Designing and Executing a Successful Rollout

THE INTERSECTION OF TECHNOLOGY, BEHAVIOR, AND BUSINESS VALUE

We've talked a lot about technology—mobile, cloud, big data—and, of course, the actual social platform that leverages—and gets leveraged by—all of them. We've also explored how several companies have created business value using a social platform. Technology creates the capabilities that lead to business value, but technology alone won't win the war. The key to a making a social business platform implementation stick is combining all three—technology, business value, and change management (behavior change)—as shown in Figure 5.1.

Specifically, this chapter focuses on how to determine your starting point, choose a platform, launch a social business solution, run a change management process, and measure your progress.
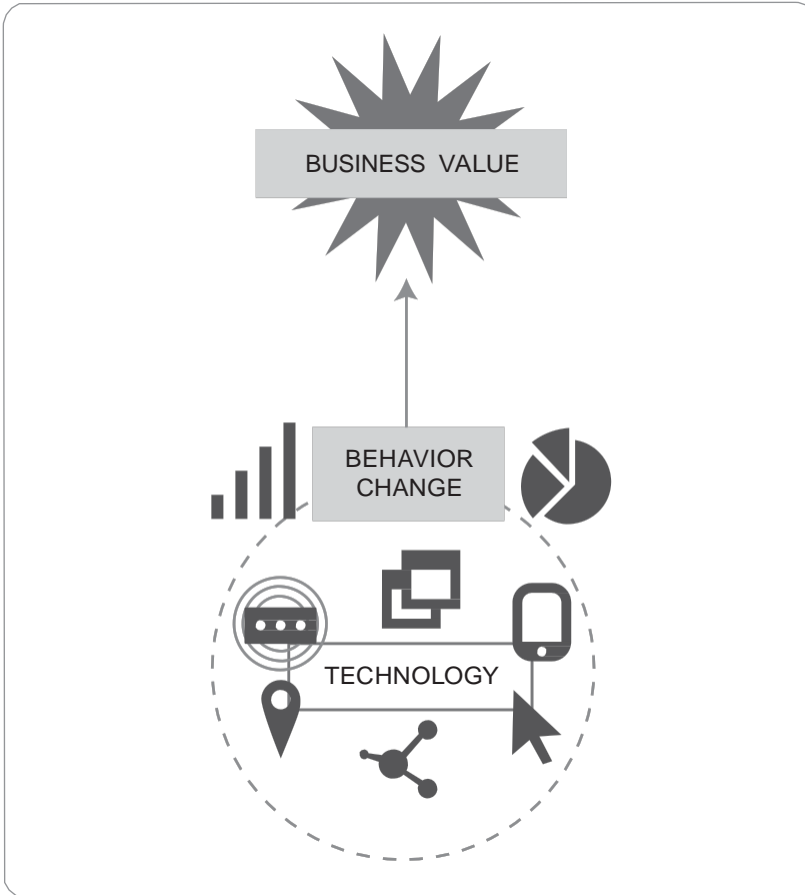
FIGURE 5.1. The Social Business Success Equation

Assess

Start with a Defined Use Case

When you introduce a social business platform, you are likely to see benefits in at least one of four areas: hard dollar savings, improved outcomes (i.e., higher win rate), accelerated outcomes (i.e., time to close deal), or productivity gains. Your team/department/company will value each of these outcomes differently at different times. Let whatever outcome your team values most determine where you start. Then, choose a project that will enable you to capture benefits in one of these areas.

In the previous chapter we focused mainly on business value implementations and de-emphasized the aspirational, wall-to-wall projects. This was intentional. Your best chance for success with a social business platform is to start with a defined use case. Some popular use cases are employee onboarding, sales enablement, customer service, and marketing campaign/event management.

Build a Business Case

Once you've decided on your first implementation, you need to build a business case. The business case justifies why you are embarking on the particular project you've selected. It asks, "Why change and why now?"

A lot of companies skip this step because they don't know how to do it. Don't follow their lead!

You need to be able to present a business case that will move your enterprise to a better place. This place is one where you are not just working harder, but you are reaching those outcomes that are important to your business in terms of top line and bottom line metrics.

When you start with a specific use case, you can be clear on the benefits that you expect from the platform. With a wall-to-wall implementation, it's very hard to know what the technology's impact will be over time. Without that insight, it's a challenge to give people a real reason to learn how to use the platform and, eventually, adopt it.

The challenge here is to prove that the platform will have an impact on a specific process. The benefit of focus is that you can be very clear of what you will do on the social business platform. Even before you put it in team members' hands, you must offer them a business value assessment or estimate of quantifiable effect that the platform will have on a certain process or function.

Here is your game plan:

First, establish benchmarks both for your industry and for your company.
Then project the value that you expect the platform will create.[1]

Consider a sales enablement implementation in a sales organization of a large consulting firm. You predict that enabling the sales team with the right information and tools will increase the win rate and reduce cost of sales. Below is an illustration of how the firm saved $1.7 million when it introduced a social platform for sales enablement. First leaders estimated how the platform would lead to hard dollar savings, productivity gains, improved outcomes, and accelerated outcomes, as shown in Figure 5.2.

When the firm drilled down in hard dollar savings, the company estimated that decreased travel—and that alone!—would lead to a $1.7 million savings. A simple calculation is shown in Figure 5.3.
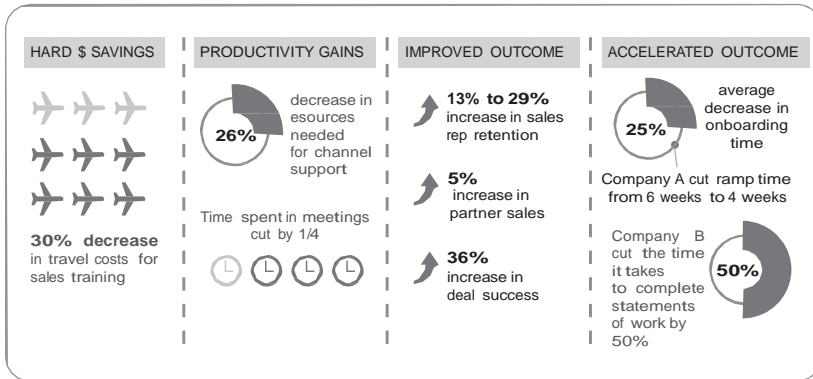
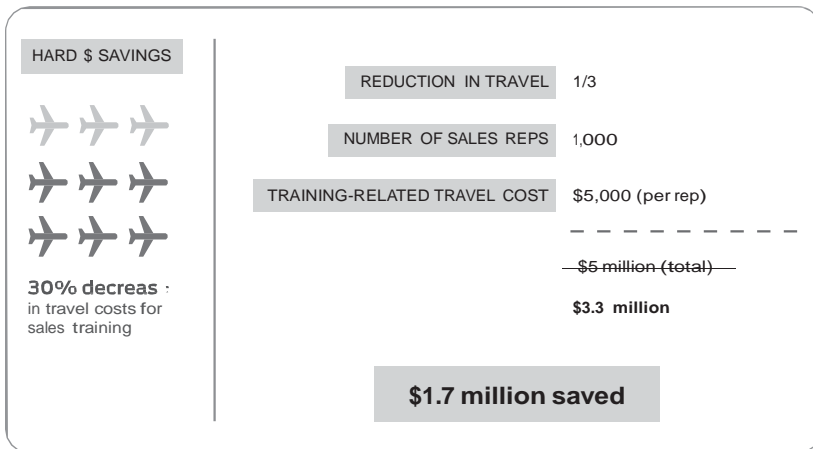FIGURE 5.2. Sales Enablement Business Value Assessment

FIGURE 5.3. Sales Enablement Business Value Assessment

While the example above is very high level, the more detailed you can be about the impact you expect to get, the better. Make well-judged assumptions about your business, find benchmarks to compare against, tailor those benchmarks to your business, and, finally, project a number, and show why it is achievable. Figure 5.4 shows ample inputs, outputs, and overall revenue impact of a social business platform for sales enablement.

If, alternatively, you'd started with a wall-to-wall rollout, you have no guarantee that people will use the platform for anything that provides business value. People might just get on and talk to each other. Not that communication is bad, it's just not that valuable to have yet another communication tool. When you roll out the platform to the entire company at once, you have no goal or specific quantitative outcome. You leave a lot to serendipity.

Starting Small and Making Steady Progress

When you start with a discrete use case, you can be clear about what you hope to get as a result. We all want to escape the Red Queen's race; we want to reach that wonderful future where social technology transforms an enterprise. The only way to get there is by adding many successful rollouts—well-understood

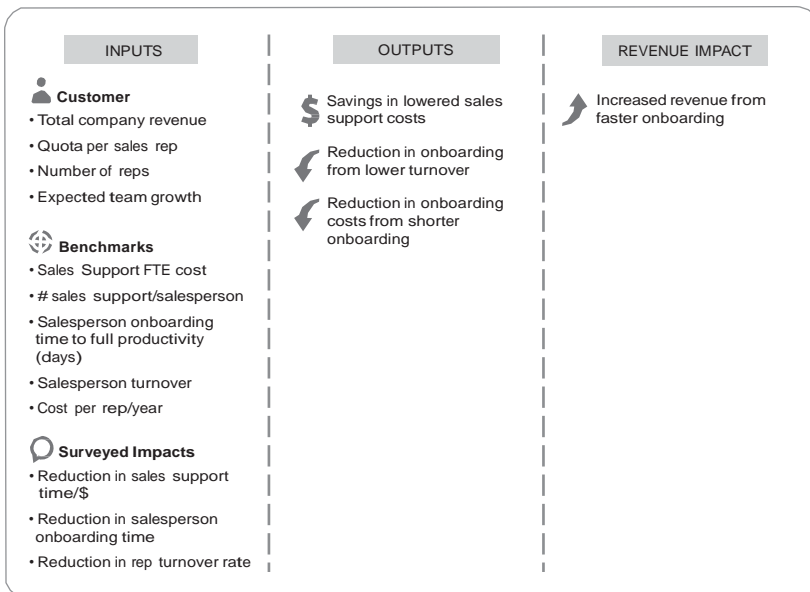| INPUTS	OUTPUTS	REVENUE IMPACT
Customer	Savings in lowered sales support costs	Increased revenue from faster onboarding
• Total company revenue	Reduction in onboarding from lower turnover	
• Quota per sales rep	Reduction in onboarding costs from shorter onboarding	
• Number of reps		
• Expected team growth		
Benchmarks		
• Sales Support FTE cost		
• # sales support/salesperson		
• Salesperson onboarding time to full productivity (days)		
• Salesperson turnover		
• Cost per rep/year		
Surveyed Impacts		
• Reduction in sales support time/$		
• Reduction in salesperson onboarding time		
• Reduction in rep turnover rate		

FIGURE 5.4. Sales Enablement Value Calculator

use cases—together. When you can point to these examples, you make it make it crystal clear that the social business platform is working. Intention and behavior change is everything.

Just throwing social platform on your business and commanding it to change won't work. It's like the Red Queen telling Alice to, "Run faster."

These individual use cases are like individuals or even states in a grassroots movement. U.S. Supreme Court Justice Louis D. Brandeis once commented that this bottoms-up adoption also works in the United States:

> It is one of the happy incidents of the federal system that a single courageous state may, if its citizens choose, serve as a laboratory; and try novel social and economic experiments without risk to the rest of the country.[2]

Similarly, departments in a larger corporation can implement a social platform on a small scale first before taking on a risky roll-out that involves the entire organization. Each functional use case you initiate in your enterprise is like a load-bearing pillar. Each pillar represents a clear articulation of why the team is using it. Each pillar is also a small win in the journey toward a wall-to-wall connected company. But it is an experiment nonetheless. The more pillars you erect, the more ways you change the way people work in your organization, the stronger your organization becomes, and the more connected your employees are to the technology.

Once you have several pillars firmly grounded—several business or function specific implementations in place—the final stages of connecting everyone in the organization happens fast.

Beware of False Value

You can't build a business case for a social business platform with soft value. Many projects lead with the value of social as driving feelings of connectedness, giving people visibility into work happening in other departments, and locating information faster. You might hear stats like, "68 percent of users say that social simplifies the process of communicating with colleagues in different locations or departments," or "79 percent are more exposed to new ideas and innovations in their organization."

All well and good. Connectivity and transparency are, no doubt, valuable to an organization. They just aren't sufficiently valuable as starting points. When you go in selling the value of collaboration to an executive committee, you're failing to point to the things they care about most. It's not that they're against collaboration. But collaboration, on its own, is not a compelling value proposition to motivate behavior change and make an investment.

Executives focus on outcomes: revenue, cost reductions, and, of course, profit. When you make a business case for a social business platform with soft value, you aren't focusing on the things that are most important to executives.

Pick the Right Platform

You'll hear the technology won't determine success of a project. True, but it still matters which technology you pick. When you evaluate a platform, make sure you ask the vendor the following questions:

Is the platform purpose built for my use case? For instance, if you are going to use a product for sales enablement, you need to ask yourself if it is going to work out of the box for that purpose or if it's a very generic platform.

Does it integrate easily into my ecosystem and adjust to the future? You need to look at all the systems that your company uses today and all of the systems that a social platform will touch. The social platform will need to be flexible enough to respond to an uncertain future in the way you need.

Many companies believe they can buy one software suite and get all the applications they need. They assume a single vendor will address every issue and that all the vendors' applications will work well together. If your business is large enough, this vision is, unfortunately, a pipe dream. Even if you did try to limit your technology to one vendor, you wouldn't be able to get your IT landscape to this state for a long time. Instead, make interoperability your focus. Pick a platform that will work well with what you have today.

It's also important not to confuse the tools you actually use with other technologies that offer similar capabilities. For instance, if you have a tool that provides sales force automation but you heavily rely on another tool for relationship management, make sure

that your platform works with the relationship management tool you use.

Can my workers use it? You want users to be able to get on the platform easily—and then want to use it. It should be as intuitive as that. Though usability of enterprise tools hasn't been an issue in the past, now that employees have intuitive tools in their personal lives, they have higher expectations for the technology they use at work. Few people read an instruction manual for an iPhone!

Do the analytics show real business value? Typically, a social business platform will offer four main types of analytics:

- Community analytics: Community health, level of engagement
- Business metrics: Time to close a deal, time to answer customer's request
- Social graph-driven analytics: Number of recommendations, number of documents uploaded, number of "likes"
- Business intelligence: Information on why a key performance indicator is trending down

You could imagine this data on a matrix, as shown in Figure 5.5.

Defined Reports

COMMUNITY MANAGER REPORTS	BUSINESS VALUE REPORTING
Are people engaged?	Is this driving revenue?
• Functional usage & leaderboards	• Business KPIs
• Community health	• Ties to systems of record data

Community Managers — **Business Owner**

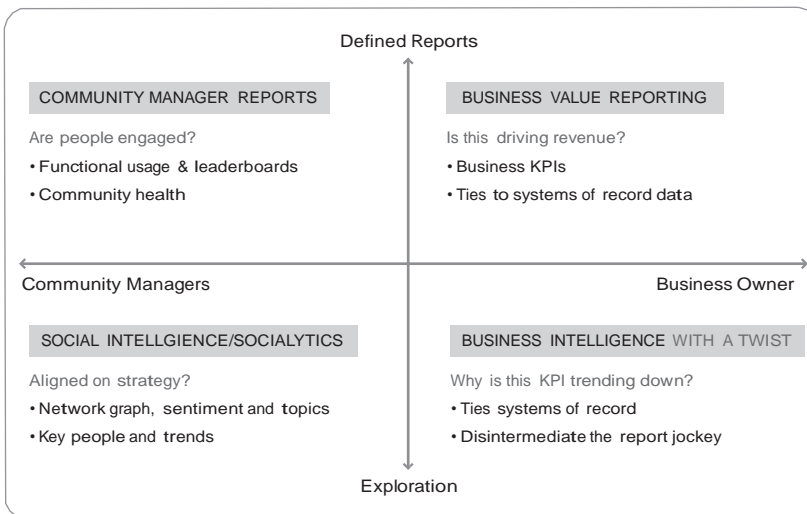| SOCIAL INTELLGIENCE/SOCIALYTICS	BUSINESS INTELLIGENCE WITH A TWIST
Aligned on strategy?	Why is this KPI trending down?
• Network graph, sentiment and topics	• Ties systems of record
• Key people and trends	• Disintermediate the report jockey

Exploration

FIGURE 5.5. Social Business Platform Analytics:
Reporting, Analytics, and Insights

These analytics vary in their usefulness. Generally, community analytics are overdone. If you think about community analytics like vital statistics in a hospital, community analytics tell us the patient has a pulse but few details beyond that. How is the liver functioning? What is the oxygen level? If a system can only show how many people are logging on to a system, that's not enough.

Business intelligence is usually too heavy handed. It's not clear what to do with the information.

Business metrics, however, reflect things that you built your business case on, such as time to sign a deal, time to resolve a customer complaint, time to launch a campaign, etc. Social graph analytics help you gauge sentiment and see how people are connecting on certain topics. Both of these sets of metrics are useful.

Is it enterprise ready? The solution needs to scale, provide security, and support compliance and localization. These attributes are important if you want to get the IT department's approval as they enable IT to protect the business.

Does the vendor have industry proven leadership? Make sure that the company has worked with many customers—you don't want to be its guinea pig. When you look at references, the list should include companies you've heard of and that are willing to talk to you frankly.

What's the product road map? The road map is the company's vision for its technology. It maps how companies will use the product over time. It shouldn't be just a backlog of features. The product road map should match your company's vision for where things are headed. If you are moving toward security based on identity management, for instance, you don't want to choose a product that relies on a different method.

──────── **PLAN: UNDERSTAND THE FROM>TO** ────────

Overcoming Resistance with Technology That Provides Immediate Value

While social technology is easy for users to learn, it challenges people to work differently. They will have to move from one way of working to a new way.

This movement requires people to change. Change is always hard. It will be resisted. For one, users have little willingness to try a new technology. The average worker has seen many tools come and go in the enterprise. Even if the existing environment is dysfunctional, employees aren't clear whether new tools make their lives easier or more complicated.

Enterprise workers are exhausted. Many still remember the change management processes associated with wall-to-wall enterprise resource planning (ERP) implementations. Then, consultants rolled out a technology to the entire company simultaneously. Consultants went task-by-task, process-by-process, teaching individuals how to complete their work on a new system. If someone was working in accounts payable, for instance, change management consultants showed her how to work on the ERP's general ledger rather than entering data on a spreadsheet. Hundreds of consultants worked with every team in an organization to lead this process change.

ERP and other big system rollouts, however, shared many shortcomings. The extensive projects were very difficult to manage and complete successfully; transformation touched almost every part of a business. And, because massive change is hard for an organization to swallow, these sprawling projects had a high risk of failure. When you introduce a social business platform, you focus on behavior change for a specific use case—the part that matters to an individual or team—so users exploit the technology to get what they want. This improves focus and, most importantly, likelihood of success.

Learn How to Change Habits

When you introduce a social business platform, you will be changing habits. In Charles Duhigg's bestselling book *The Power of Habit: Why We Do What We Do in Life and Business*, the author explains that habits emerge in order to help the brain save effort. According to Duhigg, habits include a three-step loop:

First, there is a cue, a trigger that tells your brain to go into automatic mode and which habit to use. Then there is the routine, which can be physical or mental or emotional. Finally, there is the reward, which helps your brain figure out if this particular loop is worth remembering for the future.

When a habit emerges, the brain stops fully participating in decision making. It stops working so hard, or diverts focus to other tasks. So unless you deliberately fight a habit—unless you find new routines—the pattern will unfold automatically.

Habits can be changed. Starbucks taught its baristas to handle "moments of adversity"—an angry customer complaining that the coffee was too cold or they got the wrong drink—by teaching them a routine that helped them establish new habits. Instead of getting scared or angry, Starbucks proposed a plan for dealing with unhappy customers and attached a memorable mnemonic device, LATTE, to the plan. The LATTE method involves listening to the customer, acknowledging the complaint, taking action by solving the problem, thanking them, and then explaining why the problem occurred. When people can decide ahead of time how they will react to a cue—in this case, an angry customer—they can change the way they react and develop new behavior habits.[3]

Launch a Focused Changed Process

As difficult as it is to change, it's unavoidable. The best way to approach changing processes is to make two process maps: the process today and the process in the future. You need to assess where today's tools—instant messenger, e-mail, sales force automation—aren't working. To make any implementation successful, a company must change its communication habits.

Imagine you run account management at an engineering firm. You spend a lot of your time completing statements of work (SOWs) for prospective customers. You use e-mail to coordinate and communicate with engineering, design and development, service, legal, and administration. You take the SOW, break it into pieces, and then send it out to the people you believe will best complete the various sections. As the account manager, you serve as the hub of knowledge and determine who receives which e-mails about the SOW.

We've talked about the problems with this process: it's inefficient, slow, and fails to include all relevant participants and knowledge. The information comes from people whom you, the account manager, know. No one in the process can see the content that others contribute or notice contradictions. Even you, the account manager, can't read the e-mails between contributors or the discussions that led to the finished SOW.

Does this process produce the best SOW? Unlikely.

Let's say you introduce a social business platform to your team with two goals: shorten the time it takes to complete a SOW and increase the win rate.

In training, you, the account manager, start the process by posting the SOW on the platform. Everyone who would normally be involved in developing logs on to the platform learns how to post comments, edit a document, upload reference documents, and even initiate a poll. They see conversations around different topics—pricing, planning, logistics—and contribute their ideas. Then, when the process is complete, someone in the group reviews the proposal. The process of delivering an SOW on the platform should take less time and receive more oversight from a larger group.

Beyond just being a less cumbersome tool, the platform offers other benefits. As team members use the platform, they build up a knowledge base. Everything that people discuss is visible. And, instead of the knowledge leaving the company with inevitable turnover, it stays on the platform. When new hires come on board and learn to pitch to a certain industry, they don't just read a manual or do computer-based training in a vacuum. Instead, they get on the platform, locate team members with industry expertise, and find past conversations and commentary. New hires also get complementary information (presentations, pricing models) automatically. Finally, the platform saves a fringe group of domain experts—people that receive multiple inquiries on the same topic—from constantly repeating themselves. These individuals contribute just once to the platform, and then the whole team can access their knowledge.

That's efficiency!

Draw a Process Map

A process map helps ensure a team understands every detail and role in a specific process. The clearer you are about what the change looks like, who is affected, and how each person/team will proceed, the better you can articulate the path forward. Figures 5.6 and 5.7 illustrate the "before" and "after" for a company's marketing campaign management process. Like Starbucks' LATTE method, it outlines how people complete a process without social technology and then how they will do the same process on a social platform.

PAIN POINT	BEFORE SOCIAL BUSINESS PLATFORM	AFTER SOCIAL BUSINESS PLATFORM
ALIGNING ON BRIEF	• Creative brief is written by corporate or product marketing, then is e-mailed to various agencies and forwarded around to get feedback.	• Brief is written collaboratively across the company and with agencies to gain alignment. • As people/agencies come on and off the project, they can see the final brief and the conversations around them.
GETTING APPROVALS/ SIGN-OFFS	• Sign-offs on brief, content, etc., require meetings, e-mails, conference calls, leading to delays.	• Sign-offs and approvals can be had in-line online much faster.
SHARING AND COLLABORATING ON WORK	• Agencies work independently to develop concepts, e-mail or post docs to a file sharing website.	• Agencies can work together with marketing to develop the concept. • Assets and insights can be shared across agencies (especially needed as people/agencies join and leave the project).
INCLUDING SALES IN CAMPAIGN	• Keeping sales abreast requires additional meetings/presentations. • Difficult to gather commentary/input from sales people while the campaign is running.	• Sales management and frontline employees can quickly understand the breadth of all marketing campaigns and how it affects them. • Sales people can provide real-time input on the impact of the campaign they are seeing.
INTERNAL CROSS-CAMPAIGN COORDINATION	• Different divisional marketing teams are not coordinated, missing synergistic opportunities (e.g, media buying).	• All divisional marketing departments can see what all of the divisions are doing to ensure alignment and cooperation.

FIGURE 5.6. How a Social Business Platform Addresses Marketing Campaign Development Pain Points

158

PAIN POINT	BEFORE SOCIAL BUSINESS PLATFORM	AFTER SOCIAL BUSINESS PLATFORM
RUNNING TESTS AND GATHERING INSIGHTS	• Results and learnings from tests are not teasy to share across the various groups to ensure appropriate targeting / adjustments.	• Campaign tests across all agencies/functions are collected in one place for real-time discussion and adjustment. • Next actions/changes can be managed in one central place.
MANAGING AND DISTRIBUTING CONTENT	• Digital media/content are spread across numerous servers (and networks), taking time and making version control difficult.	• All digital content is in one central place (or linked to), ensuring that the right version gets to the right place at the right time.
MONITORING IN-MARKET PERFORMANCE	• Campaign updates and data are e-mailed around or spread across intranet sites. • Little or no support of a "conversation" around the data.	• Platform provides a central portal for real-time campaign feedback across all campaigns (including feedback from agencies, marketing, and sales).
CAPTURING LEARNINGS	• Postmortems are oftentimes not conducted, or if they are filed away and not referenced in the future.	• Platform provides a full real-time record of all campaign activity to reference, whether a postmortem is collected or not.

FIGURE 5.7. How a Social Business Platform Addresses Marketing Campaign Development Pain Points (continued)

Case Study: Eloqua, Social Customer Service

Eloqua launched a social platform called Topliners to more effectively—and economically—serve customers. Eloqua, a wholly owned subsidiary of Oracle, develops marketing automation software. The software supports campaign execution, testing, measurement, prospect profiling, and lead management. More than 50,000 marketers use Eloqua—more than every other marketing automation vendor combined. Clients include Adobe, AON, Dow Jones, ADP, Fidelity, Polycom, and National Instruments.

Eloqua customers liked to talk with each other and share experiences. However, with customers around the country and the world, many customers were not able to attend Eloqua events. According to Heather Foeh, director of customer culture, customers were anxious to solve their own problems: "We started our Topliners community because we really heard from our customers that they were looking for a place to interact with each other and self-support."

Eloqua wanted to position itself as a thought leader in the area of digital marketing and drive its customers' success, two levers that would also increase sales. With these outcomes in mind, Eloqua built in functionality for customer collaboration and customer self-service for customers around the world.

In the planning phase of its project, Eloqua discovered that it would have three types of users in the community: executives, operational marketers, and tactical marketers. The executives, chief marketing officers (CMOs), set the marketing strategy for the company. They were interested in learning about visionary marketers and industry trends. The community needed to have enough content to keep the CMOs coming back to the community. Marketing managers fell into the operational category; they would use the customer community to gather peers' success stories and perform benchmarking. Finally, one group of users had a very tactical agenda. They wanted help fixing problems and implementing programs.

Since Eloqua would serve three types of customers, it needed to understand each group's different requirements. Eloqua took a position of, "We are here to host a conversation that will help you—the

CMO, marketing manager, or marketing coordinator—achieve your objectives." By focusing on what members wanted, Eloqua could prioritize what features to build in first and spur adoption.

Once Eloqua defined user requirements, it could ask the right questions to determine if the company had the resources it needed to give each audience the appropriate content. The questions the company asked included the following:

- Are we dealing with a group of people that will volunteer that information?
- Do we have resources that will sustain this as a program? If not, do we need to build to meet this need? Do we need to hire guest bloggers, recruit them?

In the planning process, Eloqua learned that it couldn't create a community and expect users to contribute. Instead, internally planners discussed how to launch programs that would encourage users to talk and make the community self-sustaining. Like a well-built fire, Eloqua needed to select its kindling wisely. Once the fire started, it would burn how it burned, but the more deliberately Eloqua planned the initial programs it launched on the community, the greater its success.

The intense focus on customer needs and segments paid off. By 2013, Topliners had over 7,000 members self-servicing their accounts and working with counterparts at other firms. Engagement on Topliners increased renewal and retention rates.

Specifically, 85 percent of customers that renewed their software license with Eloqua were members of Topliners. Of those customers who didn't renew, only 28 percent were members. According to Foeh, Topliners became part of doing business at Eloqua:

Every month, salespeople say they closed a deal because a customer says they saw something on Topliners. This group has contributed to topline revenue growth. It's revolutionized our business; it has become part of our DNA and part of our culture.

PLAN: SET UP FOR SUCCESS

Once you've planned the assessment stage, it's time to look at integrations, content, and training. You want the platform to be working with your other systems and have relevant content when the first users log on.

Integrate the Platform into Your Existing Environment

You'll need to integrate social business software with your company's existing IT systems. It will need to connect to content management tools, communication software, and systems of record. But integrating social with every enterprise application is too time consuming and expensive. Instead, the people who will actually be using the product—not IT—should revisit the business problem they are trying to solve and, from there, determine the integrations they need. Here are a few sample approaches:

Customer Service

If a company is implementing social customer service, the enterprise should integrate the software with the case management system (trouble ticketing), customer service/product knowledge base, and a system that tracks customer issues.

Sales

If social business software is directed at the sales organization, integrate it with sales force automation software. Similarly, a social platform for product marketing should integrate with marketing automation software.

Content Management

A social intranet project should connect to an existing content management system, SharePoint (if applicable), LDAP,[4] e-mail, and Microsoft Office.

Cartridges, out-of-the-box connectors, can eliminate the need for integrations with many popular applications. For instance, if a company is running specific web apps like Salesforce.com, MS Dynamics, Office 365, SAP, Netsuite, Google Docs, and

LinkedIn, a cartridge can connect the social software platform and specific web applications. Then, when a user is looking at the record in Salesforce.com, or a document in Google Docs, the social software's reading pane will show relevant content and conversations related to that specific record or app.

Seed Content

A social business platform has to have content so that the first time people visit, the system looks legitimate even if it's the most initial phase of a rollout. No one likes to go to a party and be the only guest!

Beyond seeding the platform with content, the project manager or group facilitator can simulate the response of a system and take a role of "fakin' it until you're makin' it." For instance, when a salesperson from one region asks a marketing question on the social tool, the community manager alerts the product managers to the question and directs them to post their answers on the social platform. Until reps start seeing timely answers to their posts, the community manager must remind product managers to log on to the system. As activity on the platform gains momentum, the facilitator features valuable content, then tags it to make sure the right users see it.

If a company is deliberate about these processes for long enough (approximately three months), the group reaches homeostasis where sales reps find that they can ask questions and get answers faster using social business software than by using e-mail or phone.

Similarly, in external customer social platforms, the community manager shouldn't wait for customers to start collaborating on the community site. Instead, prior to the launch, the manager would recruit champions from the customer community who will share tips about a certain product. When a customer posts a question, the community manager e-mails one of the designated customers who then answers. Eventually, these customer champions log on and answer questions without prompting.

Train the Users

It is one thing to tell people to change—but they must have the skills to change. The fallacy with social business is that it should be so easy that it needs no training. A well-designed social platform is easy to use, but not everyone knows how to collaborate effectively and apply the principles of social business to get work done.

Training requirements vary by company. Some users need an outline that gives them the general steps they should take when they start to use the system. Others need explicit, paint by number–type guidance. Your company should focus on best practices in using social software to solve problems.

One important step is training advocates. Subsequently, you need to encourage them to go out to their networks and recruit others. Advocates should demonstrate to their colleagues that introducing social business software is an exciting thing for the company and, prior to the rollout, generate content that the company needs.

Once the platform is live, a great advocate will ask people to talk about specific topics, ask questions of the community, answer questions, push other users to give opinions, and share their experiences on blogs.

IMPLEMENT

Burn the Ships

One of the most important things you'll do in this phase is burn the ships; you need to turn off other tools so that teams and individuals turn to the social platform rather than the tools it is trying to replace. These include intranets, portals, and document management systems.

Offer Incentives/Motivation

In designing incentives, you should first focus on what's in it for the end user. Often the most powerful motivators and the most sustainable programs involve tapping into individuals' intrinsic

motivations. A good incentive program will leverage the research of Daniel Pink and provide opportunities for autonomy, mastery, and purpose—as well as traditional recognition.[5]

Using carrots and sticks in combination works best. For instance, in trying to encourage a sales representative to use the platform, an internal social business software advocate must make the case that if reps change their behavior, they will get answers to their questions and close deals faster. This is the carrot. Or, when a sales rep uses e-mail to elicit the team's knowledge on a specific customer, sales leadership can repetitively push the user to the social platform instead. This is the stick. Make use of both!

Gamification

Recognition—either from managers or peers—is, hands down, the biggest motivator to encourage employees to use social business software. Gamification, a methodology developed by Bunchball, involves applying the data-driven motivational techniques from video games to non-game experiences. It takes techniques that game designers have employed for years—leveling up, leaderboards, badges, competition, transparency, etc.—and uses them to motivate people to do more high-value activities. Using gamification, social community managers can give their users goals that encourage participation or drive specific behaviors. When users reach certain levels or complete a goal, they earn specific status and recognition.

Participation, especially in the beginning of a social business software project, can be difficult to muster when users don't know what's in it for them. Some users will share information without any encouragement. Others need some prodding. Gamification drives participation because it uses motivators based off fundamental human needs and desires—reward, status, achievement, self-expression, competition, and altruism, as shown in Figure 5.8.

As users live their lives online and generate activity data, companies accumulate vast amounts of information they can then use to drive users to higher-value activities, reward behavior, and spur competition. Until now, however, this activity data has remained in silos or in one-off programs such as frequent flyer programs.

HUMAN DESIRES

GAME MECHANICS	REWARD	STATUS	ACHIEVEMENT	SELF EXPRESSION	COMPETITION	ALTRUISM
POINTS	●	○	○		○	○
LEVELS		●	○		○	
CHALLENGES	○	○	●	○	○	○
VIRTUAL GOODS	○	○	○	●	○	
SCORE BOARDS		○	○		●	○
GIFTING AND CHARITY		○	○		○	●

FIGURE 5.8. Gamification Works Because It Taps Into Our Needs and Desires
Source: Rajat Paharia, CEO Bunchball

The convergence of mobility, cloud, and big data opens up new opportunities for gamification. Rajat Paharia, founder and chief product officer of Bunchball, envisions a flexible platform that can take user activity data and use it to motivate users and drive what he refers to as Loyalty 3.0.[6]

Case Study: SolarWinds

SolarWinds is a company that uses gamification and badges to drive certain user behavior. Founded in 1999, SolarWinds is a public company that sells IT management and monitoring software to over 100,000 customers worldwide from Global 1,000 enterprises to small businesses.

SolarWinds launched thwack, a customer community, to enable customers to collaborate with other customers, SolarWinds employees, and technology partners. Members can also take part in discussions, watch video tutorials, contact support, download tools, and read blogs.

SolarWinds wanted to drive engagement in certain activities and get users to connect with sales and customer service agents. Gamification enabled the company to increase the interaction in particular forums and collect specific information. Outcomes included the following:

- Increase in the number of customer stories about product usage
- Increase in the number of views and usage of the platform's discussion capabilities
- Collection of information on new product ideas and feature requests

As users adopted the tool, the community team used the platform to help monitor users' activity and solidify the reputation of top users and advocates, labeling them as MVPs.

Product Rewards

One way to reward contributors is to give individuals advance access to products. For instance, a company can give the highest-rated

contributors/product advocates the opportunity to try out a product in a test environment and be the first users to give feedback on a new product. Companies can also reward community advocates with mobile devices or even upgrades at user conferences. Great incentives can help advocates evangelize the value of the community. For instance, Pearson gave Flip video cameras to the community advocates. These individuals visited different departments in the company and spotlighted success stories.

Beyond material rewards, a company can offer community members early or exclusive access to content, extra power or moderating rights on a community, or introductions to company executives.

Provide Support When Needed

Prior to the implementation, an enterprise will need to know how to form a team, how much time everyone will need to dedicate to the project, and the terms of their involvement.

Once the platform is in regular use, the enterprise must have a plan as to who will support users when they are interacting with the platform.

Measure and Communicate Success

Measurement is part of management. Companies must keep tabs on the community's health. They need to ask themselves if employees or customers are using the system, if they using it for the intended purposes, and if it is providing the specific value it was set up to offer.

Once individuals and teams start using the platform, the business owner should cull success stories from participants and disseminate these through the organization.

BEST PRACTICES FOR ENTERPRISE-WIDE IMPLEMENTATIONS

While the suggestions above apply to any implementation, if your organization is intent on a wall-to-wall implementation from the get-go, the best practices of top-down change management still apply. First, you'll need to gain executive sponsorship;

it will be nearly impossible to be successful without their support. Next, you need to invest in communications and make a big bang leading up to and following the rollout. You need to make it clear to everyone what you are doing, who will do what, and change the behavior of hundreds—if not hundreds of thousands—of people at once. You'll need to integrate every system that users might need to work with the social platform and maintain visibility to compliance. Once people start using the platform, you'll need to celebrate wins and successes across the organization.

Does this sound like an ERP rollout from the 1990s? It's not a coincidence. It's a giant massive change management exercise.

Identify Stakeholders

Who are the stakeholders? As the team rolls out a social platform, the stakeholders will identify themselves. They include everyone who will use or be affected by the platform. Common stakeholders include the executive team, managers, enablement teams, key subject-matter experts, role models, casual participants, heavy participants, general employees, and even, perhaps, customers.

Subsequently, the team should conduct stakeholder analysis to understand each stakeholder's issues and generate ways to address these issues.

Consider Cultural Biases

Organizations must consider how the solution will connect to the culture. Not every company is at the same starting point or readiness point for a social business platform. Evaluating cultural readiness involves understanding both top management and prospective users at all levels of the organization.

Cultural Readiness at a Global Bank

John Stepper, a managing director focused on collaboration and social media tools at a global bank, was part of a team that evaluated social business software for the bank. In the process of meeting with different software vendors, prospective users and the IT

professionals asked questions about data infrastructure, metadata, tagging data, and other technical questions. What Stepper felt the team should have focused on, however, was cultural fit of a social platform at an investment bank:

> Banks, particularly investment banks, are competitive places. People don't share information readily or naturally because they may be competing with other departments in the firm. We've been trained not to write things down; writing things down can make your life more complicated. Once you write things down, more rules apply. Instead, people try to limit communication to people they know and trust.[7]

It was clear that if the social business platform was going to have any impact on the business, the culture needed to change. Bank employees needed to share their activities and processes in a way that was visible to others at the firm. A social business platform could simplify information exchange, but the company wouldn't get any major benefit from the software without a profound cultural shift.

What worked at the bank was demonstrating the benefits of the platform first within a community of practice—groups of people doing the same job. It was a way of starting small and felt less risky to the group. Stepper explained to this community, "Let's start first with your own group." The communities were safe places to share information. Once users got comfortable sharing within their own community, moving outside the community was a lot easier. As Stepper recalled:

> Individuals realized that if they participated in community, everyone who saw what they could do could learn from them. In turn, the individuals gained visibility. Developing a higher profile helped them access people, get a new position, and shape their reputation inside a big company.

The competitive nature of the bank's work environment and external forces didn't seem to be conducive to social collaboration—yet the social business platform gained traction at the bank. Individuals

contributed expertise and answered questions because the chance to gain recognition from peers and access new opportunities trumped their cultural challenges. Eventually, they felt more comfortable sharing outside of the immediate group—and the social platform became ubiquitous.

Design a Launch That Assumes Longevity

When you introduce a new technology, you are asking people to support something that, in some cases, they don't think they need. To get everyone in the company—4,000 or even 400,000 people—on one wall-to-wall social business platform is a challenge.

Many companies, mistakenly, approach the wall-to-wall implementation with either a pilot or time-boxed trial. Best to avoid these methods! They are actually one reason that wall-to-wall projects can be risky.

Pilot/Soft Launch

A manufacturing organization was ready to purchase the software, when an executive spoke up, "I'm sold on social business software, I see how it has been successful in other companies—but how do we know my people are going to use it?"

One way to get users to quickly adopt, especially when users and executive are skeptical, is to do a soft launch or a small, contained project. When a company has a low risk tolerance, the chance to "screw up small" can spur a company to try a social business platform. An implementation for an IT department, for instance, can work well as a soft launch.

Now, the bad news. Though a soft launch can be easy and low friction, when a company does a soft launch it may indicate a lack of commitment and confusion. When you begin a project without the end in mind, it is unlikely you will find value.

Timebox Trial

Another method to encourage adoption in a launch is to "timebox" a trial. A project's sponsor can say, "We are going to try this tool for the next three weeks. It will reduce the number of one-off questions you answer and reduce the number of questions that reach you, period. Are you willing to try it for three weeks?" It's difficult

for users to reject something when they know that the time they must spend is limited.

A timebox trial can work well as a way to get a project moving and spread awareness. However, everyone involved in the project is driving toward time, not toward an outcome. It's hard to keep everyone focused on a goal if they don't know what that goal is.

Waves

While people like to start with a pilot or timebox trial, we think these methods increase the risk of failure. Instead, adding successive groups of users is a great way to introduce social software. A global tax and consulting firm once took this approach to its social intranet rollout when it launched "waves" (see case study in Chapter 4).

The firm's employees had lived through many rollouts and, according to one manager, were "tired of pilots." Rolling out the social platform—Spark—in waves lasting 90 days created excitement around the initiative and presented the new communication platform as something other than "one more pilot." Employees understood that the company was serious about social enterprise software and committed to its success.

Instead of focusing on the most strategic groups for the first wave, the firm targeted groups where the most senior partner was excited and could see potential in the tool. It needed people who, according to one executive, "wouldn't fall at the first hurdle." This process allowed the firm to lock in one group and make sure they were on board before adding another group of users.

The firm's team chose just 12 groups to be part of the first wave. The firm gave these first wave workgroups white-glove treatment, including all of the consulting, resources, and guidance they needed as they rolled out social business software. Many of these groups were very vocal about their positive experience and spread their excitement to other teams. The groups that used the social platform first became an exclusive group. The firm also let each country determine how it wanted to roll out Spark. For instance, Singapore performed a flash mob–type song and dance to introduce Spark.

Use Compelling Communications

Communication is easily the most popular change technique, but it's usually overemphasized. People don't change purely because they receive new information; every doctor who's ever told a patient to start exercising knows this is true!

Instead, enterprises should view communication as a way to build excitement about change. Many of the most successful social business software projects started with a great amateur video describing the new platform. Beyond generating buzz, communication should focus on making sure everyone is informed, at every stage of the process, with the right information at the right time. Communications should reduce anxiety, overcome inertia, build excitement, and offer a uniform message about the platform.

Once individuals and teams start using the platform, the project leader should cull success stories from participants and disseminate these throughout the organization.

Identify Role Models

After the platform is live, an individual or group in the company needs to be responsible for ongoing management. Role models' involvement can highly correlate to success. These role models include the following:

Executives

Critical participants, especially those who will be directly affected by the change. The companies that deliver business value from social business software share at least one commonality: C-level sponsorship.

Social Platform Champion

Well-connected politically, respected by decision makers, and able to get stuff done. He or she is usually at the level of a senior director. Without this driver, the project will plateau.

In terms of commitment, if the project is more strategic, the individual person will be 100 percent dedicated to the project. When it is more tactical, it could be just a third of that person's job.

Managers

Individuals who influence the behavior of their teams. The best way to engage these mid-level managers—people such as product marketing and sales managers—is to first identify their concerns. Gathering this information will ensure that a rollout can happen smoothly so that the company can quickly become better, faster, and stronger.

Advocates

Avid supporters who help their networks support the change. These are the employees who, in a meeting, will say, "Let's use our social network to come up with new ideas and solve the problem."

Vocal pockets of users that love that platform are extremely helpful in weathering any storms that may occur. For instance, when some users have difficulties accessing their data, a strong group of users praising the platform can make these unhappy users' complaints less noticeable.

Subject-Matter Experts

They buy in to the new way of working and understand how they benefit from the tool. They'll need to invest time in seeding content when the project starts, but once their knowledge is available to a wider audience they'll get fewer requests for information.

The company should also assign roles and responsibilities for governance and discuss how it will handle specific kinds of behavior. The company might need policies that can address inappropriate user behavior—such as rude or derogatory comments, or even humor that is lost (or, worse, inappropriate) in translation. The company should also discuss human resources and legal policies.

If the social platform will mainly focus on external users, organizations should follow a similar process and find passionate customers who can act as advocates. These individuals know the product inside and outside and enjoy answering other customers' questions. They might be so enthusiastic as to even reduce the workload for the paid help desk employees. These customers are not necessarily subject matter experts but can get very excited about specific topics.

Figures 5.9 and 5.10 provide more information on the project roles companies have implemented.

REQUIRED PROJECT ROLES

ROLE	COMMON ACTIVITIES
SPONSOR	Reviews, approves strategy. Provides direction and resources to the project team. Promotes value proposition to executive network and general employee population. While not involved in day-to-day activities, a sponsor's participation in the community sends a strong message that the project is important to the business.
BUSINESS OWNER	Has overall responsibility for the social business / community program strategy, governance, policies, leadership, and organization transformation to support a new way of working in the enterprise. Responsible for executive and community communications, measurement dashboards, adoption strategy, code of conduct/acceptable use and other key policies, branding, moderation, customizations, content strategy, and implementation. Benchmarks and implements peer and industry best practices to grow the community and drive business change in all facets of a business' ecosystem (internal, external). Typically a senior level role who is recognized as the program owner and can navigate the enterprise's political and cultural landscape with ease.
ENTERPRISE COMMUNITY MANAGER	Works closely with (and often reporting to) the business owner, often thought of as the "face of the community." Manages day-to-day activity, including training, answering member questions, dealing with inappropriate behavior or abuse, and more. Leads and grows the overall community. Oversees global Working Group activities and "go-to" person for onboarding new communities. Builds and leads SME and Advocate engagement programs to drive member engagement. Creates and analyzes measurement scorecards.
USE CASE OWNERS	Responsible for the successful implementation of a specific use case (for example: Internal Communications, Sales Enablement, IT-based Communities of Practice). This role is especially essential at launch and helping to establish business practices and metrics that will deliver value to users and the business.
PLATFROM OWNER (TECHNICAL)	Has overall responsibility for the platform's release management, architecture, performance, scalability, security, and system health. Interacts with Support and / or Professional Services on technical needs. Oversees development, architectural design, hosting resources and decisions.

FIGURE 5.9. Required Project Roles

BUSINESS USER ROLES

ROLE	COMMON ACTIVITIES
ADVOCATES	Strategic planning business partners who agree to volunteer and get involved in your social business / community program to build groundswell awareness and business use of the platform. They do real work in the community by seeding/leading topics, spreading word of mouth about how to get real work done and can welcome members or provide end user support. Think of advocates as individuals who set the tone for and model best practices in using and engaging in a community.
SMES	Individuals with deep functional/topic knowledge who play a formal, designated role in the community in a way that complements and extends their primary job function in their area of expertise. They provide high-value content, answer questions directly, mentor and guide community members. Role may be optional for internal communities based on topic area, but critical for external communities.

LAUNCH/NEW RELEASE ROLES

ROLE	COMMON ACTIVITIES
TOPIC COMMUNITY MANAGERS	Responsible for the launch, management, member engagement, programming and growth of a specific / topic community.
PROJECT MANAGER	Responsible for managing the launch release. This person will work with their project management counterpart to keep things on track while overseeing the effort of the company's working group to deliver results on time and on budget.
COMMUNI-CATIONS/ MARKETING	Has responsibility to plan, develop, and release communications to support and drive the adoption strategy. Typically an employee communications role for internal communities or a marketing communications role for customer facing community.
SYSTEM ADMIN	Performs day-to-day admin console updates, operations managing users and permission groups, configuration changes, creating spaces as required by the business and other system-wide settings. Works closely with Technical Platform manager on release planning.
USER SUPPORT	Provides daily end user support / help desk operations for the community. Answers questions about site outages or other access issues, provides assistance in recovering lost passwords.

FIGURE 5.10. Business User and Launch/New Release Roles

──────── **CSC: A SOCIAL BUSINESS JOURNEY** ────────

Hopefully, we've convinced you that going functional area by functional area is the best way to reach value quickly. Of course, some companies will still choose a wall-to-wall implementation. The rollout will be more complicated and time consuming. But, as CSC demonstrates, it's not impossible.

Background

Computer Science Corporation (CSC), CSC is a $14.8 billion, Fortune 200 consulting, systems integration, and outsourcing company with over 90,000 employees and customers in over 90 countries. CSC counts some of the largest organizations in the world among its customers.

Managing a Global, Distributed Workforce

As a provider of information technology services, CSC tends to have a higher percentage of knowledge workers than most companies. The company grappled with how to locate experts and assets, onboard new hires (and transition employees from major accounts), and mitigate loss of intellectual property through attrition. Time and distance made it difficult for CSC to function as a unified organization. With offices in multiple time zones, consultants couldn't just pick up the phone to contact someone in another office.

Identifying Business Drivers

Claire Flanagan, CSC's project leader, stressed the importance of the business case: "By focusing on the business problems and how they tied to CSC's strategy and the evolving marketplace, the team was able to craft a tight business case that was ultimately well received by our executive sponsors." The CSC enterprise 2.0 project team identified critical business realities they believed a 2.0 solution could address:

- It's difficult to locate experts and assets, a barrier to innovation.
- New hires and employees transitioning from customer accounts don't know where to start to become immediately productive.

··· Gen Y workers and early adopters are expected to use tools that are readily available in the consumer marketplace.

··· CSC risks a loss of intellectual property through attrition as well as through employee use of Web 2.0 tools outside the firewall to conduct business.

··· Internal competency around 2.0 technologies has become increasingly important to CSC's core business; an increasing number of customers are asking consultants about new technologies.

To address these challenges, CSC embraced a strategic initiative called C3: connect, communicate, collaborate. C3's mission was to explore the use of the newest enterprise 2.0 technology to "connect people to people, connect people to content, and connect people to communities."

Solution Requirements

CSC's major requirements, across a number of fronts, were as follows.

Track Record of Innovation

CSC sought out a vendor with a track record of delivering major product innovation. CSC felt that enterprise 2.0 technologies were evolving quickly, and users would expect the platform to keep up with marketplace innovations.

Ability to Bridge Internal and External Communities

CSC wanted to create a social business ecosystem. The chosen platform had to go beyond internal collaboration to bridge customer and partner communities. Explained Flanagan, "As a consulting company, this vision was incredibly important to us as our employees often collaborate in private teams with each other, in private project teams with our customers, or in market-facing instances with many customers."

Excellent User Experience

User experience was a priority. John Glowacki, corporate vice president and chief technology officer, recalled, "We had made technology investments that gave more weight to the back end

[rather than user experience] and were not being broadly used. We were determined this time around to have our buy decision driven by user feedback." Likewise, John Chambers, CSC senior principal system architect, commented, "We took a people-centric view of the system and focused a lot of energy on making it easy and fun to use right from the start. These efforts paid real dividends with adoption exceeding our most optimistic expectations."

Champions and Advocates

At CSC, the project's driver had the ear of the CEO. To push the implementation, the project driver found 12 volunteers who were bought into the idea of a social intranet. They came from various parts of the organization and around the globe; some were billable, some were not. These individuals loved using social software in their personal lives.

The 12 champions took ownership over the project and trained their colleagues, planned the rollout process, and helped onboard local functional teams and regional users. The champions also seeded content on the platform and built up a cache of use cases. One champion explained how the software enabled the team to create a bid faster, request assistance, accelerate onboarding, and develop new skills.

To encourage natural behavior and reinforce the system's flexibility, the team did not prescribe how CSC employees should engage with each other on the platform or make the platform reflect the company's organization chart. "We decided to let collaboration patterns emerge on their own," said Flanagan, "by allowing users to create groups in a self-service manner for the communities of practice, interests, or projects they needed."

Champions Recruit Advocates

The 12 CSC champions recruited more than 100 advocates who then helped formulate adoption plans, seed content, and test over 200 groups prior to the platform's launch. Gary Lungarini, a business architect at CSC, explained the importance of seeding the tool with content:

> We started with a groundswell of advocates that really got
> things going. They populated the environment and so that

when we went live in our pilot phase, there was already a lot of good content in there. We were able to bring in a lot more people just because they came looking for the content and ways to collaborate, not because we told them to go there. The adoption curve was really phenomenal. It went up really quickly.

When CSC eventually launched the platform in May 2009, the global advocate community answered questions quickly. This, according to Flanagan, was very useful: "As employees got their questions addressed, they became addicted, and then they themselves turned into another powerful wave of advocates helping nurture new users."

Communication and Internal Marketing

CSC marketed the platform as a fulfillment of the C3 strategic initiative: connect, communicate, and collaborate.

- ⋯ Connect: Time zones and distance would no longer be barriers. Instead, CSC encouraged employees to use profiles and connections to expand their CSC network.
- ⋯ Communicate: The team showed users how to use personal and group blogs to share knowledge or group news.
- ⋯ Collaborate: CSC encouraged employees to join groups, collaborate on documents, join discussions, and ask and answer questions.

A Unique, Enterprise-wide Rollout

Rather than launching to a specific team, in May 2009, CSC rolled out its C3 initiative to all 90,000 employees simultaneously. This approach was risky, but CSC worried more about limiting the potential of the project than failing.

CSC believed that the advantage of piloting C3 with people throughout the organization rather than in a single functional area was that the firm could take advantage of global knowledge and expertise. For instance, when a person asked a question, answers could come from experts from around the world, not just those in the user's immediate community.

Second, even though CSC launched a pilot, according to Flanagan, the approach was anything but experimental:

> When we launched the pilot, we went all in. We planned the project as if it were a real implementation rather than a pilot. We established a champions program, defined multiple initial use cases, engaged advocates, and used the best practices of change management. Top down, we offered a business case; bottoms up we created a groundswell about the platform. We promoted longevity by constantly telling our users that the platform wouldn't go away if they used it and got business value from it.

C3 was also a major departure from the usual deployment model for internal systems: CSC purchased a cloud-based application rather than an on-premise product. According to John Chambers, "This choice enabled CSC to focus on business and adoption planning and rapidly advance from conceptual phases, to production pilot, and finally to full production in a fraction of the time the traditional deployment model would have required."

One successful adoption practice that proved valuable was offering a "virtual water cooler" for non–work-related topics. As Yvonne Decker, C3 community manager, suggested:

> Sometimes the first post is the hardest to get people to make. By offering them a fun place to try out the tool, we made it easy for people to get their feet wet and begin thinking about how they could use it. The most popular post was "Where is everyone from?" which had 3,209 views and 322 posts.

Platform Results Surpass CSC's Highest Expectations

CSC's revenue-generating activities revolve initially around a bid and proposal process. Often, these activities require global team collaboration across different time zones. C3 demonstrated a clear linkage from social business software to the initiative's strategic objectives:

- Collapsing time and distance barriers to leverage global expertise. A U.S.-based employee posted a request for

proposal-related information in C3. This request generated 240 views, 11 global replies, and the right answer from a global colleague in 30 minutes.
- Reducing cycle time for proposal development to reduce customer acquisition costs. Consultants had their questions answered quickly, shaving days off their bid and proposal process.
- Greater ease in locating and engaging internal experts to facilitate collaboration. An employee located the expertise he or she needed for a new business opportunity in two days using C3, a process that previously averaged 5 to 10 days.
- New employee onboarding. Transition teams established buddy and onboarding programs in C3 to help new employees feel immediately connected to the larger whole.
- Collaborating more broadly to drive process efficiencies. Major account teams moved their collaborative efforts to C3, which closed communication gaps around key customer accounts and facilitated timely status and project updates.

CSC has been able to shut down several other applications including portals and intranets, resulting in significant cost savings. According to Lungarini, "Now we have an environment that works better than any of our previous solutions and costs less to run. People have one place to go to do their job; most of our work, globally, happens on C3. Work happens there faster and more efficiently than it did prior to the implementation."

In just 20 weeks, C3 had over 25,000 registered users, 2,100 groups, an average of 1 million page views, and over 150,000 activities per month.

CSC's executives were on board with C3 from the beginning. "Our executive leadership took active roles both in the sponsorship of this program internally and in the communication of this program externally," said Flanagan. It helped that group presidents and other executives led by example. They sent division e-mails to their staff, used the tool to blog, and demonstrated that C3 fit CSC's business.

C3 Expansion

A year after the pilot, the C3 community was powering collaboration throughout the company, and employee adoption had reached 100 percent, with more than 90,000 registered users. "The usage of the C3 platform has been incredible," said Flanagan. "It really is how work gets done at our company."

Later, in 2012, CSC built CSC private community space—Engage Secure™—where 150 customer and partner teams collaborate in a private gated community. This space supports conversations between CSC and trusted third parties in an environment where CSC can protect IP, conversations, and content. As Beth Laking, community manager, explained:

> These project sites enable clients and consultants to share information—everyone can be on the same page. When we work with clients, we are typically delivering a deliverable. When we collaborate on C3, developing the project document and outcomes is an iterative process. Clients can respond to a project in process. The final deliverable they receive is much more robust than they would have received in the past.

The C3 infrastructure has reached over 100,000 employees and subcontractors who participate in over 13,000 groups. Eighty-one percent of employees use C3 on a monthly basis, and over 1 million transactions occur monthly on the system.

No Failures, Only Lessons

When asked to reflect on CSC's social business software journey and how to achieve widespread success, Flanagan shared the following:

> You need to have a good plan, but you also have to be patient and allow the community to adopt and use it for their own purposes. If it is meaningful to them and they find value then the use will grow. There are no failures, only lessons, and if you plan well enough you can inspire the path to get there.