Knowledge Sharing in Enterprise Networks

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IBM Collaboration Solutions

Get Social. **Do Business.**

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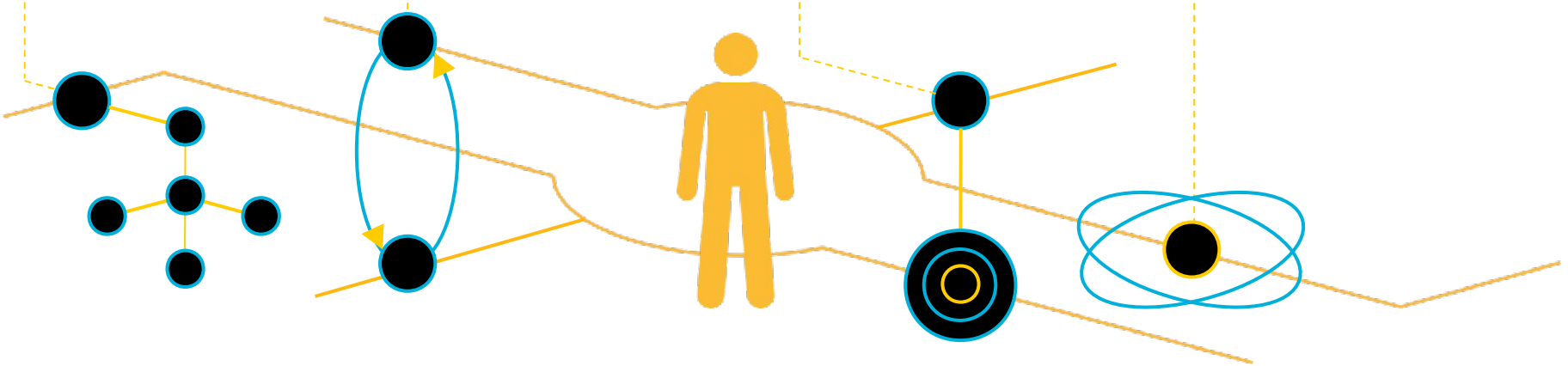
Consumer behavior has changed forever

- Unlimited information access and sharing
- Social & mobile changing the buyer-seller dynamic
- Rising customer expectations
- Increasing value chain complexity



155 million
tweets sent each day

75% believe
companies don't tell the truth in advertisements

22 million
people in Germany already use Facebook

Source: Fortune Magazine, May 2, 2011 Issue, Article Trouble@Twitter
Source: Yankelovich, Evolution of Advertising and Media

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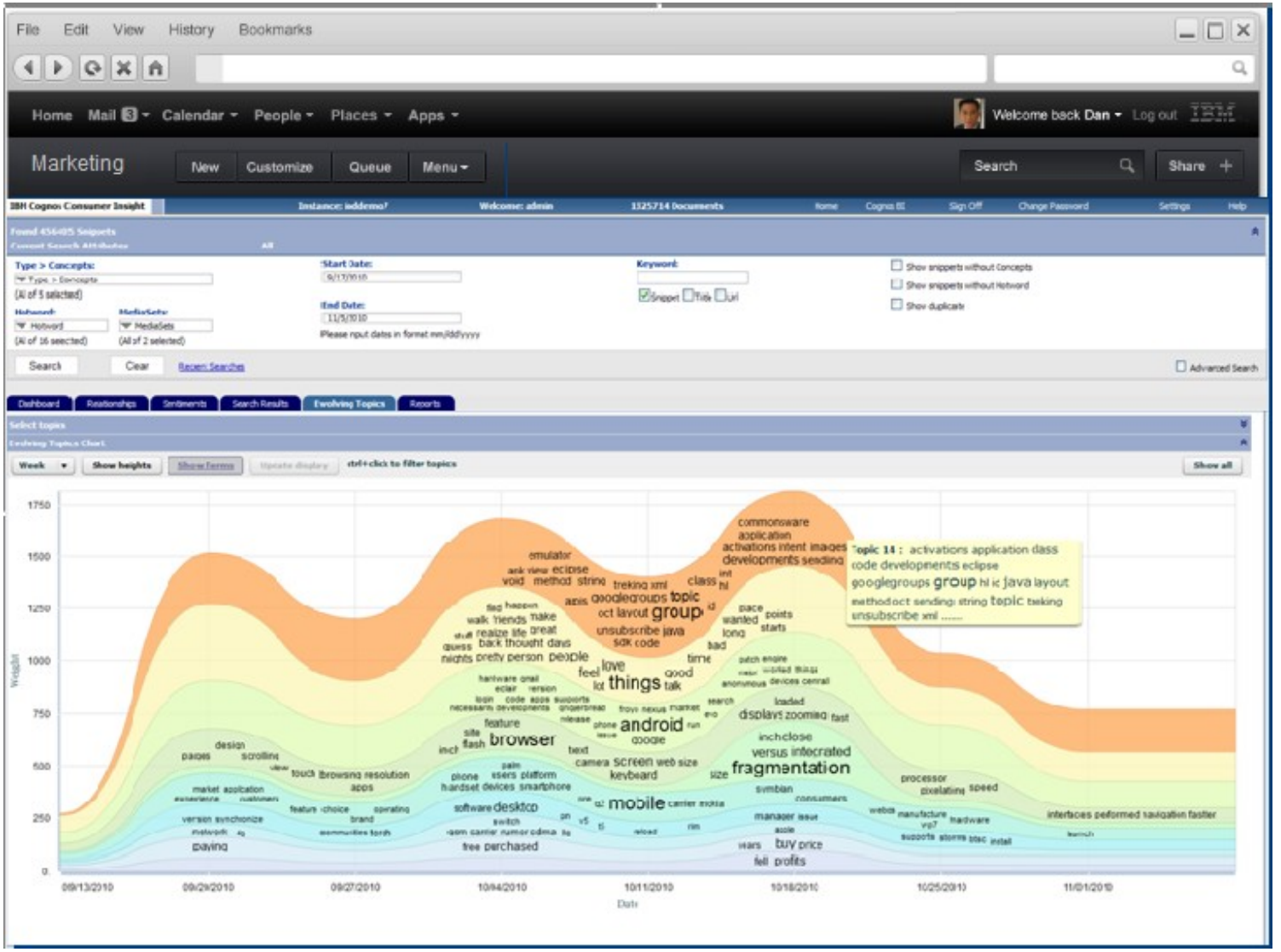
Business Analytics – detect hidden knowledge



IBM Cognos Consumer Insight

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A new workplace is emerging. It is shaped by the new generation of workers and their new way of doing business.

- **Device variety and proliferation**
  Over 290 million smartphones shipped in 2010, and this number is expected to grow at 23% through 2014.[1]
- **"Bring your own device" (BYOD)**
  Individuals bringing their own smartphone into the workplace will account for 62% of business-use smartphones in 2014.[2]
- **Working together**
  Within six years, workers will spend an estimated 80% of their time collaborating.[3]
- **Social business**
  More than 50% of U.S. workers use social media for business purposes at least once a week.[4]
  37% of the US IT workers are using technology they first master at home and then bring to work[5]
  64% of Generation Y unload unauthorized applications at least once a week to get their work done[5]
- **Work goes on anytime, anywhere**
  Employees now give telecommuting and flexible work hours a 7.7 out of 10 for contribution to job satisfaction.[6]

[1] IDC, "Worldwide Smartphone 2010-2014 Forecast Update," Document # 226107, December 2010.
[2] IDC Market Analysis, "Worldwide Business Use Smartphone 2010 – 2104 Forecast and Analysis," Document # 225054, September 2010.
[3] *Smart Work* on ibm.com, "How productive will we be in the future?"
[4] IDC Insight, "The Intersection of Web 2.0, Enterprise 2.0, and Collaboration: The Social Business," Document # 221413, January 2010.
[5] Forrester Foresights Workplace Study, 2011
[6] Robert Half, *Workplace Redefined: Shifting Generational Attitudes During Economic Change,* 2010.

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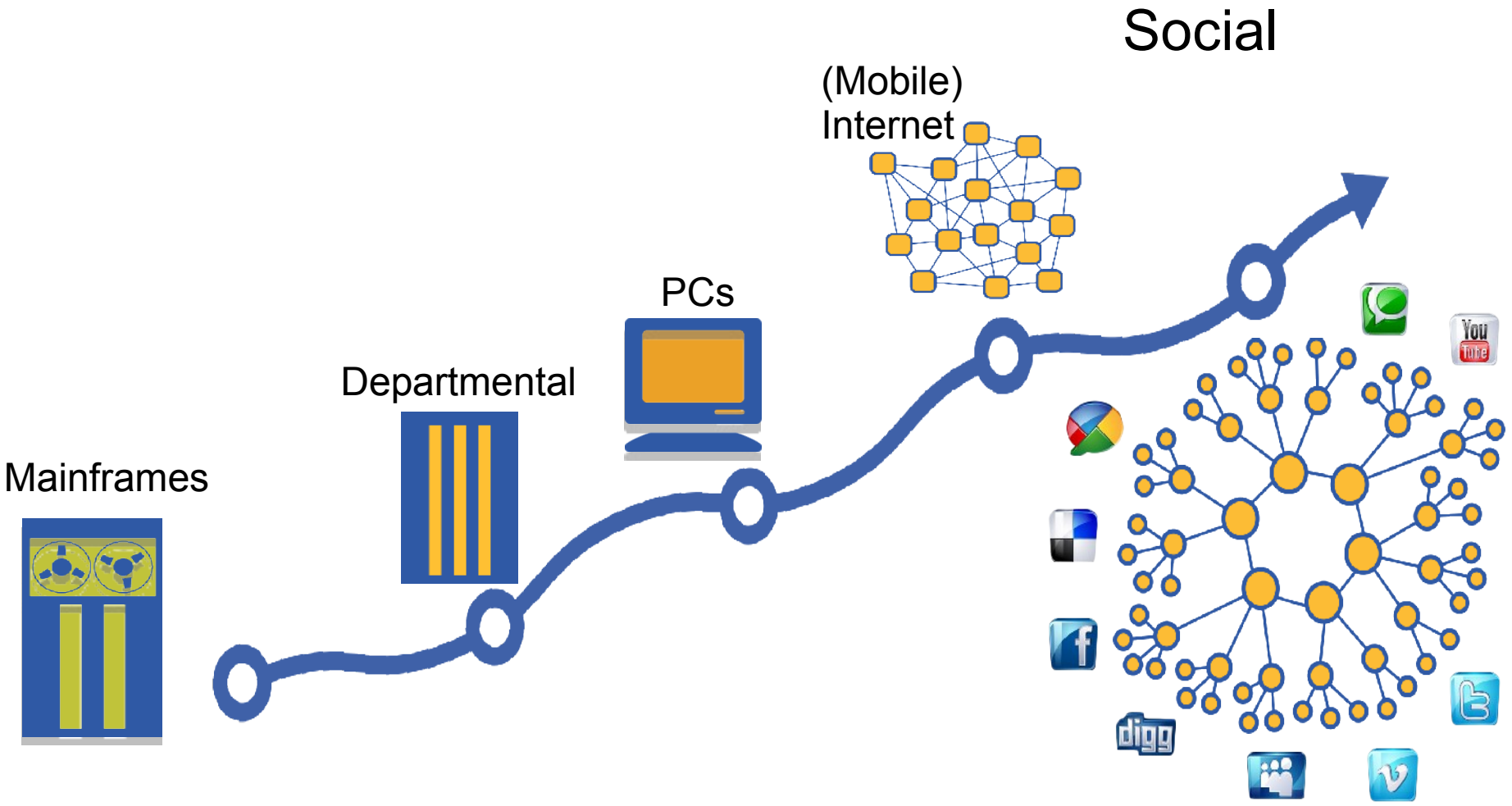
Social - The 5th Generation of IT



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Isn't it a bit like in the mid'90ies?

- The Internet was born
- Key questions in those days:
  - What do I do with it?
  - What do I publish?
  - How about unintentional disclosure?
  - What about my employees? Will they spend their business day surfing?

What came out of this?

- A few major companies, e.g. Amazon, ebay, Yahoo, …
- .. but more important for most companies:
  - It changed the way enterprise applications where built (“Intranets”)

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Social Now

- Again new companies are created and lots of venture capital is going into it
- And what do company leaders think?
  - “I have been to this movie before”
  - “Maybe I should be a little bit more proactive this time ….”

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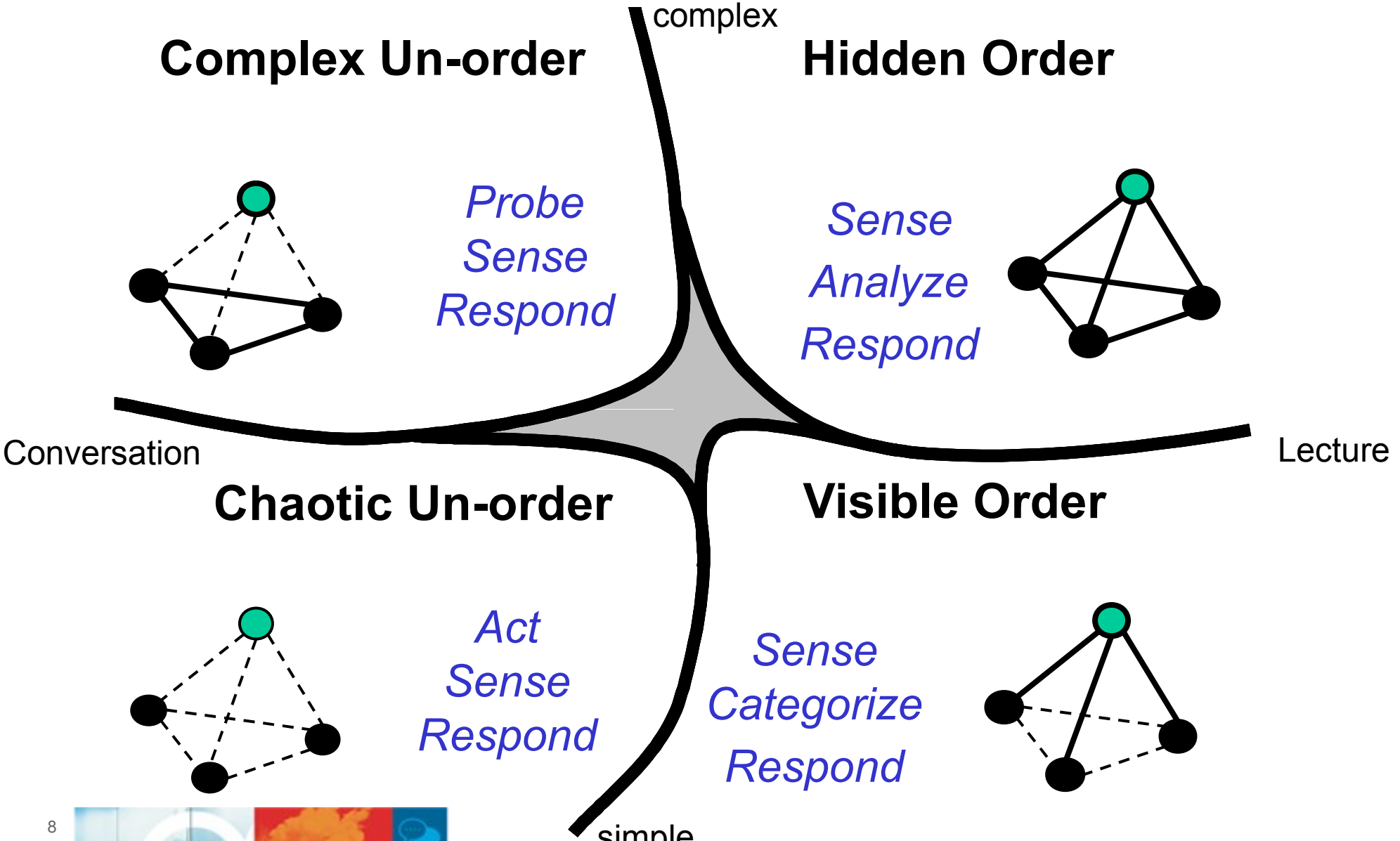
Where do you want to transform your company to?

Dave Snowden's Cynefin Sense Making Model



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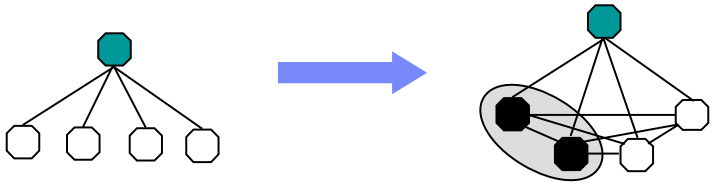
How do you transform your company KM-wise?

Peter Schuett's 3-D KM Model

1. Organization and Culture



- Guidelines
- HR
- Targets
- Managing Motivation

2. Processes

a) Documentation and Reuse of Know-how

- From centralized solutions to Web 2.0

b) Data-related (Business Intelligence)

- Data+Knowledge → Information → Decisions → Actions

c) Person-related

- Optimization per Checklist

d) Community-related

- The wisdom **in** crowds

3. Information Technology

Desktop → Relationships at the workplace → Mashups of Content

Application-oriented

People oriented

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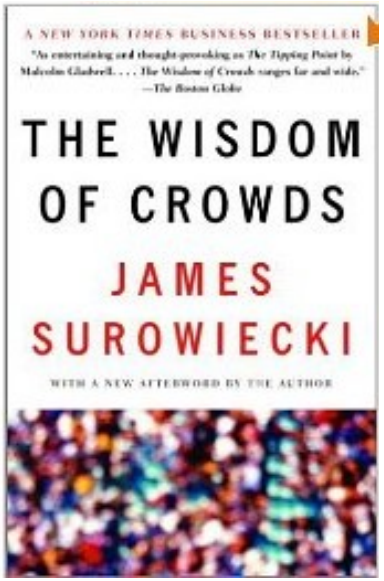
Where does the knowledge reside ?

- In the crowd … as the average opinion?

(Wisdom of Crowds - James Surowiecki)



No. Only in the beacons inside the crowds

- The task is to identify them or to make them identifiable
- They have to get options to participate

http://www.sylt-fotos.com/fotos/sylt-felix-oberhage-leuchturm-west-ellenbogen-0302.jpg

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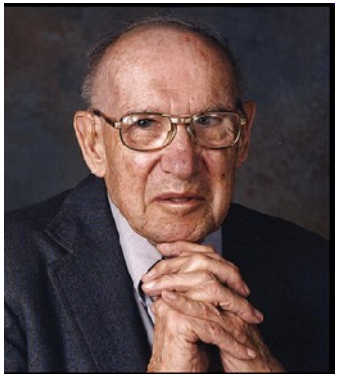
Knowledge Management in 2011+

From Taylor to Drucker and back to Taylor



Peter F. Drucker
1909-2005

Frederick Taylor
1856-1915

- Taylor's Scientific Management model, published in 1911, is about optimizing work processes based on a scientific approach
- Organization which apply it in a new way and ***infuse intelligence on how people interact*** are on their way to become a "**Social Business**"
- It is about
  - Hearing the voice of the individual
  - Identifying the (topic-specific) „beacons" in the staff and use them more effectively
  - Optimization of the networking and creating value out of it
- In many regards, this is a transformation of the organization

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The current, fundamental shift

From an **'Information in demand' Economy**

- Information was rare
- Employees were spending lots of time to find information
- Information was power

to the **Resonance Economy**

- Information is generally available – up to overflow
- The new challenge is to filter what is really important
- Networks give recommendations
- Knowing what resonates is power

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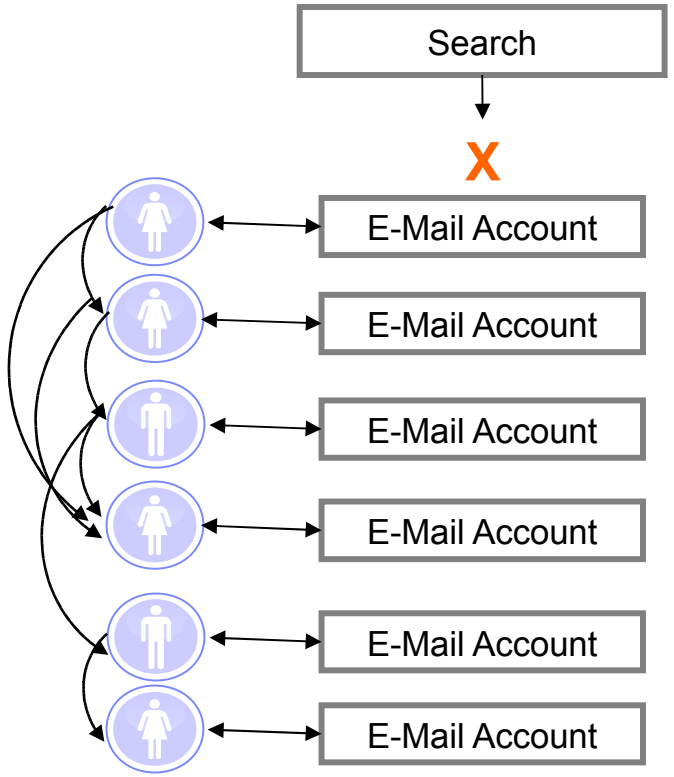
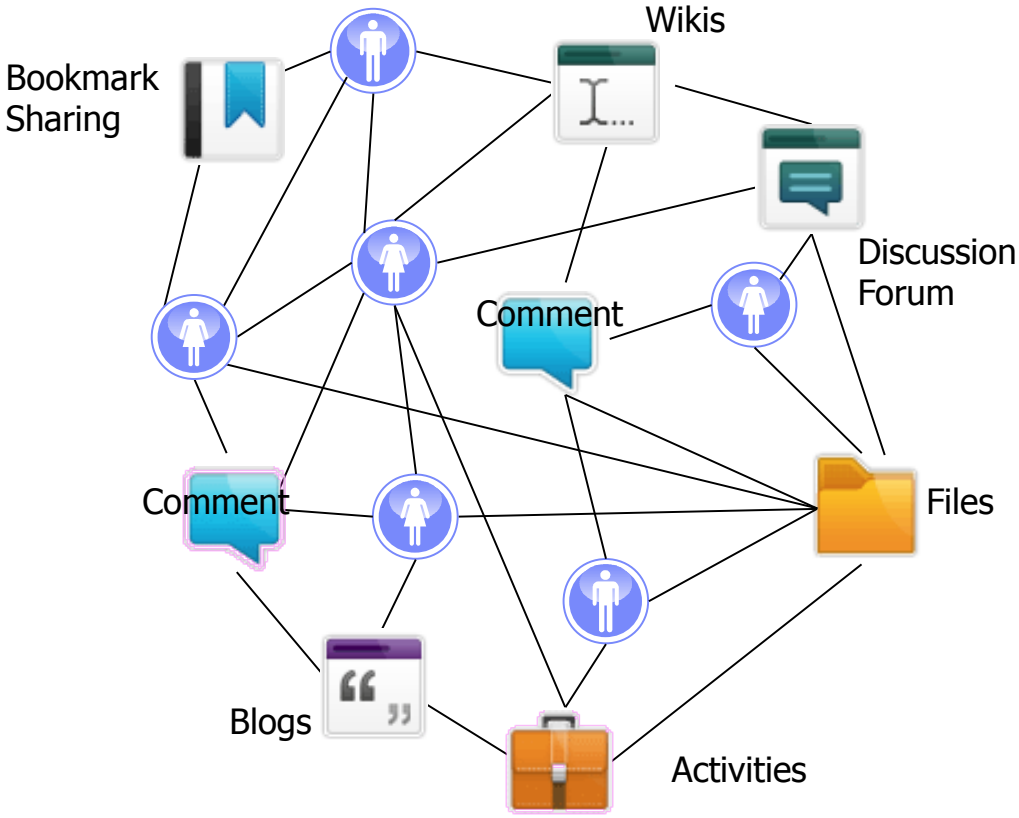
Social Business changes how we work & create value



E-Mail:
isolated, partially redundant Information, mostly lost for the company

- **(Internal) Social Media Networking:**
  a steadily growing network of experts and information storing the collective knowledge of the company



„The Company's Brain“

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What is a “Community”?

- Not necessarily just a “Group of interest” ...
- Could be a normal department, a workgroup, a community of practice, a community of interest, a group of users of something, people in a discussion thread, people who use a certain product, etc.
- Could be spontaneous or longer lasting
- What they all have in common: Their goal is to create value for the organisation / company.

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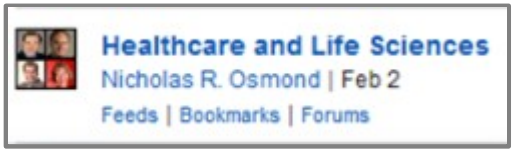
Communities inside IBM – an example

HR-Employee Reward Program

CIO Office - Workplace of the future

CIO Office - Support via Wisdom of Crowds

Marketing, Sales, various Initiatives, etc.



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IBM - a Social Business in Action

About*

- Collaboration 2.0 available to 348k of us
  - 168 countries, 2k locations, 140k+ remote workers
- Profiles: 635,000; 1 M+ searches/week
- Communities: 53,000; 365,000 members, 96k users/month
- Blogs: 37,000; 12,700 very active bloggers, 89k users/month
- Files: 338,000; 6.6M downloads, 258k users, 85k user/month
- Activities: 197,000; 2.8M entries, 406K members, 80k users/month
- Wikis: 39.000 with 375.000 pages and 86k users/month
- Bookmarks: 1.2M; 3.3M tags, 34k users
- Instant Messages: 11M+ a day
- Web Conferences: 19k with 103k users and 8.3M connection minutes per month

Numbers

- Search satisfaction has increased by 50% with a productivity driven savings of $4.5M per year
- $700K savings *per month* in reduced travel
- Reductions in phonemail, E-mail server costs

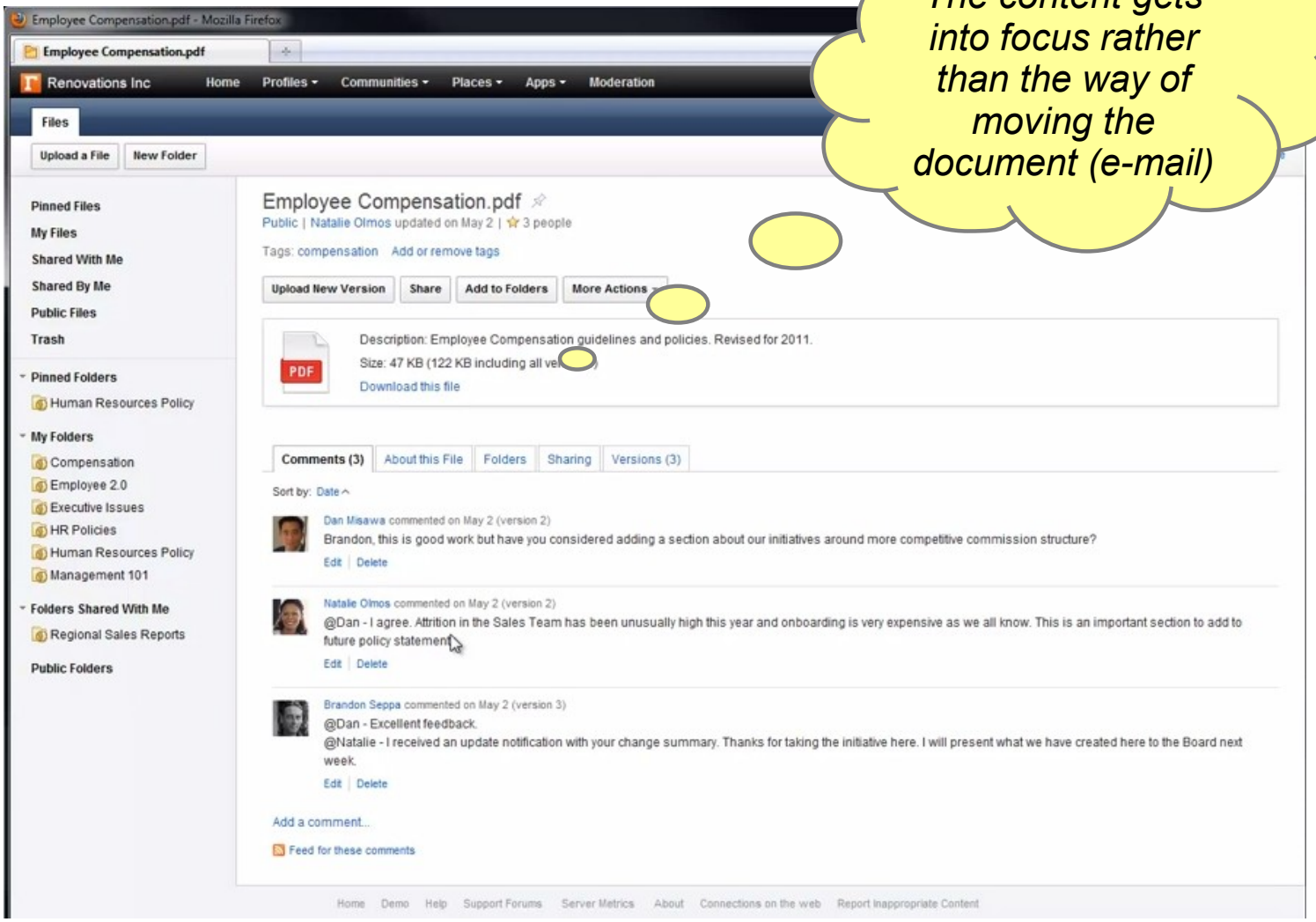
* For some services there are legacy systems still available. Their traffic is not listed here

Files – from “sending” to sharing

The Community of users of a file

Social Meta data: Comments, Tags, “Like it”, etc.,
- it is all kept staying in the context of the document all the time

Stored once – but kept in many (virtual) folders



Example: IBM Connections

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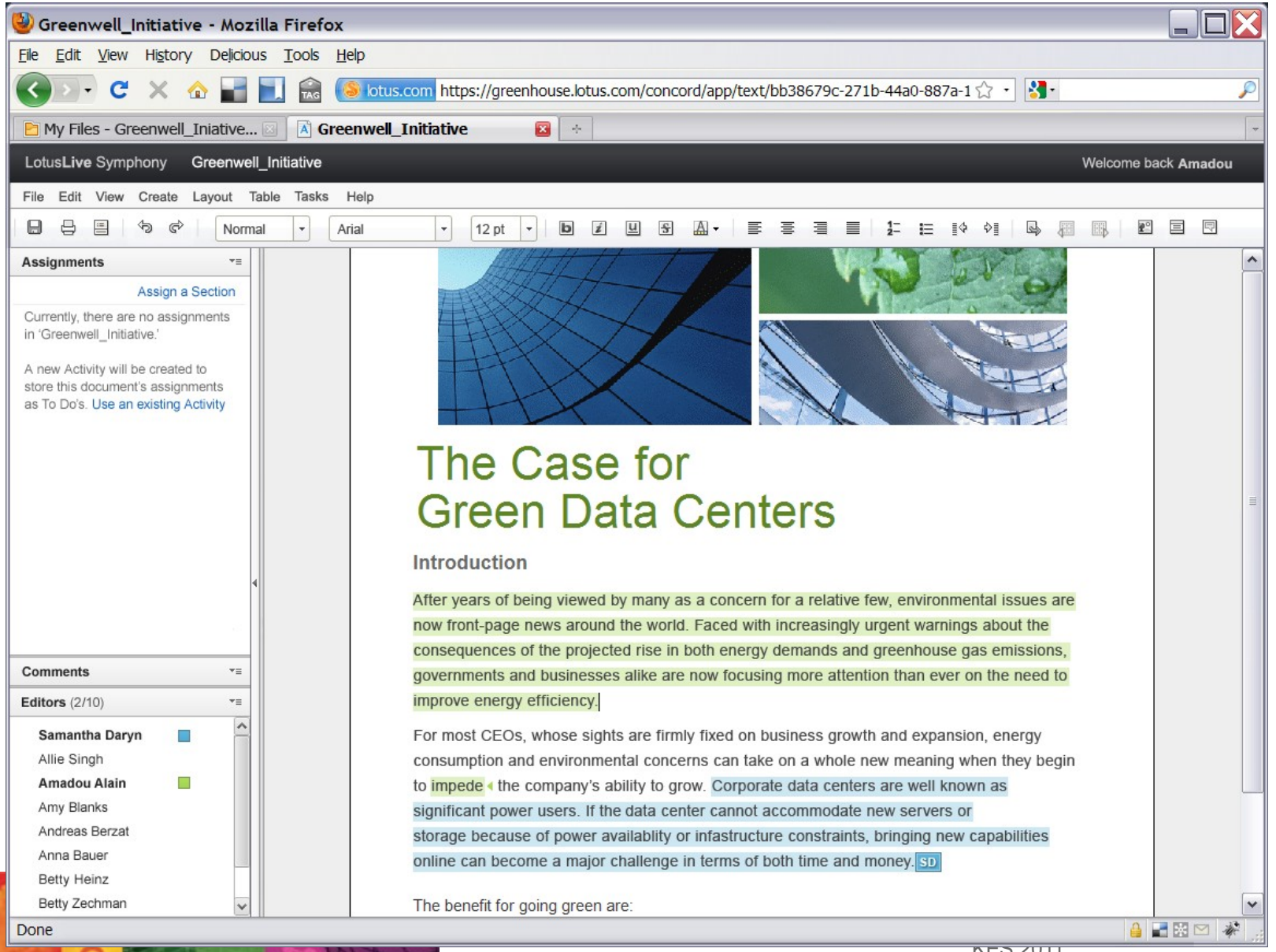
Editing – in parallel, synchronously in a browser

The Community of editors of a document

The character of a document is evolving in to a kind of "Container"

Teamrooms as an intermediate step to jointly edit documents will become obsolete



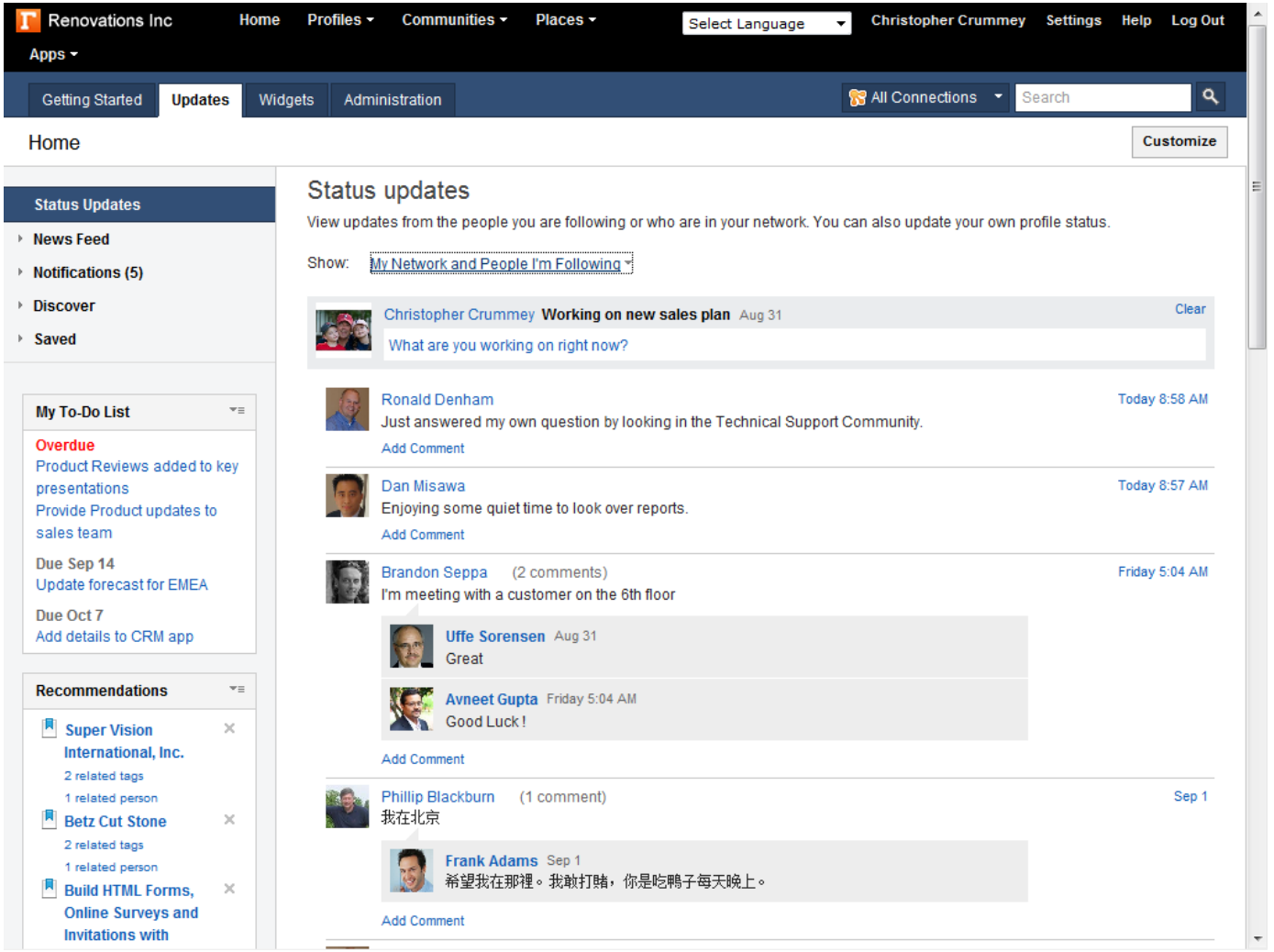
Example: IBM LotusLive Symphony in http://greenhouse.lotus.com; Name & features subject to change

Microblogging - “sharing” news rather than “sending”

News in the Network/Community of a person

Inform peers

Subscribe to information (Pull rather than Push)



Example: IBM Connections

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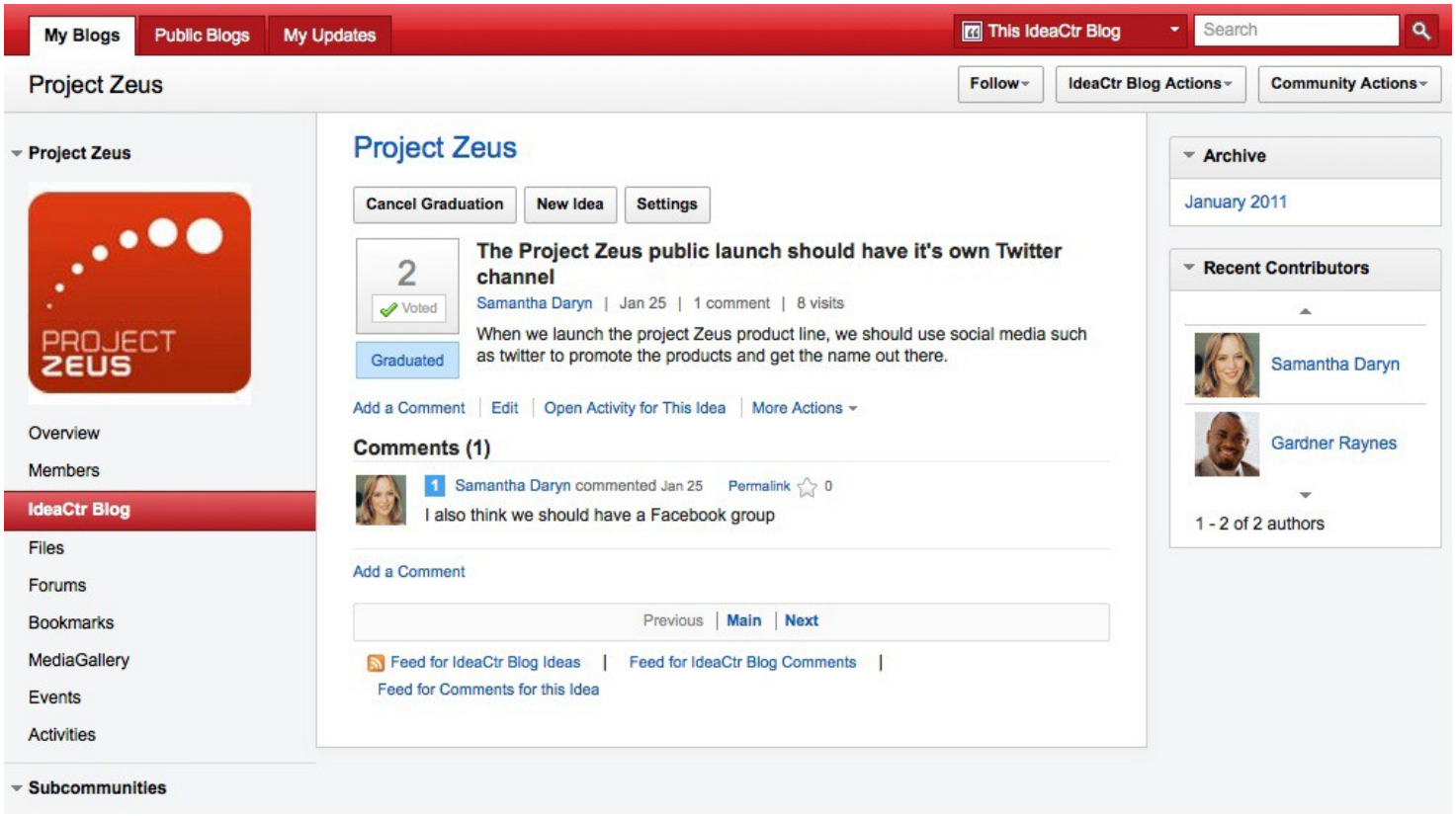
Open Innovation

Crowdsourcing ideas in a Community

Community-based Innovation Management

Improve ideas based on social processes

Idea-Jams



Example: IBM Connections

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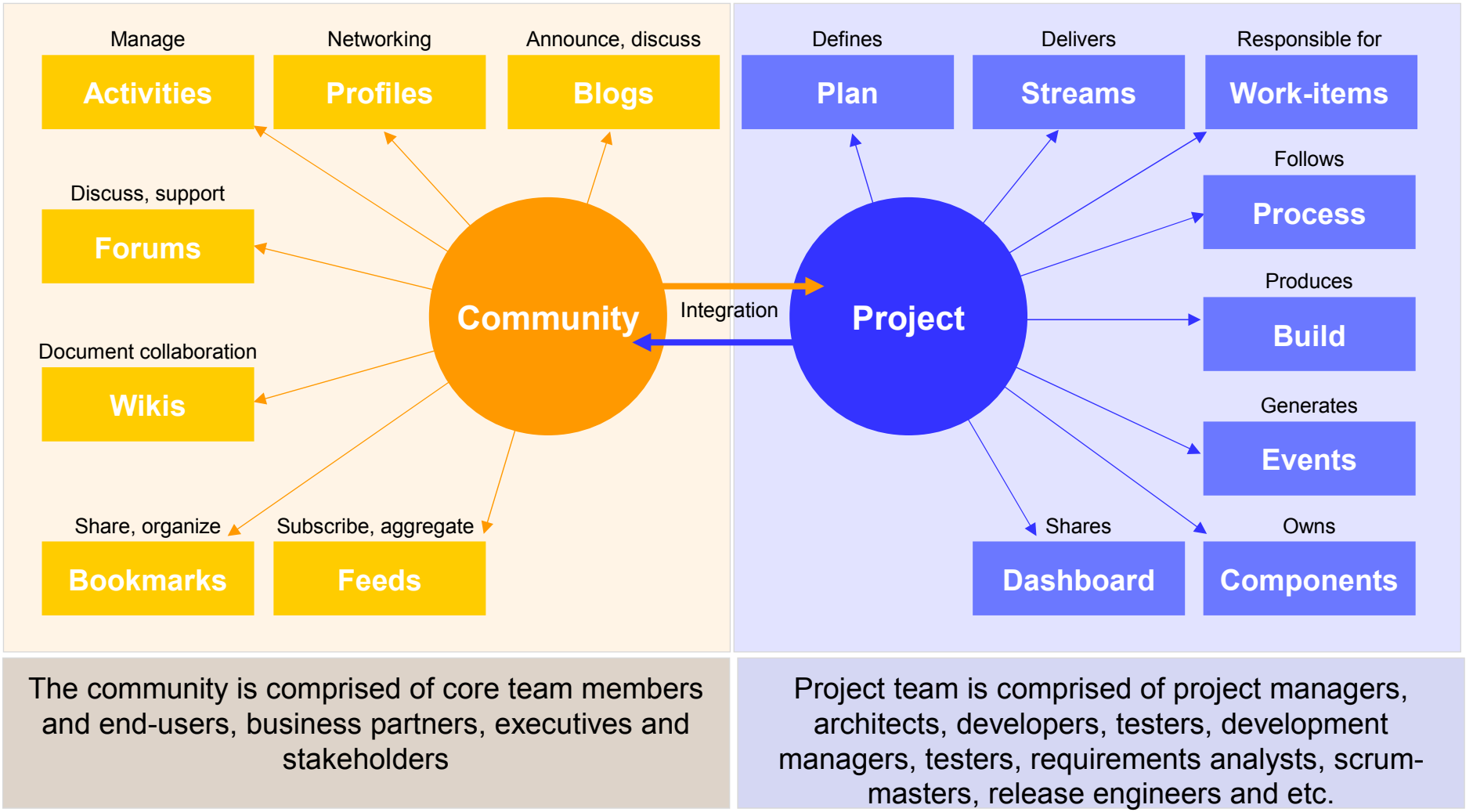
Connecting SW-Development Projects with Communities



The community is comprised of core team members and end-users, business partners, executives and stakeholders

Project team is comprised of project managers, architects, developers, testers, development managers, testers, requirements analysts, scrum-masters, release engineers and etc.

More Information: http://ibm.com/rational/rtc
Demo: http://www.youtube.com/ibmrational#p/u/6/CDiErE4q6ds

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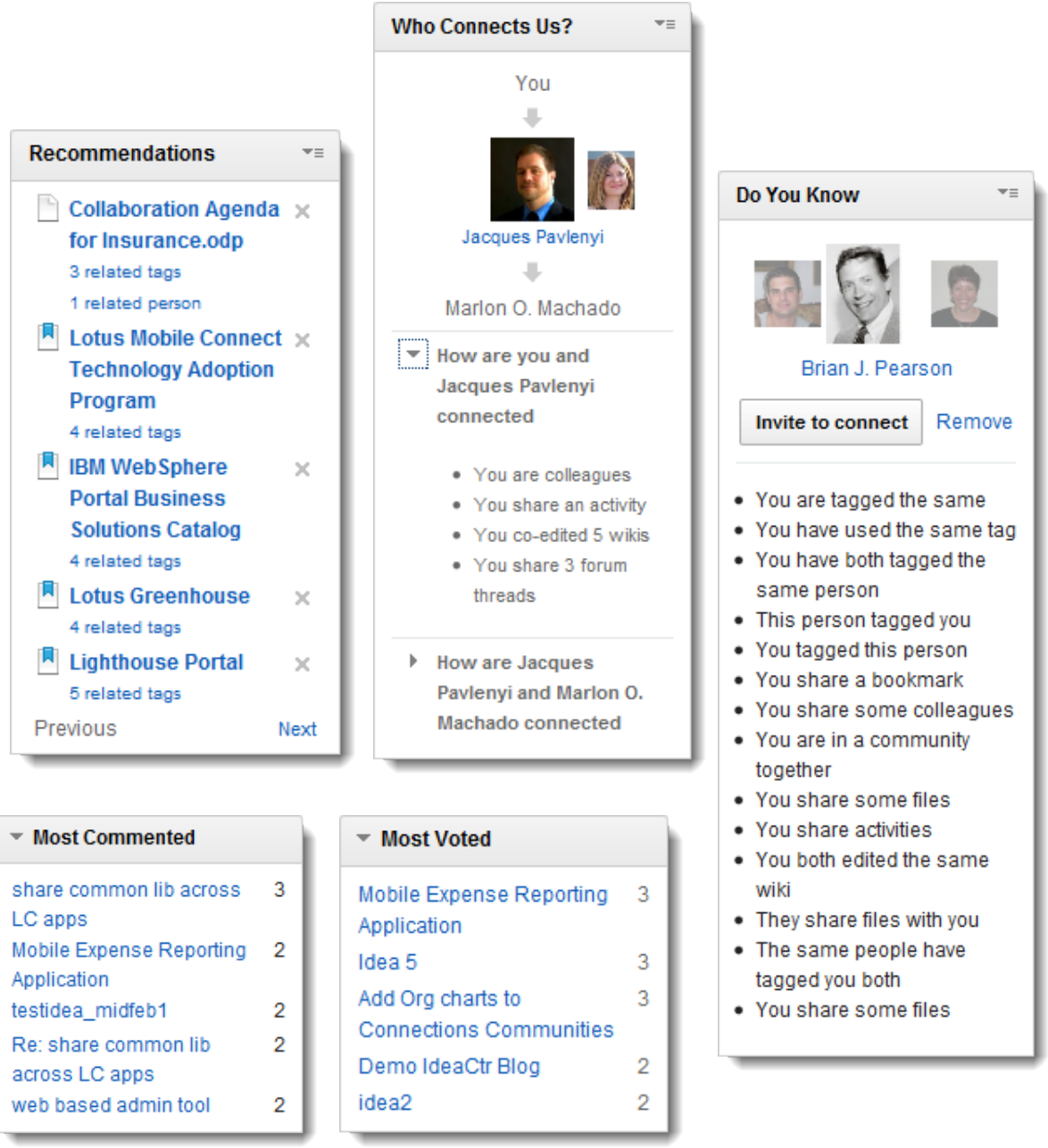
Recommendations based on Business Analytics

- Smart recommendations for experts, communities and content - based on the user's profile, tags and the social network
- Discover relevant Information and discussions even from outside of your personal network
- Recommendations are key in a “resonance economy”

Example: IBM Connections



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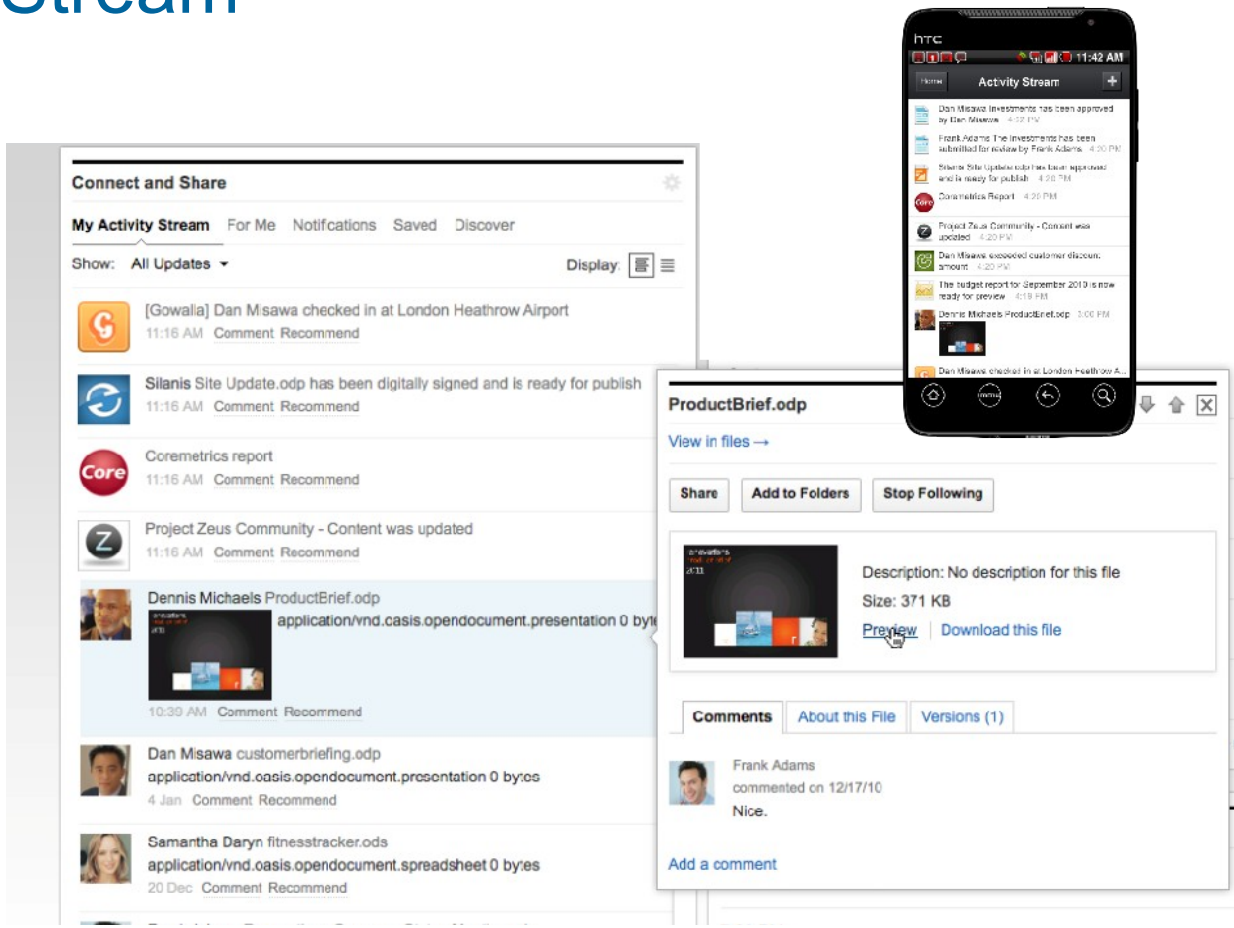
Reduction of the Complexity of multiple event streams -> the Activity Stream

- Display events from all kinds of applications
- Use open standards for application integration
- Make things directly actionable with imbedded experiences
- Gadgets to be used in browsers, mobile devices, etc.



opensocial W3C CMIS Content Management Interoperability Services Activity Streams Open Ajax alliance

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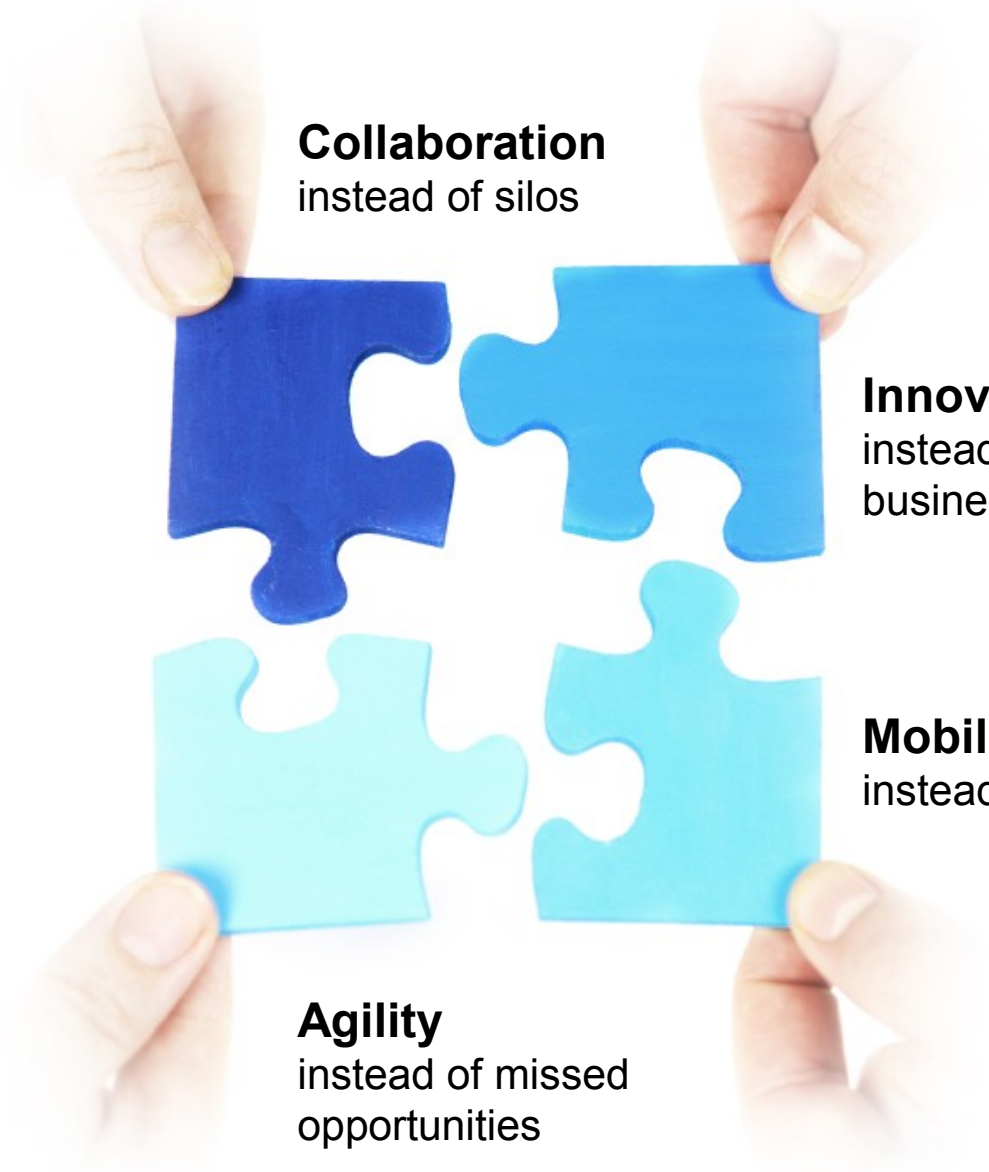
Organizations that embrace this new workplace can see new levels of productivity, innovation and business



- *Put all the pieces of the new workplace together to reenergize your business and realize a new level of competitiveness.*

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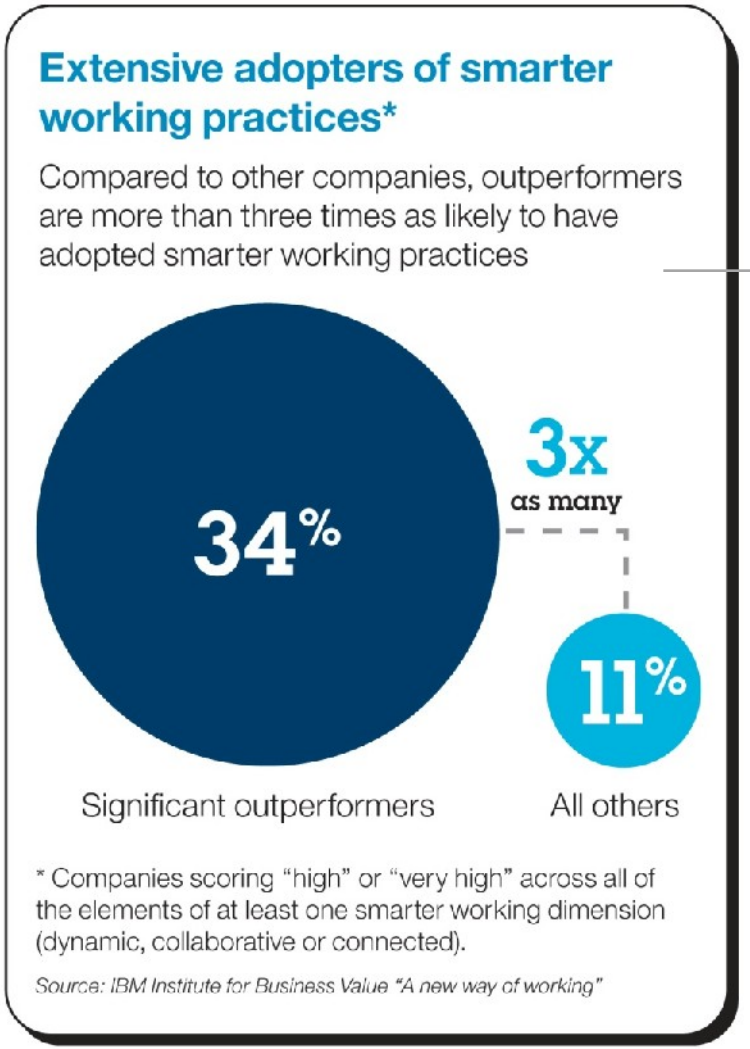
The proof is in the numbers: three times as many industry outperformers have adopted the attributes of such a new workplace.



- *Enabling the new workplace throughout the enterprise's strategy, organization, processes — and especially technology — makes good business sense.*

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Final Thoughts

- From a hierarchical to a networked organization – in other words: to become a Social Business - is a general transformation.
- Success correlated with clear business purpose as driver.
- Mobility and consumerization of IT are fueling the fire.
- Barriers (security, governance, compliance) can be overcome.
- Analytics will be critical.

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Questions

twitter.com/schu

Thank you

For more information

- Download the white paper, *The new workplace: are you ready?*
- IBM Workplace Infrastructure Strategy and Design Services
- IBM and cloud computing
- IBM and smart work

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More Information

- IBM CIO Study 2011
  - http://www-935.ibm.com/services/c-suite/cio/study.html
- IBM CEO Study 2010
  - http://www-935.ibm.com/services/de/ceo/ceostudy2010/
- Video: Social Document Management vs. traditional
  - http://www.youtube.com/watch?v=W5sgSZqsmtA
- Video about Activity Streams
  - http://www-10.lotus.com/ldd/appdevwiki.nsf/dx/Video_Interacting_with_events_in_an_activity_stream

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