SIMPLIFYING SOCIAL BUSINESS

Socialwrks does, learns and then reports on and shares insights. Topics relevant to the social business landscape are covered. An organisation that has built a strategy around leveraging social technologies and social media to maximise the relationships with all company stakeholders and for business purposes is a social business.

START HERE

SELECT | IMPLEMENT | ADOPT

SOCIALWRKS INSIGHTS SERIES

social WRKS

ABOUT SOCIALWRKS

PUTTING SOCIAL TECHNOLOGIES TO WORK

Socialwrks helps organisations with selection, implementation and adoption of social technologies and best practice. We facilitate development of collaboration systems for engaging with customers, employees and partners (suppliers). Improvements in innovation, change, marketing, and productivity efforts are focused on.

DEFINITIONS:

Social Media: The output of web-enabled, open collaboration using social technologies.

Social Technologies: Tools used to communicate, collaborate and create collateral on the web

Social Business: An organisation that has built a strategy around leveraging social technologies and social media to maximise the relationships with all company stakeholders and for business purposes.

Collaborative Relationships: Open, transparent and mutually beneficial relationships between an organisation and its stakeholders as a result of working more closely together.

Stakeholders: An organisations managers, employees, customers, partners and society at large

INTRODUCING
THE KEY PRINCIPAL

STEPHEN DANELUTTI

Innovation Agent

Creating environments that foster innovation and are measurable, e.g. number of ideas generated that improve business performance

Value Integrator

Analysing and synthesising information and turning it into a competitive asset, e.g. social initiatives that create measurable capital

Edge Explorer

The cutting edge (not bleeding edge) where change, creativity and innovation happens. New things, old things in new ways or the same things better.

Over the years I've worked with multinationals all over the world, using and developing transferable skills to implement technology innovations and/or new business practices. I set-up Socialwrks 5 years ago and now work directly with clients (see next slide) to support understanding of the broader impacts of the social web on their organisations and how they can leverage its use, internally or externally.

OFFERING
DISTINCT SERVICES

EVALUATE AND SELECT

Finding the right tool and/or supplier for the job in an increasingly fragmented space with a plethora of alternatives available.

MANAGE IMPLEMENTATION

Planning and then project managing implementation. Doing it ourselves or ensuring it is done effectively by 3rd parties.

NURTURE ADOPTION

Effective planning, a strategy for all stakeholders, training, governance policies, measures, etc.

To leading companies

We have a diverse range of customers covering many different industries. Take a look at our solutions page to get a better idea of the kinds of solutions we have delivered to them. Below is simply a smattering of logo's for some of the customers we have been privileged to serve over the years:

NAVIGATION

BACKGROUND

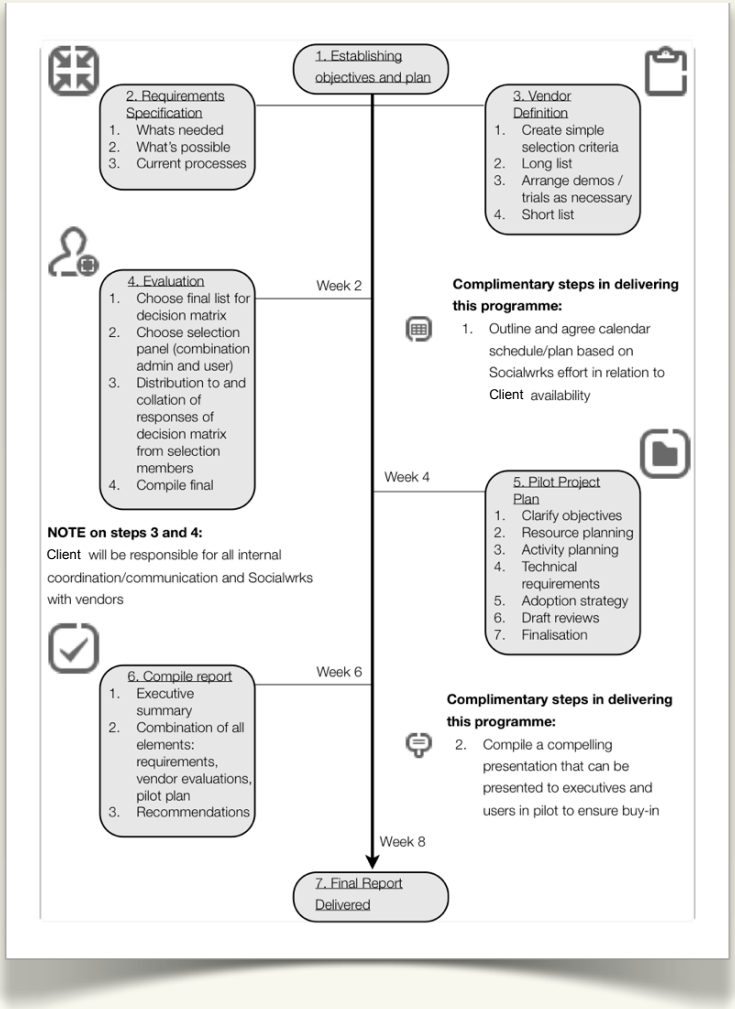
SELECT | IMPLEMENT | ADOPT

Socialwrks and in particular Stephen Danelutti, was asked by a global financial services firm's UK office (staff 4500) to conduct a robust evaluation/selection process for a new social idea management system. The system would replace their existing platform that was developed in-house. The process is captured at right.

Alongside the final decision, a framework was needed for addressing the following considerations:

- Adoption/engagement
- ROI/benefits
- Resourcing for maintenance

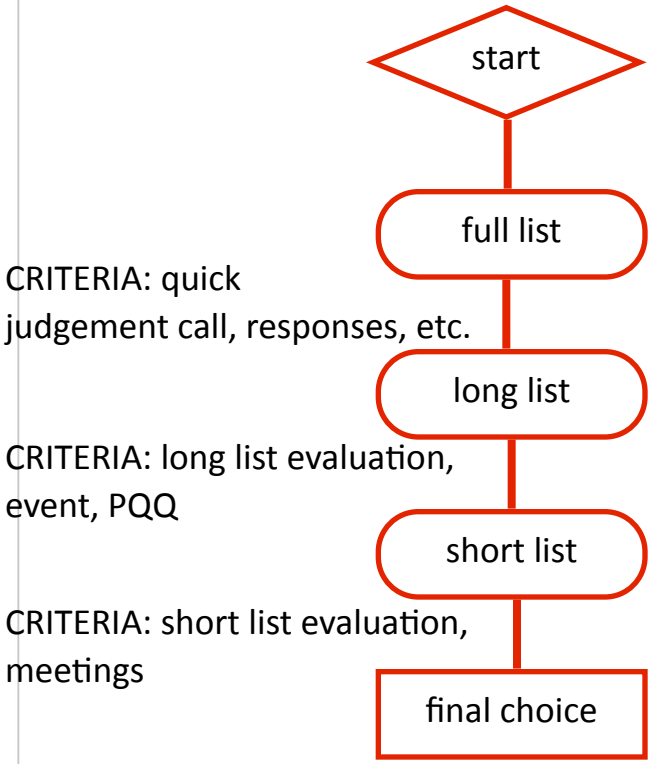
The rest of this report focuses on providing permissible detail on all of the steps mentioned above.



EVALUATE/SELECT
THE PROCESS

A key starting point was a LinkedIn discussion post in the open/ public Idea Management Group. At right are the high level steps which are covered in the next slides. The intent behind the use of the LinkedIn forum (and indeed other social media channels) was to.

1. Generate awareness and interest
2. Glean as much information about the subject as possible from vendors, practitioners and customers alike (where possible)
3. Share knowledge gained for the benefit of others
4. Communicate with vendors conveniently



EVALUATE/SELECT

PHASE 1

A full list of vendors (30+) were communicated with via the LinkedIn Forum and invited to submit a survey response with pre qualification questions corresponding to a prioritised and broad range of functional, budgetary and organisational requirements - see right.

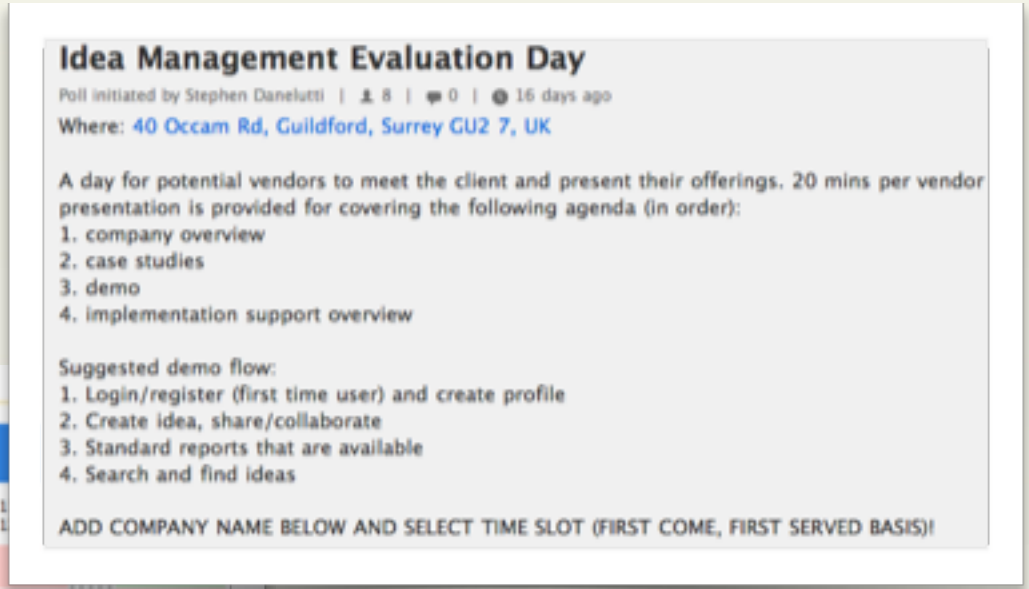
Responses were evaluated and on the basis of the scores from responses as well as other response factors, a number of vendors (18) were added to a long list.

- ✓ Cost - in budget
- ✓ Ability of platform to integrate ideas from existing system
- ✓ Robust reporting system
- ✓ Industry standing
- ✓ IT requirements
- ✓ SaaS and/or Standalone

0 - Doesn't meet the requirement
1 - Partially meets the requirement
2 - Meets the requirement but has issues
3 - Fully meets the requirement
4 - Exceeds the requirement

EVALUATE/SELECT
PHASE 2

Earlier responses were further evaluated and on the basis of that and communication with several of the 18 vendors, the decision was made to invite 10 of the vendors to an event.



Idea Management Evaluation Day

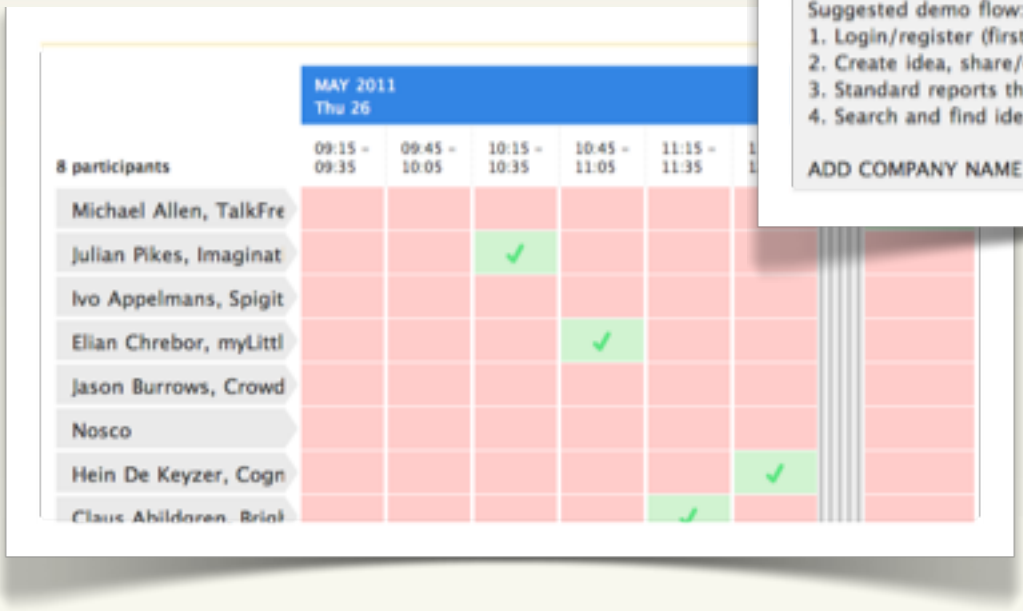
Poll initiated by Stephen Danelutti | 8 | 0 | 16 days ago

Where: 40 Occam Rd, Guildford, Surrey GU2 7, UK

A day for potential vendors to meet the client and present their offerings. 20 mins per vendor presentation is provided for covering the following agenda (in order):
1. company overview
2. case studies
3. demo
4. implementation support overview

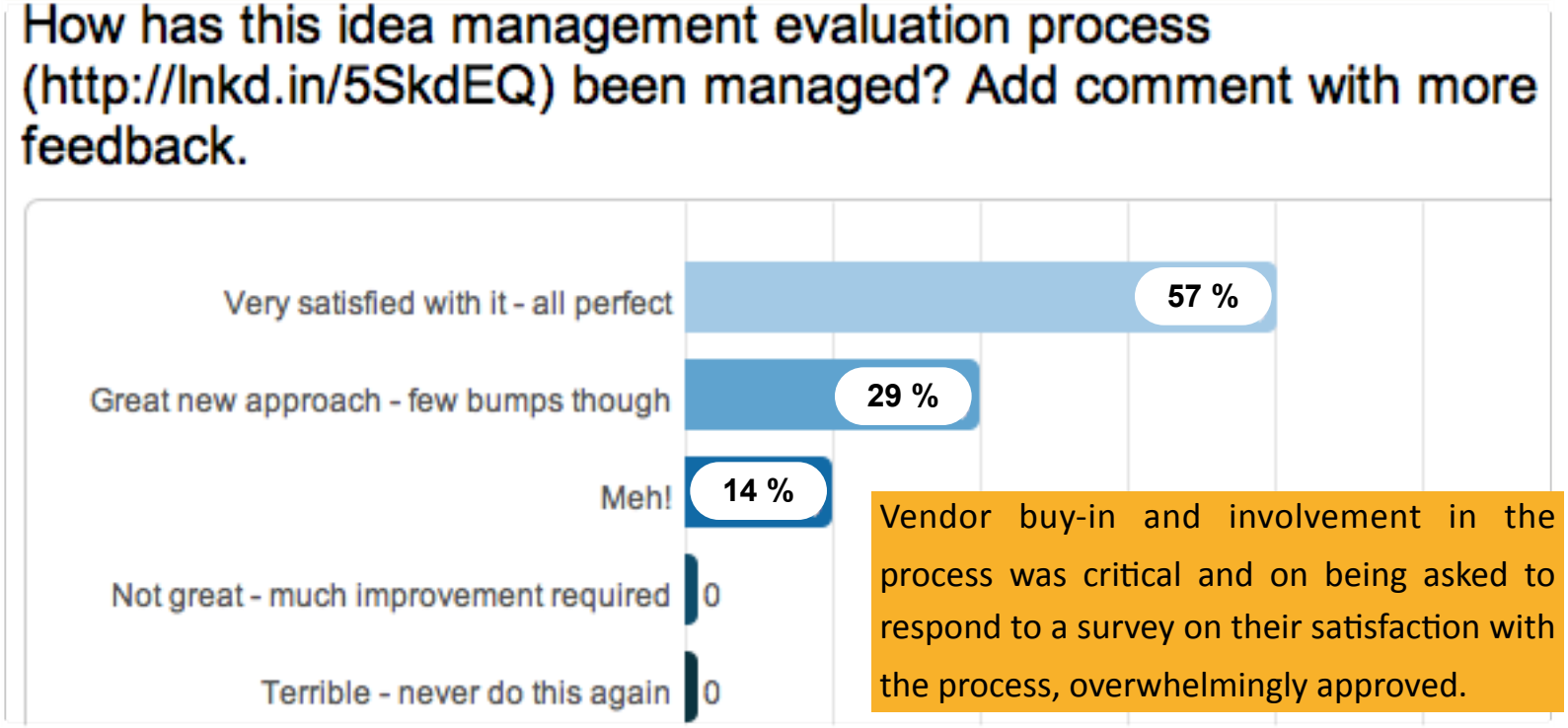
Suggested demo flow:
1. Login/register (first time user) and create profile
2. Create idea, share/collaborate
3. Standard reports that are available
4. Search and find ideas

ADD COMPANY NAME BELOW AND SELECT TIME SLOT (FIRST COME, FIRST SERVED BASIS)!



Key elements of the day were to meet the vendor representatives in person, get a high level intro to the vendor but crucially to be demonstrated past performance and core product functionality.

EVALUATE/SELECT
SATISFACTION



Vendor buy-in and involvement in the process was critical and on being asked to respond to a survey on their satisfaction with the process, overwhelmingly approved.

EVALUATE/SELECT
PHASE 3

The vendors who presented at the event where asked to subsequently complete a short list questionnaire which required responses to detailed functional requirements (see right) and more detailed budgetary/pricing and organisational questions.

On the basis of the responses and evaluation of these, a short list of 3 vendors was arrived at.

	REQUIRE (Y/N)	PRIORITY (Y/N)	WEIGHTING	Idea Platform 1	Idea Platform 2
Process Support					
2					
End-to-end process support (in addition to ideation, support selection, implementation, measurement and feedback processes					
Idea management can be used stand-alone from other innovation management tools					
Section Score					0
Section %					
Idea collection, enhancement and revi					
3					
Suggest topics or tags as people enter ideas to reduce duplicate submissions					
Find duplicate submissions					
Comment on ideas					
Comment on comments					
Forward ideas for comment, enhancement, review					
Group ideas by themes for easier review					
Perform mass review using selection criteria to eliminate duplicates					

Rating Key:

Score	Relevance of score
0	Doesn't meet the requirement
1	Partially meets the requirement
2	Meets the requirement but has issues
3	Fully meets the requirement
4	Exceeds the requirement

EVALUATE/SELECT
OUTCOME AND VALUE

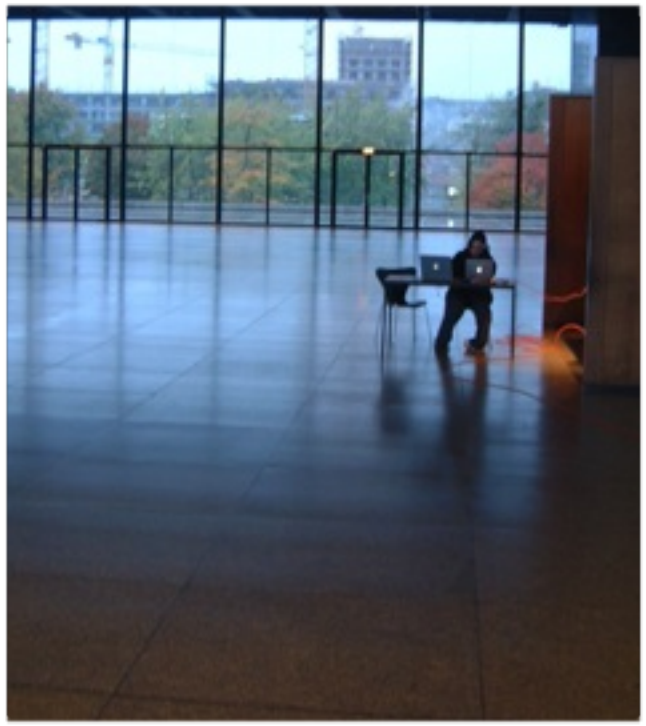
Detailed meetings with the final 3 shortlisted vendors allowed the client to investigate further and then make a selection on a single finalist.

The outcome has been that the client believe they have achieved their main objective of conducting a robust and equitable evaluation and selection process. As a result, the right vendor has been selected leading to a better chance of success for the replacement programme. There is also less risk of incurring costs in the long term in the event of a mistaken decision by, for example, having to switch.

"We wanted to introduce a new idea management tool to our organisation that utilised social media functions. Using his knowledge and innovative techniques, Stephen built links with vendors, understood their systems and helped us to determine and choose our long-term partner"

Innovation Manager, large financial services firm

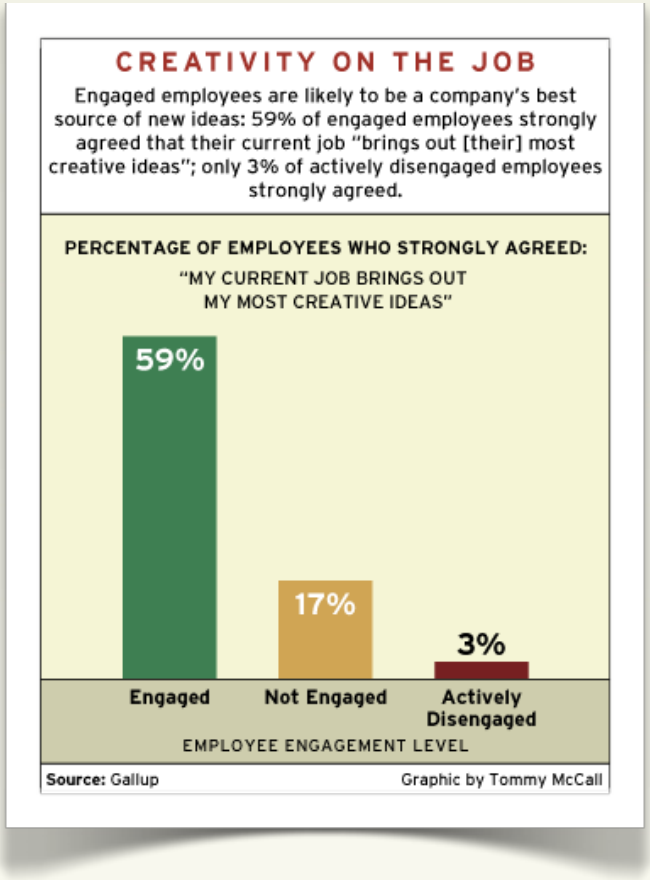
ADOPTION
OVERVIEW



- Why address adoption/engagement?
- Suggested strategy/processes
- Where it has gone well
- What pitfalls
  - Distraction issue
  - In context whilst working on other tasks, e.g. call centre activities
- Other considerations

ADOPTION/ENGAGEMENT
WHY ADDRESS IT

- **Precursor to other measures:** It's not the definitive measure of the success of any programme but if users are not using a system then everything else is irrelevant.
- **Tied to social:** With systems that have social collaboration at their heart (where outcomes depend on contributions by many) this is an important element to address.
- **Measurable:** Even if not a definitive measure of success, it is at least a measure that is relatively easy to track, e.g. numbers of ideas created, shared, commented on, etc. Some of the others are not so easy.
- **Key in community management and engagement:** Tracking overall levels of participation, growth rate of new members, recently disengaged and follow up and measuring satisfaction levels means you are managing your community. An engaged community means better outcomes - see research at right



ADOPTION
GRASSROOTS STRATEGY

Focusing on potential evangelists in this strategy is key. They will be the ones that form the backbone of the community and grow adoption organically.

1. Identify key user groups

Identify which potential user groups could most benefit from using the tool. Groups of users with shared needs and aims and working on common projects. They should have sufficient diversity between them but common information flows.

2. Identify and understand key users

Users most active with the old tool/s (if appropriate) would be a good start.

Consider how the tool fits into the context of their job, their daily working processes (integrating with these **is most important)** and the wider context of their group's goals: What problems does the tool solve or what opportunities does it present.

3. Convert key users into evangelists

Information gathered in steps 1 and 2 should be communicated to key users informally, initially through face-to-face or online, personalised sessions followed by some basic on-demand support structure.

ADOPTION
GRASSROOTS STRATEGY

4. Turn evangelists into trainers

The most successful evangelists in terms of capability and enthusiasm should be focused on to become evangelist-trainers. They can communicate with their colleagues easily and provide effective training on an informal, ad hoc basis and they can enthuse a growing user base.

5. Support bottom-up adoption and emergent behaviours

'Volunteers', especially, should be encouraged. The most influential people in an online community are not those with official status but those who engage most enthusiastically. If people start to use the tools in an unexpected, innovative, or informal manner, this should be encouraged.

Phased approach vs Big Bang

The grassroots strategy follows a phased and essentially bottom-up approach. The big bang approach (a new system replaces all other prior systems in a single cut-over) is more complex and carries greater risk if not managed properly and tends to be mandated, top-down.

A combination is best: start with a phased approach to key evangelists followed by a full-system launch to everyone (**heavily promoted and endorsed by management**).

ADOPTION
PROMOTION

At all times, clearly identifying and branding a companywide initiative is a good idea. It is especially so of social collaboration systems where a vision communicated inspiringly can galvanise action. Furthermore, with a replacement system it is the opportunity to reinvigorate previous efforts and to fix any issues like uninspiring naming and branding.

WD-40 COMPANY INNOVATION NEWS

May 3, 2011 — Making It Better Than It Is Today — -Since 1963

MISSING!

Team Tomorrow Needs Your Help!

As the catalyst for global innovation, Team Tomorrow is always searching for the next great idea. **Unfortunately, our newest team member, Neon Leon, has disappeared along with all of our new idea submissions!**

By 10:00 AM Tuesday morning, Team Tomorrow knew something was wrong because Neon Leon had not come in to the office. When the rest of Team Tomorrow left on Monday evening, he was finishing up cataloguing WD-40 Company's new idea submissions. When the team arrived at the office the following morning, all the idea submissions were gone and Neon Leon was nowhere to be found. Foul play is not suspected.

Neon Leon was due to be the mascot and "spokes-bulb" for WD-40 Company's new **Hype Idea Submission Software System**, scheduled to launch on May 18th.

If you happen to spot Neon Leon, DO NOT ATTEMPT TO MOVE HIM. Please immediately take a photo with him and send it to:

innovation@wd40.com

Neon Leon during a recent ideation session

WD-40 COMPANY INNOVATION NEWS

May 10, 2011 — Making It Better Than It Is Today — -Since 1953

The King's Ransom

Neon Leon "Caught" by IT

Sometimes even the best of bulbs gets into a little trouble.

On Monday morning, Neon Leon called on IT to bail him out after he had been picked up by the local authorities. According to the clerk at King Stahlman Bail Bonds, he had spent the majority of the weekend in the lockup. The clerk reported that Neon Leon had been held since Saturday afternoon, and speculated that it had something to do with impersonating a clown at a nine-year-old's birthday party.

When asked why Neon Leon needed help, Noah Stevens, the newest member of IT, said that Neon Leon wouldn't give any details, just that he had some great ideas to improve the party games.

No word on how much the IT department was charged for bail.

With the launch of the Hype global idea submission system a week away, Team Tomorrow is anxious to receive any information on the whereabouts of their "spokes-bulb," Neon Leon.

Have you seen Neon Leon? Please send us a photo if you encounter him:

innovation@wd40.com

Too Much Cake and Ice Cream: Neon Leon Calls King Stahlman

Making a promotion viral is also a good idea. When the innovation team at WD-40 Company recently launched a new internal system for idea management, aside from making their colleagues pay attention, the team decided to create a character named Neon Leon to carry the message. Two weeks before the global launch, they began a viral campaign to great effect.

ADOPTION
MANAGEMENT SUPPORT

As well as supporting bottom-up adoption, it is IMPERATIVE for there to be top-down support.

1. Lead by example

By using the tool themselves managers encourage colleagues to also use the tool/s. By being active and showing subordinates how the new tools can be used, managers play a valuable role in fostering adoption.

2. Lead by mandate

Tool use can be mandated however the manager must lead by example, e.g. making innovation a companywide priority, mandating a system to manage ideas and then participating in the processes.

3. Ensure there is adequate support

Managers must accept that their staff may require support, and they must be willing to allow staff to take time out to do training. They must also ensure that they have access to ad hoc support.

4. Ensure personal and business benefits reflect each other and reward contribution

Identifying and understanding both types of benefits, including alignment between them, will provide powerful incentives which can be supplemented by different kinds of reward schemes, e.g. prizes, points systems, etc.

ADOPTION
WHERE IT HAS GONE WELL

Janssen-Cilag	"After 12 months, we had **18,000 contributions** from **184 people** within the business."
Dell	"By July 2009, **55% of the global workforce** had submitted over **4,100 ideas, 225,000 votes and 18,500 comments**."
Booz Allen Hamilton	"Success with rapid adoption, with **41% of employees** using the system."
Lockheed Martin	"So far, **54,000** U.S.-based Lockheed Martin employees have begun using Unity."
British Telecom	"With only viral marketing, within a couple of weeks over **1,500 people** had activated their MyPages."
Boston College	"Enables students to **connect and collaborate better**…"
Motorola	"The company currently runs **4,400 blogs and 4,200 wiki pages**. It also has **2,600 employees** doing content tagging and social bookmarking."

Source: Deloitte LLP

ADOPTION
PITFALLS TO MITIGATE

- If too successful the programme could become an administration nightmare if not properly resourced, e.g. too many ideas and too few people to check, review, approve and re-direct ideas. **Resource properly (see section)**
- Volumes of activity are removed from the business or its current challenges, use is not meaningful and performance is not improved. **Measure sustained use and benefits (see section)**
- Dependence on specifically skilled people and a review process or governance policies that are overly controlling and dampen collaboration, community building, idea generation, etc. **Ensure a light touch**
- Little or no follow-through on ideas to the individuals that participated in capturing ideas; resulting in damaging any further idea generation campaigns. **Robust feedback loop**
- Emphasis on input and not outcomes, e.g. a program that rewards ideas generated could mean many ideas are created half formed, impractical and of little value. **Clear purpose through campaigns**
- Offline activities are neglected, e.g. great ideas generated in informal meetings are not captured or pursued. **Simple ways to log ideas, e.g. digital pics of whiteboard notes**
- Tools not well integrated into work processes and/or inaccessible effect exception handling (solving non-routine issues which break standard processes). **Tools must connect right people, avoid duplication, target outcomes.**

BENEFITS
OVERVIEW

- When making the switch to a new system what areas could benefit most:
  - Productivity improvements
  - Engagement improvements
  - Process improvements
  - Financial Improvements
  - Other?
- Benchmarking should be based on what others have done
- What metrics to use?

BENEFITS
IMPROVEMENTS FROM SWITCH

Improvements that can be expected and targeted based on improvements experienced by other organisations when replacing older systems with new social software systems could be:

PRODUCTIVITY IMPROVEMENTS

- Increasing number of successful new innovations
- Reduced communication costs

PROCESS IMPROVEMENTS

- Time saved on finding duplicate ideas and logging ideas
- Reducing time to market for products/services

ENGAGEMENT IMPROVEMENTS

- Increasing employee satisfaction
- Increasing access to knowledge/ members

FINANCIAL IMPROVEMENTS

- Increasing revenue
- Reducing operational costs

BENEFITS

INNOVATION BENCHMARKS

PRODUCTIVITY IMPROVEMENTS

Danfoss is one of the largest industrial companies in Denmark. The global group is a leader within research, development and production, sales and service of mechanical and electronic components for several industries.

- 5.500 logged in - submitting 161 ideas **(200% increase)**
- **3 times as many** ideas became backed by a team (= complete)
- The evaluation process was optimised considerably
- Three ideas received funding (goal =1)

ENGAGEMENT IMPROVEMENTS

UBS is the world's largest manager of private wealth assets

$41.44 billion revenue in 2009

65,000 employees worldwide

Pilots: **70% participation rate; 50+% of ideas implemented**

Full rollout: **24,500+ active users, 800 + ideas, 10,000 votes**

Annual cost savings ($150k +), new marketing campaign

BENEFITS

INNOVATION BENCHMARKS

FINANCIAL IMPROVEMENTS

Walmart. Sam Walton once went store to store with a notepad to gather ideas. With more than 2 million associates around the world, Walmart needed a way to leverage their good ideas to make big savings

- **$30 - $40 million in savings; $8 million for a single idea**

DWP. UK Government facing an unprecedented cost cutting crisis. Challenge was to find ways to save money without affecting front line services

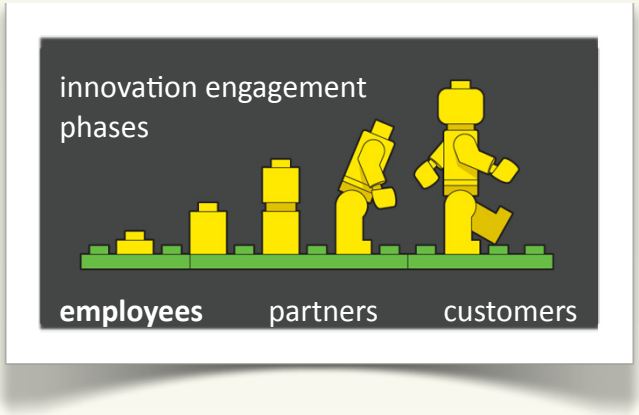
- According to Gartner, who reviewed the work, they **saved £21 million in less than 9 months through** "Idea Street", a place for civil servants to collaborate on new ways to create better services whilst saving money

BENEFITS

FUTURE INNOVATION | MEASURES

Innovation is essentially a social activity and better delivered through collaborative effort and as posited by the study at right, this is a major trend in future innovation management efforts. Given this, measures should focus on social/collaborative activity.

Furthermore, assuming a **phased approach** starting internally (which is less risky), then focusing on employee engagement measures first makes sense.



"Social networking: The third converging trend"

- *more flexible and creative in defining the way to interact with customers*
- *more sophisticated in open innovation approaches*
- *focus more on the role of employee engagement in innovation*

The Future of Innovation Management: The Next 10 Years *(Arthur D Little, 2011). Based on survey of nearly 100 Chief Technology Officers (CTO) and Chief Innovation Officers (CIO) globally.*

BENEFITS

ENGAGEMENT/PERFORMANCE METRICS

	Social Software Function			
Capability	Social Networking	Authoring (wiki style)	Activity stream	Project Management
1. Expertise Identification	# follower per user; # of searches for people/ expertise	% users per idea	# posts/links shared with followers	# of users per project; % idea success per user number
2. Collaboration	# groups/teams created by users; time spent per user (active/non-active)	# ideas; # edits per idea; # comments per idea; # rates/prediction per idea	# comments; # of links; time spent per user (active/non-active)	average time from idea to implementation
3. Knowledge Management	% users per category or subject	# of ideas archived; # searches	# of page views	# archived projects/ideas referenced
4. Implementation	% ideas implemented per user number	% ideas selected for implementation	overall activity per campaign	# projects delivered; total value of projects (revenue or costs saved)

NOTE: Function and Capability items all revolve around idea creation and innovation processes from a social business perspective and are not an exhaustive listing. Elements also excluded are other innovation related metrics and measures of success - see page 22

Partially based on report: Social software for business performance - 2011 Deloitte Development LLC.

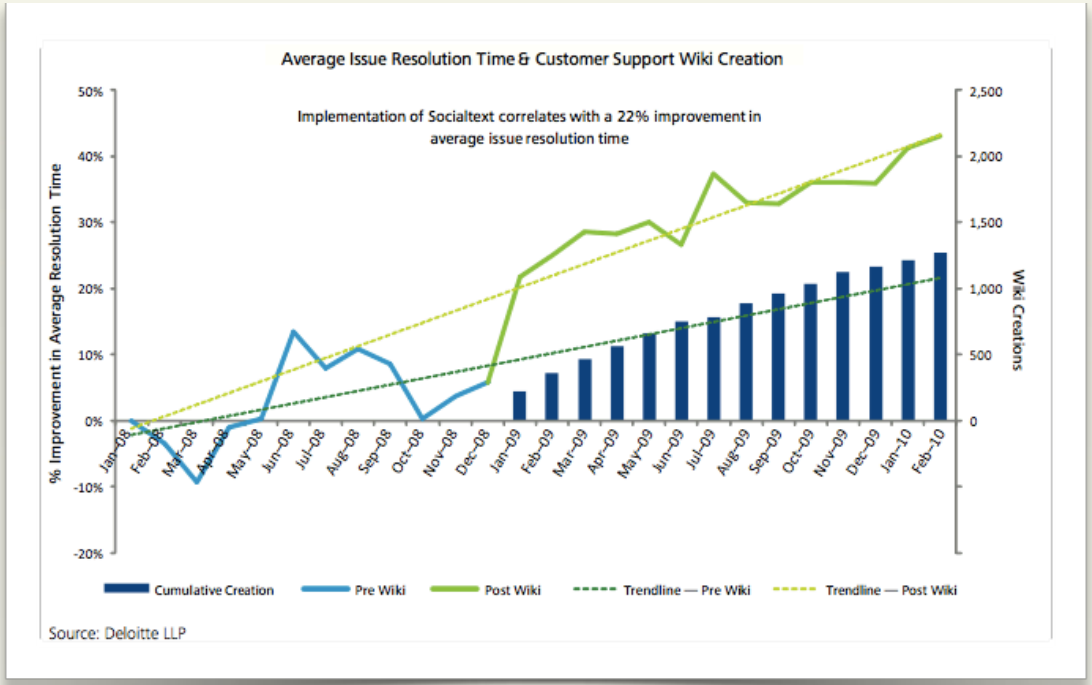
BENEFITS

EXAMPLE PERFORMANCE IMPROVEMENT

OSIsoft delivers solutions to help companies manage and make sense of their data. They started using Socialtext Workspaces (wikis) in January 2009 for their customer facing technical support team and engineers (282 users)

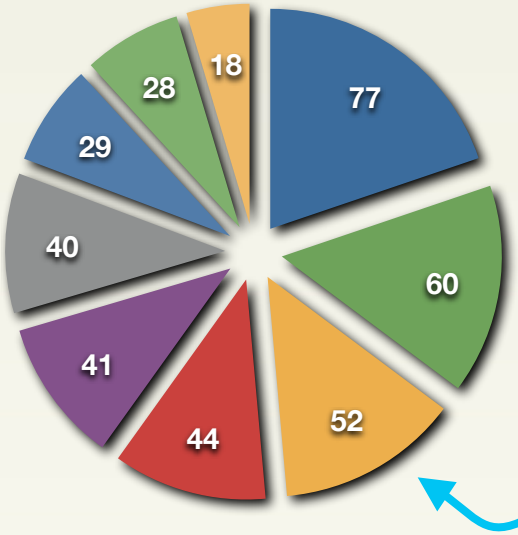
Main objectives were around issue resolution:

- Decrease time-to-resolution for Tech Services cases through high quality, up-to-date, accessible knowledge
- Increase the value of solutions provided
- Reduce the reliance on mentors and developers to resolve issues by creating “one-stop shop” for solutions
- Enable remote engineers to provide high quality support
- Reduce time to proficiency for newly hired engineers



BENEFITS

EXAMPLE PERFORMANCE IMPROVEMENT



% of respondents whose companies are achieving specified benefits from their use of Web 2.0 technologies

- Increasing speed of access to knowledge
- Reducing communication costs
- Increasing speedy access to internal experts
- Decreasing travel costs
- Increasing employee satisfaction
- Reducing operational costs
- Reducing time to market for products/services
- Increasing number of successful new innovations
- Increasing revenue

Different types of networked organizations achieve different benefits.

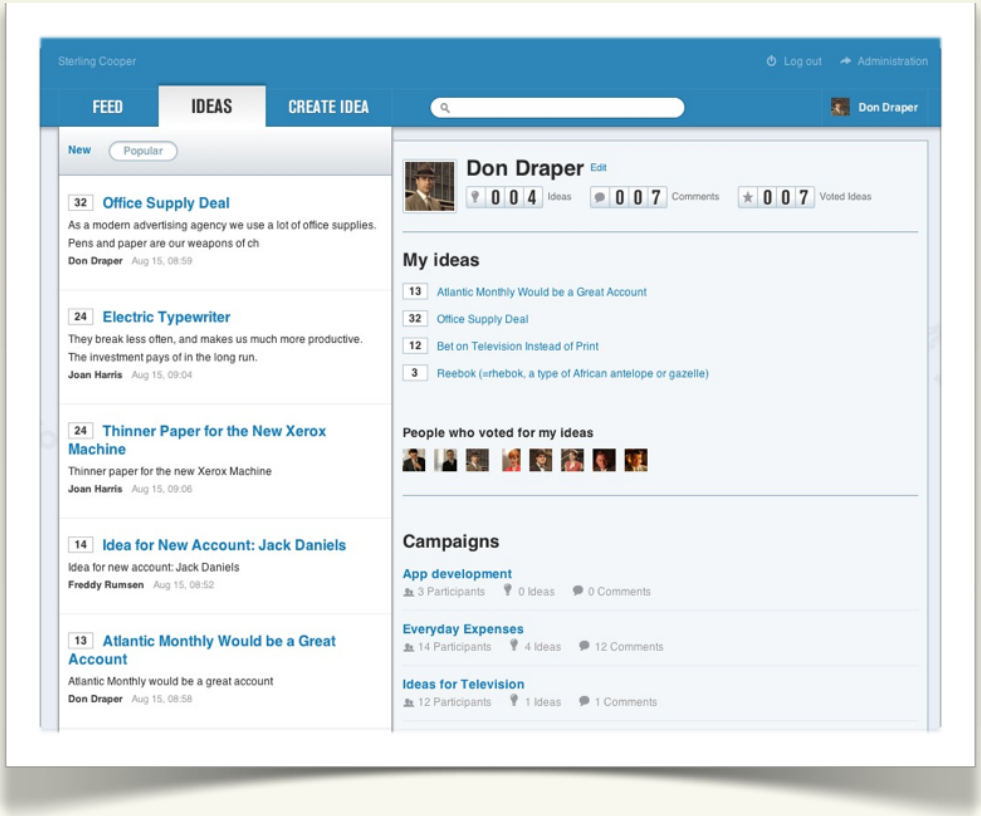
		Organizations by type of Web 2.0 usage			
		Developing, n = 1,711	Internally networked, n = 287	Externally networked, n = 100	Fully networked, n = 76
Benefits, mean % improvement	Employee benefit metrics	5	19	9	31
	Customer benefit metrics	4	8	19	24
	Partner benefit metrics	5	10	17	27
Degree of usage	% of employees using Web 2.0	33	42	47	47
	% of customers using Web 2.0	31	50	59	62
	% of partners using Web 2.0	42	53	59	66

The greater the degree of usage within an organisation and the more horizontally networked an organisation is, the greater the degree of benefit improvement

The rise of the networked enterprise: Web 2.0 finds its payday
McKinsey study of 1598 executives 2010

RESOURCING
OVERVIEW

- Why its important to properly resource efforts
- Different roles:
  - Admin roles
  - Champion roles
  - Company leadership roles
- Different functions

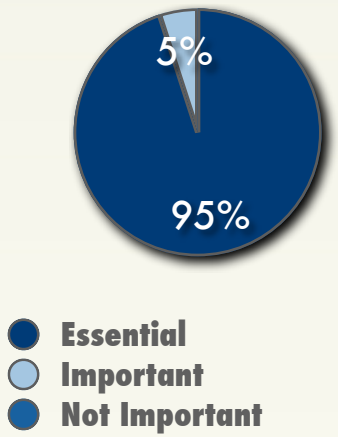


RESOURCING
COMMUNITY MANAGEMENT

Developing a thriving community around online tools in an organisation that have some social elements and are geared to **delivering business functions through collaborative effort** are becoming increasingly important. To ensure high levels of engagement, effective community management and resourcing for this is a priority. Here are some considerations for building a strategy around and resourcing for effective community management:

1. **Understanding the target members**
2. **Defining and communicating business goals and desired outcomes**
3. **Defining and communicating constructs that produce value for the members and the sponsoring organisations**
4. **Managing expectations based on understanding community dynamics**
5. **Managing the technology and change management**
6. **Managing the organisations financial, cultural and talent constraints**

How important has community management been to your Enterprise 2.0 effort?



COMMUNITY MANAGEMENT
A SAMPLING OF TASKS

VISIBLE

- Managing and seeding content (publishing, curating, tagging, archiving, etc.)
- Managing events
- Managing campaigns
- Onboarding and offboarding
- Participating judiciously in conversations
- Communicating changes to policies, campaigns, tools, etc.
- Reporting and feedback
- User interface optimisation

BEHIND THE SCENES

- Offline communication to encourage participation
- Building relationships withy key members
- Taking issues offline
- Working with evangelists to plan mutually beneficial programming
- Planning programming / campaign calendar
- Managing technology/usage issues
- Communicating value and benefits of community internally
- Measuring and monitoring progress

RESOURCING
FUNCTIONS

RESOURCING
COMMUNITY ROLES

The ideal roles that will play a key part in the innovation community of any organisation should be defined and assigned to relevant personnel. Below are the options to consider:

ADMINISTRATIVE ROLE

The innovation team in the organisation and the team who manages the community

- The supporter, advocate and cultivator of the community who also creates, shares, discusses and improves ideas and information.

CHAMPION ROLE

The evangelists mentioned in the adoption section in effect

- Brokers, conductors and networkers who help join up innovation efforts

SENIOR MANAGEMENT ROLES

Executives who are ultimately sponsors of innovation efforts in the organisation

- Endorsers, drivers and ambassadors who help encourage and drive efforts

USER ROLES

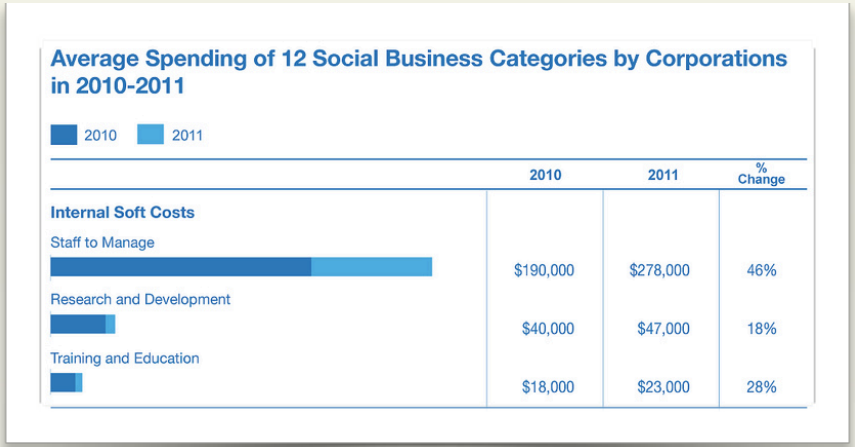
All the users creating ideas and collaborating within the organisation

- Self-directed members, collaborative in nature, insightful and media savvy

RESOURCING
COSTS

NOVICE
Experimenting with social media, no leading role/strategy, no internal audits or policies/processes, no training for employees, metrics are usage based, some investment in monitoring

INTERMEDIATE
Long term strategy/initiative in place, formal role and structure in place, internal audits and policies/processes in place, education programme in place but not for whole organisation, metrics tied to some performance measures, invested in social technologies



Maturity Drives Average Budget, Team Size, and How Corporations Organize for Social Business in 2010

	Novice	Intermediate	Advanced
Average Budget	$66,000	$1,002,000	$1,364,000
Average Team Size	3.1	8.2	20.8

ADVANCED
Social Business permeates the enterprise, central as well as devolved activities in place, clear processes/policies and workflows in place across teams, formal education and knowledge management of best practice, metrics fully tied to business performance, social technologies transcend internal and external boundaries and are extensive in scope

Altimeter Group Survey of 140 global corporate Social Strategists in October 2010 from corporations with more than 1000 employees

RECOMMENDATIONS
IMPLEMENTATION

- Focusing on user adoption is not all important but an important precursor to usage and ultimate success
- Users are the key stakeholders that require attention from an adoption point of view and as such, a grassroots strategy focusing on users from the bottom up is best although top down management involvement is critical
- There are some pitfalls to focusing on adoption and one of the most important is neglecting performance and measures of that performance
- Its important to understand what others are doing and achieving and using that as a benchmark
- More important is to set own measures which tie in with individual company objectives and that tie in new innovation management trends, one important one being the use of employee social networks
- Also very important is to resource efforts properly and with employee social networks that means community management

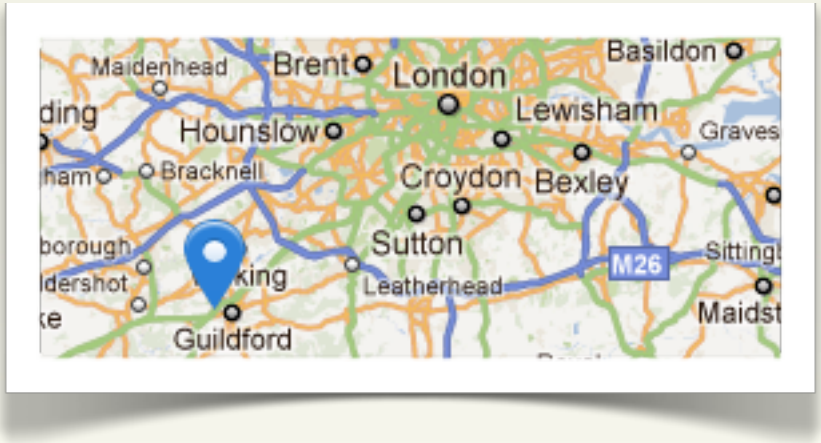
REFERENCES

1. The rise of the networked enterprise: Web 2.0 finds its payday - McKinsey&Company December 2010
2. Community management: The 'essential' capability of successful Enterprise 2.0 efforts
3. An adoption strategy for social software in the enterprise
4. Social software for business performance - 2011 Deloitte Development LLC.
5. Gallup Study: Engaged Employees Inspire Company Innovation
6. Community Management Fundamentals
7. The 2011 State of Community Management
8. The Future of Innovation Management: The Next 10 Years (Arthur D Little, 2011).
9. How Corporations Should Prioritize Social Business Budgets, Altimeter 2011
10. Who is Neon Leon? – A Great Case on Viral Communication for Innovation Programs
11. Image page 13; Image page 21; Image page 22; Image page 25; Image page 35

HAVE A NEED?
CONTACT US

Take your next step with Social Business

Use any of the methods to contact us you see below but most important is probably a first meeting. If you are serious about social business, have committed to embarking on or already embarked on the journey and have a budget but need a plan, then a first meeting is where you will likely decide that we can help you or not.



facebook.com/**netociety**

twitter.com/**stephenwrks**

socialwrks.com/**about/newsletter**

socialwrks.com/**blog**

Address:

Surrey Technology Centre

40 Occam Rd, Guildford, GU2 7YG, UK

Phone:

+44 1483 685 940

Email:

info@socialwrks.com