

SOCIAL MEDIA AND ENTERPRISE VALUE

Getronics

a KPN company

ABOUT THIS PAPER

GETRONICS HAS WRITTEN THIS PAPER FOR PROFESSIONALS ENGAGED IN THE DEFINITION AND MANAGEMENT OF IT USE AND PROCESS WITHIN THE ENTERPRISE. NOW THAT SOCIAL MEDIA IS BECOMING AN AGENDA ITEM FOR SO MANY PUBLIC AND PRIVATE ORGANIZATIONS, IT BECOMES IMPORTANT TO ESTABLISH POLICY, ON THE ONE HAND, AND TO DEVELOP AN OPEN AND IMAGINATIVE ATTITUDE TO TRIAL AND EXPERIMENT ON THE OTHER.

Drawing on Getronics' own experience to date, this short paper will hopefully contribute to both these requirements. We look at five distinct areas:

1. **Perception and Position** – what do we regard as the key issues surrounding social media in enterprise use?
2. **Social Media and CRM** – how can our use of social media add value to customer relationships?
3. **Social Media and Knowledge** – how can social media contribute to the creation of knowledge within the enterprise?
4. **Social Media and Communication** – where can the adoption of social media practice make the greatest impact on communication within the enterprise?
5. **Sign-off and suggestions** – where do we go from here?

‘YOU DON’T TRY AND STOP WAVES –
YOU WORK OUT HOW TO RIDE THEM’

Coen Olde Olthof
Vice President
Marketing, Alliances, Portfolio & Strategy
Getronics

PART 1: PERCEPTION AND POSITION

SOCIAL MEDIA

THE USE OF RICH-MEDIA DIGITAL COMMUNICATIONS BY SELF-REGULATING COMMUNITIES OF PEERS TO SHARE IDEAS, NEWS AND INFORMATION.

Even ten years ago, the divide between the world of work and the world outside work was much more distinct than it is today. This transition to a culture in which ‘work’ and ‘life’ cease to be separate entities is central to our understanding of the place of **Social Media** in the enterprise environment.

Over the past decade, Getronics has been keenly focused on how people work; on how the world of work is changing; and on how ICT enables this change.

At the same time, we have needed to ask how, as an ICT service company, these changes to process and culture impact enterprise decision-making – especially with regard to the purchase and management of ICT products and services.

FROM DENIAL TO WELCOME

If we look at the changes that have occurred in the world of work over the last decade, we can think of them in terms of a transition from denial to welcome. When considering our perception and positioning with regard to **Social Media**, it is useful to consider this transition – it has, in effect, created the context for everything which is happening right now.

Four key considerations have prepared the ground for enterprise use of social media. These are all clearly inter-related ...

FROM DENIAL TO WELCOME	
Social acceptance	<p>Anybody who uses a telephone, a computer, or any other digital communications device today knows what social media is all about. They may not be familiar with the terminology and the business implications, but the idea of being part of a digital community able to share ideas and experiences is now normal.</p> <p>Although the citizen accepts, however, the organizations with which we interact can be less accepting – and less highly evolved. This is not a surprise. We are used to the idea of consumer behaviour being one step ahead of enterprise culture.</p>
From time to performance	<p>Until relatively recently, employers traditionally recorded attendance and time as key HR metrics. The ‘natural order’ of business was built around people being in a specified place at a specified time.</p> <p>This is no longer the case. With varying degrees of maturity, employers now understand that performance is the more meaningful metric. Measurement becomes more complicated – but the results reflect value rather than blind obedience.</p> <p>This is important in our consideration of social media, as it invites us to look carefully at the issue of trust and maturity.</p>

FROM DENIAL TO WELCOME	
Location-independence	<p>When Getronics conducted its first surveys into attitudes towards ‘flexible working’ over ten years ago, the ‘office’ was regarded as the only genuine option for ‘knowledge workers’ by most employers and employees.</p> <p>The reasons were both cultural and technical:</p> <ul style="list-style-type: none"> • Home-based workers, for example, it was feared would become isolated and unfocused • Digital connectivity was neither sufficiently secure or reliable <p>This has changed (although there is still a long way to go). Location-independence now helps reduce real-estate cost and significantly improves productivity.</p>
ICT models	<p>Ten years ago, many were still deeply suspicious of ICT models built around remote access. Key data and essential applications needed to be kept more or less ‘local’.</p> <p>Not any more – now that cloud-based models have become so widespread, the question is not whether to use them, but how to use them securely and cost-effectively.</p> <p>The relevance of the ICT model to enterprise social media is obvious – the quality of experience is critical, and performance is determined by the underlying technical and service architecture.</p>

These developments have created the 'start state' for social media in the enterprise. Early examples of enterprise adoption are everywhere, but the immaturity of usage is very much in evidence – just try searching for your bank or preferred airline in Facebook. (The UK National Health Service, for example – the world's third largest employer, serving a population of around 60 million – has Facebook pages which count their subscribers in tens and hundreds – rather than thousands or millions.)

SOCIAL MEDIA IN CONTEXT

With over 500,000,000 active members of Facebook worldwide, no Enterprise can afford to pretend it isn't happening. (And that's without considering the many other more specialist social media groups for professional users, including Plaxo, Linked In, Xing and the rest).

We need to consider enterprise use of social media from two perspectives:

- First, its role inside the organization and inside the 'inner circle' – this will include employees, contractors, and may extend out into the supply and value chains
- Secondly, its external role – reaching out to customers and potential customers, to job-seekers, and to the press and media

When we consider social media in its internal role, we need to ask whether underlying enterprise policy is fit for contemporary purpose. Many enterprise usage policies used to say (and some still do):

1. Company resources can only be used for company business.
2. Company telephones can only be used to make company calls.
3. Company time can only be used to do company business.

This no longer works. If we take the shifts in working practice described above, it is clear that employees cannot be 'locked out' of social media in a world in which the boundaries between our private and working lives have become so indistinct.

(Codes of behaviour can no longer be built on proscription: they must now be constructed around shared acceptance of responsible behaviour).

Rather than attempting to block the wave, all forward-thinking enterprises are now asking three questions:

- How can we embrace social media to enable our own employees to make an even greater contribution to success?
- How can we ensure that social media will help our employees attain a better quality of life at work (and of work in life)?

- How can we exploit social media to enhance the relationships we build with clients and partners?

In answering these questions, we must not fall into the trap of thinking this is about some new vision for a digitally-enhanced utopia. It's not. It's hard business – and it needs to be considered in terms of investment and return, and in terms of risk and compliance.

OVERCOMING RETICENCE

Getronics sees much of the reticence organizations feel about social networking being rooted in issues of trust. Marketing departments may be happy to feed viral campaigns into the social networking ether, but is the organization comfortable in inviting customers and employees to exchange ideas and opinions freely and openly?

When it comes to wholeheartedly asking how social media can positively contribute to change in the organizational fabric and in relationships with clients, apparently well-grounded reasons against adoption can occur again and again:

- 'We can't afford to let our operational staff spend all day chatting on Facebook.'
- 'The compromise of uncontrolled public exposure is an unacceptable risk.'
- 'The challenge of squaring the free-flow of social media with our reporting and compliance obligations is too great.'
- 'Social media adoption opens a dangerous back door to confidential information and protected systems.'

The list goes on.

If we look beneath these suspicions, the underlying concern is rooted in lack of trust – trust in the employee to behave responsibly, trust in the public reaction to the quality and value of your products and services.

For an organization to positively embrace the potential of social media, it must be prepared to establish mature relationships based on trust with both employees, with customers and with the markets they serve.

Interestingly, Getronics' own experience of the adoption of social media as an integral element of its own operational model reveals how mature and trusting relationships are a pre-requisite and how those relationships are in turn, positively reinforced through the adoption of social media in the enterprise.

The examination of social media in the enterprise is all about asking how you expect people to work and engage most effectively today. Following on from these initial observations on social media in the enterprise, we shall look briefly at Getronics' own experience and proposition regarding the contribution of enterprise social media to:

- CRM enhancement
- Knowledge management
- Communications

The implications of social media adoption in the enterprise stretch much further than these three areas – but they are a good place to start. This is thanks in part to our ability to point directly to tangible actions and results.

We are all very much at the start of this journey, but when the subject under discussion is how best to benefit from open and collaborative digital communication, it is particularly appropriate that we start by sharing our own ideas and experience on Social Media policies and implementations covering a.o. External Relationships, Internal Collaboration, Knowledge Management and last but not least HR-issues and training

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As author of the highly acclaimed book, Digital Relationships, Bert is especially interested in how digital communities can help redefine organizational thinking and create measurable advances in performance. Bert has worked with Getronics over a period of 12 years, with focus on interaction and innovation.

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PART 2: SOCIAL MEDIA AND CRM

CONTEXT AND OBJECTIVES

THE EMERGENCE OF SOCIAL MEDIA HAS NOT CHANGED THE RULES OF CRM. WHAT IT HAS DONE, HOWEVER, IS TO ACCELERATE AND ENHANCE THE WAYS IN WHICH INDIVIDUALS SEEK AND SHARE INFORMATION AND IDEAS.

This has left less agile CRM approaches open to question: what is the point of investing in customer contact resources, if the customer can by-pass these for faster, cheaper and more compelling results elsewhere.

For KPN and Getronics, these questions have become particularly important to our business thinking. There are two reasons for this:

- What is the future for the way in which we support and inform our own clients?
- What is the future for the support solutions we provide our clients, so that they can support their own customers in turn?

Like many of our clients, we needed to be absolutely candid in our appraisal of the current reality. Citizens are generally becoming far more creative and relaxed in use of digital communication in their private lives than in their professional lives. In this respect, the organization lags behind the consumer.

When the consumer has more direct options than ever to seek 'informed' peer support, the contact center with its interminable IVR trees becomes the least preferable option. This leaves the organization asking:

- How do we reclaim the contact center – elevating it to a position of preference for the customer and a pivotal element in CRM?
- How do we ensure that the experience of social media, to which the customer has grown accustomed, is both emulated and matched within the machinery of CRM?

SHARING GETRONICS' EXPERIENCE

Getronics' company, Newtel Essence, is completely focused on these challenges, and has developed an approach to contemporary CRM which builds actively on the rapidly evolving strengths of social media.

There is no value in simply mimicking the form and behaviour of social media vehicles in enterprise CRM. The challenge is to take the best from both worlds, and to combine it in a manner which brings value to both the client and to the parent company.

This must translate into a number of key benefits:

For the client	<ul style="list-style-type: none">• The service received must be swift, focused and effective• It must suit individual preferences in terms of delivery• The service must be designed around the client – and not the other way around
For the organization	<ul style="list-style-type: none">• Each point of contact must help to establish/reinforce brand value and client loyalty• Each contact must both satisfy the client and add to organizational intelligence• Whatever the contact mechanism, the productivity and cost-effectiveness of all those involved in resolution must be maximized

Designing, implementing and sustaining an approach to CRM which achieves all this is far different from simply throwing the challenge out across the Internet. It demands the ability to combine agility with diligence, and most importantly to be able to capture intelligence with every engagement.

This is essential for two reasons:

- **Personalized and focused response** – the quality of the client experience is predicated on the sum of relevant knowledge about the client at each contact point.
- **Aggregate intelligence** – the sum of every contact and incident becomes the raw material for development, planning and, ultimately, strategy.

PRACTICAL PROGRESSION

The impact of social media on CRM is a far-reaching topic – it's one that likeminded professionals will talk about long into the night.

But practical considerations and actionable strategies must be the priority for daylight discussion. In bringing social media techniques into our own industrial CRM processes and procedures, we have focused on a number of clear requirements.

These include:

Choice of service access	As part of KPN/Getronics, we are particularly aware of the need to give clients the full spectrum of access choices. These include assisted and non-assisted; they include web-based self-service; and they include more or less any device – fixed or mobile. In terms of access media, customers expect to be able to use any combination of phone, mail, web and chat – and to have the same consolidated service history available from any contact point.
Productivity increase	The customer contact agent has traditionally been passive, waiting for the next call on the list before acting. This must change. Agents must now be in a position to work pro-actively, using the information in front of them to anticipate opportunity and increase client satisfaction.
Extended and authenticated support communities	Extended communities are key to social media. When we work to carefully defined quality-of-service agreements, we need to be able to benefit from the extended community of experts, but in a manner which does not risk the legitimacy of response. Profiling, key to social media, becomes a core tool in establishing reliable communities of expertise.

WHAT COMES NEXT?

Every time one of our clients contacts us for information or support, the process is already being influenced by the industrial inclusion of social media techniques. We are not trying to compete with the online user communities – our task and our challenge is about adding business value, not about loosely structured support communities driven by interest and goodwill.

The same techniques we ourselves are using are already very much a part of the multi-dimensional CRM solutions we are designing for our clients. This relates to an integrated approach where social media, as it becomes part of the multichannel customer contact strategy, will be naturally adopted in the business processes and techniques of the CRM solutions for contact centers. This includes finding the right skills and availability of resources in your contact center and integrating the knowledge from your clients in the learning loop of your organisation. If you are examining the way in which you engage and support clients in this new landscape, then there is much that we can share.

If you are looking to adopt a CRM solution which is already crafted to deliver the benefits of social media, then Newtel Essence is ready to help, capable of integrating leading third part CRM products into the mix, as desired.

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PROFILE: ARJEN AKKERMAN

As a Product Manager for CRM in Contact Centers, Arjen is interested in the way organisations seek to deliver excellent customer experiences through sharing knowledge with and for their clients. Arjen has worked for over 10 years with Getronics in the area of CRM for contact centers.

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PART 3: SOCIAL MEDIA AND KNOWLEDGE

CONTEXT AND OBJECTIVES

IN ENTERPRISE ADOPTION, THE MOST DIRECT MEANS BY WHICH SOCIAL MEDIA TECHNIQUES AND PRACTICES DELIVER VALUE IS THROUGH IMPROVED KNOWLEDGE-SHARE AND ACQUISITION. THERE IS A CLEAR DIFFERENCE BETWEEN THE MANAGED APPROACH DELIVERED THROUGH A COMPANY LIKE GETRONICS AND THE MORE CASUAL EXPERIENCE OF CONSUMER SOCIAL NETWORKS.

When a citizen goes online to explore opinions and options concerning consumer electronics, mortgage products or legal responsibility, there is no guarantee and no obligation on the part of the provider environment. The experience is hard to qualify and the takeaway can only ever be as credible as the peer group that originated it.

This is not a bad thing. The value of loosely structured commentary provided by parties with a variety of interests is valid, and as we become more sophisticated in our use of such public resources, we also become more discriminating in our decisions. (If, for example, a football star or a rock singer is Twittering away about the joys of a particular airline or motor car, then we are going to assume that free flight tickets and wheels feature somewhere).

Our clients are serious enterprises, and as such, their own obligations regarding knowledge provision enhanced through social media techniques must be formally accountable:

- If, for example, a public advice service needs to deliver knowledge on import/export regulation, it must do so in a way which is clear and accountable.

- If, for example, a financial services company is providing information on options for loans, then the associated conditions cannot be left open to casual interpretation.
- If, for example, an engineer in an aerospace maintenance unit is looking for service documentation, s/he cannot rely on the blog of somebody who says, 'I always hit it with a hammer.'

There are three key questions for enterprises wishing to explore the use of social media techniques in knowledge provision:

1. How can we ensure accountability for everything we originate?
2. How can we make the provenance and potential use of everything we put out is clearly stated and understood?
3. How do we guard against abuse, whether malicious or unintentional?

SHARING GETRONICS' EXPERIENCE

Getronics has long been a leading player in the practical design, delivery and management of Enterprise Content Management solutions. This experience is built on deep knowledge of the sectors we serve, and on exceptional experience in their related processes and technologies. (For those organizations seeking to turn Microsoft SharePoint to business advantage, we bring particular focus).

As our clients begin to seek approaches which will allow people to explore information assets with less formal and more open approaches, we need to help them understand the new options, while remaining mindful of more formal obligation.

By embedding social media techniques in more formal knowledge management activities, three key 'communities' stand to benefit:

WHO	HOW	EXAMPLE
Customers benefit	By having more agile and intuitive access to the knowledge of the organization providing the product or service. Social media techniques make it possible for customers to search and explore structured resources using non-structured techniques.	A government agency can help people to better understand benefit entitlements, by allowing them to explore according to their personal situation, and using the language with which they feel most comfortable.
Employees benefit	Employees can reduce the stress induced by 'search time', can extend their personal professional horizons, and can connect contextually with appropriate knowledge owners.	A factory health and safety executive can explore the risk associated with a new process or piece of equipment prior to adoption, can share this exercise with those affected, and can be guided in their own policy according to common precedent.
'Organizations' benefit	In an economy where knowledge becomes the most enduring asset, the ability to share and promote knowledge more effectively adds to the value of the enterprise for all stakeholders.	Effective and agile access to knowledge can re-define an organization's basic value proposition. Getronics, for example, through its knowledge of the New Way of Working moves away from its previous 'managed desktop' incarnation and into advanced workspace consultancy.

WHAT COMES NEXT?

Today, when Getronics' clients discuss knowledge management strategies with us, the influence of social media is increasingly apparent. Our clients are looking to balance formal process definition, taxonomy and compliance on the one hand, with agility and immediacy of response on the other.

Above all, these ambitions are rooted in commitment to empowerment and quality-of-service. As intelligence ultimately becomes the core asset of any organization, the way in which we are able to balance ease of access with professional responsibility makes a critical contribution to the character and differentiation of those organizations we serve.

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PROFILE: SERGE DESARANNO

Serge is a strong believer that a professional social networking platform will make knowledge management finally become a reality. Serge is working for Getronics for 16 years, with a focus on collaboration, content and process management.

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PART 4: SOCIAL MEDIA AND COMMUNICATION

CONTEXT AND OBJECTIVES

GETRONICS AND KPN ASKED HOW SOCIAL MEDIA COULD ACT AS AN ENABLER FOR INTER-PERSONAL COMMUNICATION WITHIN THE ENTERPRISE. IN 2009, THE COMPANY MADE A CONSCIOUS AND FAR-REACHING COMMITMENT TO ESTABLISHING THE 'NEW WAY OF WORK', BASED ON A FAR GREATER DEGREE OF PERSONAL FREEDOM OF HOW, WHERE AND WHEN EMPLOYEES COULD WORK.

Having made this decision, the Company was keen to:

- Minimize the risk and negative impact of personal isolation
- Augment social and professional cohesion
- Break down departmental barriers

These objectives were, in part, about correcting potentially negative side-effects of the new way of work. It rapidly became clear, however, that the adoption of social media by the workforce would lead to new and unexpected positives.

SHARING GETRONICS' EXPERIENCE

The team tasked with making the initiative a success faced a number of early decisions regarding approach, adoption and architecture. The only restrictions imposed on the team were:

- Budget – because of the uncertain outcomes it started as a pilot for the duration of six months. If it was a success the organization would adopt it and make additional funds available but only if targets were obtained.
- Compliance and Security – the initiative could not compromise personal or corporate standards of confidentiality in any way.

One of the first key decisions faced by the team was whether to piggy-back on existing social media in the public domain or whether to build. They chose the latter approach, primarily for reasons of security: by building 'in-house', the team was able to segment communications functions and core business functions (e.g. Finance, HR and CRM) without major security complications. Another reason was the ability to easily adjust the platform to the needs of the employees making agile development possible.

Note that the success of this approach hinges on scale and critical mass: it works for a large organization because there are enough people to establish a vital and active community.

SPEED AND AGILITY

Once the decision had been taken at a senior level to proceed, speed and agility were given priority. It was also important not to 'over-manage' the operation: ultimately success would depend on the degree to which employees took ownership of their new social media resource, and this meant creating the opportunity without pre-defining pathways.

To accelerate development while increasing the chance of success, the team was open in its desire to emulate what people already knew and used. The resource combines the best features of Twitter, LinkedIn, Facebook, Hyves (the top Dutch social network), BlogSpot and Flickr.

From initial concept through to launch, the project was executed in five months.

IDENTITY AND EMPOWERMENT

The new Company social media resource needed an identity - this needed to be communicated, and it needed to be positioned within the existing communications mix. In creating the identity, the resource was named KPN1 Connect, and employees were aware from the start that it was happening. Note: 'The success of Facebook leads with brand and follows through with function'

The preparation and launch was designed for democratization from the start. This was about giving employees a resource which they could mould to their own use. Introduction used a 'pyramid selling' approach – the 'friends introduce friends' model which underpins the logic of all social media.

This approach was immensely successful. KPN1 Connect went from zero 550.000 page views in the first month. In terms of numbers, employee activity indicates the warmth with which KPN1 Connect was welcomed. Key figures include:

First two weeks	1,600	Member profiles created
	243	Interest groups formed
	392	Photos uploaded
	296,000	Visits
After 9 months	1,900	Blogs
	2,250	Reactions on blogs
	0.5 million	Visits (monthly average)
	4.6 million	Page views (monthly average)

WHAT COMES NEXT?

We are keen not to over-formalize usage. KPN1 Connect is an ongoing experiment, and to a certain extent, where it goes - it goes.

We have already seen how people working in the New Way of Work have made the resource an active ingredient in their professional lives. This is in part about socializing – about keeping in contact with friends and colleagues within the organization.

But it is also about establishing new professional connections, and doing so in a way which would have been unlikely to have occurred in any other environment. Most significantly, these connections and discussions form organically outside set departmental functions: an HR professional, for example, is now positioned to make suggestions on how to refine the messaging of a commercial proposal.

(We have already seen practical business advantage delivered: when it comes to testing a new telecommunication product, for example, the ability to open it for analysis to an informed professional community via social media delivers intelligent comment and criticism quickly and creatively.)

Clearly, the jobs which people are paid to do, must get done, and the opportunity to dip into KPN1 Connect must not become such a diversion that attention is diverted from personal responsibility. The risk of this happening is minimized by the HR models which underpin the New Way of Work: our employees are assessed according to performance not presence.

This experiment in how enterprise social media can contribute to internal communications is ongoing. We are keen to share our experience to date with members of our client organizations – and of course to learn about your own approaches and initiatives. During the early part of 2011, the KPN1 Connect solution will also be available as a framework for organizations seeking to implement similar social media approaches.

Peter Haan

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PROFILE: PETER HAAN

Peter Haan is the communications manager at KPN's Online Media Corporate Communications. His main focus is the application of new and online communication tools and techniques for internal and external communications. He developed the concept for the social media platform at KPN and was responsible for the realisation and implementation of this platform. He has previously held various communications positions within the Dutch government.

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PART 5: SIGNING-OFF

In this paper we have looked at the high-level implications of enterprise adoption of social media techniques. We have asked what the real inhibitors are, and suggested that beneath the stated reticence, the real issue is about maturity and trust.

We have then taken a solid practical look at the experience of our own company, sharing what we have learnt specifically in the adoption of social media techniques in CRM, and in internal knowledge sharing and communication.

As a company that has been openly committed to the New Way of Work, and as a company with a demonstrable track record in how this commitment has transformed our own company, we hope you will share your own concerns and aspirations with us.

Not only will that help us to serve you better. It will allow us both to extend our own community of shared knowledge and experience in the interests of our clients and employees – and that, in essence, in what social media in the enterprise is all about.

MORE INFORMATION

If you would like to have more information, please contact us at vision@getronics.com.

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