



The Emerging Collaborative And Social Enterprise

A Cybage Perspective

Contents

1. Introduction

2. Collaboration

3. Why do we need Collaboration?

4. Social Enterprise
- Features

5. Challenges

6. Benefits
- ROI

7. Conclusion

1. Introduction

It is a given that successful collaboration is essential to any well-functioning business enterprise and that collaboration through social has become one of its key enablers.

Everyone is talking about the enormous benefits that can be reaped from collaborative execution and better employee engagement. Increased employee productivity and consequently increased enterprise productivity is one of the key benefits of collaboration among others such as faster access to information, easier information sharing across geographies etc.

The shift towards social collaboration represents the next major wave of enterprise collaboration. But, this concept is relatively new and people are still trying to understand it, accept it, and embrace it as a part of their work culture.

Drawing on the latest research and author's industry experience, this whitepaper describes why organizations must develop a robust enterprise collaboration strategy and the challenges they may face in the process. It will also highlight enterprise social software and networking and the benefits that can be reaped from adopting collaborative software. We will also shed some light on the debated "ROI" (Return on Investment).

2. Collaboration

Enterprise collaboration is a system of communication among corporate employees that may encompass the use of teamwork, collaborative platforms, social interaction tools, or an intranet through which the



right information is made available to the right people at the right time to help them drive right business decisions.

Collaboration enables employees in an organization to share information with one another and work together on projects through a combination of software, interacting capabilities, and collaborative processes. Platforms may include group services, video-conferencing and information sharing tools.

In today's world characterized by stiff competition, improved concentration of expertise and a fast pace of decision-making, collaboration is not just another catchphrase. It is often the difference between success and failure.

3. Why do we need collaboration?

Collaboration is highly diversified teams across different geographic locations working together inside and outside a company with the purpose of creating value by cultivating innovation, client relations, and productivity; while leveraging technology for effective interactions in the virtual and physical space.

The following factors are the major pressures on businesses which make collaboration increasingly critical for success.



- **Globalization:** Almost every company is affected by globalization, the interconnectedness of international markets and their cultures.



- **Increased specialization:** A McKinsey & Company report asserts that 'increasing specialization of knowledge-based work has made collaboration

within and among organizations more important than ever'. (source: McKinsey & Company : http://www.mckinsey.com/insights/organization/mapping_the_value_of_employee_collaboration)



- **Continuous innovation:** In today's competitive work environment, the only way to stay ahead and gain an edge over competition is through innovation.

Collaboration is an enabler for innovation in three ways: Real-time information sharing and awareness across the organization; faster iterations for experiment conception and design; and, drawing on the power of participation for acceptance, adoption, and expansion of ideas.



- **Disseminated expertise:** Communication within a company used to be simple; you walked down the hallway to talk to a co-worker, picked up the phone, or dropped an email. But, with companies growing and employees spread across geographies, these methods become less effective and collaboration becomes increasingly important. Not surprisingly, more and more companies consider harnessing the 'power of the masses' across functional or geographic boundaries a critical success factor.



- **Distributed partnerships:** With outsourcing and virtual companies, collaboration becomes essential to coordinate efforts with

people all over the globe.



- **Information overload:** The amount and size of information that needs to be exchanged has increased manifold over the years.

Collaboration technologies provide a way for organizations to increase their access to the latent knowledge "stored" with the employees, associates, and clients. It is this human element that makes Enterprise 2.0 and social platforms different from information technology developments of the past. The implicit knowledge in an individual's mind is complex, volatile, and often a bit chaotic. New collaborative communications tools, including wikis, IMs, virtual group workspaces, blogs, webinars, desktop video, telepresence conferences, and web conferencing offer new ways to tap such crucial information.

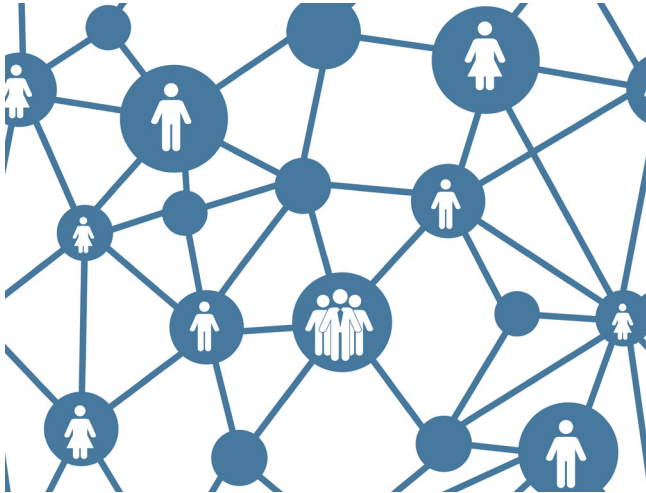
Market research firm IDC, based in Framingham, Massachusetts, forecasts that the compound annual growth rate in the enterprise social software category will be 42.4% through 2015, with worldwide spending climbing from \$767.4 million last year to nearly \$4.5 billion in 2016.

However, using these new tools to create a more collaborative enterprise is not easy. Adopting technology is part of the process.

But to move from tentative and impromptu use of social networking capabilities to implementing companywide strategy requires careful attention to cultural and procedural changes throughout an organization.

In the sections ahead, we will talk about the many daunting challenges organizations face when adopting collaborative software.

4. The Social Enterprise



A social enterprise is one that has developed and harnessed social interactions as the prime driver in achieving organizational goals. Often, such interactions are enabled through the use of social tools (media or otherwise).

The term 'social media' continues to divide those who associate it with frivolous use of time, using services such as Facebook or Twitter, and those who recognize the potential value of having a far more connected and engaged society.

In the next section, we explain what we mean when we say enterprise social media.

What is enterprise social media?

'Enterprise social media is a combination of tools, policies, and procedures that have been integrated into business processes in order to facilitate and boost engagement, teamwork and sharing of knowledge within and across the organization.

The potential benefits are faster access to experts and knowledge and more agile processes delivered via a people-centric organization. Adoption of enterprise social media solutions can be an enabler in enhancing

efficiency and innovation by inspiring employees and stakeholders to share information and discuss business problems in an open forum.

Enterprise social media technology adopts and combines features such as user profiles, activity feeds, microblogging, forums, wikis and more in an endeavor to help employees collaborate. Social Networks also allow tagging, reviewing, and rating of content for workplace use with the primary goals of connecting members of an organization better and promoting knowledge-sharing between employees and departments.

What are the features of enterprise social software?

In a recent IDC survey, 79% of the 700 responding companies said that they currently used one or more internal social networking tools. Popular software includes Yammer, Telligent, and Jive, among others.

Enterprise social software is an umbrella term that encompasses collaboration and social networking tools in large organizations.

Many organizations have taken to enterprise social software to resolve their problems, enhance customer care services, increase productivity, connect employees, increase revenue, and collaborate.

Consider an example of a pharmaceutical enterprise. Sales representatives are always on the move, meeting doctors at different locations and selling their drugs. Before they adopted enterprise social software, the company had been using a cloud-based CRM system to track sales calls, events, and information on various distributed samples, but performance was sluggish and data wasn't readily available on handheld devices. Getting appropriate custom reports and important statistics was also difficult. They were losing time which could have been used to generate revenue. Later, the organization adopted enterprise social software to address their needs. Their selling-time increased along with revenue gains. The adoption of such software enabled reps to access data on their

mobile devices and tablets. It also enabled medical sales rep from one region to seek tips from and give advice to those in other locations.

Enterprise social software enables an organization with the following features:



Message boards



Micro blogging & activity Streams



Knowledge center



Profile management



Contact experts



Departments & companies



Events



Mobile apps



Chat with global co-workers



Outlook integration



Poll



Inbox management



Appreciate a colleague



Search and filtering



Task lists



Discussion forums



Document management



Communicate externally



Communities & groups

5. Challenges

Principally, there are three challenges to the extensive use of enterprise social networks, such as employees who are unexposed or cold to social media, deployment challenges, and organizational discouragements to collaboration.

Employees who don't use social media.

Even though social media such as LinkedIn, Facebook and Twitter has permeated our social lives, there is still a percentage of population that isn't connected to social media at all. Even if they are connected, their usage is intermittent and perception about the same is that they are for leisure. Driving user adoption among these employees for enterprise social networks can be particularly challenging as it necessitates having to help users learn new tools and change their often-negative views about those tools.

The myth that successfully deploying a collaboration platform is just an IT task.

Deploying the technology tools for collaboration is merely one part of adopting collaborative software; getting the users to use this software is another. Organizations have to monitor how these tools are being used and whether they are being used to fulfill the objective of adopting them. It's the onus of the respective BU or function group to ensure usage and adoption. Deploying these behavior-changing tools involves multiple concerns over which IT has limited control, and if such concerns are not taken care of, they could upset the pace of deployment and adoption.

Deterrents to Adoption of collaboration platforms.

While most organizations promote collaboration in theory, in reality, there are often impediments due to the organization's structure or culture. Behavioral challenges such as being afraid to share knowledge, fear of rejection, among other factors and

organizational challenges such as sharing knowledge with superiors deters employees from collaborating. Changing the mindset of these employees to make them feel comfortable with collaborative software is one of the major concerns of any organization adopting the same.

6. Benefits

There are numerous benefits that enterprises can reap from collaboration. To highlight some of them:

- Experts can be automatically identified and located.
- Expertise consisting in the tacit knowledge in all employees is naturally captured.
- New hires can learn their job faster and be taken onboard.
- Work processes are no longer closed i.e. they are more open and participative (yet compliant).
- Better decision making: As employees have fast access to data they need and can reach out to experts for advice, they make more well-informed decisions.
- A knowledge-based community: The biggest benefit of a collaborative enterprise is that different teams and people in different locations do not work in silos or isolation. There is more transparency in the organization and the overall culture of sharing helps to build knowledge based communities.
- Enterprise productivity: Enterprise productivity can come from a number of areas, ranging from improved decision-making to reduced re-work to a more robust innovation pipeline to fewer sub-optimal decisions based on imperfect information.

A recent study conducted by McKinsey (credits: McKinsey) provides some interesting insights for organizations that have implemented such software:

- 77 percent gained faster access to information
- 60 percent reduced their communication costs
- 52 percent enhanced access to internal experts
- 44 percent cut their travel costs
- 41 percent experienced increased employee satisfaction

ROI of Enterprise Social Software?

According to a study by Gartner (credits: Gartner), many companies are making buying decisions on enterprise social software based on vision and strategy (intangible value) rather than traditional accounting based ROI calculations (tangible value). There is an ROI on anything that provides value but there is no exact formula to calculate ROI for applying social technologies and collaboration to your enterprise. However, it can be tracked and observed.

The ROI of implementing an organization wide collaborative strategy can be measured through: various metrics. Each organization has specific, metrics or goals they have to hit. Typical examples of such business goals can be:

- Decreased duplicated tasks
- Consolidated software and support cost
- Faster access to knowledge
- Identification and Promotion of internal experts.
- Reduced communication costs
- Enhanced employee engagement
- Increased efficiency.
- Increased sales (indirect goal)
- Promotion of idea generation and innovation
- Reduced emails

7. Conclusion

In today's competitive environment, enterprise collaboration is a key strategic challenge and a tremendous benefit driver for companies across industries. Trends such as globalization, skills specialization, innovation necessities, and distributed proficiency make enterprise collaboration essential. In contrast, trends such as declining cost of communications and widespread adoption of Web 2.0 technologies (especially in our daily lives) make investing in the enabling technologies more attractive from cost and utility standpoints.

Given the increasing need of companies to collaborate with customers, partners and other third parties that exist outside the firewall, there is an urgent need to deploy enterprise collaboration environments that satisfy requirements for ease of use and security. Visionary companies that understand both imperative and opportunity have already started to achieve significant benefits—one multinational saving \$691 million a year and another enterprise quintupling its revenues within a year. While the benefits surely vary across industry, company, and even the process adopted, it is now well established that enterprise collaboration technologies have come of age.

About Cybage ECM CoE

The ECM CoE at Cybage enables customers to capitalize on their organizational data and transform it into meaningful information for making effective business decisions and strategies for optimizing operations.

The CoE offers:

- Consulting, reviewing, and strategy development
- Comprehensive implementations and maintenance services
- Enterprise integrations with HRMS,
- CRM, ERP, and BI platforms
- Specialized technical support

A few quick facts about the CoE:

- 164 specialized resources
- Microsoft Gold competency in collaborations and portals
- Skills in three large enterprise platforms and 26 WCM systems
- Executed 96 projects, 55 case studies and 50 live reference links

For more information on document management implementations and how your business can adopt DMS solutions to optimize productivity, efficiency and increase cost savings, please contact [Cybage Enterprise Content Management, Center of Excellence](#).

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About Cybage Software Pvt. Ltd.

Founded in 1995, Cybage Software is a leading offshore software services company offering solutions that accelerate, simplify, and enrich business processes to give its customers an edge over competition. We are an CMMI-DEV v1.3, Maturity Level 5 and ISO 27001 company based in Pune, India. Our success is built on a pool of 4,600 software professionals. Based on a remarkable record of quality, consistency, and outstanding technological prowess, we have partnered with more than 200 global software houses of fine repute. Our array of services includes Product Engineering (OPD), Enterprise Business Solutions,

and Value Added Services. Cybage specializes in the implementation of the Offshore Development model.

The Cybage domain expertise spans across several business verticals such as Media and Entertainment, Travel and Hospitality, Healthcare and Life Sciences, Retail and Distribution, and Hi-Tech. Cybage has eight technology focused Centers of Excellence (CoEs) — E-commerce, Enterprise Mobility, Customer Relationship Management, Business Intelligence, Enterprise Content Management, Cloud Computing, Education & Learning, and Supply Chain Management. Our unique model of operational efficiency, ExcelShore®, helps de-risk our approach and provide the best value per unit cost.

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