How to get Support and Sponsorship for Social Collaboration and Make it Fly

Louis-Pierre Guillaume
Knowledge Management Officer

June 2013

World Class
SOCIAL-ENABLED
Enterprise 2013

Schneider Electric

Schneider Electric at a glance

24

billion € sales in 2012

41%

of sales in new economies

140 000+

people in 100+ countries

4–5%

of sales devoted to R&D

The global specialist in Energy management

Making energy:
- Safe
- Reliable
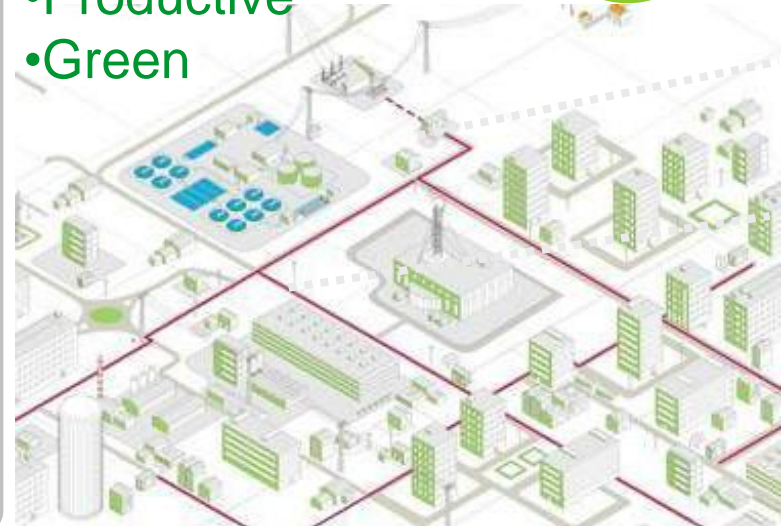- Efficient
- Productive
- Green

Covering **72%** of world final energy consumption

up to **30%** energy saving

Energy production & transmission

Energy usage

A Recognised Sustainable commitment

Dow Jones Sustainability Indexes Member 2008/09

ETHIBEL SUSTAINABILITY INDEX EXCELLENCE

ASPI

If only Schneider knew what Schneider knows…

Initiate CM program

Insert CM in enterprise strategy

Deploy through Social network

Benefit from KM audit

Show business value

Issues & next steps

How to Initiate a Community Management Program?

How to start?
How to design the CM methodology ?
How to get ExCom sponsorship?
How to identify existing communities?

Newcomer

- Benefited from the "Collaboration" trend

- Identified stakeholders

- Looked for community leaders

- Invited communities to the yearly company event

- Obtained the agreement of the leaders to move on

Bottom-up is not enough

- Met ExCom and top HR & IT

- Sponsored a team of managers on the KM topic

- Surfed on the "Collaboration" wave

- Designed first level of governance with stakeholders, gathered data

- Launched project with representatives from three ExCom

Where are the communities?

- Identified collaboration tools

- Spammed 1500+ place owners

- Contacted some

- Opened community directory

- 60+ registered in 2 months

- Recognized them

How to Insert the Community Management Program in the Strategy?

Associate it with strategy themes
Present it to influential people
Involve an EVP sponsor
Recruit advocates in the business, functions, ops

The Company Program

The company programs over the last 15 years:

2012 - 2014 — Connect One (Schneider Electric)

2009 - 2011 — new²

2004 - 2008 — new 2004

2001 - 2003 — Schneider 2000+

1998 - 2000 — Schneider 2000

Connect drives the four transformations to:

- Offer excellent digital customer experience, connect and bring value with our solutions and services, and digitize our tailored supply chain.

- Build **connected** and engaging **workplaces**, with engaging leaders, and engaged individuals

- Be green and responsible everywhere
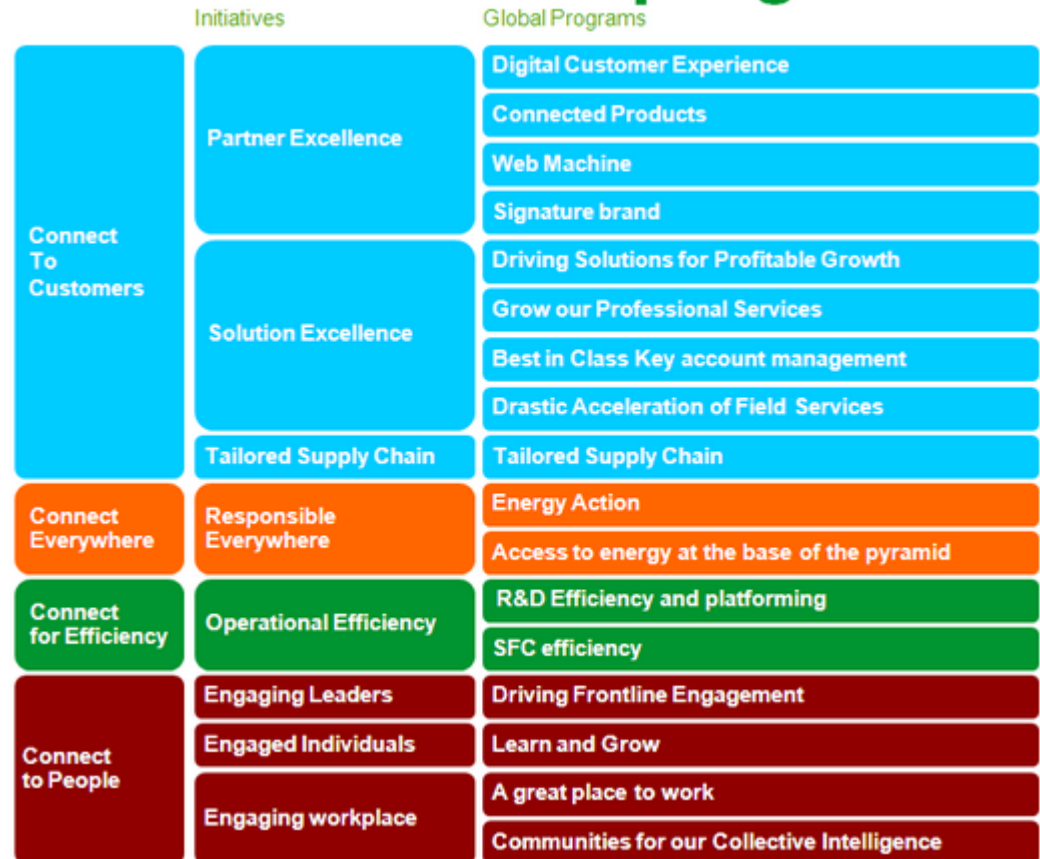
- Drive efficiency in the way we operate

Connect to Customers
Connect Everywhere
Connect for Efficiency
Connect People

9
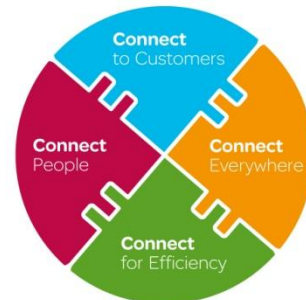
The Company Program

Iterative building process

```
┌──────────────────────────────────┐
│                                  │
│   Communities + Collaboration    │
│                                  │
└──────────────────────────────────┘
            Employee input
┌──────────────────────────────────┐
│   Collective Intelligence +      │
│  Collaboration + Communities     │
│  + Knowledge Management +        │
│    Disruptive Innovation         │
└──────────────────────────────────┘
              Top 200
┌──────────────────────────────────┐
│                                  │
│     Communities for our          │
│     Collective Intelligence      │
│                                  │
└──────────────────────────────────┘
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The 17 Connect programs

Initiatives		Global Programs
Connect To Customers	Partner Excellence	Digital Customer Experience
		Connected Products
		Web Machine
		Signature brand
	Solution Excellence	Driving Solutions for Profitable Growth
		Grow our Professional Services
		Best in Class Key account management
		Drastic Acceleration of Field Services
	Tailored Supply Chain	Tailored Supply Chain
Connect Everywhere	Responsible Everywhere	Energy Action
		Access to energy at the base of the pyramid
Connect for Efficiency	Operational Efficiency	R&D Efficiency and platforming
		SFC efficiency
Connect to People	Engaging Leaders	Driving Frontline Engagement
	Engaged Individuals	Learn and Grow
	Engaging workplace	A great place to work
		Communities for our Collective Intelligence

10+ Deployment Leaders

Communities for our Collective Intelligence

ID card (1/2)

Connect People: Engaging Workplace
Communities for our collective intelligence

Vision
"If only Schneider knew what Schneider knows…" is the vision of this program for the next three years. The communities and knowledge management & collaboration are the key drivers to execute the vision

2014 Ambition/Expected Deliveries
- Focus on the creation of **30 new communities** to help drive collaboration in areas critical to our business and also establish the guidelines to bring more visibility and participation in the communities that already exist.
- Knowledge Management & Collaboration is embedded in the flow of work in areas critical to our business, supported by a training & recognition programs, and the implementation of 10 KM pilots.

Entity Scope
Global Businesses
Global Functions
Operations

2013 Milestones
- 10 new cross-entity communities launched in Spice
- 100% of the registered communities retrofitted and active in Spice
- 5 active KM pilots
- Implement robust processes for success stories and lessons learned, which allow us to measure the business value of the communities
- Deploy recognition guidelines

KPIs
Number of new active cross-entity communities

Program Leader(s) : Louis-Pierre Guillaume & Cathy Susie

To know more: http://communities.schneider-electric.com

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Communities for our Collective Intelligence

Connect People: Engaging Workplace
Communities for our collective intelligence

DIGITAL IMPACTS

Digital Ambition
Tools are embedded in our operations to get the right knowledge to the right people at the right time and to help people share and act on information in order to improve organizational performance.

2014 Digital Deliveries & Milestones
- Connect employees to one another
- Connect employees to knowledge assets (just enough, just in time, just for them)
- Connect those with experience or know-how to those who need it

Digital Platforms & Milestones
- Spice: social collaboration platform, basic features deployed to all employees in 2013; advanced features available later*, like collaboration within existing business applications, enterprise document/content management and rich user profile.
- Enterprise federated search: across business applications and web sites: deployed in 2013*
- Schneider internal Wikipedia: organizing knowledge from the vocabulary of company**
- Internal translation platform: Add more languages* (Chinese, Russian…) and SE-specific dictionaries*

* pending budget approval
** pending business decision

Collaboration & Knowledge Management

The Roadmap

Connect
People

2014
- ●Social collaboration in the flow of work
- ●Shared practices bring business value
- ●Spice available for all employees

2013
- ●Focus on cross entity Community of Practice
- ●Training & recognition program
- ●Knowledge Management Governance
- ●Measurement & continuous improvement

2012
- ●10+ new active 'Community of Practice'
- ● Launch of Spice
- ● Team Recognition with success stories and reusable shared practices

Covered in Connect "Engaging Workplace: Communities for our Collective Intelligence"

How to deploy the Community Management Program in the business?

Toolkit to explain community management concepts
Gather requests for community and triage them
Educate the requesters
Assist the community leader in the community lifecycle

Communities for our Collective Intelligence

The Community **Lifecycle**

?

| **Need** | **Design** | **Launch** | **Maturity** | **Closing** |

Communities @ Work

Toolkit

NEED

- Community Request Form
- Community Builder's Checklist

DESIGN

- Community Building Workshop
- Community Roles and Responsibilities
- Community Charter

Community Toolkit – Community Networks — NEED | 1

Community Builder Checklist

This document is a guide for the community builder.

Why a community? For what purpose? What is the target audience? Membership? Rules? Expectations? Roles?

Community Toolkit – Community Networks — DESIGN - COMMUNITY LEADER ROLES

Community Leader Roles

Role & Purpose

Main Role:

Community Toolkit – Community Networks — DESIGN - SPONSOR ROLES

Community Sponsor Roles

Role

Main Role:
Fosters Commun...
and encourages...

Community Toolkit – Community Networks — DESIGN - MEMBER ROLES

Community Member Roles

Role
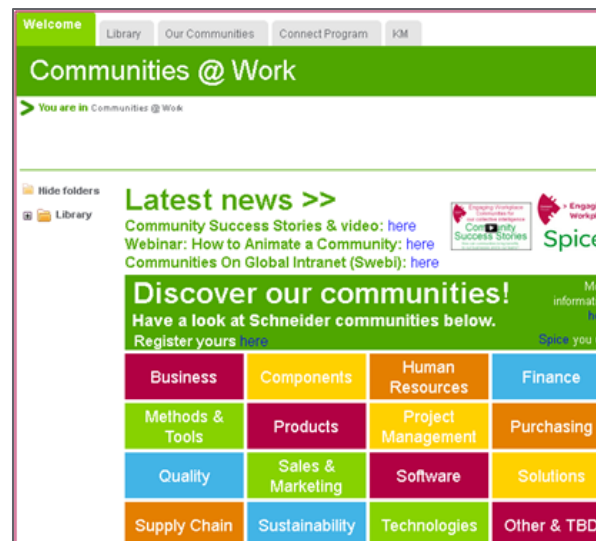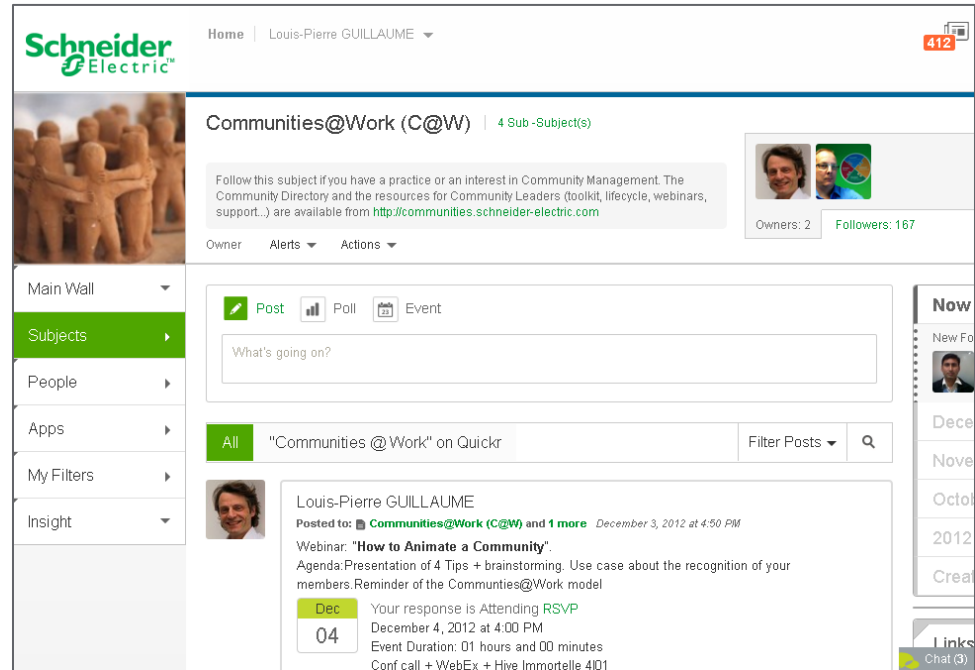
Main Role:
The Community member participates and contributes to the Community life.

Communities @ Work – 100+ Communities

- Assist in designing and launching a new community

- Revitalize a moribund community

- Measure the value brought by each community

- Help communities benefiting from our Social Collaboration tool

- Increase skill and competency of leaders

How to deploy Community Management in Parallel with the Social Collaboration platform?

Deploy globally, across businesses and functions
Win-win situation with social collaboration platform
Manage accelerated growth
Ensure consistency with community framework

Spice
Vision & Overview

Internal IT Strategic Plan 2012-15

Connect to Connect

Differentiate where it creates value

Making Diversity Efficient

Working Smarter

+

Run IT as a business

Connect to Customers
Connect People
Connect Everywhere
Connect for Efficiency
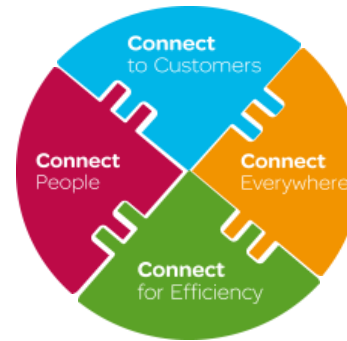
Cultural Transformation:
- Flatten Hierarchy
- Enable information flows,
- Support leadership
- Individual engagement

Employee Productivity and Shared Practices

Customer centric collaboration & knowledge sharing

Spice – Key Building Blocks

Collaborate Globally	Employee portal	Edge Applications
Connect people, objects & devices, form communities, **break silos** and organize **knowledge sharing**	**Take complexity away** from users & contribute to a **common culture.**	**Enable efficiency** and **innovation** via Working Smarter App Store, without touching core Applications

Spice
Vision & Overview

Moving from a siloed collaboration initiative to a global collaboration layer

" Integrate collaboration in our business processes"

" Business collaboration proven success"

Our vision

Collaboration

| bFO | ERP | HR | Intra net | … |

Today

| bFO | Chatter | ERP | HR | Intra net | Quickr | Share point | … |

Spice

Spice

Use Spice to accelerate the deployment of communities

Activated Users vs Collaborators

- 36,300
- 51,450
- 52,407
- 53,349
- 42,082
- 55,830
- 13,764
- 22,122
- 22,964
- 23,468
- 24,633
- 25,319

Q1 '2013 | Apr '2013 | 5-May-13 | 12-May-13 | 19-May-13 | 26-May-13
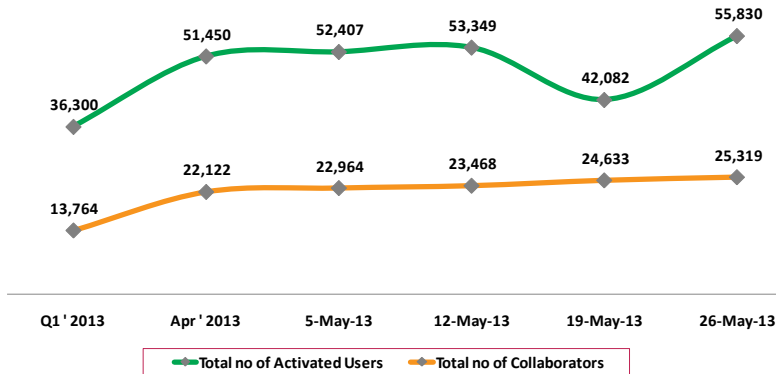
— Total no of Activated Users — Total no of Collaborators

% Collaborators

| Q1 '2013 | Apr '2013 | 5-May-13 | 12-May-13 | 19-May-13 | 26-May-13 |
| 43% | 42% | 44% | 44% | 59% | 45% |

Types of Collaborators

	Q1 '2013	Apr '2013	5-May-13	12-May-13	19-May-13	26-May-13
%Originators	7%	6%	5%	5%	5%	6%
%Augmenters	10%	13%	8%	7%	9%	8%
%Readers	83%	81%	87%	88%	86%	86%

■ %Readers ■ %Augmenters ■ % Originators
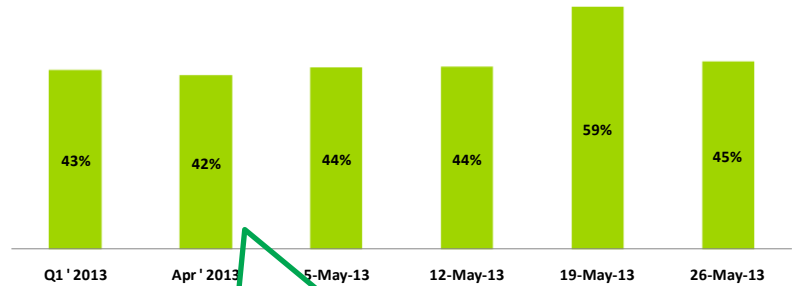
Collaborators are users who have shown some activity in Spice - Posted, liked, voted or even logged in. Time period considered here is the last 7 days.
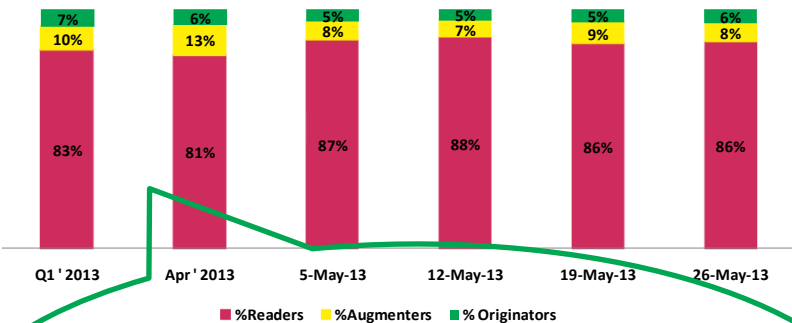
Collaborators are classified as
- Originators, who initiate conversations by making the first post
- Augmenters, who respond (reply, like or vote) to a post/ poll but have not started conversations
- Readers, who log in to read posts but have not contributed themselves

100+ Communities with 13K+ members total

Subjects

■ Total Subjects
— % Active Subjects

	2012	Q1 '2013	Apr '2013	5-May-13	12-May-13	19-May-13	26-May-13
% Active Subjects	30%	41%	42%	47%	43%	46%	48%
Total Subjects	945	1568	1855	1914	1984	2056	2122

Spice

News of the week

Poll to drive adoption

Mutual help

Call for webinars

How a KM audit can help?

Recognize the work done by C@W
Identify issues linked to knowledge sharing
Ask for ExCom sponsorship of KM
Get recognition by CEO and with a "KMO" title
Enhance the Program in 2013 to include KM&C
Publicise the framework for KM

Framework for Knowledge Management

Portfolio of Knowledge Management Approach

Tacit

Knowledge

Explicit

Transfer of best practices

Facilitated sharing/transfer between units

Communities

Groups that share/learn, are held together by common interest in topics, trade tools, templates, best practices, solve business problems, steward technology

Lessons learned

Systematic tool to gather experience based knowledge and reapply to relevant situations

Self-service

Tools that allow user to self-serve information and to locate people (Spice, enterprise search, expertise locator, document management , intranet…)

Human interaction

Lower

Higher

C@W

People **Processes** **Technology** **Governance**

How a show the value?

Benefit for the company and for the members
Measure activity on Social Collaboration platform
Share success stories
Advertize

Four levels of benefits

3 for Schneider

1. On the **strategic** level, communities promote **innovation** and the company's **culture of collaboration**.

2. On the **organisational** level, communities transfer knowledge and **competencies** among members, building sustainable **expertise** and improving **processes** and **systems**.

3. Finally on the **operational** level, communities have a positive impact on **reactivity**, speeding problem solving, and on **performance**, encouraging the free sharing of good ideas and the adoption of **best practices**.

1 for our employees

- Our **employees** can improve their **networking skills** while enhancing their **professional reputation, trust,** and **raising their own profile** in the company.

Success Stories

Success Stories illustrate how **communities**, fostering **collaboration** across countries and businesses, have brought **added value** to our clients and **increased engagement** of our people

- 10 success stories collected in June-July 2012

- 4 success stories collected in September-October 2012

- 3 success stories highlighted for the Video.

Q1 2013 success story campaign . Four answers…!

Video-testimonial of three communities

Engaging Workplace Communities for our collective intelligence

Com**unity** Success Stories

How can communities bring benefits to our businesses and to our teams?

5 December 2012

Role of, the Community Leader

Identify	• Look at several discussion threads • Find ones that focus on requests for help
Collect	• Contact the individual who initiated the discussion • Find out whether SE won, gained or saved something
Assess	• Assess what value was derived from sharing knowledge • Collect evidences
Publish	• Interview the giver and the taker • Publish a story
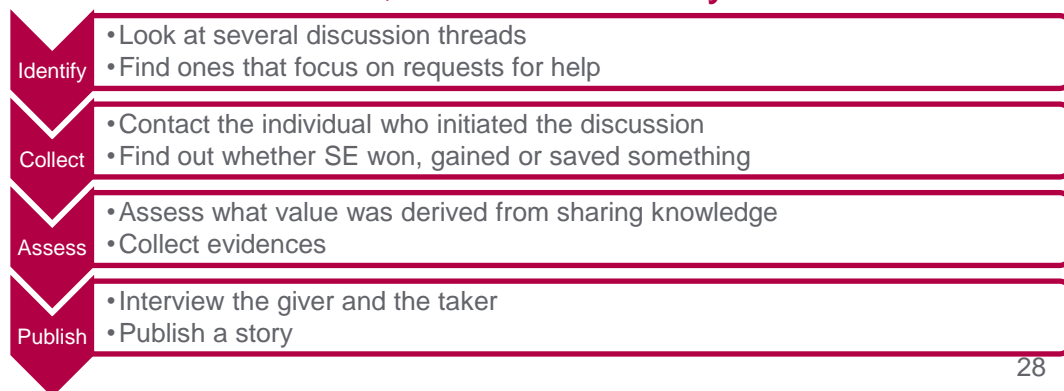
Monitoring of the Communities

Community Survey March 2013 1500 answers

Today

In your opinion, the main community that you belong to…
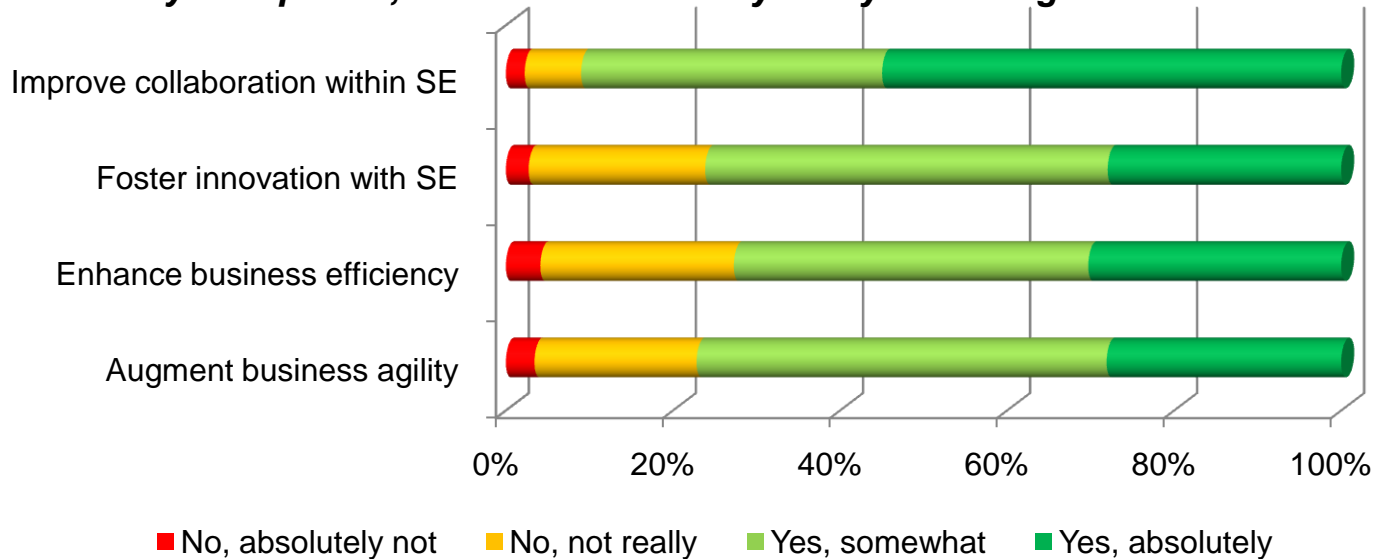
- Improve collaboration within SE
- Foster innovation with SE
- Enhance business efficiency
- Augment business agility

0% 20% 40% 60% 80% 100%

■ No, absolutely not ■ No, not really ■ Yes, somewhat ■ Yes, absolutely

For tomorrow
In your opinion, what should be the high priority topic for 2013-2014?

53%

14%

22%

11%

How likely are you to recommend to a colleague participation in the Schneider Electric communities?

0.00% 20.00% 40.00% 60.00% 80.00% 100.00%

■ 0 (not a all likely) ■ 1 ■ 2 ■ 3 ■ 4 ■ 5 (neutral) ■ 6 ■ 7 ■ 8 ■ 9 ■ 10 (extremely likely)

Detractors Promoters

Community
NPS = 33

Net Promoter Score is calculated with the following formula: NPS = % of promoters - % of detractors

Issues and next steps

Animate a community is a skill and a competency
Community leaders lack recognition
Manage the increase of the number of communities

Q&A

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#lpguillaume