social Business Maturity

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Social Business Transformation for IBM Software clientfacing teams worldwide, as member of the internal BlueIQ Social Software Adoption team. Rawn Shah

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Focus on metrics, analysis and business value

My 7<sup>th</sup> book: *Social Networking for Business* (Wharton School Publishing, Jan 2010)

I write the *Connected Business* blog on Forbes.com – http://blogs.forbes.com/rawnshah/



### Traditional styles of working are insufficient for this new reality

5.3 hours

wasted per employee per week due to inefficient processes 1



The world is heading towards

# 1 Trillion

connected objects.2

2/3

of people can't find the help they know is out there 4



\$12Billon

lost due to poor communication in US Hospitals Annually 3







98%

of CEOs say they need to restructure the way their organizations work 6

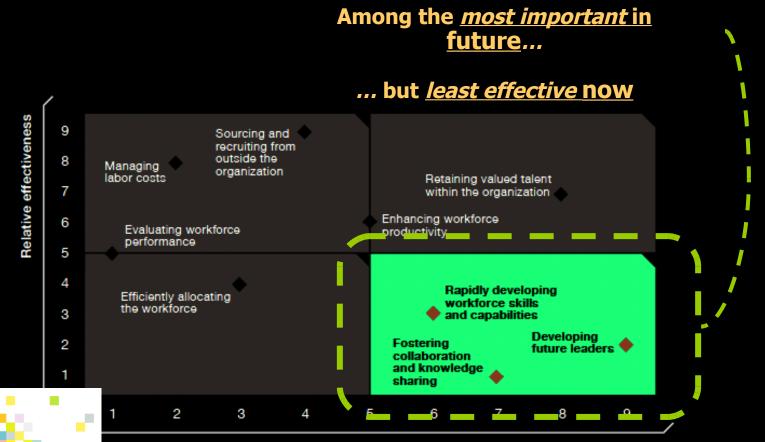
Sources: 1: "Measuring the Pain: What is Fragmented Communication Costing Your Enterprise?", enterprise.siemens.com/open/se/docdownloads/secure/UCSurvey.pdf

- 2: Pereira, Jorge, "From Autonomous to Cooperative Distributed Control: Towards the Internet of Smart Things," Second ERCIM Workshop on eMobility, WWIC, May 30, 2008
- 3: University of Maryland Smith School of Business, March 9, 2009, www.rhsmith.umd.edu/news/releases/2009/030909.aspx
- 4: Harris Interactive and Tacit Knowledge Systems poll, 2003
- 5: McKendrick, Joe, "Is anyone ready to process a trillion events per day?", ZDNet.com, May 11, 2008, blogs.zdnet.com/service-oriented/?p=1102

6: 2008 IBM CEO study, ftp://public.dhe.ibm.com/common/ssi/pm/xb/n/gbe03037usen/GBE03037USEN.PDF



#### Three key HR / Workforce Shortfalls:

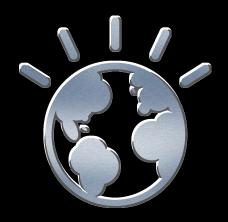


Relative future importance

- IBM Institute for Business Value 2010 Global Chief HR Officer study



IBM



#### On a smarter planet...

...people are transforming the way they interact...

... this transformation is impacting *the way* business is being done

#### Why Social Business is important to our clients...

95% of standout organizations will focus more on "getting closer to the customer" over the next 5 years.

– IBM CEO Study 2010

77% of companies increased speed of employee access to knowledge, 63% increased marketing effectiveness, 45% increased satisfaction with suppliers, & partners

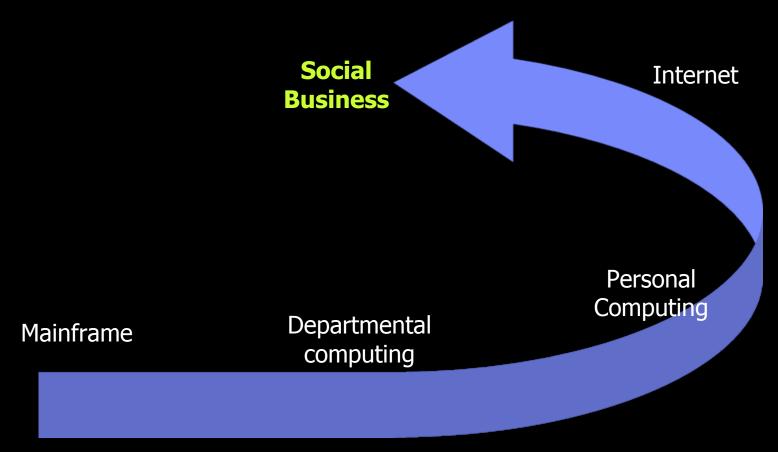
McKinsey Quarterly: The Rise of the Networked Enterprise

Standout organizations are **57%** more likely to allow their people to use social and collaborative tools.

- IBM CHRO Study 2010



### We are still early into the Fifth Shift in Business Technology



What might Social Business maturity look like?

Social **Business** 

Internet

Mainframe

Departmental computing

Personal Computing



### The IBM Workforce





**Instant Messaging** 

12M messages a day

Shared Bookmarks
1.1M bookmarks

100% of employees profiles
355K personalized profiles

**Individual, Group Blogs** 

18K blogs 68K users

3301 COMMINITION OF THE PROPERTY OF THE PROPER

activity members activity spaces



### 1. Maturity in Adoption

S. 2. M. downloads

**Instant Messaging** 

12M messages a day

Shared Bookmarks
1.1M bookmarks

User Profiles
100% of employees profiles
355K personalized profiles

Individual, Group Blogs

18K blogs 68K users

Activities
171K activity s

33.54 CONNUNITIES SOACE CONNUNITY SOACE INTERNOOF

For details, please see Joshua Scribner's SBS2011 presentation: http://bit.ly/blue-iq



### Our Social Environment **before...**

**Governance:** 

Ad hoc evangelism

**Pragmatic** 

Measurement: Tool activity measures

Infrastructure:

Diverse, non-integrated & experimental tools



#### Our Social Environment now...

#### Guidelines and governance

from ad hoc → to guidelines → to enterprise risk assessment & governance policy

#### Adoption

from ad hoc evangelism → to formal adoption program → to transformed processes

#### Measurement

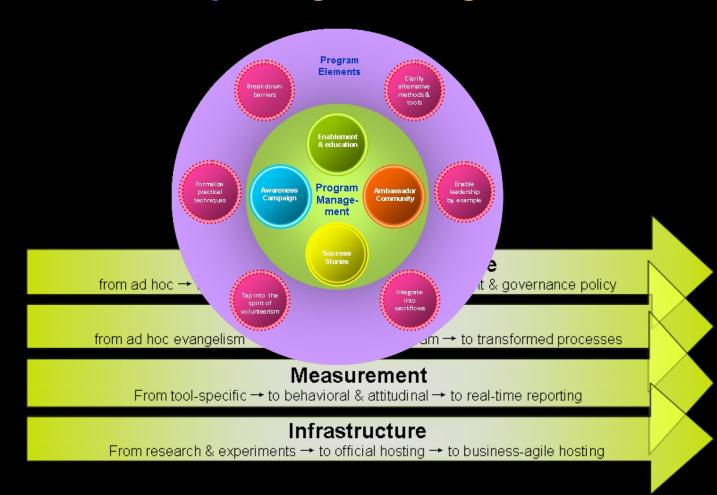
From tool-specific → to behavioral & attitudinal → to real-time reporting

#### Infrastructure

From research & experiments → to official hosting → to business-agile hosting



### 2. Maturity in Program Management



For details, please see our whitepaper: http://bit.ly/blue-iq





#### Our Conversations **before...**



#### Our Conversations now...





#### 3. Maturity in Conversation



- Over 3800 registered participants from 82 countries worldwide
- Jamming for avg. 4.6 hrs over 3 days, with 10 replies to each post on avg.



IBM Social Business

Jam, Feb 2011

company culture, role, information-sharing, measure, internal/external

leadership, connected, trust, networks, personal brand

Dynamic, predictive analytics, signaling, responsive

Community, adoption, sharing, learning

**Emergent, extensible, expertise, knowledge sharing** 



## Social Business Maturity Adjectives

# **Transparent**

company culture, role, information-sharing, measure, internal/external

# **Engaged**

leadership, connected, trust, networks, personal brand

## **Nimble**

Dynamic, predictive analytics, signaling, responsive

## **Collaborative**

Community, adoption, sharing, learning

# **Innovative**

Emergent, extensible, expertise, knowledge sharing



## Social Business Maturity Qualities

**Transparent** 

**Engaged** 

**Nimble** 

**Collaborative** 

**Innovative** 

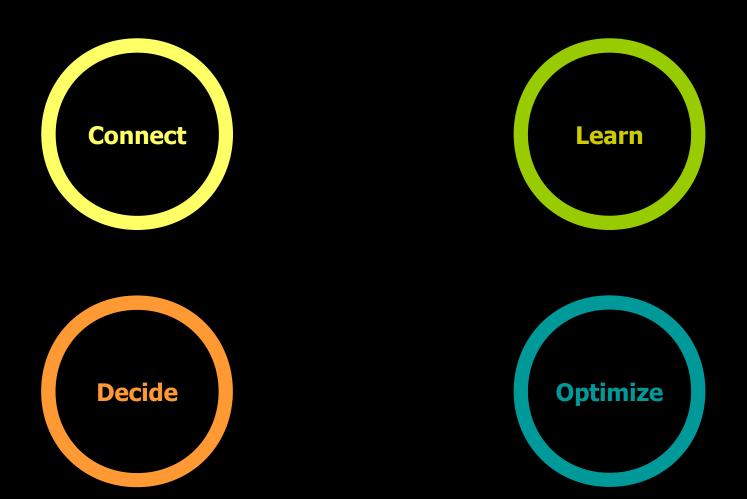


# Social Business Maturity **Qualities**





# Social Business Maturity Verbs: Actions







Sales Leader

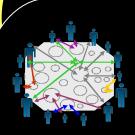
IBM Software Sales

When clients in St. Louis approached about IBM's SecondLife Virtual World leadership, it was urgent that he find an expert

He turned to Atlas for Lotus Connections ... found 100 experts on the topic in minutes, then filtered down to find the Global Director for Virtual Business.

The Director was on a plane the next day to St. Louis to meet with two major clients





#### IBM Global Technology Services

Communities of Practice

**Social Learning** – from your peers and topic experts vs. coursework – helped members of the GTS Communities of Practice achieve:

84% faster access to Expertise

84% increase in shared knowledge

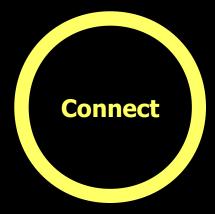
**74%** increase in productivity

**65%** improved their digital eminence

Learn









**Practice Leader** 

IBM Sales Enablement

Helped a customer brainstorm on future product and organizational direction using a IBM mini-Jam to include the customer's employees worldwide:

Per the customer:

"... I think the Jam went far better than I had hoped, and I had some high expectations. My hopes remain very high that this will make a fundamental change in the way our company operates."





GenO Liquid / AMS Co-Sourcing

IBM GBS

Agile, time-based competitive crowdsourcing across global teams to improve speed, agility and flexibility in software engineering

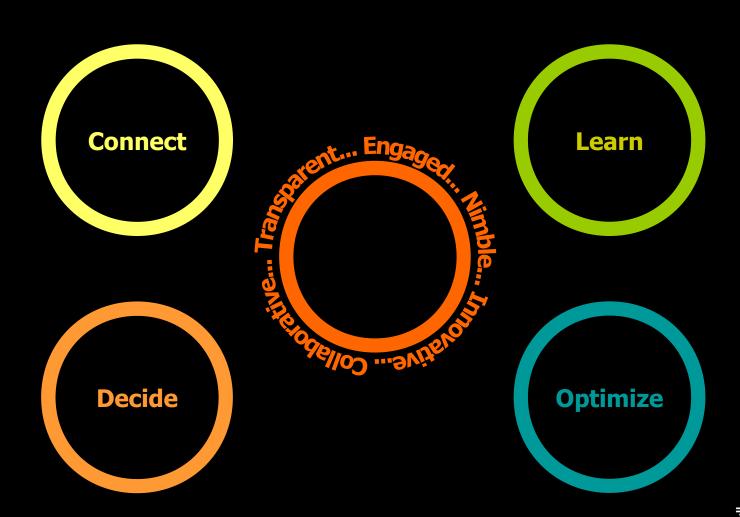
- Accelerating **Time-to-Value** dd
- Building global talent by emphasis on digital reputation
- A change to a project management system based on outcomes rather than resources involved
- integrated with IBM Rational teambased software engineering tools

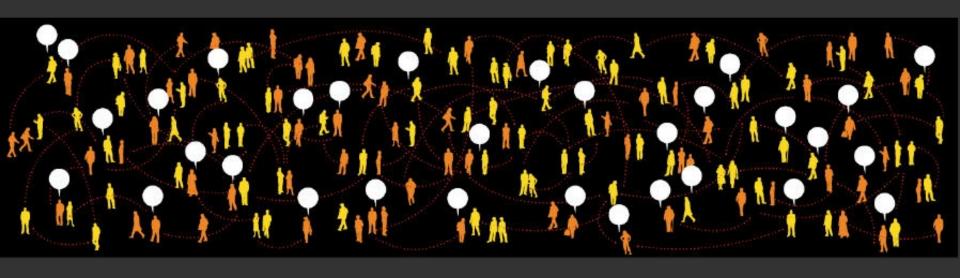


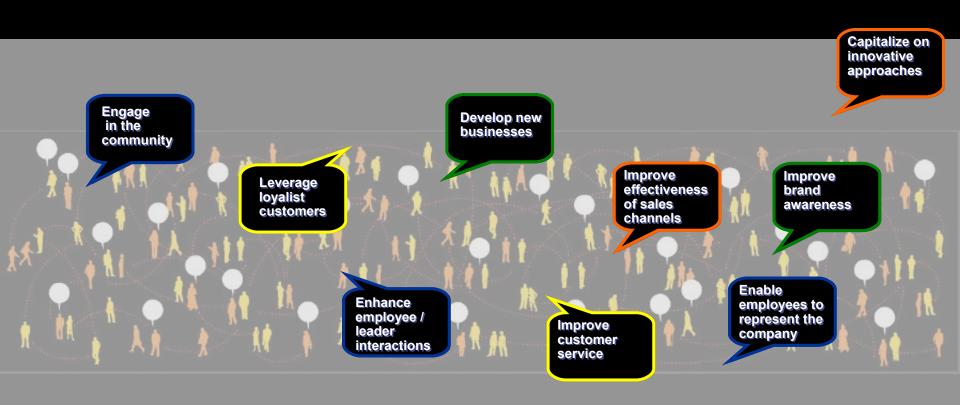


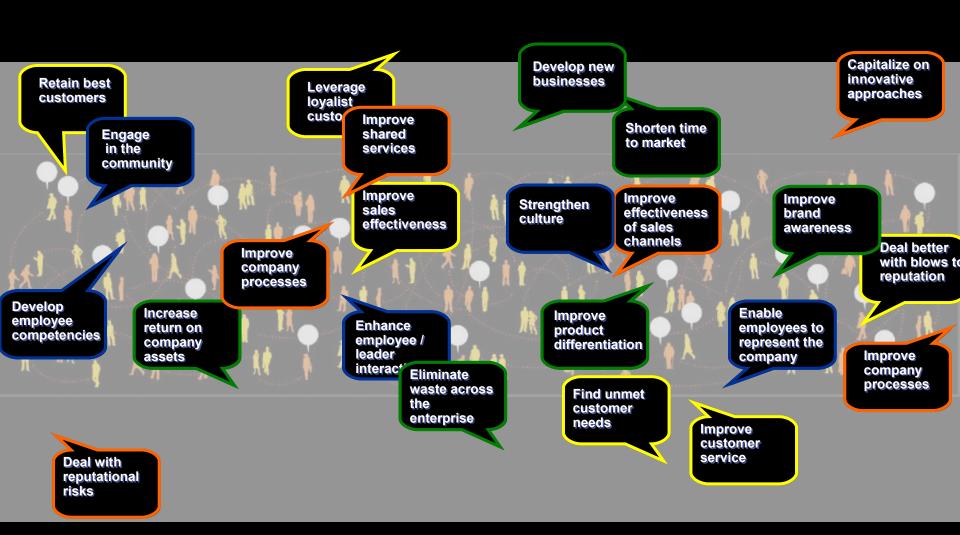


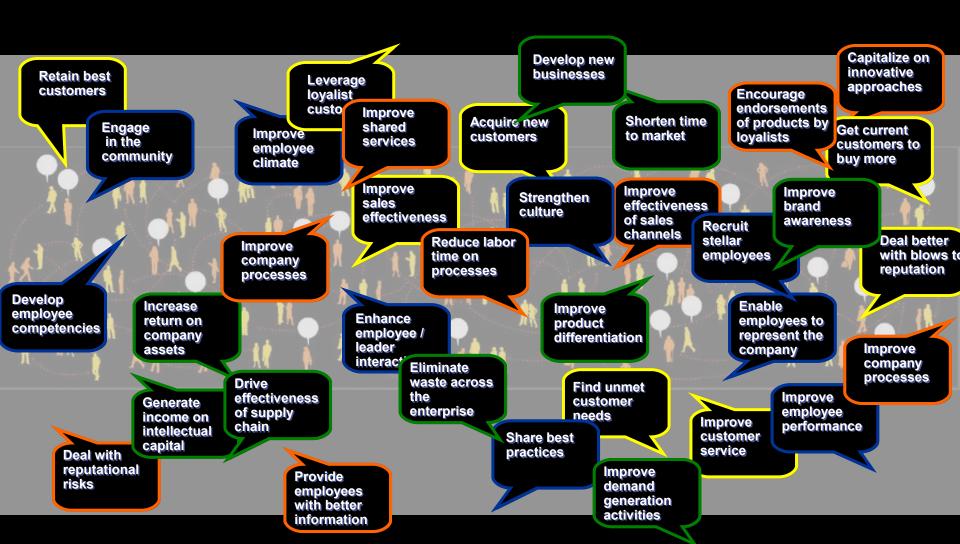
# 4. Maturity in Qualities & Actions













Acquire new customers

Improve marketing effectiveness

Improve sales effectiveness

Retain best customers Leverage loyalist customers

Reduce cycle time for product development

Capitalize on innovative approaches

Improve company processes

ve Get current customers to buy more

Deal better with blows to reputation

Provide employees with better information

Encourage endorsements of products by loyalists

Improve shared services

Improve customer service

Find unmet customer needs

Improve effectiveness of sales channels

Deal with reputational risks

Reduce labor time on processes

Increase return on company assets

Develop new businesses

Improve product differentiation

Recruit stellar employees Enable employees to represent the company

Develop employee competencies

Generate income on intellectual capital

Eliminate waste across the enterprise

Improve brand awareness

Enhance employee / leader interactions

Improve employee performance

Engage in the community

Drive effectiveness of supply chain

Shorten time to market

Improve demand generation activities

Share best practices

Improve employee climate

Strengthen culture



#### How Organizations Create Business Value

Reduce cycle Capitalize on Leverage **Improve Acquire new** Retain best time for innovative loyalist company product customers customers approaches customers processes development **Operating** Customer **Provide Encourage Efficiency Deal better Improve Get current Improve** Value employees endorsements marketing customers to with blows to shared with better of products by effectiveness buy more reputation services information lovalists **Improve Deal with** Reduce labor **Improve Improve** Find unmet effectiveness sales customer customer reputational time on of sales effectiveness risks service needs processes channels Enable **Increase Improve** Recruit Develop **Develop new** employees to return on stellar product employee **businesses** represent the company differentiation employees competencies assets company **Enhance** Generate **Operating** Eliminate Improve **Improve** employee / Engage in the **People** income on employee waste across brand **Excellence** intellectual leader community & Culture performance the enterprise awareness interactions capital **Drive Improve Improve** effectiveness **Share best Shorten time** demand Strengthen employee of supply to market generation practices culture climate chain activities

### 5. Maturity in Value Creation

Customer Value

**Operating Efficiency** 

**Operating Excellence** 

Org Culture Value



... view the meaning of business adoption





... view the meaning of business adoption

... operationalize a participatory, engaged workforce environment



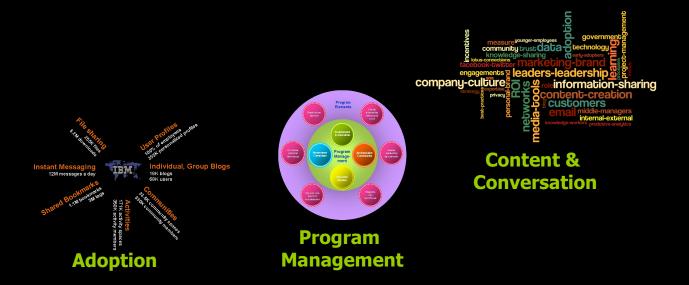




... view the meaning of business adoption

... operationalize a participatory, engaged workforce environment

... converse on business topics and priorities





... view the meaning of business adoption

... operationalize a participatory, engaged workforce environment

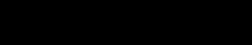
... converse on business topics and priorities

... act and react, and the quality of our actions











... view the meaning of business adoption

... operationalize a participatory, engaged workforce environment

... converse on business topics and priorities

... act and react, and the quality of our actions

... build and describe business value to our company



Content & Conversation



Value Creation



Actions & Qualities



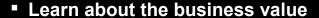




# Thank you

#### Tactical Steps:

- Read: Nurturing BlueIQ: Enterprise 2.0 Adoption in IBM
- Read: Forrester Study: Total Economic Impact of IBM Social Collaboration
- Assess Your Organization: IBM Social Business Assessment Tool (AKA IBM Collaboration Assessment)



- IBM Global Business Services Strategy & Transformation services
- IBM Software Group's Social Software Adoption Program
- Video: Business Value of Social Software

#### Listen to our customers

- CEMEX: Shift Platform
- Sogeti: Sogeti becomes more social
- Rheinmetall: Becoming a social business with IBM software



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