



FROM INCEPTION TO INTEGRATION

HOW TO ADVANCE ENTERPRISE SOCIAL IN YOUR ORGANIZATION

If you're still wondering whether establishing an Enterprise Social environment can significantly propel your business - stop wondering. It's a done deal. This modern approach to communicating and collaborating is essential for organizations planning to lead in their disciplines, grow revenue opportunities and extend their value proposition across stakeholder communities. According to Avanade's Global Survey: Is Enterprise Social collaboration living up to its promise; the majority of IT decision makers (87%), business leaders (67%), and end users (68%) say they are already seeing improved sales and new customer acquisition through the use of their collaboration environments. While constructing these environments requires enabling software, the building blocks are little more than facilitators. The power of Enterprise Social is in the information, the velocity at which it's shared and the often surprising and outstanding outcomes.

So how do you get from here to there? Here being wherever you currently are. And there being, well, that's a little more nuanced. There is not really a destination, but more a journey of discovery and reward. And for all the knowledge-based insight on Enterprise Social spouted in our circles, none of us are dead-certain of where the end-game is. What we do know is this... the opportunities are vast.

The Enterprise Social Framework

Four Stages to Realized Value

Our experience and learnings indicate that there are essentially four key stages which lead to integrated success on the Enterprise Social spectrum.

- 1 Plan
- 2 Set Strategy
- 3 Sustain and Analyze
- 4 Integrate

Let's consider the dynamics and intricacies of each stage, as we offer details around how best to navigate the journey.



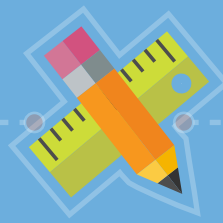
"The power of Enterprise Social is in the information, the velocity at which it's shared and the often surprising and outstanding outcomes."



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PLAN AND EXPLORE

Once you've decided your organization is in, you'll need to uncover one of two specific opportunities:

Opportunity 1: Look for a grass roots network

Since humans are prolific in the world of social media (1.5B have at least one social media account), they may be inclined to go it alone - without sanctioned support. Big picture, it can be a step in the right direction. Most enterprise social networks begin this way. But the pros in IT get very nervous when renegade networks pop up. It's an appropriate response, especially considering enterprise social is NOT Facebook for business. The most value is gleaned when IT finds ways to create manageable frameworks. That's the goal. Consider the following:

- Squash the knee-jerk reaction to kill a thriving outlaw implementation
- Sit down with the rebels, understand the reasons they launched and the value they anticipate
- Work with them to create a sanctioned plan, and don't be heavy handed
- If they are using consumer tools, lead them to an enterprise class variation



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- Listen, listen, and listen some more. Track what's working and what isn't
- Alter course based on learnings along the way
- Understand the value of these mavericks. They can be strong allies moving forward

Opportunity 2: Consider a worthy starting point

No rogue network in place? No worries, simply target processes and functions you know could benefit from a more streamlined approach. Maybe sales cycles are long and complex. Or design and engineering seem bogged down. Pick one.

- Consider Sales, R&D, or Engineering and Design
- Start with a small team tackling a specific measureable problem, such as reducing the amount of days required to develop a complex sales proposal
- Expose the team to the tools early. How about a light hearted training session with food and drinks to get them going? Say 3pm on a Thursday
- Sell the value in advance
- Choose a strong executive champion, and define his/her participation
- Check in early and often. Know what's working and what isn't
- Listen intently. Respond and adapt accordingly



MYTH:

Social should be owned by IT.
Create consistent messaging, but champion business ownership.



“Simply target processes and functions you know could benefit from a more streamlined approach.”



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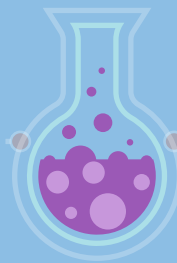
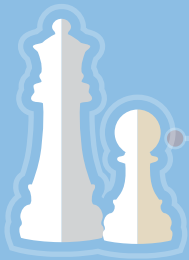


Characteristics of the Plan phase:

- No corporate objectives established
- Goals are around the initiative, not Enterprise Social itself
- Rogue effort is typically outside the formal guidelines
- Focus is on roles most inclined to use social
- Very basic policies may be in place
- Free versions of tools are more typical
- Adoption in the pilot group is a priority
- Willingness to be open and adaptable is a necessity



“Willingness to be open and adaptable is a necessity”



SET STRATEGY AND EXPAND CURRENT SCENARIOS

The initial project is humming along and some element of value has been firmly established, good. Now you'll want to spark the imaginations of other business leaders regarding how they can extract efficiencies for their departments and teams. The guidance uncovered in these discussions should point directly towards the creation of an overarching strategy. Your next move is to inspire these teams to pursue value.

Here's how:

Make sure the success of the launch implementation is well promoted. What did those teams achieve? Where are they going from here? Motivate others to take part. And apply lessons learned as you expand.

Move your feet. Start discussions with stakeholders from the broader set of targets. Choose target area champions wisely.

Ensure that each new target has a (or a small set) of narrowly defined problems they are seeking to address.

Begin to build a more comprehensive adoption plan. Include events, training, contests and incentives to get folks engaged.

Watch out for over-analysis of tools. This is the point where it's easy to get bogged down in evaluating a myriad of tools. Don't.



"Now you'll want to spark the imaginations of other business leaders regarding how they can extract efficiencies for their departments and teams."



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At this stage, numerous companies decide to kill all Enterprise Social efforts. Often, they judge the dialog regarding tools, benefits and governance too complex to navigate. Stay committed.



MYTH:

Apply governance early.
Trust the instincts of the users.
Apply common sense guidelines.
Too many rules kill adoption.

Take one more look around to uncover any remaining rogue networks. Bring guidance, value and a measure of structure to those efforts.

Start to think about strategies for the broader implementation. Governance, security and analytics will be crucial in the next phase.

Characteristics of the Strategy phase:

- A structured Enterprise Social vision is being documented
- Transition to true enterprise class tools is made
- Success is loudly applauded and evangelized
- Multiple departments are beginning projects
- Early adopters are active proponents
- Engagement is emphasized through well-designed, ongoing, measurable activities
- Excessive tools analysis is a known impediment to further success



“Start to think about strategies for the broader implementation. Governance, security and analytics will be crucial in the next phase.”



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Anthony Bradley, Group Vice President at Gartner, Inc., says it best, “This ‘provide and pray’ approach provides access to a social collaboration technology and prays something comes good of it, like a community forming and participants’ interactions naturally delivering business value. As a result, this approach sees a 10 percent success rate, and the underlying reason is usually that the organization did not provide a compelling cause around which a community could form and be motivated to provide their time and knowledge. In other words, purpose was lacking.”

Source: <http://www.gartner.com/newsroom/id/2402115>



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SUSTAIN AND ANALYZE

EXTEND THE SUCCESS AND FORMULATE METRICS

In this phase, numerous successful deployments are in place, and the value of these interactions is now undeniable. Complex teams are working together more efficiently, processes that used to take weeks are now completed within days, and the organization's culture has opened to this new modality of communication and collaboration. Now it's possible to get both budgets and roles assigned. And here is where critical topics like security, governance and business process optimization come into play.

Considerations:

- Assign teams and individuals to research and develop security, governance and optimization policies. Ensure the policy development teams are populated with business stakeholders as well as appropriate IT types.
- Create a strong network of ambassadors within business lines to help manage groups and more effectively communicate the vision.
- Extend education to include certification programs for community moderators, executive sponsors, power users and novices. Make it easy for folks to participate and use the social tools to foster these efforts.



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- Give careful thought to metrics and analytics which will be crucial in measuring adoption, as well as the specific and overall impact of deployments. Analytics will inform on how to replicate success and avoid previous mistakes.
- Operate from this premise: business transformation evolves from swift streamlined communications, structured governance and continuous improvement.

Characteristics of the Sustain and Analyze phase:

- Social tools are integrated with at least one other communications tool
- Comprehensive communication is being established and well-executed across the organization
- HR tends to be far more active using social techniques for its many tasks
- Adoption rate is greater than 50% across the organization
- Corporate communication has reduced unnecessary email and uses social to inform
- Metrics turn to analytics and change from quantitative to qualitative



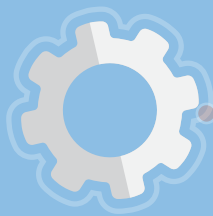
MYTH:

Social is a replacement.

Even after email was introduced, the phone kept ringing. Social extends communication options.



“Give careful thought to metrics and analytics which will be crucial in measuring adoption, as well as the specific and overall impact of deployments.”



4 INTEGRATE

At this point, the enterprise has optimized its interaction and has developed a true social layer. Its use is pervasive and highly-integrated across a wide range of core business processes. Based on open and transparent interactions between internal (and select external) stakeholders; there is increased agility and responsiveness throughout the enterprise. Employees are more engaged and now willing to evangelize the brand. Importantly, modern, thoughtful structure has been applied.

Considerations:

- Business performance will increase by taking the social layer and weaving it through additional business processes.
- The layer of social connectedness should extend to customers, suppliers and partners bringing efficiencies and value to the greater ecosystem.
- Unmatched opportunities to create, test, respond and adapt business processes to drive top line growth become abundant.
- Lean systems thinking can be taken to the next level by socializing problems, resources, information and ideas; and building responsiveness into the processes.
- The ultimate goal is to design business processes that are truly adaptable.



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- Specialized networks will be developed for unique partner and customer communities.

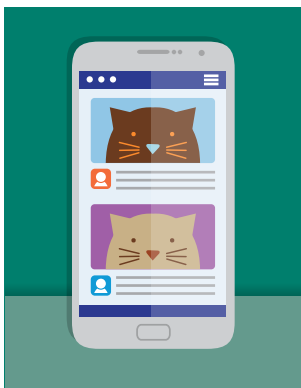
Characteristics of the Integrate phase:

- Social has become the way to communicate among the majority of employees
- Company-wide adoption is fast becoming the norm
- Use for external business processes with customers and vendors is increasing
- Enterprise sentiment is being measured across teams
- Full analytics and governance is in place (or mostly in place)
- The tools and processes are used widely for corporate engagement

As value creation expands, the need to define use cases, as well as boundaries and policies must become part of an established structure. This will eliminate the waste of having the same debate across multiple areas and time periods. In the integrate phase, you should focus on conceiving how to do business differently. As the Enterprise Social tools enable a new way to connect and create, our conception of what governance looks like must also change. Build fluidity, feedback and iteration into the processes.



“In the integrate phase, you should focus on conceiving how to do business differently.”



MYTH:

People will post cat photos.

At this point, people get the business connotation of a corporate social network. Posting of inappropriate photos will be negated.



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A Final Word

Becoming a business that's navigated its way to the stage of integration is not a reactive process. It's iterative. The great news is every organization can acquire value from deploying Enterprise Social tools and methodologies. But, gaining maximum reward demands new perspectives. Be bold, open and willing to adapt along the way. The path to progress is often revealed as stakeholder communities begin to intuitively construct value. Each small success in the organization leads way to new opportunities. So get off the dime. Start somewhere. And start now.

About SPR Consulting

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Profile Pages

Profile pages are the point of origin for participating in Enterprise Social. They represent a home base of sorts; the bottom line on who you are and what you're interested in. Here's where folks can create and strengthen a personal brand; it's you, when you're physically absent. Though branding is a big part of what profile pages are about, they also offer the opportunity for seamless access to topics, documents and people of interest. While these Enterprise Social thresholds should be taken seriously, showing up dull, stiff and without personality is, well... not the most effective approach.

News Feed

In Enterprise Social, the News Feed (also known as the activity stream or conversation thread) is where the action is. This free-flowing sequence of pure engagement provides the framework for making magic happen. How? Because it's an always-on, live stream of authentic consciousness that gets people sharing ideas, asking questions, providing answers and supporting each other in often unique and surprising ways. No matter where individuals are, organizations can communicate better across the company, give everyone a voice regardless of title, boost productivity and enhance agility.

Community Sites

In an enterprise, a Community Site is a place where colleagues with specific common interests come together. In this virtual environment, users share information and insights, exchange ideas, discover experts, collaborate on issues or documents, display their expertise and build reputation. Essentially, these sites offer a way to categorize and cultivate discussions across like-minded groups. Today, Enterprise Community Sites are either communities of interest, team sites, or (more recently) sites that



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surface Business Intelligence to selected stakeholders. How to make the most of these communities is a crucial part of success when deploying Enterprise Social technologies.

Governance

There's no argument that governance is a critical component of any successful Enterprise Social deployment. But the truth is, most implementations begin with little to no governance. Why's that? Because this promising method of collaboration and communication will not be stuffed into the tight box of control and comply. As a result, there's broad uncertainty about how best to construct effective policies. While confirming that enterprise social environments are compliant with corporate policies is crucial, a heavy-handed approach to governance is likely to fail. Here's why. One clear source of value-creation from Enterprise Social is the unmitigated openness of the platform. This inherent capability flattens an organization, spurring communities across the entity without regard to conventional hierarchies. Any governance methodologies that constrict this openness is counter-intuitive, resulting in diminished value.

Enterprise Social Analytics

Essentially, we're talking about analyzing collected data and looking for patterns of behaviors that yield unexpected insights. These capabilities will help organizations make informed judgments about who's using the software, who those users are connected to and the extent of those connections. In short, the primary objective of analytics is to influence business outcomes.



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