

Measure the Business Value of Communities of Practice

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Schneider
Electric

Schneider Electric en chiffres

25 milliards d'euros – CA 2014

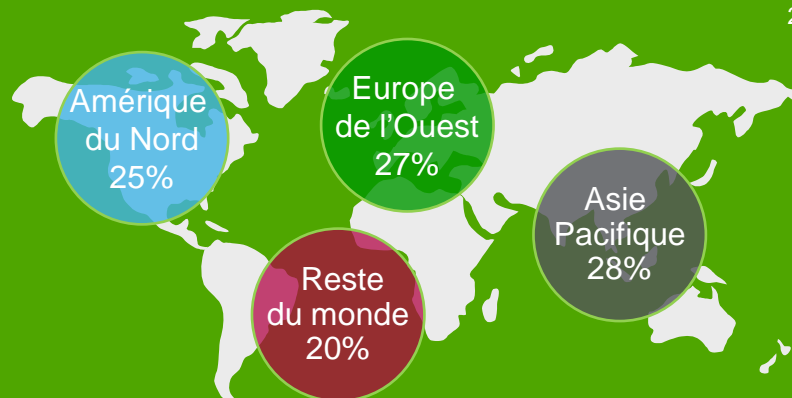
43% du CA réalisé
dans les nouvelles économies

170 000+
collaborateurs dans plus de 100 pays

4-5% du CA
consacré à la R&D

Une présence géographique équilibrée

2014



Des marchés finaux diversifiés – 2014



Régies et Infrastructures

22%



Industrie et machines

22%



Centres de données et réseaux

14%



Bâtiments résidentiels et non-résidentiels

42%

Communities are the Best Place to Learn



CM program

Value and drivers

Who are the promoters

Influence of manager

2015 campaign



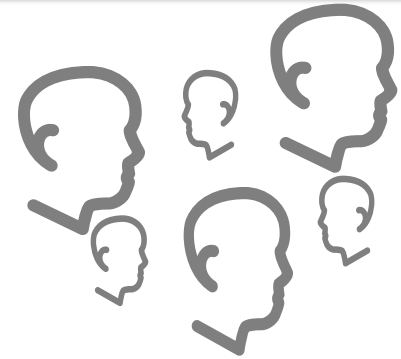
Enterprise Community Management Program

Started in 2011

A Community@Work is

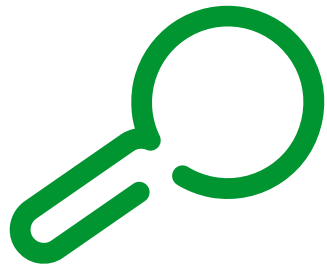
A group of people who share

Common objectives written in a **charter**



Collaborative working environment animated by the **leader**

Common strategic vision provided by the **sponsor**



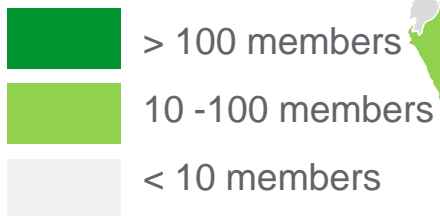
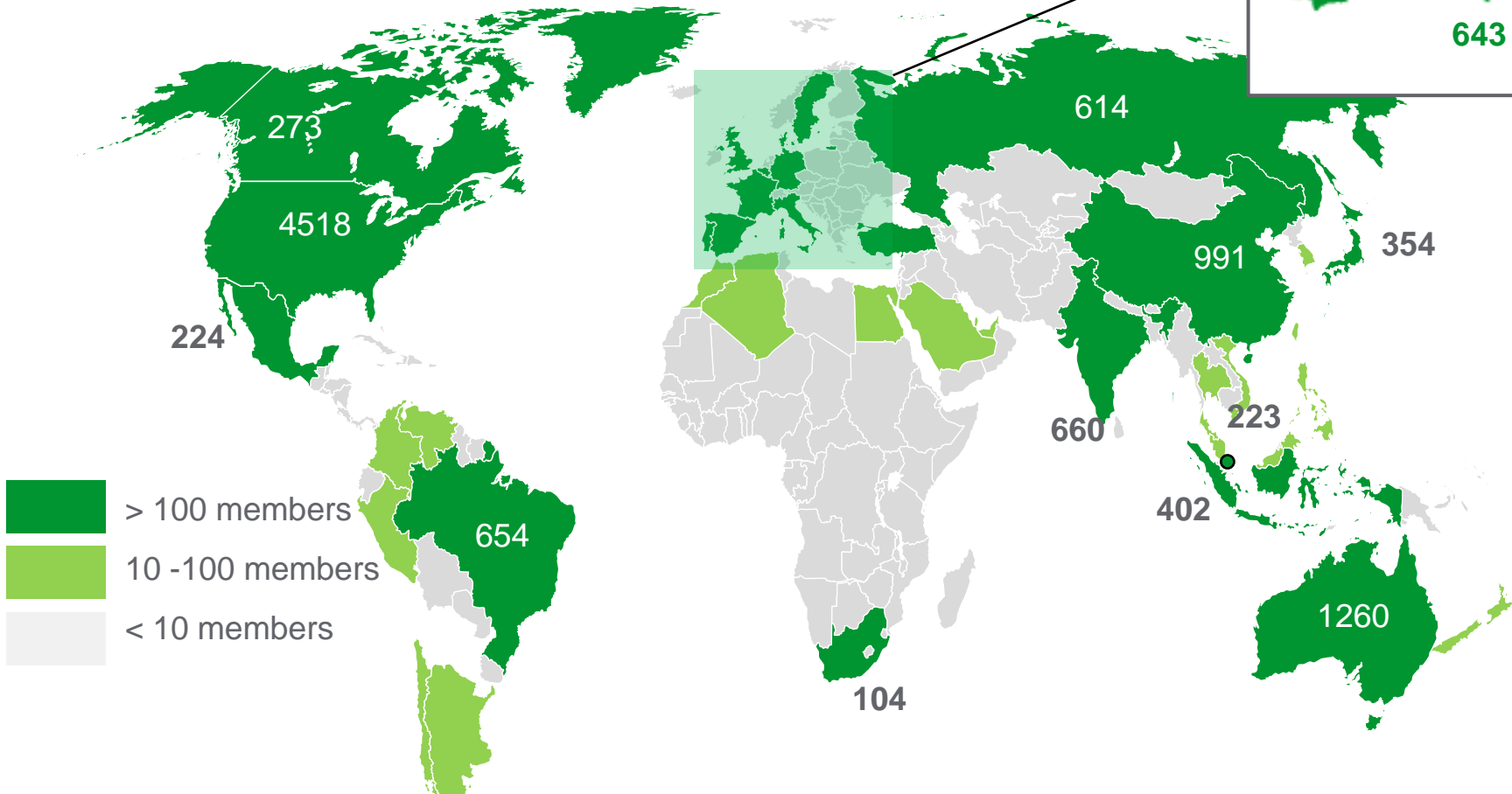
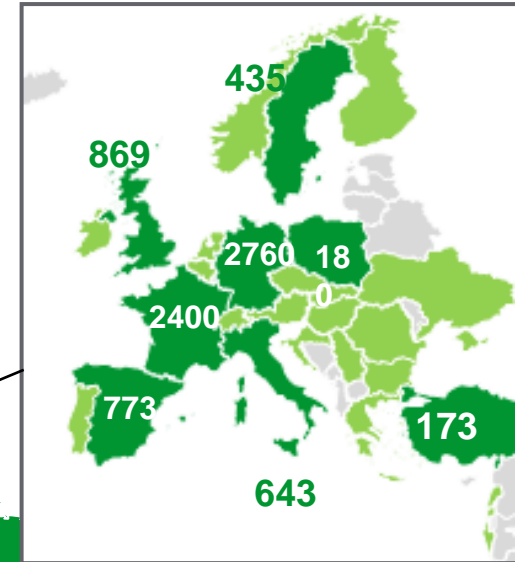
140+ Communities@work

24,000+ members in 100+ countries

170+ community leaders

1 enterprise social collaboration platform

Sponsored by IT & HR



Diversity of the Communities

	Entity	Number of communities
Business (76)	Partner	14
	Energy	7
	Global Solutions	33
	Industry Business	14
	IT Business	8
Operations (8)	Global Operations	6
	North-America Operations	2
	China Operations	0
Functions (60)	Finance Control & Legal	4
	Global Marketing	8
	Global Supply Chain	9
	Human Ressources	5
	IT	6
	R&D	28

Profile

- 30-4000 members
- Median: 160
- Mostly worldwide
- R&D: along R&D domains
- Business related by design
- Leaders are mostly nominated

Examples of Communities

- Solution Purchaser Community
- Schneider Production System
- Country President Community



20

Communities voted active by their members in **2013**



33

Communities voted active by their members in **2014**



Show me the Value

Value of the communities

How do we measure it?

ROE* instead of ROI



ROE*: return on engagement

NPS**: net promoter score

3. Efficiency

- Success stories with benefits
- The value realized

2. Engagement /satisfaction

- Community NPS**
- Voice of the members – Active community



1. Adoption and participation

- Platform measurements (Spice)
- Number of attendees at events

“Active Community” Campaign 2014

Rules of the game

A Community@Work was considered Active IF

1. the participation rate to the poll was **at least 30%**
2. Net Activity Score¹ was **at least 60**

A Community could participate IF

1. It has a sponsor
2. It has at least one leader
3. It has a charter
4. It has been created a least 6 months ago

Members could vote for 3 communities maximum

The prize: Active Community Label 2014



1. Net Activity Score: weighted agreement (1.0xStrongly agree + 0.5xAgree - 0.5xDisagree - 1.0xStrongly disagree)
Advantage: integrates all opinions, similar to Net Promoter Score
Net Activity Index = 100 if all the answers are "I strongly agree"
Net Activity Index = -100 if all the answers are "I strongly disagree"
Net Activity Index = 0 if neutral

Active Community – **VALUE** – Members' voice

Question: I **consider** that my community is **ACTIVE**, because it provides tangible **VALUE** to me, my business or my clients.

Participation & outcome

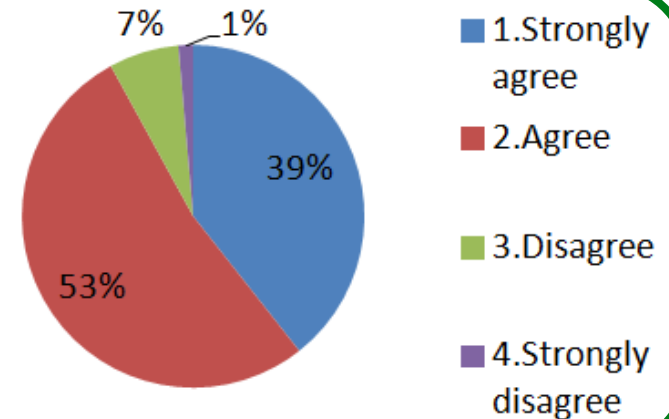
24,100 community members assessed worldwide  15000 in 2013

5100 voters

126 communities short-listed  60 in 2013

32 communities awarded “Active Community 2014”   20 in 2013

Overall results



Profile of the voters

94% of the voters are members of up to **3** communities

73% of the respondents voted for one **1** community

Voters' sample is representative of member's population

Overall satisfaction

Net Activity Score **61**

 56 in 2013

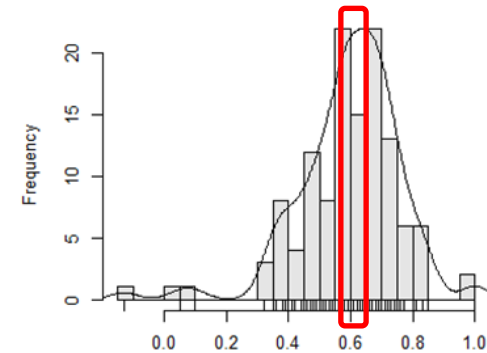
Active Community Assessment – Drivers

What makes a community win the label?

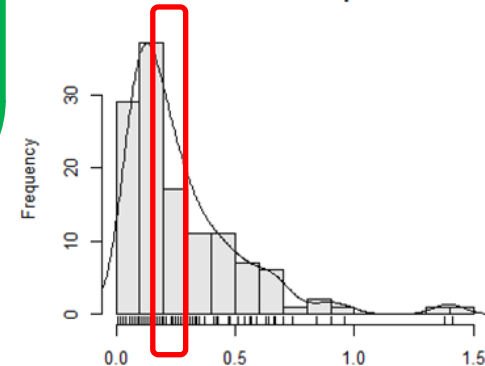
Profile of the winners

- **Providing a list of members for the vote** gives a much greater chance of winning (**3** times more) than using the community followers in the social media platform
- **Winning the label in 2013** gives a much greater chance of winning in 2014 (**3** times more)
- A **community whose Leader or Sponsor voted** has a greater chance of winning (**3** times more)
- **Communities from R&D** have a much greater chance of winning (**3** times more)

Distribution of NAS



Distribution of Participation



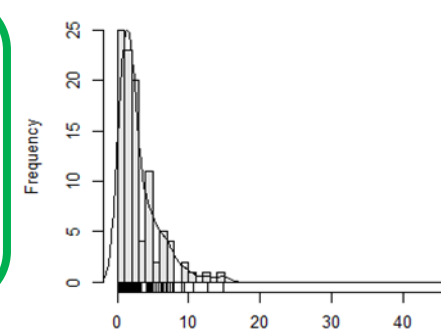
Active Community Assessment – Drivers

Guess which ones have influence on the NAS or Participation?

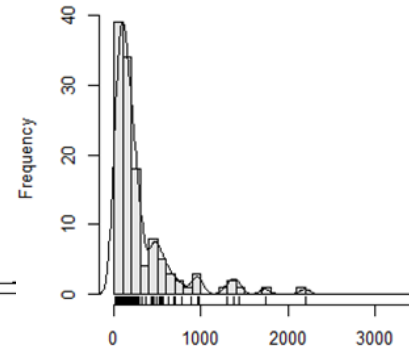
Community profile

- Community size (membership)
- Activity on Social Collaboration Platform
- Average hierarchical distance between the voters
- Average physical distance between the voters

Distribution of Spice.avg.activity



Distribution of Membership



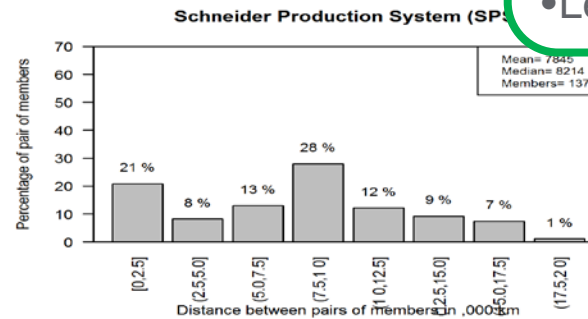
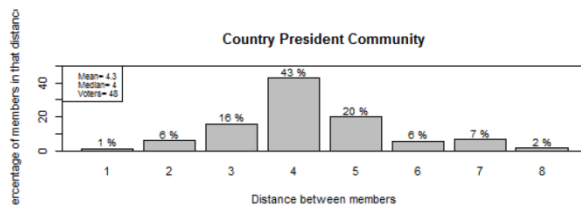
Member's profile

- Diversity of the job code of the voters
- Voters average age
- Voters average seniority
- Percentage of voters who are female.

NONE!

Leader's profile*

- Leader average seniority
- Leader average age
- Gender of the leader
- Leader is manager or not

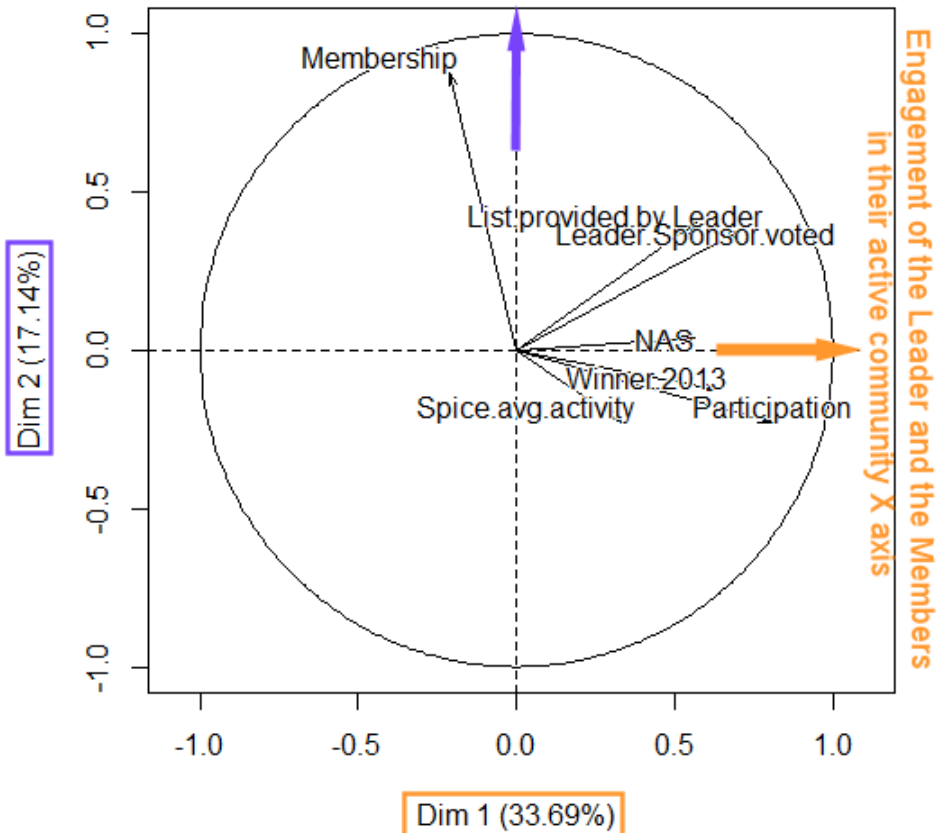


*Not tested: type of university studies, management style, etc

Active Community Assessment – Summary

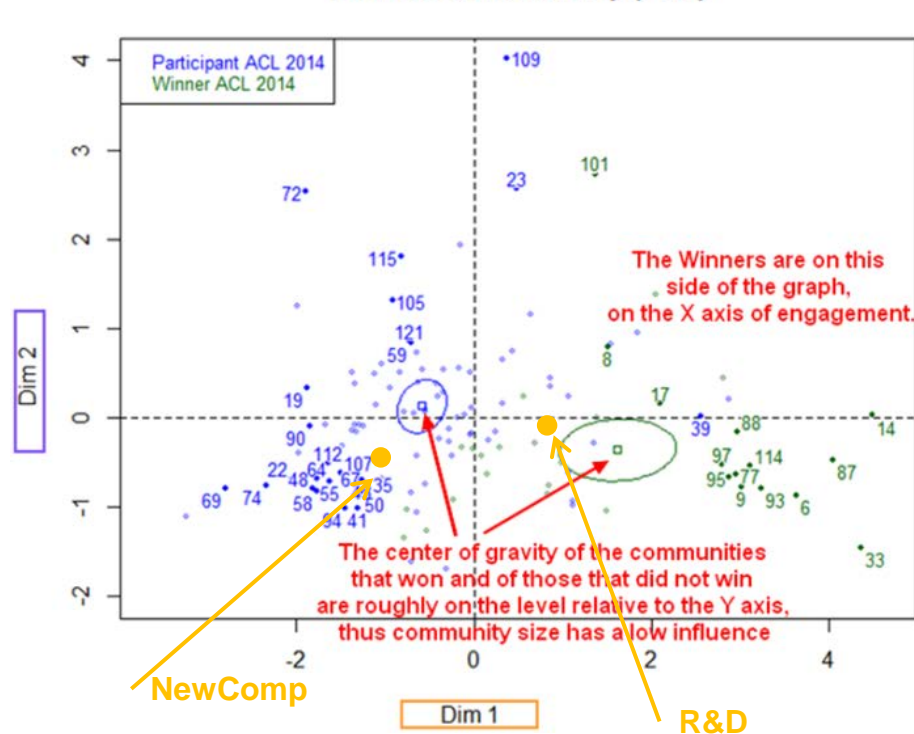
ENGAGEMENT is the MAIN drivers (leaders, members)

Variables Factor Map (PCA)
Membership (Community size) Y axis



PCA: Principal Component Analysis
The shorter the arrow, the lower the influence

Individuals Factor Map (PCA)



Variable describing "Winning ACL 2014"	v.test	Mean in category	Overall mean
Participation	7.79	0.57	0.28
NAS	4.50	0.71	0.60
List.provided.by.Leader	3.92	0.52	0.26
Winner.2013	3.90	0.36	0.15
Leader.Sponsor.voted	2.59	0.88	0.70
Membership	-2.54	133.03	321.02

Verbatim of C@W Sponsors in 2014

The *best performers* in our H2I business are the most *active community members*.
The community helped *resolving problems* *customers* encountered after a sale.
Sponsor of Human Intelligent Interface Community

The communication and sharing certainly assisted the entire community to *drive improvements* in Quality and Service, Efficiency and Productivity, Inventory, and Safety.
Sponsor of =S= Production System Community

Help growing *cross-selling*, all countries, all market segments
Sponsor of Secure Power Systems Community

Increase *time-to-market* and *product quality*
Sponsor of CAD Design Methods & Tools Community

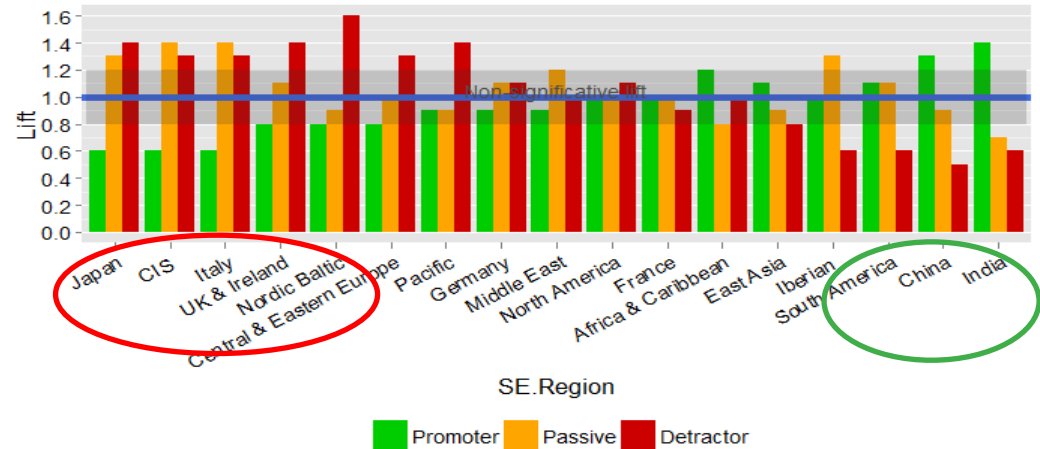
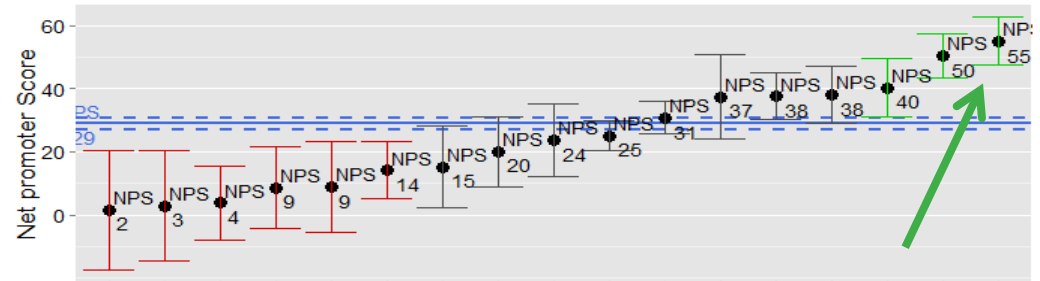
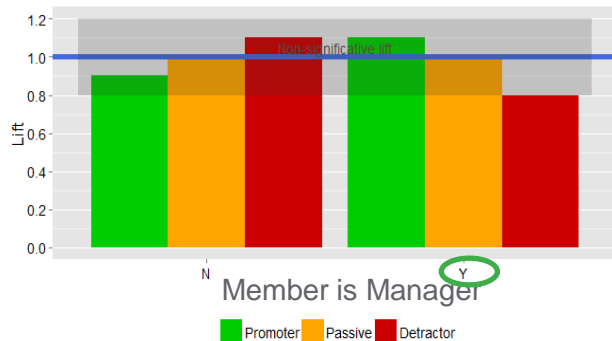
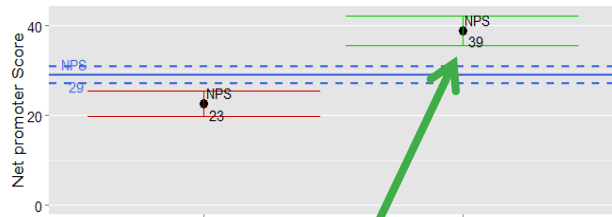
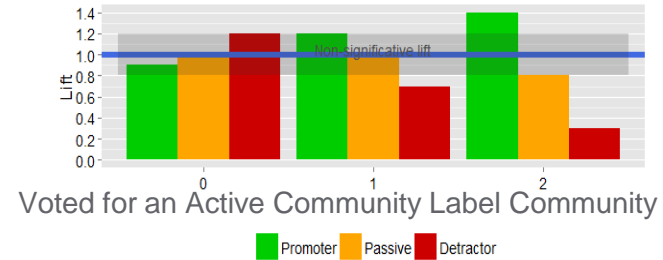
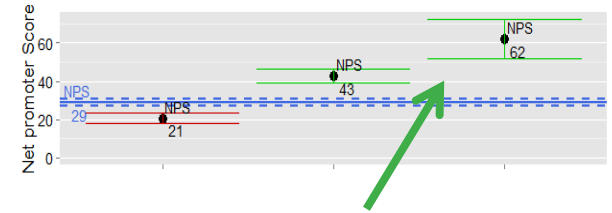
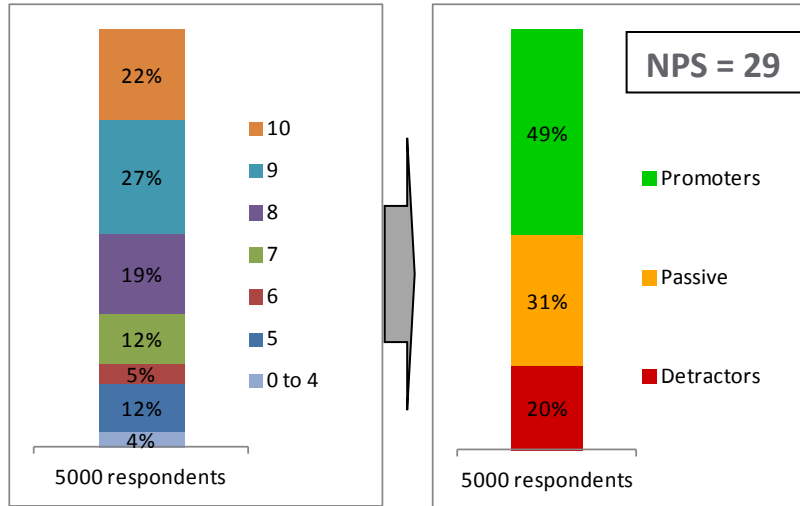
Reduce the *non-invented-here* syndrome.
Sponsor for ZigBee Community



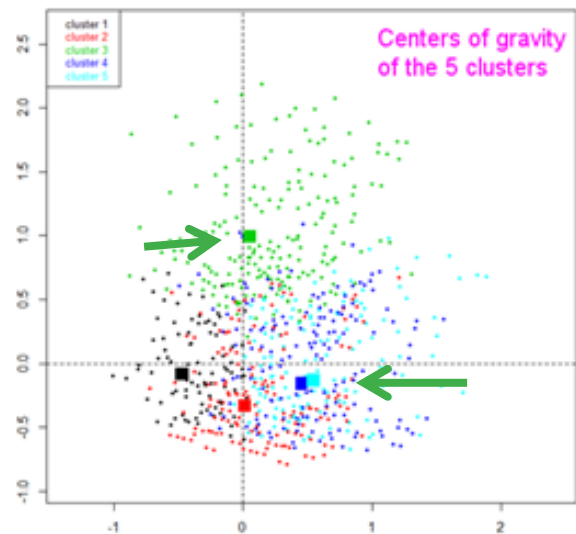
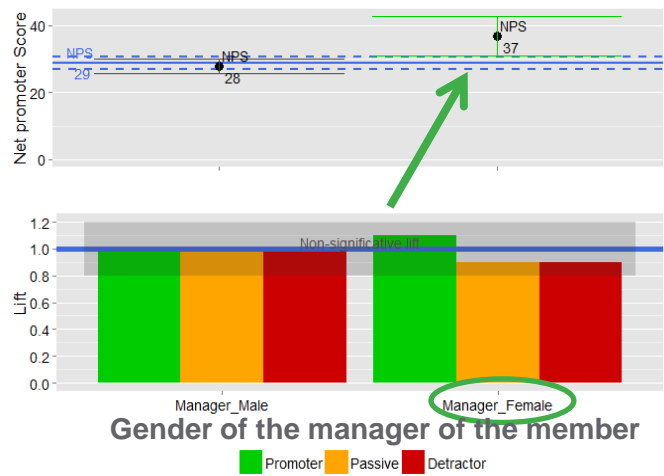
Who are the Promoters of the Communities ?

Community Net Promoter Score

Question: "How likely are you to recommend to a colleague participation to the Schneider Electric communities?"



Community Net Promoter Score - Drivers



CLUSTERING

Cluster	NPC	Gender	Manager's Gender	Senior	Function	Manager	SE Region	Economie	NewComp	Voted ACL
1	Detractor, Passive	Male	Male	(0,10]	D, S	No	Africa & Caribbean , Middle East, Central & Eastern Europe, East Asia, Italy, South America, Nordic Baltic	New	Yes	0
2	Detractor	Male	Male	(25,50]	T	No	France, Germany, Japan, India	Mature	No	0
3	Promoter	Female	Female	(0,5]	F, H, M, U, P	No	East-Asia, China, North-America, Pacific		No	0
4	Passive	Male		(15,25]	G, P	Yes	France, Iberians	Mature	No	1
5	Promoter	Male		(5,15]	I, Q, L, E	Yes	China, India, South-America	New	No	1

Code	Function	Code	Function
C	Information Technology	L	Logistics
D	Customer Projects & Services	M	Marketing
E	Sustainable Development	P	Purchasing
F	Finance	Q	Customer Satisfaction & Quality
G	General Management	S	Sales
H	Human Resources	T	Technical
I	Industrial / Manufacturing	U	Utilities / Facilities



Influence of the profile of the manager

Influence of the Manager Profile

Manager of the leaders OR Manager of the members

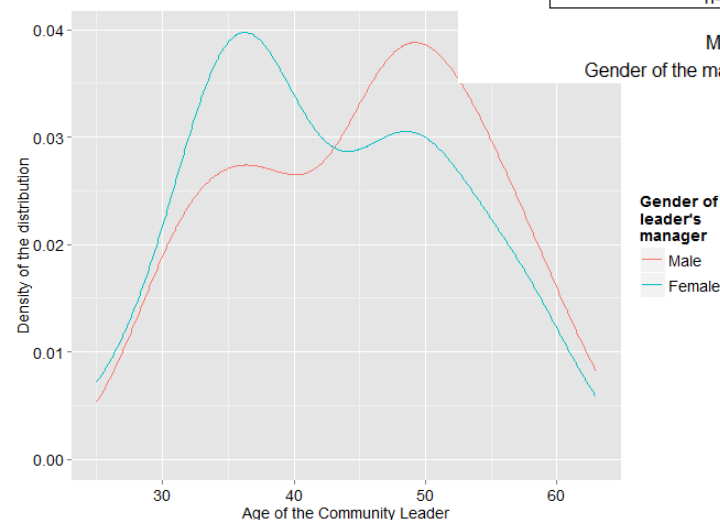
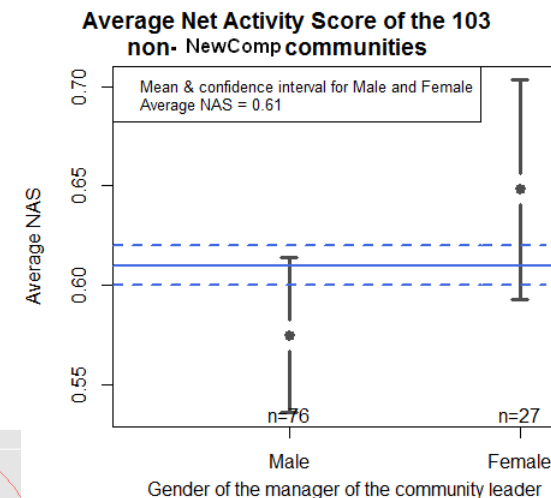
Influence on Community NPS

- Age of member's manager N
- Seniority of member's manager N
- Gender of member's manager Y

There is considerable evidence that female leaders have a somewhat more participative, androgynous, and transformational leadership style than their male counterparts. (HBS 2013)

Influence on Net Activity Score

- Age of community leader's manager N
- Seniority of community leader's manager N
- Gender of community leader's manager Y
- % member's manager who are female N





2015 Campaign

2015 Campaign – Active Community Label

Same as 2014, with extra questions

Impact of last year campaign

- Q1: “I am **aware of action plans** in the community I am voting for, linked to the outcome of the Active Community Label campaign of last year?” Yes/No
- Q2: “If YES, These action plans had a **positive impact on my engagement** in this community?” Yes/No

Communities are the best place to learn

- Q3: “I am **learning from the other community members** (...) in the community I am voting for” (Strongly agree, Agree, Disagree, Strongly disagree)
- Q4: “During the last 3 months, I have **provided expertise/experience** (...) **to my peers** in the community I am voting for” (Never, 1-5 times, 6-10 times, 11-20 times, more than 20 times)



Q&A

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<http://www.guillaume.nu/resume.html#Conferences>