



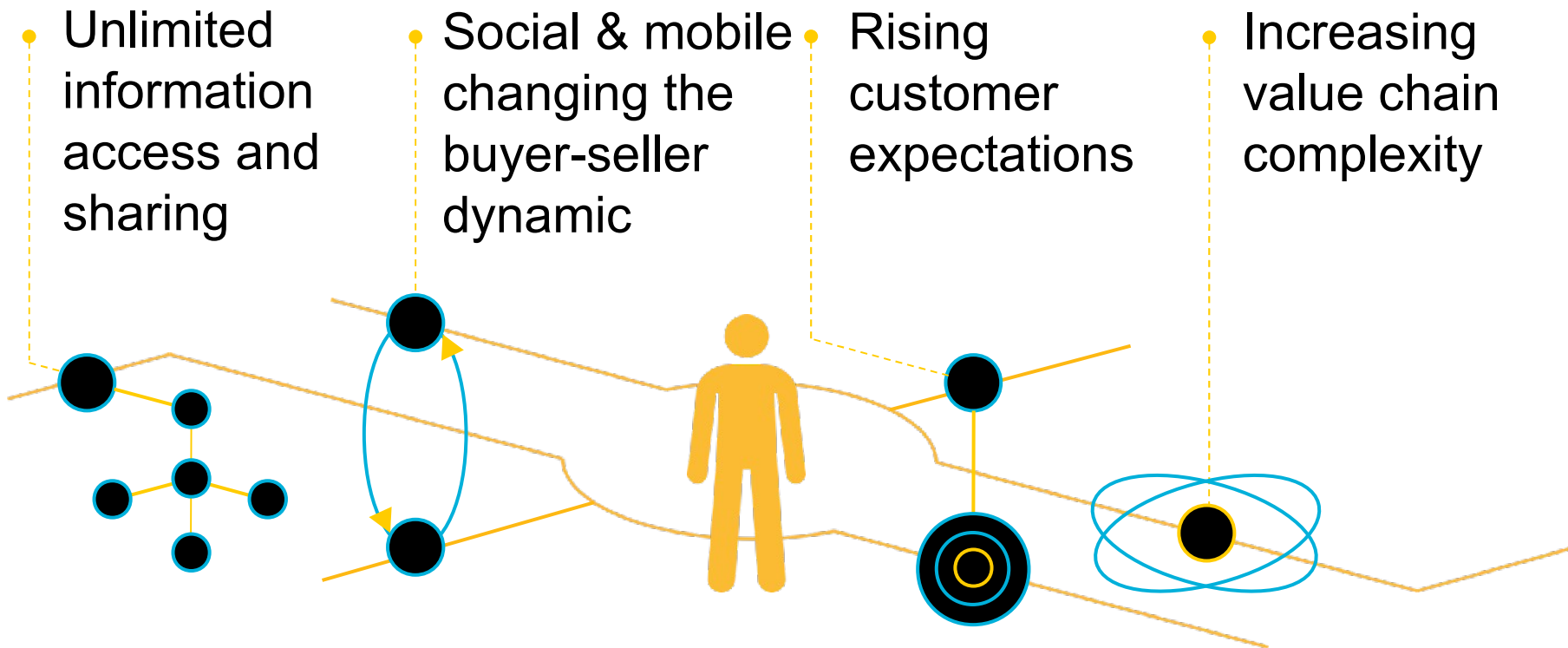
Knowledge Sharing in Enterprise Networks

Dr. Peter Schütt
Leader Social SW Strategy & Knowledge Mgmt.
IBM Collaboration Solutions



Get Social. **Do Business.**

Consumer behavior has changed forever



155 million
tweets sent each day

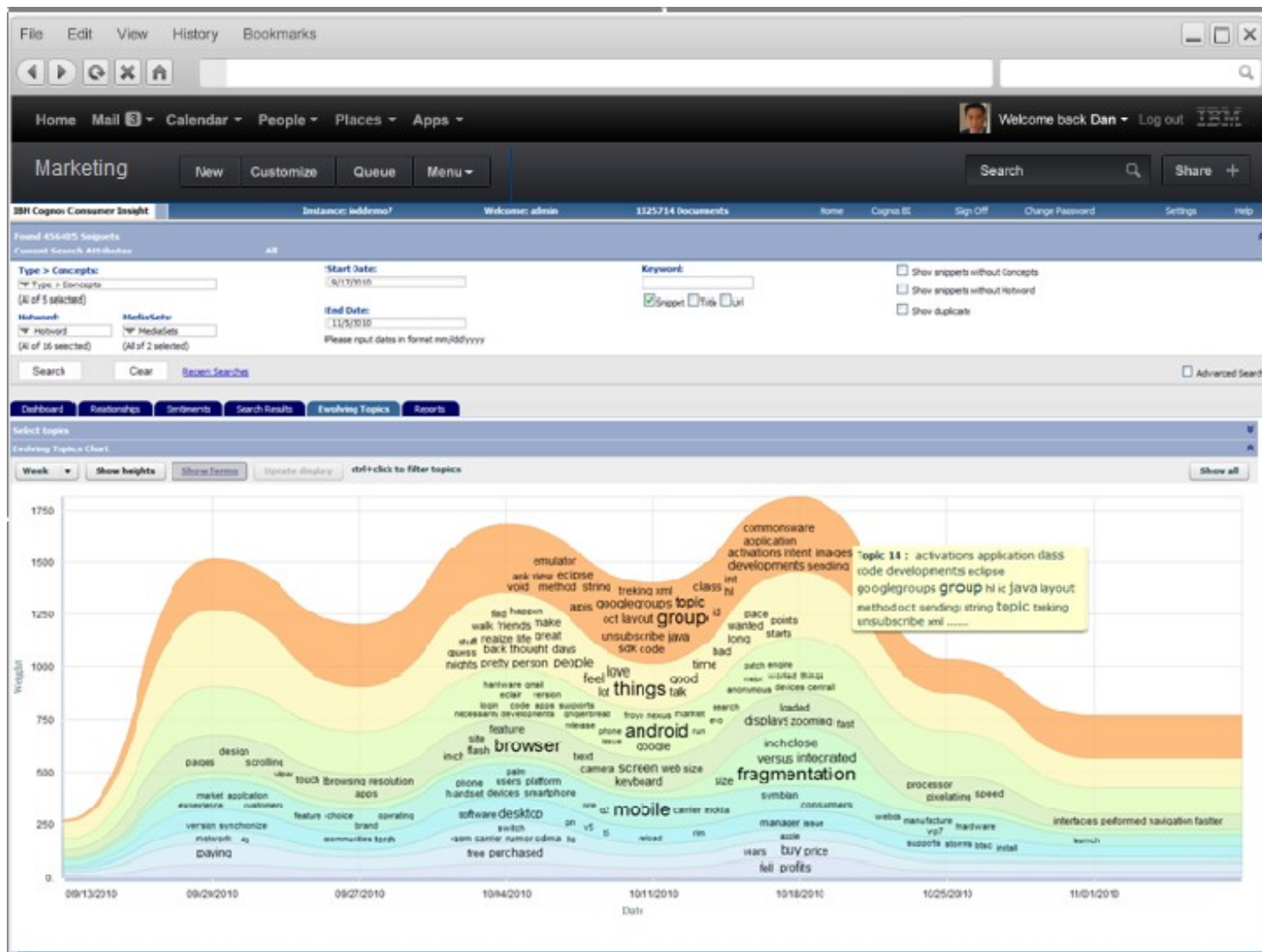
75% believe
companies don't tell the
truth in advertisements

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



Business Analytics – detect hidden knowledge



IBM Cognos Consumer Insight



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 work⁵

64% of Generation Y unload unauthorized applications at least once a week to get their work done⁵

- **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?"

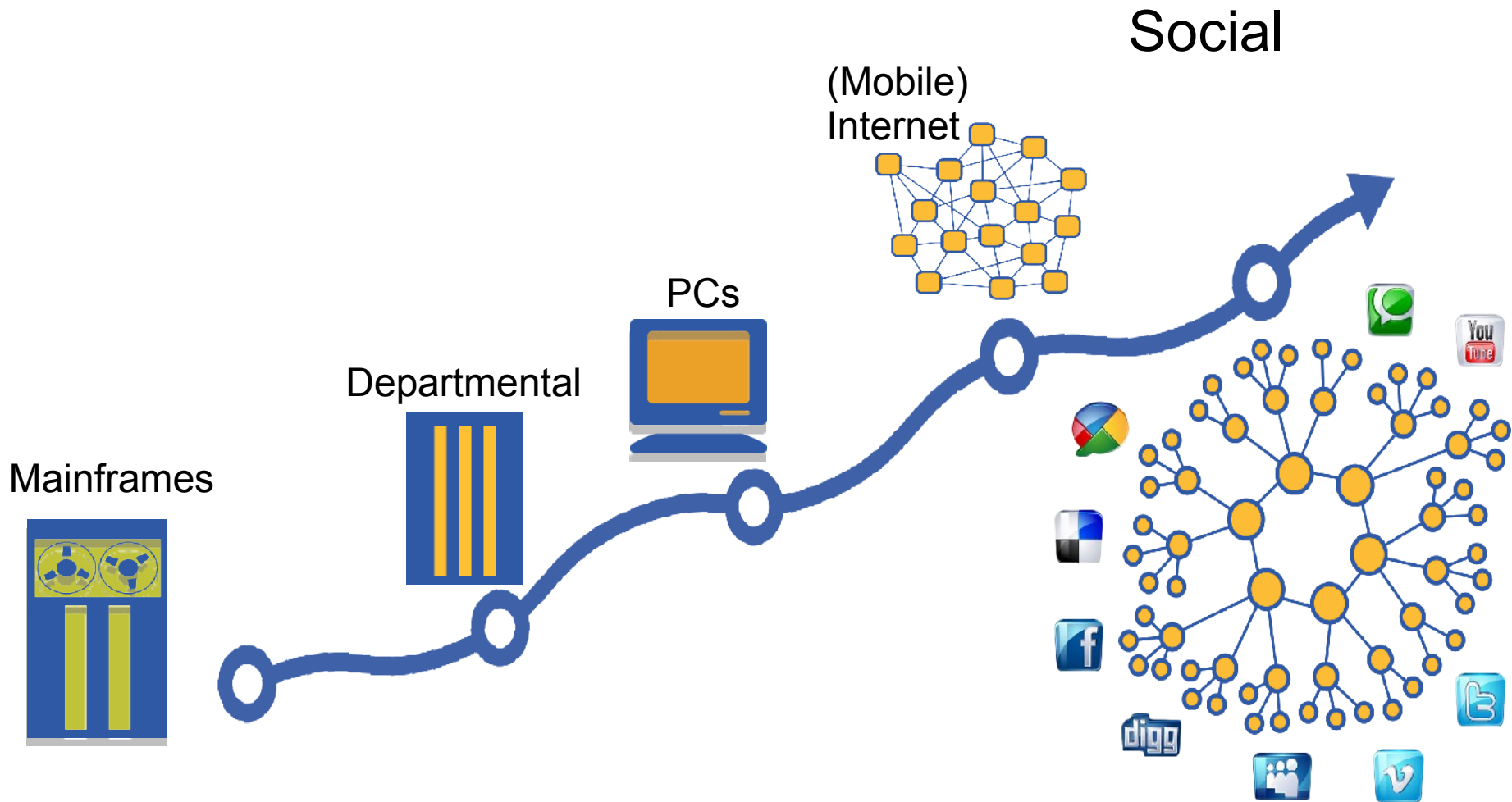
⁴ IDC Insight, "The Intersection of Web 2.0, Enterprise 2.0, and Collaboration: The Social Business," Document # 221413, January 2010.

⁵ Forrester Foresights Workplace Study, 2011

⁶ Robert Half, *Workplace Redefined: Shifting Generational Attitudes During Economic Change*, 2010.



Social - The 5th Generation of IT



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”)



Social Now

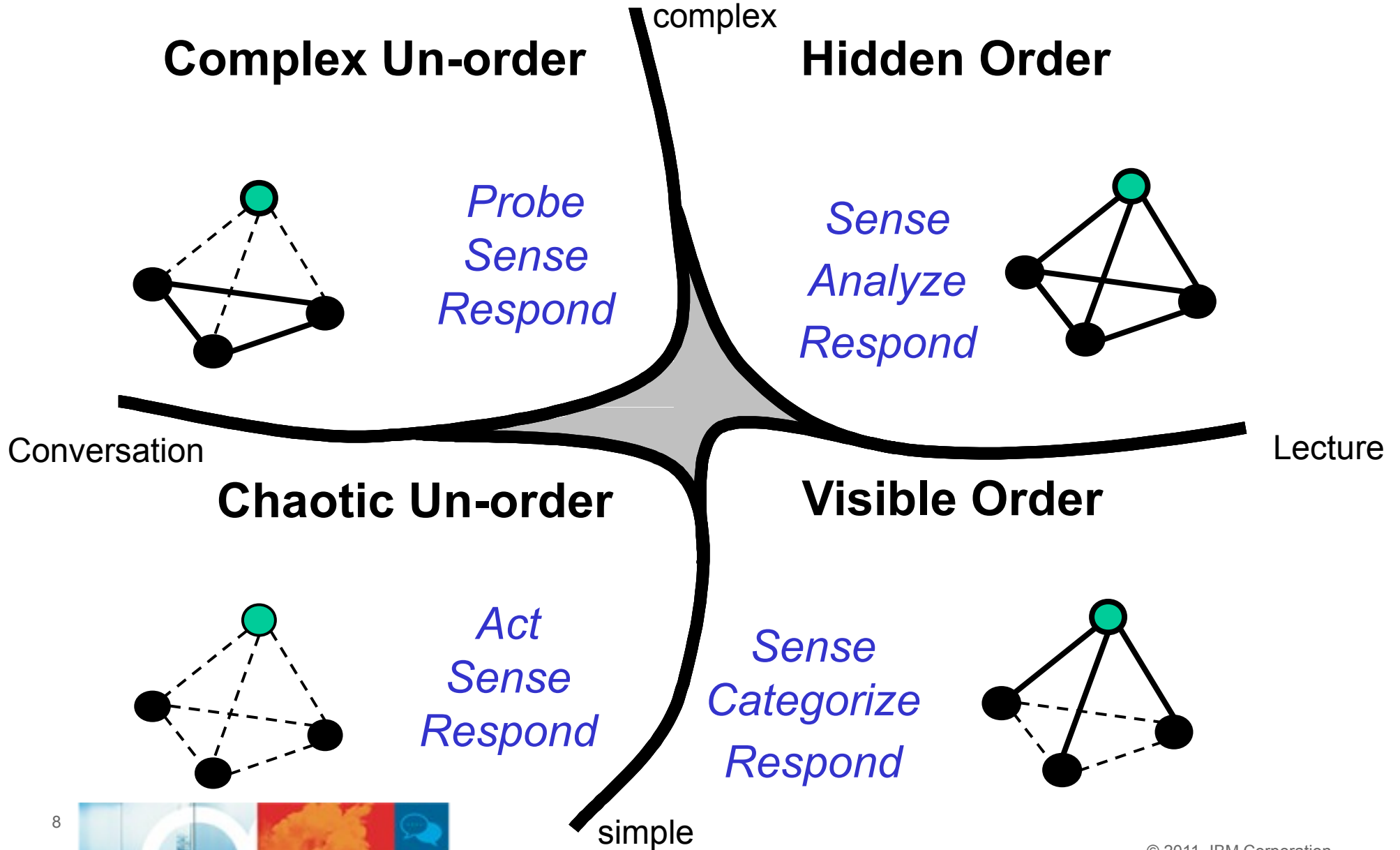
- Again new companies are created and lots of venture capital is going into it
- And what do company leaders think?
 - “I have been to this movie before”
 - “Maybe I should be a little bit more proactive this time”



Where do you want to transform your company to?



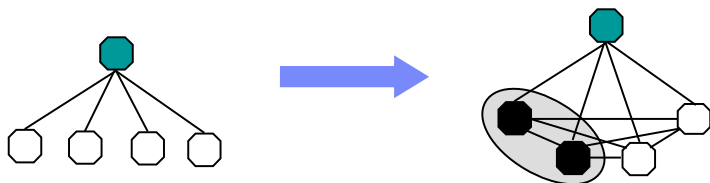
Dave Snowden's Cynefin Sense Making Model



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

Application-oriented



Relationships at the workplace



Mashups of Content

People oriented

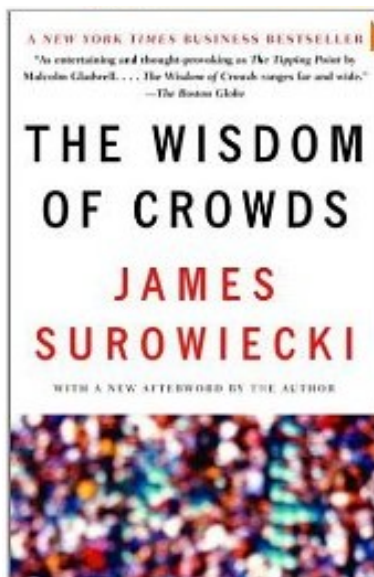


Where does the knowledge reside ?

- 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

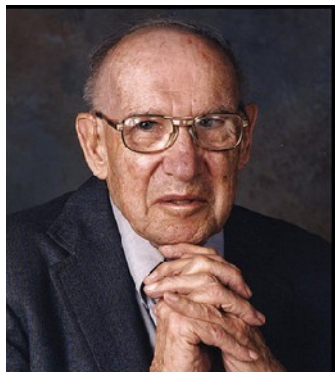


<http://www.sylt-fotos.com/fotos/sylt-felix-oberhage-leuchtturm-west-ellenbogen-0302.jpg>



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



The current, fundamental shift

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

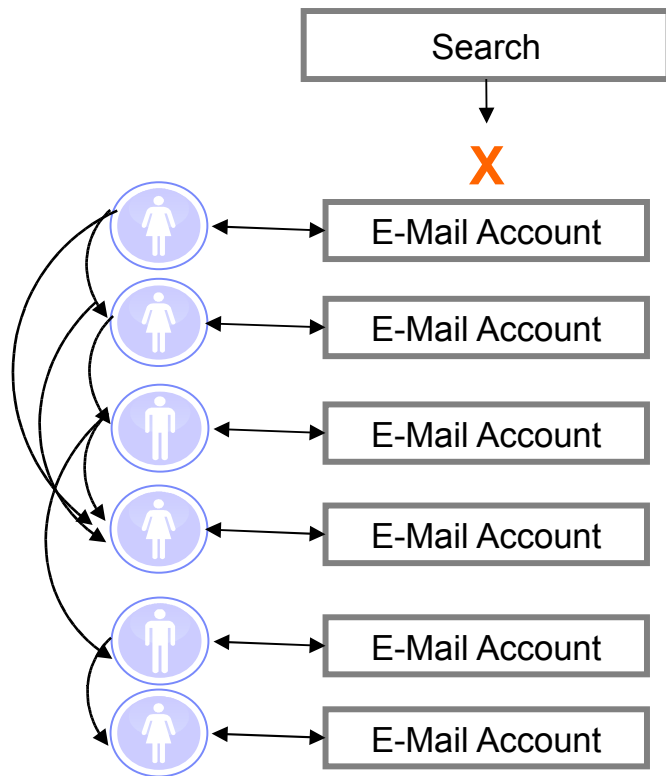
- Information was rare
- Employees were spending lots of time to find information
- Information was power

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

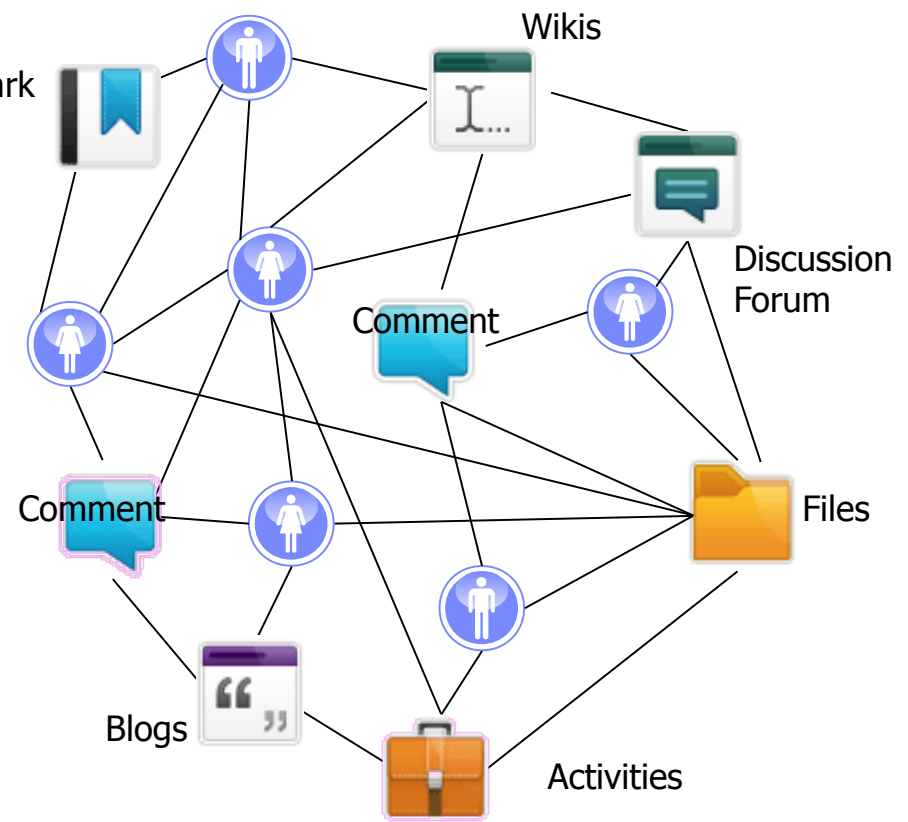


Social Business changes how we work & create value



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“



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.



Communities inside IBM – an example



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

*The content gets
into focus rather
than the way of
moving the
document (e-mail)*

The screenshot shows a web browser displaying a file page for 'Employee Compensation.pdf'. The page includes a navigation menu on the left with categories like 'Pinned Files', 'My Files', and 'Folders'. The main content area shows the file name, its public status, update date, and tags. Below this are action buttons: 'Upload New Version', 'Share', 'Add to Folders', and 'More Actions'. A description box provides details about the PDF, including its size and a 'Download this file' link. A comments section is visible below, showing three comments from users like Dan Misawa, Natalie Olmos, and Brandon Seppa, each with 'Edit' and 'Delete' options. The bottom of the page features a footer with various site navigation links.

Example: IBM Connections

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

The screenshot shows a Mozilla Firefox browser window displaying a document editing interface. The browser's address bar shows the URL: <https://greenhouse.lotus.com/concord/app/text/bb38679c-271b-44a0-887a-1>. The document title is "Greenwell_Initiative". The interface includes a menu bar (File, Edit, View, History, Delicious, Tools, Help), a toolbar with various editing tools, and a sidebar with sections for "Assignments", "Comments", and "Editors (2/10)". The main content area displays a document titled "The Case for Green Data Centers" with an "Introduction" section. The text in the introduction is highlighted in green and blue. The "Editors" list includes Samantha Daryn, Allie Singh, Amadou Alain, Amy Blanks, Andreas Berzat, Anna Bauer, Betty Heinz, and Betty Zechman. The status bar at the bottom shows "Done" and system icons.

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



The screenshot displays the IBM Connections interface for a user named Christopher Crumme. The top navigation bar includes 'Renovations Inc', 'Home', 'Profiles', 'Communities', 'Places', 'Select Language', 'Christopher Crumme', 'Settings', 'Help', and 'Log Out'. Below this is a secondary navigation bar with 'Apps', 'Getting Started', 'Updates', 'Widgets', and 'Administration'. The main content area is titled 'Home' and features a 'Status updates' section. This section shows a list of updates from people the user is following, including Christopher Crumme, Ronald Denham, Dan Misawa, Brandon Seppa, Uffe Sorensen, Avneet Gupta, Phillip Blackburn, and Frank Adams. Each update includes a profile picture, name, text, date, and an 'Add Comment' link. On the left side, there is a 'My To-Do List' with items like 'Product Reviews added to key presentations' and 'Update forecast for EMEA'. Below that is a 'Recommendations' section with items like 'Super Vision International, Inc.' and 'Betz Cut Stone'.

Open Innovation

Crowdsourcing ideas in a Community

Community-based Innovation Management

Improve ideas based on social processes

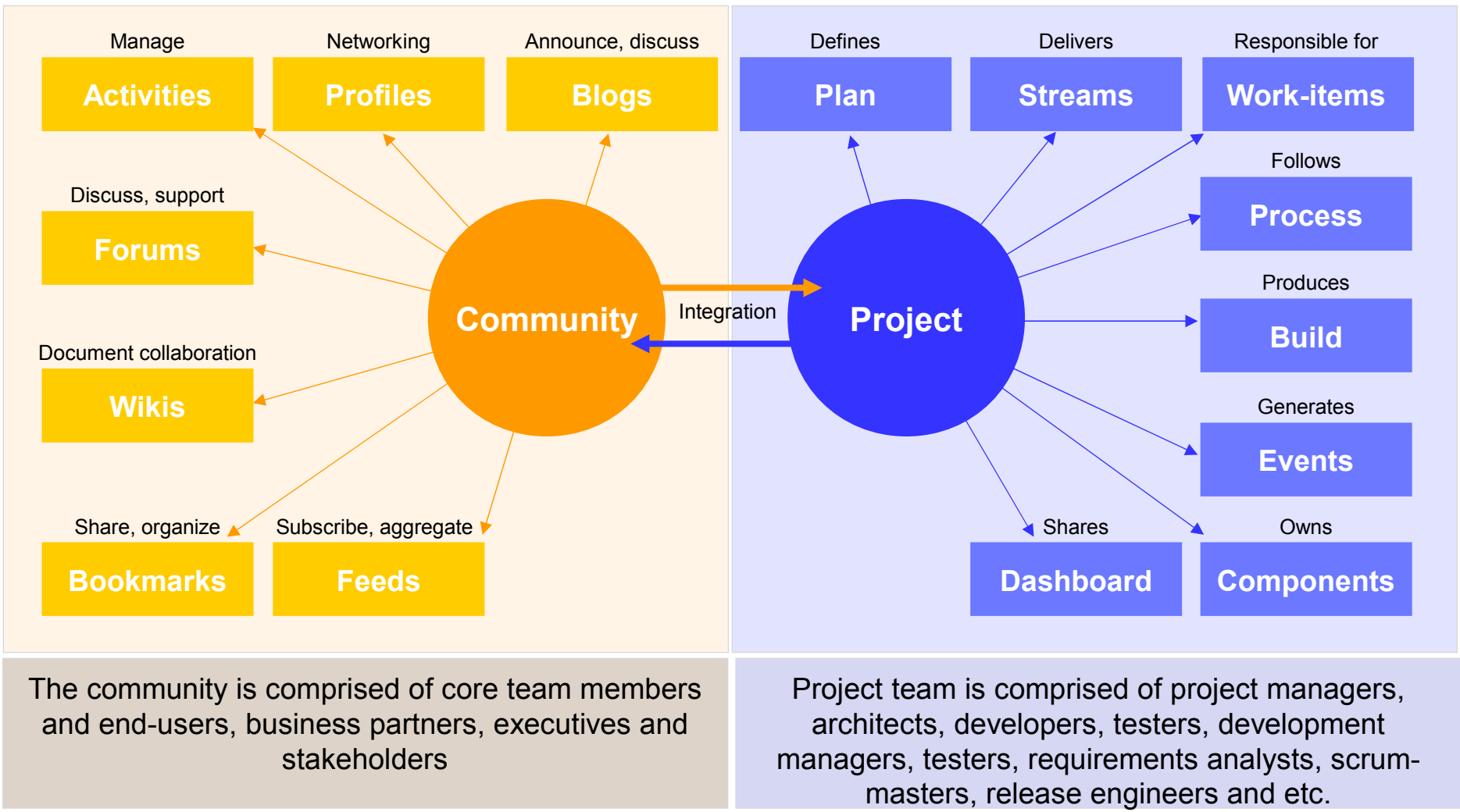
Idea-Jams

The screenshot displays the 'Project Zeus' IdeaCtr Blog page. At the top, there are navigation tabs for 'My Blogs', 'Public Blogs', and 'My Updates'. The main content area features a post titled 'The Project Zeus public launch should have it's own Twitter channel' by Samantha Daryn, dated Jan 25, with 1 comment and 8 visits. The post has a 'Voted' badge with the number 2 and a 'Graduated' badge. The text of the post reads: 'When we launch the project Zeus product line, we should use social media such as twitter to promote the products and get the name out there.' Below the post, there is a comment from Samantha Daryn: 'I also think we should have a Facebook group'. The interface includes a sidebar with navigation options like 'Overview', 'Members', 'IdeaCtr Blog', 'Files', 'Forums', 'Bookmarks', 'MediaGallery', 'Events', 'Activities', and 'Subcommunities'. On the right, there are sections for 'Archive' (January 2011) and 'Recent Contributors' (Samantha Daryn and Gardner Raynes).

Example: IBM Connections



Connecting SW-Development Projects with Communities



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

The screenshot displays several recommendation panels from the IBM Connections interface:

- Recommendations:** A list of content items with related tags and persons.
 - Collaboration Agenda for Insurance.odp (3 related tags, 1 related person)
 - Lotus Mobile Connect Technology Adoption Program (4 related tags)
 - IBM WebSphere Portal Business Solutions Catalog (4 related tags)
 - Lotus Greenhouse (4 related tags)
 - Lighthouse Portal (5 related tags)
- Who Connects Us?:** A social network diagram showing connections between 'You', Jacques Pavlenyi, and Marlon O. Machado. It includes a section for 'How are you and Jacques Pavlenyi connected' with shared activities like 'You are colleagues' and 'You share an activity'.
- Do You Know:** A panel for Brian J. Pearson with an 'Invite to connect' button and a list of reasons for connection, such as 'You are tagged the same' and 'You share some files'.
- Most Commented:** A table of popular content.

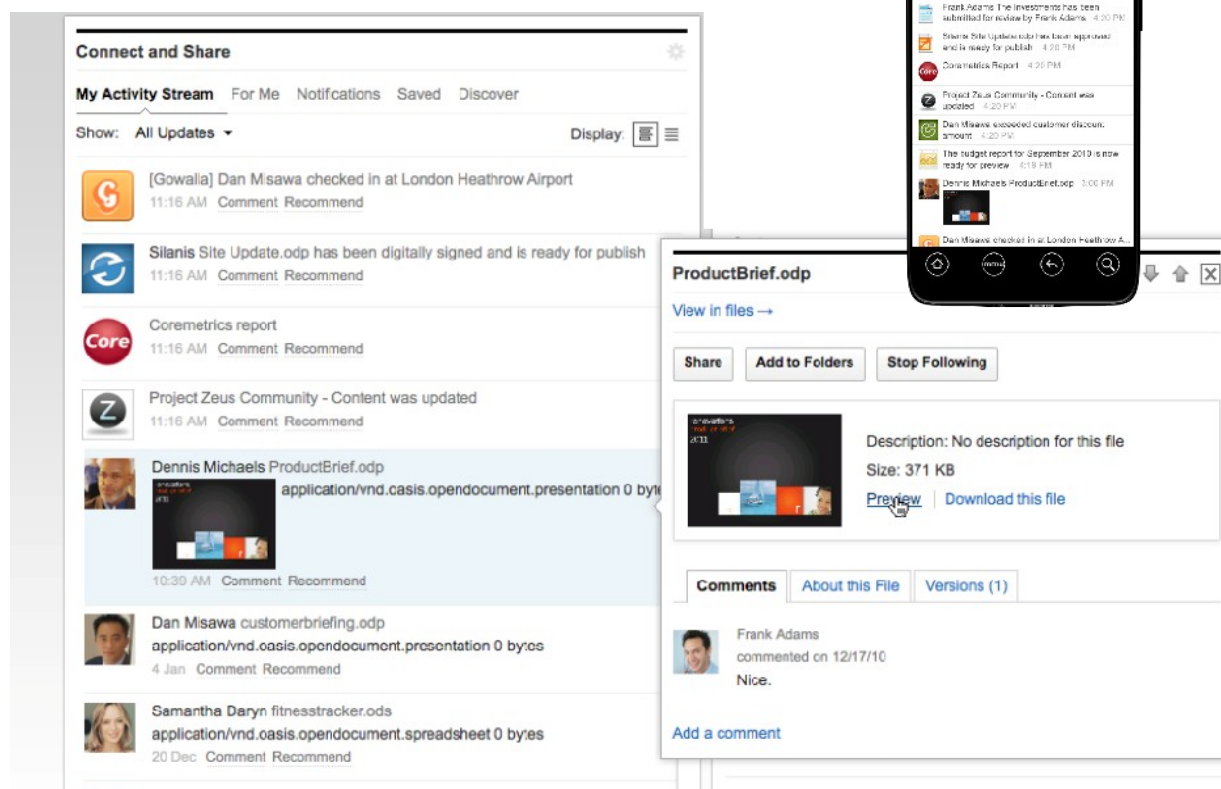
Content	Count
share common lib across LC apps	3
Mobile Expense Reporting Application	2
testidea_midfeb1	2
Re: share common lib across LC apps	2
web based admin tool	2
- Most Voted:** A table of highly-rated content.

Content	Count
Mobile Expense Reporting Application	3
Idea 5	3
Add Org charts to Connections Communities	3
Demo IdeaCtr Blog	2
idea2	2

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



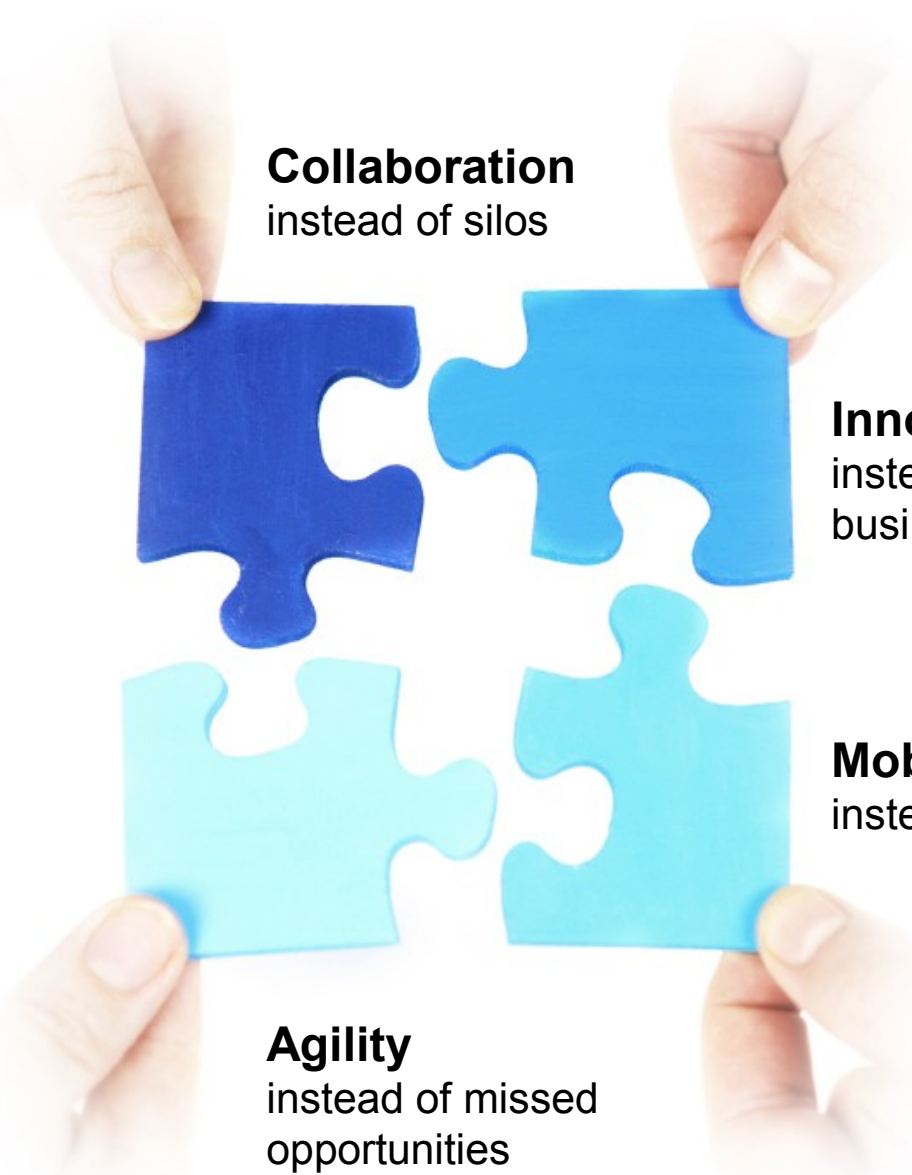
CMIS
Content Management Interoperability Services

Activity Streams

Open Ajax
alliance



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



Collaboration
instead of silos


Innovation
instead of
business-as-usual

Mobility
instead of inertia

Agility
instead of missed
opportunities

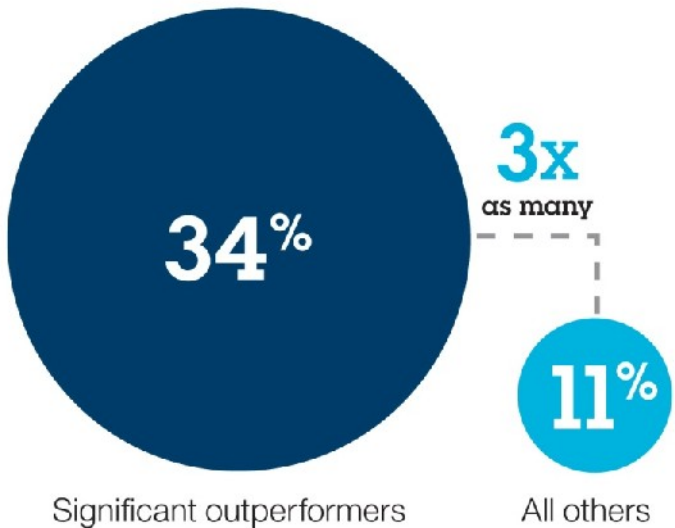
➤ *Put all the pieces of the new workplace together to reenergize your business and realize a new level of competitiveness.*



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

Extensive adopters of smarter working practices*

Compared to other companies, outperformers are more than three times as likely to have adopted smarter working practices



* Companies scoring "high" or "very high" across all of the elements of at least one smarter working dimension (dynamic, collaborative or connected).

Source: IBM Institute for Business Value "A new way of working"

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



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.





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

