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COLLABORATION &
SOCIAL NETWORKING

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As corporations grow and become more complex, they find it increasingly difficult to capture the knowledge and experience of their talent pool and take full advantage of the collaborative potential among their employees.

The effectiveness of social networking in solving collaborative challenges and capturing and disseminating information globally has not yet been replicated throughout the corporate world. Consequently, the emergence of new social media channels opens up a major opportunity for organizations to collaborate, innovate and run themselves in completely different ways.

A number of organizations have already started to build such capabilities. For example, SAP — one of the world's leading software companies with some 55,000 staff — today has 2.6 million people around the world contributing on their software development community platform without remuneration.

What's more, the next generation of 'Millennials' (there are more of them than there are 'Baby Boomers') simply will not work the way that current executives do; many will prefer to work independently of a fixed office location and all of them will use social networking for most of their day-to-day communication needs.

We will also see a large portion of our current population of senior executives retiring in the near future; much of their knowledge will be

locked away in emails which will be deleted as soon as they leave. By transitioning communication trails onto social media platforms we can ensure that such knowledge is kept for the benefit of generations to come.

For this edition of *CIO Connection*, we interviewed four senior IT executives from different industry verticals. In the following pages we present their insights and observations on what drives this new wave of collaboration, the key challenges associated with getting corporations to adopt this new way of operating, the role of the CIO function and some of the benefits achieved so far.

Why collaboration matters

OLIVER BUSSMANN, FORMER CIO SAP: "We are all working more and more globally and are part of a number of networks. We have seen how consumers are already connected to each other through social media and various blogs. They are used to working in this vein and we will have to start bringing this into business. The corporate world can already see the benefits that consumer are getting from social networking tools. One trend is that many executives are asking themselves how they can team up with colleagues they don't really know and whom they haven't met; people with experiences they don't have themselves who can jointly help to improve their business"

ANDY WILLIAMS, CIO SAVE THE CHILDREN INTERNATIONAL: "In my opinion the need to collaborate is strongly linked to the need for improved business leadership. The business world changes very quickly and many organizations have already been through several restructuring programmes, seeking higher levels of efficiency and effectiveness. However, this has resulted in organizations with more operational silos than they would like. As a business change leader you can no longer rely on managers who simply run organizational silos. More than ever you need staff who can manage across the entire network, often stretching beyond the boundaries of your own organizations and into those of your customers and suppliers.

Collaboration can be viewed as the new meta-ability to enable such networked business leadership, moving beyond traditional methods such as phone and email. It provides leaders with an opportunity to assemble and dismantle teams very quickly, based on the fluctuating demand for skills and experience across different challenges. This agility will be an increasingly important part of doing business in the new networked organizations of the 21st century.

The need to collaborate is no longer just an Anglo-American trend either. It is becoming an essential part of leading on a truly global basis, creating teams made up of staff in developed economies and those in the vitally important emerging markets."

Effective global leaders will have to adapt their leadership style to encourage and support different ways of collaboration. It is like playing golf: you need to be able to use a range of different clubs and the challenge is to select the right club for each shot.

JEFFREY R BARTH, FORMER SENIOR DIRECTOR PORTAL, COLLABORATION AND DIGITAL SHARED SERVICES, PEPSICO: "There are a few key drivers behind what is happening. First, there is the new generation of 'Millennials' — people who have grown up with social media tools who expect to be able to use the same set of tools to do their jobs effectively. Second, there is a large percentage of very senior

executives who will retire shortly with an enormous amount of knowledge and that knowledge will just walk out of the office with them. These platforms will provide a unique opportunity to better capture that knowledge for the future.

In the old world, a lot of communication happened in emails between a couple of individuals and these emails would then get lost. In the new world, many of these discussions will happen over social media tools where information will stay, so that information and knowledge can be searched and used again after people have left. Third, this is a unique opportunity to connect people in an organization across the world, people who are unknowingly and independently working on the same problem. Now they can get connected and you can avoid a lot of duplication. It comes down to two threads: one is to capture the knowledge and the other is to connect, socialize, share best practices and help each other."

ROBBERT KUPPENS, CIO EMEA AND GLOBAL LEADER NEXT GENERATION WORKFORCE EXPERIENCE, CISCO: "Collaboration is not new, but the increase of productivity by online or virtual collaboration is a paradigm shift in itself — or, as Thomas Friedman wrote, 'The World is Flat'. In order to observe a bigger theme in collaboration and productivity one has to look at how people work nowadays. We call it the 'enterprise social' — it is derived from consumer social trends and placed in an organizational set up. Up to four years ago enterprise organizations had the best and the latest technology available

for their employees. Today, with the emergence of Google, Facebook, LinkedIn, smartphones, tablets and similar devices, an average consumer spends €600–700 on their own technology (apps, devices etc.). The newest and the best is now available earlier to consumers and CIOs have to face the fact that people will most likely be using faster and better technologies outside the office to collaborate online with friends, family and other communities and also transact their personal shopping online.

The same expectations are starting to appear in the enterprise world. An employee often asks '"why can't I collaborate and transact my business using all my corporate apps, processes, co-workers and customers via personal devices? Why do I need this old brick of a laptop with static applications and portals when I could use a device with an intuitive interface and apps?" In the 'consumer world' people search for their friends, colleagues and information online. The enterprise world is not much different. Businesses that can bring the right people together to collaborate online and use and extract information faster are generally more productive than their competitors."

Key challenges

ANDY WILLIAMS: "The major challenge for the CIO will continue to be providing up-to-date and relevant information to support business leadership. Changing leadership styles will put real pressure on information management. Master data will become core to an enterprise, moving way beyond just supporting big ERP systems. We also see a growing need for the linkage of structured data, such as numbers and text, with unstructured data such as voice and video. Clearly, a lot of this is being driven by many people using social media tools in their private life: they have captured the benefits of doing so and would now like the ability to use these tools seamlessly while at work."

JEFFREY R BARTH: "This changes the way that people have worked for years; regardless of generation, people are used to using emails. A lot of enterprises have not yet caught up with the consumer tools and these tools have not yet been adopted by many in the corporate world. You will need to recognize that these kinds of capabilities will lend themselves better to certain parts of the business than others so when you embark on this kind of transformation you need to think about where you prioritize."

These tools will require you to spend more of your time helping others, and although at first it may not be evident, you will be helped by other people in return.

ROBBERT KUPPENS: "Next to building corporate applications with intuitive easy to use interfaces, compliance is the key challenge. Before a given technology (app, device etc.) can enter the corporate space it has to be tested against many rules and regulations. Nowadays everything is increasingly digitally captured, recorded, searchable and available online and therefore also vulnerable for loss or even theft. As in the financial services world, Cisco has very strict rules and companies like us have to demonstrate to their auditors where and how the information/data is being used and kept. In addition, we need to combine policies with enforcement and behaviour: in Cisco we architected and implemented a secure 'Bring your own device' policy which is not only aligned to the strictest rules but also makes us ready for the next wave of the 'Internet of Everything' when it will not only be people who are part of the collaboration experience but also billions of (robot) apps and devices."

The role of the CIO

OLIVER BUSSMANN: "As a CIO, I need to provide platforms, whether it be collaboration, chats or video, that are very similar to the tools that consumers use day to day. We have increased the use of SAP Jam, Facebook and Twitter significantly given the limitations of email on its own. It has helped us to develop new channels of IT support throughout the business.

The role of the CIO in this context is first of all to provide the platforms with the required functionality, to ensure that they are available and constantly being enhanced. Second, we need to watch closely what is happening with the consumer tools so that we can very quickly adapt the next suite of innovation.

Third, I use it myself as a tool to share my experiences as a CIO. There is a limit to how many customers I can visit and so my blog has expanded the contact I have with them, ultimately driving revenue impact to SAP."

> As a CIO it is important not to be a cost centre only, but to inject yourself into the business. In my case I have opted to be part of the product life cycle of SAP products and I do this by visiting some 200 CIOs per year.

JEFFREY R BARTH: "The role of a CIO has changed dramatically. In the past, the CIO was an evangelist and it was an uphill battle to make things happen and convince people that there would be benefits to doing things this way. Then suddenly the consumer became experienced in using these tools at home; they got into the 'Sunday night/Monday morning' syndrome. They did a lot of advanced stuff at home and then returned to the Stone Age as soon as they entered the office. They started to put the CIO on the spot to enable them to use the similar tools in the office and so the CIO and the IT function needs to be ready to experiment with how to do this. They also need to ensure that they have the platforms, the scale and the security to do this in a way that fits the enterprise. They also need to help educate and roll this out on an enterprise basis."

ROBBERT KUPPENS: "The situation today is similar to 15 years ago when the internet became generally available. Websites were originally there just to give information like FAQs (frequently asked questions); there were no transactions, yet. But then you could start ordering products online synchronized with the supply chain system(s). Similar change happens today in the area of enterprise social which combines collaboration and online access. Two questions need asking — what is happening and what is enabling the change? First, companies like Google and Facebook started creating versions and capabilities for enterprises and companies like Cisco are creating enterprise-quality collaboration platforms (like WebEx Social). Second, 'apps' (or widgets)

become a competitive advantage which can differentiate one business from another. Today, it is all about the intuitive interaction and transaction experience you give to the customer and employees: the so-called 'ease of doing business' factor.

CIOs need to be the orchestrators combining the public, hybrid and private cloud collaboration platforms and integrating these with the ERP and supply chain systems. The most powerful and difficult apps are transactional ones. They provide the customer experience and have to be glued together with the rest of the systems. Good integration ensures consistent and predictable end-to-end experience. For IT departments these are exciting but difficult times. A CIO today needs to truly understand the next wave and link it to the business and IT architecture within the enterprise. Without this understanding the CIO cannot ensure consistent user experience, so knowledge of architecture becomes even more important. Collaboration is obviously of great value here."

The impact on talent

OLIVER BUSSMANN: "When I took on the job and this became part of the agenda we had to upgrade the team and bring in people from consulting organizations with a can-do attitude — people who could work well in a team. We have a strong focus on executing this agenda and have recently won a number of awards. In terms of key learning points, if you take on a job, you have to define the strategy very quickly and focus on the execution. It is also important to build your team gradually and not as a big bang; take on people one by one, constantly keep raising the bar and, crucially, keep communicating. It is essential to use these tools as a means of communication, but not as a substitute for communicating with people face-to-face."

> You must ensure that you have team members who can act with a high degree of urgency. Life cycles will start to be much shorter.

ANDY WILLIAMS: "When you are looking into the impact on the IT team, you will increasingly require people who are building strong personal networks, are effective at multi-tasking and at being able to make global decisions based on a broader range of data inputs. In the collaborative world, as CIO you will need to put even more emphasis

on risk management and IT security. Your collaborative network will go way beyond the IT team, for example involving key customers, partners and possibly even some of your traditional competitors."

JEFFREY R BARTH: "There are basically two types of talent that you need to bring in to the team when you are looking to do this. You need to strengthen the business partnering organization and the team which helps design and lever solutions. You also need people who not only understand the business but use these tools themselves and understand how you can leverage them to do business more effectively. You also need to understand the many tools which are not yet ready or tailored to the enterprise — how they work; how you can use them in an enterprise context in terms of scale, security and integration with other tools; and how you use them on a global basis. These people really need to keep up with the rapid upgrades of these tools."

We have encouraged our people to be active on these social media platforms and have defined a corporate policy for the use of social media. Ultimately, this extends our business opportunities.

Benefits achieved so far

OLIVER BUSSMANN: "Not only do we use these tools internally, but we have also expanded them to include our business partners, customers and other influencers through social media platforms such as blogs and Twitter. So collaboration is no longer just internal, it encompasses the entire ecosystem and people whom you need to influence. Finally, it also helps us sell what IT does internally so that the users can see that IT adds value to the company rather than just being perceived as a cost centre. The CIO has to play the lead role in this."

ANDY WILLIAMS: "Business leaders will generally be much smarter and more productive if they can choose the right leadership style for each opportunity and the right collaboration tools for the right occasion."

JEFFREY R BARTH: "A general conclusion from the business is that you actually end up doing more with less and you can do things much more quickly than you did before. This is a great opportunity to leverage experience and successes from different parts of the world and be able to recycle them."

ROBBERT KUPPENS: "Cisco is leading by example and we have been using the WebEx platform internally for some years now; we will be turning off the traditional static portals and applications in the next fiscal year. Our collaboration platform allows people to share pro-

cesses, information, voice, video and people — enabling transparency and visibility across the organization. The right information can get to the right people faster and this drives productivity. The challenge is to have the older generations also post and share their experience and information online in communities instead of keeping it in their heads or on their personal harddrive.

Our collaboration platform also enables an efficient exchange between customers, partners and employees. A few years ago, if a Cisco partner had a question he or she had to call customer services. Now they can post their question on the platform and find an answer via different channels including video, voice, Instant Messaging (IM) and data with the right person using the presence capability which also indicated the type of interaction possible (voice, email, IM or HD Video etc).

In the corporate world there exists a huge amount of data — it is essential to know which data is important. You can use dashboards, but still only a subset of information online is findable since only a fraction is indexed. Therefore automatic tagging and voice-to-text indexing is crucial to make it easy to find better relevant information ahead of your competition.

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