Achieving Social Collaboration Success

Enabling change
Driving engagement
Measuring progress

Then doing it all again.

Avanade's social collaboration vision

Social collaboration is not a solution, a platform, a technology. It's an enabler of ideation, creation, employee engagement and knowledge sharing interwoven with business processes.

avanade®
Results Realized

From Accenture and Microsoft

Going social

Times are changing, fast. Today's workplace is virtual, networked, dispersed, mobile and "always on." And now, competition is about more than customer acquisition – organizations are also vying to attract top talent and powerful partnerships.

The need for social collaboration solutions is driven by the convergence of recent market dynamics and technology advancements that are fundamentally changing the way people work. To gain competitive advantage, businesses must rapidly create value, accelerate innovation and increase operational efficiency. An increasingly competitive global marketplace dictates faster cycles of innovation, leaner product cycles, and the capacity to dynamically manage the customer relationship lifecycle. Driving growth must translate into solutions that onboard people quickly, help transfer human knowledge, ensure generational transition and bring learning and training to the forefront.

How, then, can organizations equip themselves to be connected, competitive and compelling?

A well-planned and intelligently executed social collaboration strategy is a cyclical journey rather than a linear process. And it's much more about people than it is about technology. Enterprises that do social right are rewarded with four key capabilities:

- Ability to engage employees at multiple levels
- Capacity to deliver new ideas and innovations in rapid cycles
- Competence to improve core organizational process efficiencies
- Discipline to leverage human capital

Social collaboration – it's working for them

Your employees use YouTube, Twitter, LinkedIn and Facebook in their personal lives – they understand how to get value from these social platforms. Now, much like email back in the 90's, employees expect to blend their personal and professional activities by using consumer-friendly applications similar to those they have at home. The workforce of the future is counting on it.

What does workplace social collaboration look like? Avanade has learned that there are as many forms of social collaboration as there are organizations. We've implemented social collaboration at our own company and for many customers – from fully customized solutions to those leveraging Microsoft SharePoint, Yammer, NewsGator, Microsoft Office 365 and more. At the end of the day, successful social collaboration is really up to each enterprise and its capacity to drive user adoption in an organized and strategic way. And leveraging the business and technological savvy of an experienced partner like Avanade certainly helps.

Organizations that derive the greatest business value are those with a strategic vision and solid rollout/adoption plans that ensure social collaboration is interwoven with business processes.

Progressive enterprises are seeking out social collaboration strategies to help them adapt to change and move their organizations forward. The degree to which social is integrated directly relates to the business value derived.

What's trending in today's workplace?

Trend #1: Employee engagement
At a leading cancer research center

The problems...
- Researchers had difficulty locating colleagues, causing them to work in silos and duplicate efforts.
- Physicians couldn't communicate about experimental drug treatments and side effects.
- Multiple user interfaces made it challenging for doctors and other staff to access the intranet from one department to the next.
- Staff was burdened with a cumbersome content approval and posting process and there was no way of knowing if vital information reached its intended audience.

Now...
The research center uses a social platform to breathe new life into the way researchers, physicians and staff communicate and collaborate.

Find out more...
Watch the video
Read the case study

Trend #2: Employee knowledge
At a global chemical company

The problems...
- Researchers found it difficult to find information; knowledge sharing was limited to those in their immediate networks. With a significant number of employees nearing retirement, finding a way to leverage their brainpower and experience was critical.
- Documents were disorganized and difficult to search for. Without a standardized approach to document sharing, knowing what content could be shared with whom was confusing, which also hampered the ability to collaborate with external partners.
- The company was concerned with the potential of document leaking. Lack of an automated process for publishing content created more work for IT teams.
- Employees felt disconnected to their jobs and dissatisfied with the overall company direction.

Now...
The global chemical company evolves collaboration on a multi-year journey.

Find out more...
Watch the video
Read the case study

Trend #3: Employee innovation and ideation
At a newly merged telecommunications company

The problems...
- Globally dispersed project team members had no virtual "home base" from which to share information, causing significant work duplication and productivity losses.
- Training worldwide staff on product rollouts and corporate issues was complex. High travel costs and an inconsistent level of knowledge delivery were major obstacles.
- At one of the pre-merger companies, employees were discouraged from initiating communications with executives, causing low morale and poor engagement.

Now...
The global chemical company evolves collaboration on a multi-year journey.

Find out more...
Read the case study

66
The number of departments that have established 1,000s of communities on the social platform, including topic-based teams of experts that drive life-saving research efforts and bring drugs to trial more quickly.

40
External governmental, university and other research entities use the social platform to collaborate with company scientists...

20%
Productivity savings realized from employees using social platform Profile and Expertise features to locate experts with specific know-how and qualifications. This translates to tens of thousands of saved productivity hours.

1
The number of user interfaces now in place at the medical center. Formerly, multiple user interfaces made it next to impossible for the 10,000 doctors and other staff to access the intranet from one department to the next.

50,000
The number of employees utilizing the global collaboration infrastructure.

80%
Employee satisfaction due to being kept informed of goings on at the enterprise and improved interaction with executives.

The workplace has evolved, but hasn't reached its true digital potential

Organizations have been giving their people generic collaboration tools and wondering why they aren't seeing real business value

Real value is the integration of social business processes

Manage to develop use cases focused on delivering business value

A lot of effort has been here

Implement use cases focused on improving engagement

A surprising number of companies are still here
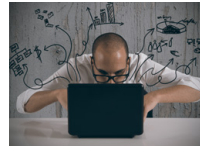
Develop use cases focused on increasing adoption

Lessons learned

We've seen real results from deploying social. These are the lessons learned along the way[1].

Secure buy-in from an executive stakeholder

Gain solid commitment from senior leaders to engage in sustained evangelization

Co-ordinate business process changes on a long-term basis – it's not a technology drop-in, it's a process change

Spend time mapping value and embedding social into core processes

Communicate, communicate, communicate

Define success – social adoption is not a one-time activity and viral adoption is not a reality

Develop a network of evangelists and community managers; engage long-term well beyond launch

Involve users as early as possible

Listen closely to naysayers and understand their concerns

Implement mobile support and access

1 Best Practice Insight, Collaboration case study: Avanade – May 2013, Premium Advisory Report, MWD Advisors, Angela Ashenden

Avanade's social path

We at Avanade know social firsthand; it's an integral part of the way we do business.

"Avanade is a real-world example of enterprise social collaboration in action. We continue to redesign our approach to social as new ideas and technologies develop."
**Chris Miller**, *Corporate Vice-Presedent & CIO, Avanade Inc.*

From blogs to wikis, communities and groups, social collaboration is embedded in our day-to-day activities.

- **Where we started**: In 2007, we launched the Avanade Fabric on the SharePoint 2007 platform – a corporate initiative focused on sharing knowledge, ideas and best practices.
- **Where we are now**: The need to enable and support collaboration amongst Avanade employees led to the creation of our new social intranet – @Avanade – based on SharePoint 2010 and NewsGator Social Sites.

- **Where we're going**: We're moving our on-premise collaboration and social platforms to the cloud (SharePoint Online and Yammer). Avanade-developed Enterprise Social Analytics will be used to measure the success of this initiative. The reasons for the move:
  - Benefit from built-in Microsoft maintenance and upgrades; obtain immediate product updates through the cloud; allow us to focus on value-add activities.
  - Demonstrate to customers and Microsoft that we are early adopters; establish a showcase for Office 365 and thought leadership on that topic.
  - Develop mobile applications.
  - Further enhance social collaboration with Yammer, an innovative Microsoft-backed technology platform.

Getting there: It's all about change enablement

Implementing social may seem daunting, yet it has become a rewarding reality for many organizations. An iterative approach is key to effecting change.
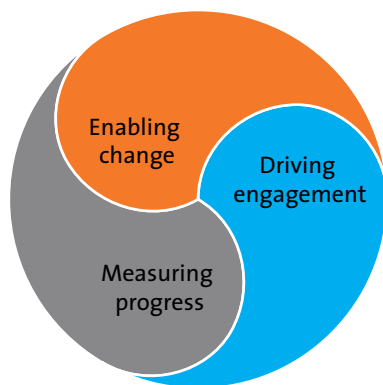
Enabling change. Driving engagement. Measuring progress. Then doing it all again. That's the cycle of embedding social collaboration into your enterprise. Change enablement in the social arena is unique and requires imagination, initiative, and careful planning to tailor it to each organization's needs and culture.
Steps to success:

- Assess and mobilize stakeholders.
  - Influence versus engagement
- Develop a branding and communication plan.
- Inspire and reinforce behaviours – focus on cultural aspects within the organization.
  - Develop personas and role-based use cases
  - Incent employees to adopt social through tactics like gamification
  - Tools + Incentives + Capabilities = business outcomes and behavioural changes
- Follow up and measure progress. Leverage your learnings. Repeat.

Here's how some Avanade customers are driving social engagement:

- Gamification elements such as a nudge/poke feature – were built into this pharmaceutical company's social network system to encourage slow adopters and prompt workers to complete their profiles and add photos. Analytical tools make it possible to measure the level of adoption throughout the organization and recognize individuals for their involvement.
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Read the case study

- A contest was launched at this global telecommunications firm to drive user adoption of its newly implemented information aggregation technology. In just 20 hours almost 5,000 entries were submitted. Dashboards and activity reports make it easy to measure adoption rates and usage patterns. What had been a complex change for employees has brought about a fresh philosophy and an entirely new way of working.
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Technology considerations

When it comes to planning a social deployment, these technology factors come into play.

Cloud readiness
When will you take the first steps to cloud and what processes will be the first to migrate?

Functional footprint
How knowledgeable is your IT department about its functional needs to encompass all social scenarios? Do you have the infrastructure and governance for your platform in place today? How are your IT practices for upgrade and patch management? Is social feature integration into your infrastructure a priority for IT?

SharePoint deployment and integration
How deeply is SharePoint embedded into your core business functionality? Is your SharePoint deployment strategic or is it a file share that you leverage for document collaboration? Is deep integration (search, SSO, etc.) into SharePoint important? Are you looking to provide social features at the document level?

External collaboration
Do you have business partners outside your firewall with whom you want to collaborate? Are you using email and dealing with the inherent collaboration limitations? How easy is it to set up external collaboration in your existing infrastructure? Do perceived barriers to external collaboration prevent you from giving it serious thought?

Integration with business processes and other applications
Do employees currently access social features via a destination? Are you looking for social capabilities to be integrated in a different way? Is social integrated into everyday business processes? Do employees need to modify the way they work or is integration seamless? Do you want to integrate social into other on-premise or cloud-based applications, and have you defined those applications? Are your lines of business applications SharePoint-based? Do you want social to be deeply integrated into existing line of business applications?

Horizontal solutions
Are you considering enhanced social features (knowledge management, expertise location, badging or gamification) to augment core social features (micro blog, newsfeeds, communities)? What are your plans to achieve the advanced capabilities that social can bring to your enterprise?

Customization
What priority does your organization place on customization and branding of internal properties? Do you desire the capability to provide a seamless style between existing sites and social sites? Are you planning to embed social into existing sites? Do you want the look and behavior to be the same as your existing line of business applications?

Mobile experiences
What type of mobile experiences are you considering - a social destination on your mobile device or seamless social integration into your mobile line of business applications? Will those applications leverage device capabilities?

Plan your social journey

Right from the start, a process-driven approach is vital to successful social deployment.

Register for your one-day Social Journey Workshop with Avanade and get to know us while we get to know you. We'll come to your location and guide you through the five steps of defining and rolling out a successful social collaboration deployment:

Understanding Context	Discuss the unique characteristics of your company and how open your organization will be to adopting social
Value Proposition	White board your key business processes
Define use cases	Determine priority of business processes and where social can have the biggest impact
Map to value	Determine how to measure the success of social; define metrics (for example, employee engagement and social analytics)
Next steps	Review Avanade best practices and Avanade's journey

Go to Avanade's Social Journey Site now to learn more

Avanade's Social Capabilities

Avanade has deployed many varieties and flavors of social on the Microsoft platform. We've built custom solutions and implemented social features as stand-alone components to fit the unique business needs of our customers.

Avanade consultants are certified in Yammer, NewsGator and SharePoint 2013. Our change enablement team is highly proficient in social adoption.

Avanade has migrated over 2.5 million users to Microsoft Office 365 – users who leverage the platform's powerful social capabilities.

Our user design capabilities empower us to blend branding and experiences, and to interweave business processes into social solutions.

Our analytics asset measures adoption and usage of the collaboration platform, which highlights the benefits of true enterprise social collaboration.

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Results Realized

About Avanade
Avanade provides business technology solutions and managed services that connect insight, innovation and expertise in Microsoft® technologies to help customers realize results. Our people have helped thousands of organizations in all industries improve business agility, employee productivity and customer loyalty. Additional information can be found at www.avanade.com.

North America
Seattle
Phone: +1 206 239 5600
Americas@avanade.com

Europe
London
Phone: +44 (0) 20 7025 1000
Europe@avanade.com

Africa
Pretoria
Phone +27 12 622 4400
SouthAfrica@avanade.com

Asia-Pacific
Singapore
Phone: +65 3694 7888
AsiaPac@avanade.com

South America
Sao Paulo
Phone: +55 (11) 5188 3000
Avanadebrasil@avanade.com