

Balancing Candy and Aspirin

The Goal for Enterprise 2.0

By Daniel Kraft, Senior Vice President, Open Text

Business has two main objectives: generate revenues and keep costs and risks low. All organizations must learn to strike the perfect balance between meeting the expectations of Web site visitors and those of internal teams. Customers look for information to make informed choices. Internal teams have lead generation goals and must control public information.

There is a balance between fun and engagement vs. risk and cost, and achieving this balance means offering incentives to visit corporate Web sites yet with management tools to moderate and protect data under information governance policies. Is this balance Candy vs. Aspirin?

Everybody wants candy...

Today we know the Web 2.0 wave from consumer communities like Facebook, LinkedIn and YouTube. They offer information sharing sites to bridge family, friends and colleagues, and the factors that make these social networking tools attractive for personal use can apply to the enterprise. Rich media such as photos, videos and sound clips, user-generated content and social networking sites can be very powerful when used for corporate collaboration. Corporate intranets can be enriched by drawing on the knowledge of the workforce by providing them with communication tools—inspired by Web 2.0 blogs, forums, podcasts and wikis, as well as instant messaging and collaborative spaces. Wrapping these tools in a message of empowerment and self-expression is the candy treat often needed to encourage more discussion corporately.

...but organizations also need aspirin.

Compliance is a shadow over business practices. Information handling and disclosures have become subject to laws and regulations, and companies need to be mindful about the legal and compliance implications related to an open culture. Social networking and the exchange of ideas and information can be tracked and followed. Management can be held responsible for any material information provided by staff. Once information is in digital form, it becomes traceable, and information in the hands of users means more content volume and risk. Email

is now the corporate Achilles heel. Organizations adopting Web 2.0 must be cognizant that 2.0 content can be subject to compliance just as other content types. Reducing burden and headache means balancing “Aspirin” to ensure relief from the pain of controlling the risk and cost of 2.0 tools.

The Social Workplace

Innovations that exist in the consumer world will permeate the enterprise, and today, employees bring expectations and Web experiences shaped by their personal online habits into the work environment, resulting in the desire for similar capabilities. They seek opportunities during their work day to participate in the collaborative and social nature of the Web. Like the early days of email and Internet years ago, management can be slow to see the value of new tools in the work experience. The fact that employees may use some of their work time to blog, chat or read wikis or discussion forums may not seem to have immediate benefit, but many will do it anyway, and with the information gleaned or techniques learned, this time may prove useful in future work.

While consumer adoption of social computing has been enormous, the surge in organizational adoption has just begun. Web-based businesses and communications companies have been among the early adopters, but the real change in organizational adoption of 2.0 technologies is happening within organizations not viewed as Web-centric.

Organizations will have different objectives for social computing depending on the information sharing challenges they face: geographic distribution, staff comfort level or their target customer group. Regardless of product or industry, **the success of a social computing strategy will be based on how well it is integrated with business culture and organizational processes.** All organizations have the common objective of achieving stronger networking groups, integration of internal and external target groups and improvement of the communication and knowledge sharing culture throughout the company. By using social computing, companies turn one-way

communication into two-way conversations and achieve the objective of turning recipients of content into suppliers of additional information.

Candy = Fun and Attractive

From building brand awareness and reaching new prospects to improving customer relations and gaining insights into product evolution, the following social computing benefits are achieved across industries:

- ◆ Integration of customers, partners and employees;
- ◆ Involvement of target groups with products, brands, etc.;
- ◆ Strengthening of relationships and creation of transparency; and
- ◆ Collect and publish knowledge in the company.

Aspirin = Controlling Pain and Risk

Enterprises can't jump headlong into adopting multiple Web 2.0 technologies simply for the sake of doing so. Goals should target specific initiatives so growth can be managed in line with content governance requirements. Successful and safe rollouts are the objective:

- ◆ Have a plan in place;
- ◆ Require security checks and balances;
- ◆ Base it on a solid ECM foundation to leverage content and experience; and
- ◆ Reduce regulatory and compliance headaches.

Making aspirin work.

The fun part of Web 2.0 is obvious: freer voices by adopting intuitive tools. But the implementation of a working infrastructure requires some strategic steps to succeed. Starting with business culture and a clear definition of the business goals, Open Text has developed a set of steps to help you to attain the highest level of fun (and return) from your traditional compliance-driven projects:

- ◆ Develop a plan and define key stakeholders. Just like the Internet encouraged risky behaviors, Web 2.0 can have the same effect. Many companies rush into a project without a clear understanding of the goals. But as with all investments, only those that can be measured can be successful. Although better customer service or a nicer interface to a records retention plan is hard to measure, even intangible goals should be articulated.
- ◆ Establish a 2.0 culture.

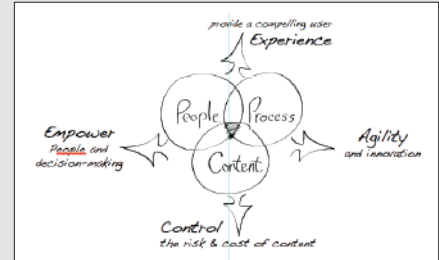
While many organizations claim to be open to new ideas and embrace an open door policy, it requires a bravery to commit to some Web 2.0 ideas—opening direct dialogue with customers means accepting criticism in public about poor service or quality. Allowing less senior staff to blog and comment on discussion sites will appear risky to management. Organizations committed to 2.0 culture can update their email- or IM-use policies to include 2.0, and these policies can outline Web 2.0 tools to use—and

Open Text and Social Computing: The Content Experts' Approach

At Open Text, we take an integrated approach on Web 2.0 and social computing. With more than 17 years of expertise in search, collaboration, document management, archiving, records management and Web content management based on some of the most solid platforms in the market, we provide one-stop shopping for an exciting yet safe social computing experience. For any organization to enjoy repeated success with social computing, it must address four things when managing the wide array of content and attempting to deliver it to users in the context of what they are trying to achieve:

1. Offer a user **experience** with the best Web 2.0 tools that encourages faster, more effective and deeper connections between users, the organization and each other;
2. Provide 2.0 technologies that consumers have come to expect, and deliver them in a managed way so that users see all appropriate content when needed and in turn **empower** them to make faster and more educated decisions;
3. Have the new social capabilities inject faster, more flexible ways of communicating and capturing an organizations' knowledge to drive innovation and add **agility**; and
4. Archive, manage and **control** all Web 2.0 content to achieve compliance.

Open Text responds to these critical requirements through solutions that offer integration, management and optimization of content delivered to the end user in a compelling user experience—all on top of a secure enterprise content management infrastructure.



should be accepted by PR, HR, legal and business management. Monitoring and responding to the results needs to be part of this management commitment to 2.0.

◆ Make sure it's built to last.

When we analyze projects that fail, we see a pattern: a strong start, a well-defined plan, senior management support and initial success. But over time, the project loses momentum and eventually ends in apathy. In dialogues with successful customers, we have identified three major topics that can help to overcome or avoid this risk: 1. Turn the worker into an evangelist for change; 2. Turn the evangelist into an engaged worker; and 3. Communicate along the way.

◆ Make it part of your strategy.

Any Web 2.0 strategy should enhance—not detract from—employee productivity, the customer's ability to work with you or the regulations you have to abide by.

Making candy safe.

Not unlike the introduction of email, Web 2.0 is challenging to the organization and IT. The organization has to deal with a whole new way of communicating, and IT has to make sure that information distributed 2.0-style is in compliance with defined rules and regulations. We have developed a set of best practices to help our customers attain the highest level of success out of a 2.0 initiative, while being sensitive to organizational security, disclosure and privacy issues.

◆ Take an integrated approach.

Web 2.0 is not a separate initiative; it is the extension of a Web 1.0 strategy and as such it should be tightly integrated in your overall Web and communication strategy. But it is also not an isolated solution and needs to be aligned with an enterprise content management strategy.

◆ Own and control user networks.

Consumer-centric Web 2.0 knows its users. If you want to participate, you share information, such as your age, gender or status. But this is not acceptable in an Enterprise 2.0 environment. In the business context, 2.0 practices are about knowledge, ideas, expertise and location.

◆ Network with the ecosystem.

The interconnected network not only incorporates who interacts with whom but also connects what they did. An audit trail of a user connection offers the visibility of transaction entries to protect the organization. For the enterprise, this may not be enough. Organizations require various levels of auditing, some open to all users in the system and some only visible to the users who were involved in the action.

Managing data integrity is another core component of this ecosystem. Content availability is key: a broken connection is synonymous with lost data.

The Social Marketplace

While most Enterprise 2.0 discussions center around the internal aspect, Web 2.0 will (once made safe) blur the lines between internal and external. Customer interaction in sales, marketing, services and support via social networking will build a "social marketplace" that challenges the traditional definitions of inside and outside. Best practices wikis will include content from internal resources and partners; support "hotlines" will move from phone and asynchronous communications into chat and threaded discussions in forums and lead generation and opportunity management will require much more open access to CRM information in

project spaces and ad hoc meetings. So how do we move from Web 2.0 to Enterprise 2.0? The following is a preliminary list of requirements for a reliable and secure Enterprise 2.0 scenario:

- ◆ Modifying and versioning of any kind of content is essential;
- ◆ Include processes and workflow;
- ◆ Content to content and user relationships should be the center of any strategy;
- ◆ The infrastructure will be mission critical (e.g., 24/7 support);
- ◆ It needs to be based on a solid ECM infrastructure; and
- ◆ 2.0 applications need to comply with consistent company-wide rules.

By addressing these key areas, many of the Web 2.0 initiatives become safe and viable options for engaging users inside and outside the enterprise. Web 2.0 and social computing have moved beyond their original definition as an online consumer trend. Today, blogs, forums and other Web 2.0 tools have become business communication standards and essential components for successful Web strategies. The opportunities available to companies that benefit from Web-based internal and external collaboration are both numerous and obvious, and choosing to forego these advancements may result in competitive disadvantage, reduced customer loyalty and lackluster brand equity. But addressing "candy and aspirin" within your organization requires planning and enthusiasm for new ways of working. Open Text brings its 17 years of experience in delivering secure Web-based solutions to Web 2.0 innovation and its evolution inside the enterprise. ■