

Open Text and Enterprise 2.0: Building the Social Workplace

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Enterprise 2.0: Are You Ready?

Why Enterprise 2.0?

[Enterprise 2.0](#) allows organizations to take advantage of the technology innovations of [Web 2.0](#) to meet business objectives. Open Text facilitates cooperation among information workers, provides a secure and managed collaborative environment for content creators and producers, and helps orchestrate your people, processes, and content to achieve strategic success.

Organizations are recognizing that they need to bloom to thrive. Disruptive forces are at play, and business and government are under pressure to reduce costs and freeze or reduce workforces yet deliver the same quality of product or service and be competitive. Technology can facilitate this new productivity imperative. Delivery of the Social Workplace and Social Marketplace while meeting Social Compliance objectives is the end goal of an Enterprise 2.0 strategy.

The “Social Workplace” is an ideal expression of Web 2.0 technologies to connect people with their peers and with critical content and information. Culturally, it helps break down hierarchical and administrative barriers to innovation and idea exchange among rank and file employees. Technologically, it introduces simpler content creation and communication tools and uses the Web to bridge geographical and generational gaps.

The “Social Marketplace” recognizes that the Web has opened up conversations among and between customers, prospects, employees, citizens, and external trusted advisors. Business is increasingly done based on peer-to-peer or word-of-mouth recommendations. Content and information can flow unimpeded out to a diverse audience who can consume the personalized data as needed and then offer rapid and simple feedback and commentary to the enterprise.

“Social Compliance” is a necessary consideration for organizations that recognize the value of the Social Workplace and Social Marketplace but need to balance the risks inherent in opening new channels of peer-to-peer and front-line-to-client communication. Traditional compliance pressures are reactive—records retention mandates and restrictive access to content often driven by external regulations. Social compliance ensures proactive prevention of unauthorized information exchange as communication channels become more transparent.



Achieve Your Objectives

Business objectives are simple: meet top-line revenue and customer retention targets, contain bottom-line costs, and ensure appropriate risk mitigation measures are met. Enterprises will bloom when adopting 2.0-inspired tools and approaches to achieve these goals. Core business objectives include acceleration of employee engagement and productivity; protection of valuable corporate memory; development of trusted relationships; channel education and enablement; and reaching new markets..

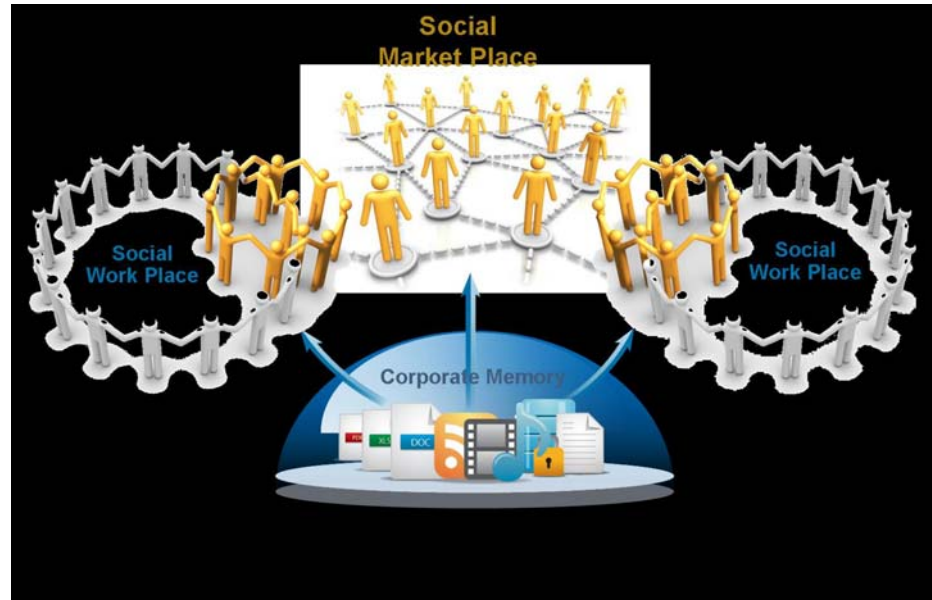
The Social Workplace

As Web-based communication becomes energized by Social Media forms, sharing and maintaining quality content can accelerate employee productivity. Where individual knowledge was previously hidden, successful companies are seeing shared information and experiences becoming part of corporate culture. Employees who actively share their knowledge emerge as experts, and companies that encourage employees to share their knowledge build stronger peer-to-peer and community networks, accelerating internal productivity gains.

Organizations that provide a variety of simple, interactive, personalized community tools accessible over the Web or smart phones can achieve measurable positive results with a Social Workplace. Attraction, retention, and management of the talent as part of human capital management; inclusion of transparency in corporate governance and communication of disclosure rules among employees; accurate and timely enablement of front line staff to respond and serve; enablement of the more virtual enterprise; and respect and protection of corporate memory—these are the underlying contributions the Social Workplace makes to the enterprise.



Figure 1
The Social Workplace and
the Social Marketplace
enriched by Corporate
Memory:



The Social Workplace Helps Enterprise Bloom Today

Managing Human Capital

Recruitment, attraction, and cultivation of a skilled workforce remain an expensive challenge for organizations, even when economic conditions expand the pool of candidates. Selecting a team that works well together as well as individually; understands and respects corporate goals and objectives; and is willing to share experience to quickly onboard new hires are fundamental requirements in a lean and competitive economy. A flexible and committed workforce that can fill critical gaps during periods of staff turnover and use collected intelligence to prioritize tasks can only exist when information is simple to find and experts are ready to share.

Organizations that operate with diverse teams, multilingual employees, or siloed business units can benefit from the Social Workplace in the area of human capital management. Skills and learning management, expert finders, employee onboarding and mentorship, alumni networks, succession planning, and career development: these are the key functions that often determine an organization's ability to attract, maintain, and cultivate a talented employee base. Collaborative tools deliver in-house networks that weave the strong social fabric of trust, connection, and shared goals among colleagues. Accelerating employee engagement by articulating clear shared goals, company culture, values, and expectations builds a sense of teamwork and a shared objective, even across hierarchies of the formal organizational chart.

Self-Service and Peer-to-Peer Empowerment

The world of the information worker today often feels less than optimal: spending time on repetitive tasks, struggling with email inbox overload, trying to track down the right teams or individuals to help get the right answer to an urgent question. As companies downsize, right-size, reorganize, merge, acquire, or go global, complexities compound, and productivity and a sense of accomplishment suffers. Disengagement sets in.

Organizations that strive to build a Social Workplace make effective use of simple and intuitive content creation tools suited to team environments. Measurable productivity gains, reduced search times, efficient reuse of shared content are demonstrated with Web-based authoring tools for FAQs, site-visit notes, project knowledge bases, product documentation, or meeting notes. Productive teams share not only a common goal and sense of purpose but experience, information, and lessons learned with their peers. The Social Workplace provides community-friendly tools to capture this essential content, while ensuring the human and personal perspective can be surfaced where appropriate. Employees who are encouraged to share their educational background, previous work history, and expose hobbies and interests very often are called to share these formerly hidden skills on new projects. Easy location of in-house experts, regardless of level or role, becomes a natural part of internal knowledge discovery.

Transparency and Corporate Governance

Poor decisions that contribute to negative business results are often made without the benefit of internal expert consultation. One-to-one communication tools—including email—are not conducive to open, vetted discussions on risks, precedent, and implications. Organizations with narrow definitions of compliance that focus only on retention and security miss the opportunity to proactively root out and shed light on risky behaviors or patterns.

The Social Workplace provides an opportunity for corporate management to communicate with employees about shared objectives, strategy, values, and culture. Knowledge sharing and more transparent collaborative tools allow for broader perspectives and internal expertise to voice concerns on patterns of risk or incorrect assumptions. Cultural acceptance of decision-making in the clear discourages misguided or ill-informed behavior.

The influence of 2.0 technology and culture also provides compliance education opportunity beyond mere publication of statements or policies. It allows rich media, peer-to-peer discussion, and online interaction to deliver a compelling vision of enterprise goals and expectations. Companies in sectors that are highly regulated often struggle to educate all employees—including frontline, field, and remote workers—regarding obligations to observe health, safety, disclosure, or information-handling policies. Consistent communication can be achieved by using a range of media forms to educate and inform. Interactive media and transparent community sites move beyond traditional communication to rich discussion and peer-to-peer support networks. Audio, video, and rich graphic content forms transcend language, geography, and generations to communicate acceptable practices and instill understanding.



The Virtual Enterprise

As economic difficulties hit a broad range of industries across the globe, many organizations will find access to capital stalled. Expansion of traditional brick and mortar facilities may be delayed or cancelled entirely, and consolidation of remote offices and scaled-back real estate acquisition or construction will mean that more organizations will need to operate virtually.

Providing an equivalent online Social Workplace experience for employees who work away from the physical office is an important aspect of employee engagement and productivity. Geographical separation can lead to a disconnection from team- or organizational-shared goals. Adoption of a Social Workplace allows distributed organizations to offer the same “water cooler” networking experience to remote staff as the more traditional office employees. Opening awareness to hidden skills and undervalued experience, finding common interests, and building personal trust and networks is the value of the human connection we find among our colleagues. The Social Workplace now brings this to the virtual enterprise.

Enable the Front Line

Sales teams, customer service representatives, marketers, inspectors, and emergency responders are mobile professionals who require accurate, timely data at their fingertips, and they need to move quickly to capitalize on opportunities. Often the most valuable intelligence on field conditions, competitors, hazards, or safety issues will come from peers—this is the buzz, the scoop, the first-hand observational knowledge. The pressure to stay competitive and be in tune with markets, customers, and competitors can be impossible when individuals are left to fend for themselves.

Organizations that are adept at capturing and disseminating the intrinsic knowledge held in the frontline field will find competitive advantage with the Social Workplace. Quick and easy Web or mobile capture of data, images, or text notes shared with a broader team leads to timely awareness of trends and conditions on the road. Companies can bloom by allowing this field intelligence to become part of mainstream corporate memory. Seeking input directly from frontline services deepens collected wisdom and shows responsiveness to changing conditions.



Reaping the Rewards of the Social Workplace

Case Studies from The Content Experts™

[Hatch: Managing Human Capital Across Generations and Geographies](#)

Hatch, a global engineering and construction management organization, saw social networking and Web 2.0 technology as essential in addressing two critical concerns: information exchange within a dispersed work force and meeting the needs of the growing percentage of their employees who belong to Generation Y, the next generation of specialists and experts. Hatch recognized that Generation Y employees want to pursue ways to communicate beyond traditional email or formal document and data repositories. Hatch chose Open Text to help unite its 8,700 consulting, design engineering, technology, environmental services, operations support, and project and construction management employees in the global mining, metallurgical, energy, and infrastructure sectors. With Open Text, Hatch can benefit from the growing opportunities provided by social computing to support advanced collaboration while at the same time provide a secure and managed enterprise 2.0 environment for their content and intellectual property.

[Northrop Grumman: Using Communities for Employee Self-Service and Peer-to-Peer Empowerment](#)

A long-standing Open Text customer, Northrop Grumman uses Open Text as the content repository to support more than 40,000 users from different business sectors enterprise wide. Outside of this, however, knowledge sharing was via emails, phone calls, and one-on-one conversations. The organization now uses Open Text to provide online communities and 2.0 capabilities, such as blogs, forums, and headlines, to bring together people with the same type of background and the same interests or expertise and improve communication and share knowledge. Northrop Grumman has embraced the change in the way employees view and exchange content and knowledge.

[Air Liquide: Turns Knowledge into Action with Governance and Standards](#)

When Air Liquide, the world leader in industrial and medical gases, needed a solution for streamlining its information systems and improving efficiency, they turned to Open Text to help with its strategy. As key infrastructure, Air Liquide optimized its processes for structuring and disseminating content, documentation, and knowledge internally within the group. Knowledge management, content management, and collaboration capabilities are at the disposal of 12,000 users. Widespread standardization of best practices is facilitated across the enterprise. The implementation of a single, unique platform for content and knowledge management enabled the organization to efficiently integrate silos of information and to facilitate the widespread standardization of best practices.

[CARE Canada: The Virtual Enterprise Empowers Women Across the Globe](#)

CARE Canada is a non-profit and non-religious charitable organization. As a member of one of the world's largest independent relief and development federations, CARE International, CARE Canada's mission is to improve the provision of security and well being for the poor in developing regions and war-



torn societies. For over half a century, CARE has been bringing emergency relief to those in need around the world. This past year, CARE Canada initiated the *I Am Powerful* campaign to promote the empowerment of women internationally. CARE Canada is implementing Open Text's Livelink ECM, which it named *Minerva*, as its main tool for information storage, knowledge sharing, and distribution to help support the campaign. Comprised of women responsible for spreading the *I Am Powerful* message within their own circles of the organization, users will champion the repository. The reference group works in different departments, such as overseas programming or with emergencies or finance, in numerous sectors. The system contains documents for distribution, information for their personal use and in-depth knowledge that is restricted to their view only. *Minerva* has proven to be a secure repository that encourages knowledge sharing and informational consistency within the reference group and throughout the CARE organization.

[SNCF: Enabling the Front Line](#)

The French rail infrastructure group found a way to manage documents and help staff collaborate to better serve customers catching 13,600 trains a day. The infrastructure division of SNCF has successfully restructured its electronic content management system, thanks to Open Text, and is now energizing its professional communities via a single portal. Internal challenges faced by SNCF Infra included: amalgamating and using all available information, capitalizing on and sharing best practices, setting up spaces dedicated to professional communities, consistent presentation of information on the intranet. Since the 2005 launch, communities structured around the professions within the infrastructure division have evolved, enabling genuine cooperation through sharing best practices and using IT tools developed on a local level. Thanks to Open Text, the online professional communities are simple to use and highly innovative; they constitute a rapid and pragmatic exchange system that guarantees confidentiality based on profiles. Anyone can post useful information about SNCF Infra activities here, and it can then be accessed and used by everyone. Today, sharing best practices is a reality, and the response to information has improved significantly.

Conclusion: Are You Ready?

Your Enterprise Potential to Bloom

Setting goals and measurable objectives for an Enterprise 2.0 initiative is critical to successful implementation and for navigating change management challenges. What are the business objectives of the project? What engagement levels are expected and achievable? Communication of goals, objectives, and key milestones will be important to get employee and management support.

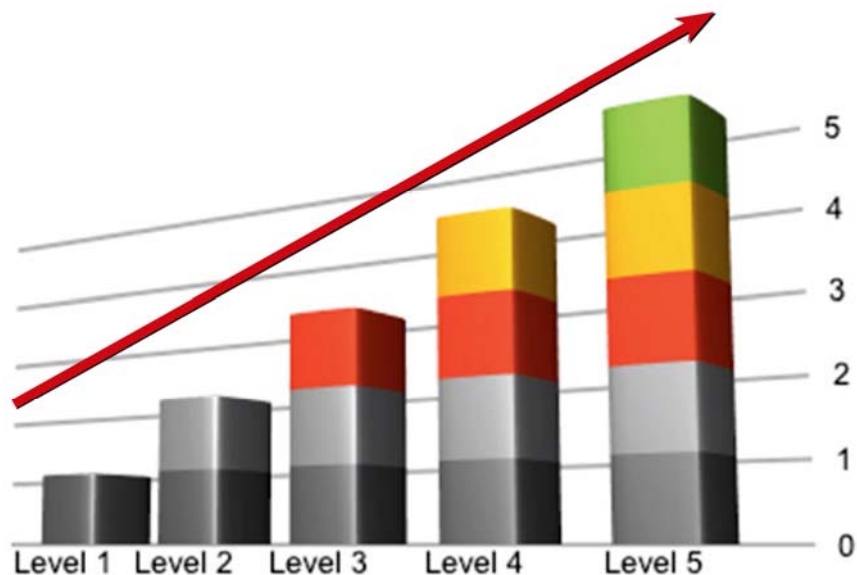
Understanding where your organization is on the readiness scale for Enterprise 2.0 today is critical to setting realistic expectations as we progress to the Social Workplace and Social Marketplace. Taking stock of existing technologies,



processes, content types, organizational culture, and user behavior and mapping this against industry-accepted maturity models or capacity checklists will help prioritize tasks and milestones.

Organizations in the earlier stages of maturity might have focused on compliance as a priority for a content management deployment whereas a company more driven by cost savings for remote office collaboration may identify itself in a middle stage having recognized departmental success with a Social Workplace use case.

*Figure 2
Where Does Your
Organization Sit on the
Enterprise 2.0 Readiness
Scale?*



Understand where your organization fits on the Enterprise 2.0 readiness scale and design an implementation plan to move to the next appropriate level. Organizations can progress to a higher level of collaborative maturity by devising a strategy to become a more Social Workplace internally and better engage with clients in the Social Marketplace.

Cultivate New Ways of Working

Companies that are ready to bloom recognize that social media, rich interactive content, and a compelling Web and mobile experience are needed to meet 21st century business goals. Web 2.0-inspired tools that found initial adoption for personal productivity have become core components of a new approach to business communication. Bringing engagement, productivity, and cost effective communication to a culture of safe and trusted sharing uncovers new channels for innovation and competitive advantage. Whether targeting internal stakeholders by cultivating the Social Workplace or engaging with external audiences with the Social Marketplace, embracing a more open, transparent



enterprise wraps employees, partners, and customers into the trusted social fabric that is your business ecosystem. People do business with people. By connecting individuals, organizations allow their processes and content to bloom with enriched meaning and vitality.

Unleashing the potential of your information workers will not be without challenges. Organizations ready to embrace the Social Workplace and Social Marketplace must be prepared to work through the cultural and change management challenges implicit in new approaches to solving problems.

Where do you start? Identify tangible business objectives with measurable and meaningful milestones, include participants from a variety of job levels to test and pilot solutions, consider risk and compliance issues proactively, and ensure business managers are supportive of goals and targets: these are the keys to success.

The next generation of corporate content has begun to enter mainstream business. Information workers are increasingly interacting with their peers, their partner networks, and their markets with simple tools that can be consumed over the Web or their mobile devices. People are connected in the Social Workplace and Social Marketplace. They are connected with shared purpose, collected knowledge and experiences, and meaningful content. Communication can now flow across geographies, generation gaps, and language barriers. Traditional text is supplemented by rich interactive audio, video, and graphical forms of shared knowledge. The demands of this uncertain and competitive world mean adaptation, strong networks, and creativity. Open Text sees the future of content and is ready to deliver. Our vision is ready to bloom. Is yours?



Recommended Reading

“The ECM Book Trilogy - Enterprise Content Management: Turning Content into Competitive Advantage,” Open Text, July 2006

<http://www.opentext.com/2/company/company-ecm-book>

“Wikinomics: How Mass Collaboration Changes Everything,” Don Tapscott and Anthony D. Williams, December 2006

<http://www.wikinomics.com/book/>

“Are You Ready for Enterprise 2.0? What Records Managers Need to Know,” Cheryl McKinnon, November 2008

<http://www.kmworld.com/Articles/White-Paper/Article/Are-You-Ready-for-Enterprise-2.0What-Records-Managers-Need-to-Know-51343.aspx>

“Balancing Candy & Aspirin: The Goal for Enterprise 2.0,” Daniel Kraft, October 2008

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“The Future of Content: Exploring Digital Asset Management and Web 2.0,” Damian Saccocio, September 2008

http://www.artesia.com/Common/files/restricted/Exploring_Web_2.0_and_Digital_Asset_Management.pdf

“Building a Foundation for Information Governance: An Enterprise Vision for Critical Knowledge Assets,” Open Text, August 2008

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“Maturity Model to Improve Enterprise Collaboration,” Jeffery Mann, November 22, 2007

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“Web 2.0: A Strategy Guide: Business Thinking Strategies Behind Successful Web 2.0 Implementations,” Amy Shuen, April 2008

<http://oreilly.com/catalog/9780596529963/>



About Open Text

Open Text is a leader in Enterprise Content Management (ECM). With two decades of experience helping organizations overcome the challenges associated with managing and gaining the true value of their business content, Open Text stands unmatched in the market.

Together with our customers and partners, we are truly The Content Experts,[™] supporting 46,000 organizations and millions of users in 114 countries around the globe. We know how organizations work. We have a keen understanding of how content flows throughout an enterprise, and of the business challenges that organizations face today.

It is this knowledge that gives us our unique ability to develop the richest array of tailored content management applications and solutions in the industry. Our unique and collaborative approach helps us provide guidance so that our customers can effectively address business challenges and leverage content to drive growth, mitigate risk, increase brand equity, automate processes, manage compliance, and generate competitive advantage. Organizations can trust the management of their vital business content to Open Text, The Content Experts.

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