A Social Software Adoption Program Accelerates the Business Value of Web 2.0

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Abstract

A social software adoption program will focus your organization on business objectives, harness the efforts of individual evangelists, and more systematically capture success metrics.

The business imperatives for wide Web 2.0 adoption span the organization: CEO’s are challenged with change, global markets are challenged with the need for smarter business practices, workforces are challenged by global collaboration across generations and cultures. The IBM social software adoption program is a case study across multiple job roles and geographies, and coordinates the efforts of hundreds of people who were already evangelizing inside and outside the company. In our experience, positive results can be accomplished with exec leadership commitment, focused strategy and execution, and a enthusiastic “volunteer army” of employees.

Our program focus is upward, with a reverse mentoring program for executives; downward, through management-led team deployments; and sideways, through peer influence. This program takes the next steps beyond existing command-and-control technology deployment programs and early adopter programs to address (a) the need to include entire population beyond early adopters and (b) the issue that a technology deployment alone does not change behavior – a different sort of program is needed to engender the participation, collective intelligence, and innovation of all employees. The program also includes measures of success and we will share metrics related to performance and adoption.
Collaboration is driving business value

Enabling people to work smarter together

Unlocking innovation through broad participation

Fostering deep insightful relationships
The Enterprise of the Future is...

1. Hungry for change
2. Innovative beyond customer imagination
3. Globally integrated
4. Disruptive by nature
5. Genuine, not just generous

2008 IBM Global CEO Study
The Enterprise of the Future
Business imperatives for smart work

Every week, **42% of people use the wrong information** to make decisions.

Employees spend **25% of their time just looking for information**.

Every week businesses waste **5.3 hours** due to inefficient processes.

**91% of CEOs say they need to restructure** the way their organizations work.
A new world of work

- IBM is in 170 countries, with 400K+ employees worldwide
- More than 50% regularly work away from traditional IBM offices
- 73% of managers have remote employees
- 24 x 7 x 365 – transforming “Work / Life Balance” to “Work / Life Integration”
IBM social software services

PEOPLE PLACES CONTENT

RICH CLIENT  PORTAL  MASHUPS  BROWSER  DESKTOP CONNECTORS  ATOM  MOBILE

TEAM SPACES  ACTIVITIES  BLOGS  COMMUNITIES  BOOKMARKS

WIKIS  SHARING  PROFILES  LISTS  HOME PAGE

DOC LIBRARIES  FORUMS
IBM culture of innovation & early adopters

Research and development labs stimulate innovation, early adopters provide feedback
Reality check

**BUT**

social software adoption is more than “just” a technology deployment

**AND**

to get widespread participation, we need all employees on board

**INCLUDING**

the smart, technically savvy, business-focused people who don't see the need for change
Driving social software adoption at IBM

- Worldwide program to help individuals and teams adopt social software
- Objective: achieve business value
  - Productivity, relationships, efficiency
- Focus on client-facing teams
- Implementation inside and outside the firewall
Use cases based on audience data

- High performing sales teams have high degree of collaboration, dense social networks

- Common seller “pain points” can be mapped to social software tasks

- Which can be mapped to value, for sellers and the business
Finding, sharing expertise
Finding, sharing information
# Tasks mapped to capabilities

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Social software capabilities</th>
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<tbody>
<tr>
<td>Interaction around collateral</td>
<td>Filesharing, commenting, integration with teamrooms</td>
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<tr>
<td>Track engagement process (status updates)</td>
<td>Tagging, bookmarking, blogging, RSS feeds, Activities</td>
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<tr>
<td>Cataloging useful resources</td>
<td>Tagging, bookmarking</td>
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<tr>
<td>Finding expertise</td>
<td>Profiling, tagging, adding colleagues, using the business card</td>
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<tr>
<td>Communication to and from leadership</td>
<td>Blogs, Activities, wikis, tagging</td>
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<tr>
<td>Exposure (making others aware of team capability)</td>
<td>Public communities, files, blogs, forums</td>
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<tr>
<td>Meeting and task management</td>
<td>Activities, wikis, Sametime, Web conferencing</td>
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Types of adoption

- Individual
  - Bottoms up as well as tops down
  - Direct enablement (web / podcast / communications)
- Team
  - Targeted outreach to specific roles
  - Jumpstart consulting program
- Community
  - Education - usage and benefits
  - Participation in the community
  - Mentor “Community of Community Leaders”
- Executives
  - Executive “Social Computing Reverse Mentoring”
Keys to a successful adoption program

Key BlueIQ program elements

1. Exec vision & support
2. Audience & task focus in all tactics
3. Enlisting help from early adopters - “BlueIQ Ambassadors”
4. Communication of results

Key supporting plays

1. Common software infrastructure
2. Governance policy
3. Culture of participation
1. Executive support

Establish vision and tie to business goals

Assemble experts, commit to business targets

Lead by example
2. Audience & task focus

Use cases based on roles and tasks

Start simple – pilots, enablement

Integrate into existing workflows
3. Help from early adopters

Tap into the enthusiasm of evangelists

Recognize and reward contributions

Support their community
4. Communicate results

Find success stories – by role, by task

Train and follow up to reinforce behavior

Collect metrics - show trends, value
Measuring business value

- Measure against success criteria
- Use uniform measures worldwide
- Types
  - Perception
  - Activity indicators, trends
  - Social network analysis
  - Workflow impact
  - Success stories
Success stories: Software sales

Brazil
An oversight in a planned install for 140K was solved by going into a community and posting. In 15 minutes, they had multiple feasible workarounds from around the world and the deal closed successfully.

DEAL SAVED

France
Client asked about an HR topic; Pierre used LC-Profiles to find a colleague-of-a-colleague. The client was impressed by the answer, and more impressed how quickly the expert was found in a huge enterprise.

DEAL CLOSED QUICKER

Canada
Posted on his Connections Wall that he was having trouble with a client. A senior exec saw the message and stepped in to help. By the end of the quarter, the deal was secured.

DEAL CLOSED QUICKER

US
Usability and performance of an old Web meeting tool reflected poorly on his team. Switching to LotusLive has improved satisfaction and attendee rates both within the team and with clients.

“We could not do what we do without LotusLive. It’s mission critical technology for our team and peer teams.”

INCREASE CUSTOMER SATISFACTION & TEAM PRODUCTIVITY
Success stories: Software client tech professionals

Brazil

Starting at project conception, team uses social tools to ‘mash-up’ input from multiple stakeholders. Now the project status, documentation, and expectations are always available and centralized.

INCREASED TEAM PRODUCTIVITY

US

If a presentation really resonates with a customer, the manager and her team post it and blog about the success of using it. Others can then leverage the material. Since the team subscribes to each other, they can easily find and share information.

INCREASED TEAM PRODUCTIVITY

Switzerland

Team now organizes all RFP construction with Connections Activities. When bringing together experts for short-term work, it is easy for them to get up-to-speed quickly. All information is at the team’s fingertips for addressing customer CritSits.

INCREASED CUSTOMER SATISFACTION

Japan

Team needed a channel to easily share and update content, as well as manage sales opportunities and technical assessments. Using an internal community as a landing point, and an external community with clients, they now stay organized, visible, and can easily receive feedback and input from clients and SMEs.

INCREASED TEAM PRODUCTIVITY
Key supporting plays

Common software infrastructure

Governance policy

Culture of participation
IBM Social Computing Guidelines

• Reasons to participate
  - Responsible engagement in innovation and dialogue: to learn, to contribute
  - IBM's brand is best represented by its people

• Rules of the road
  - Be professional - Business Conduct Guidelines, IBM Values
  - Speak for yourself, not IBM
  - Respect copyrights, laws, and other people
  - Add value

Impact of Social Collaboration at IBM

BluelQ impact on sellers:

- 85% have increased productivity
- 76% have talked to customers about their own use of social software

IBM Community of Practice Business Impact Survey; 2300 respondents
Social software adoption in IBM

- **Profiles:** 590k profiles; 1M+ searches per week
- **Communities:** 2,800 public, 1600 private online communities with 117k members
- **WikiCentral:** 28K wikis with 400K unique readers
- **Blogs:** 76k users; 260k entries
- **Bookmarks:** 835k bookmarks; 2.2M tags; 21k users
- **Activities:** 86k activities, 890k entries; 127K users
- **Instant Messaging:** 12M per day
Summary: what works, what doesn't

What Does Not Work:

- Leading with tools discussion – instead relate to user tasks
- Evangelizing without context – instead use use cases and success stories by role
- Forgetting there's no clean slate – approach must accommodate multiplicity
- Living in the echo chamber – recognize what's not “obvious” knowledge to the audience
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