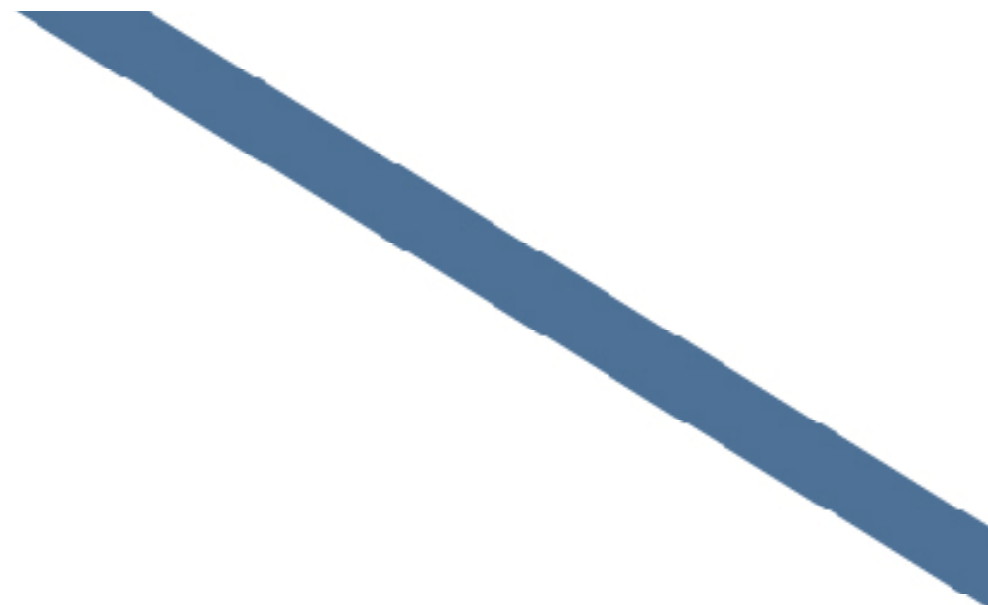


A decorative graphic in the top-left corner consisting of several overlapping, semi-transparent colored bars in shades of teal, orange, light green, purple, and blue, creating a starburst or cross-like effect.

La Empresa Social: Esculpiendo a los líderes del mañana

Carlos García de Miguel
ICS SPGI Tiger Team

A decorative graphic in the bottom-right corner consisting of a single, thick, semi-transparent blue diagonal bar.



Social Business

**El éxito del Negocio es
Social**

Entorno actual

Globalización



“En el cambio de local a global, Hay un sentimiento de **globalización impulsada por la crisis**”.

CEO sector servicios profesionales, Japón

Cambios demográficos



“**La demografía**, la caída en tasa de nacimientos y población laboral, todo tiene un impacto importante en nuestro negocio”.

Presidente sector viajes y turismo, Japón

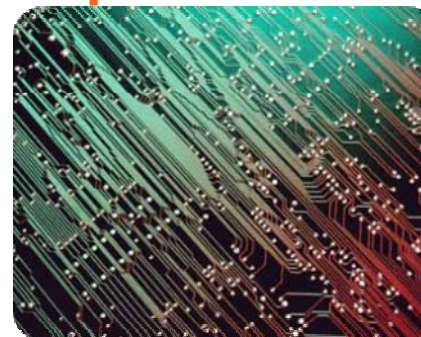
Redes sociales y movilidad



“**La movilidad, y la colaboración social** son las claves para innovar en nuevos modelos de negocio”.

CEO sector servicios profesionales Turquía

Explosión de la información

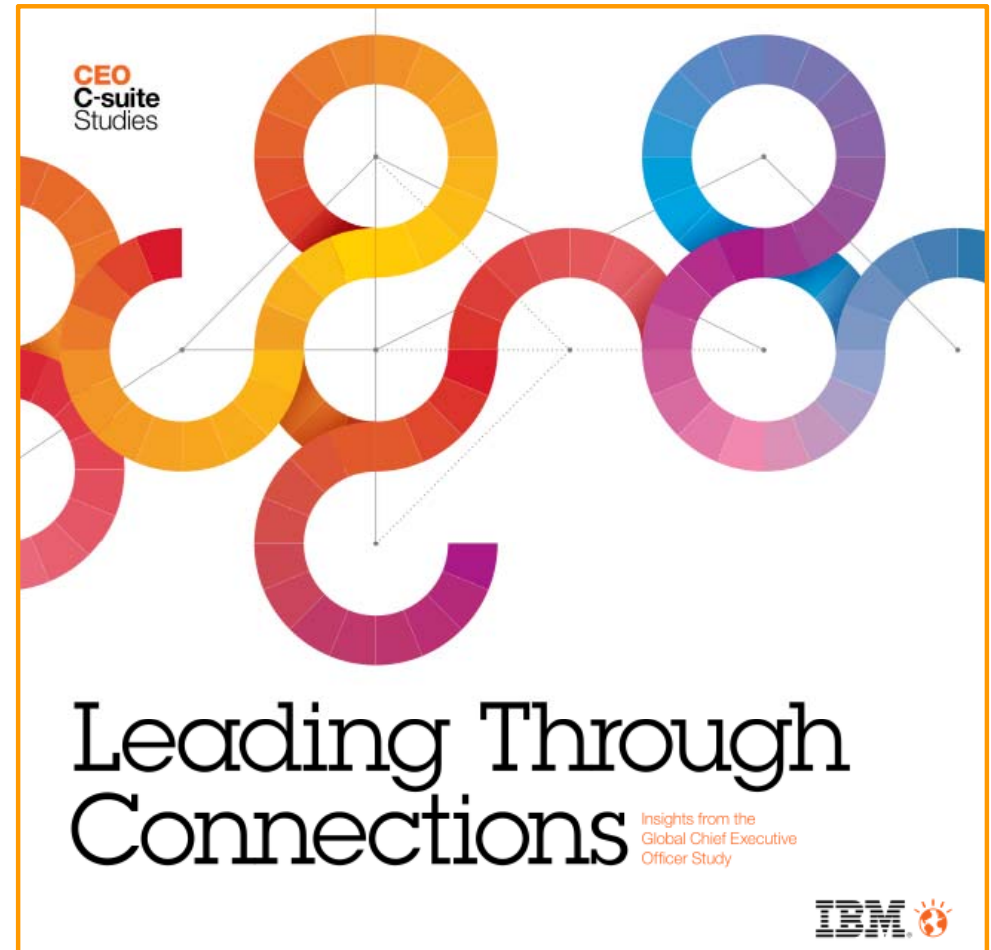


“**Big data** será el diferenciador clave con respecto a la información de clientes, preferencias, etc”.

CEO sector bancario, Estados Unidos

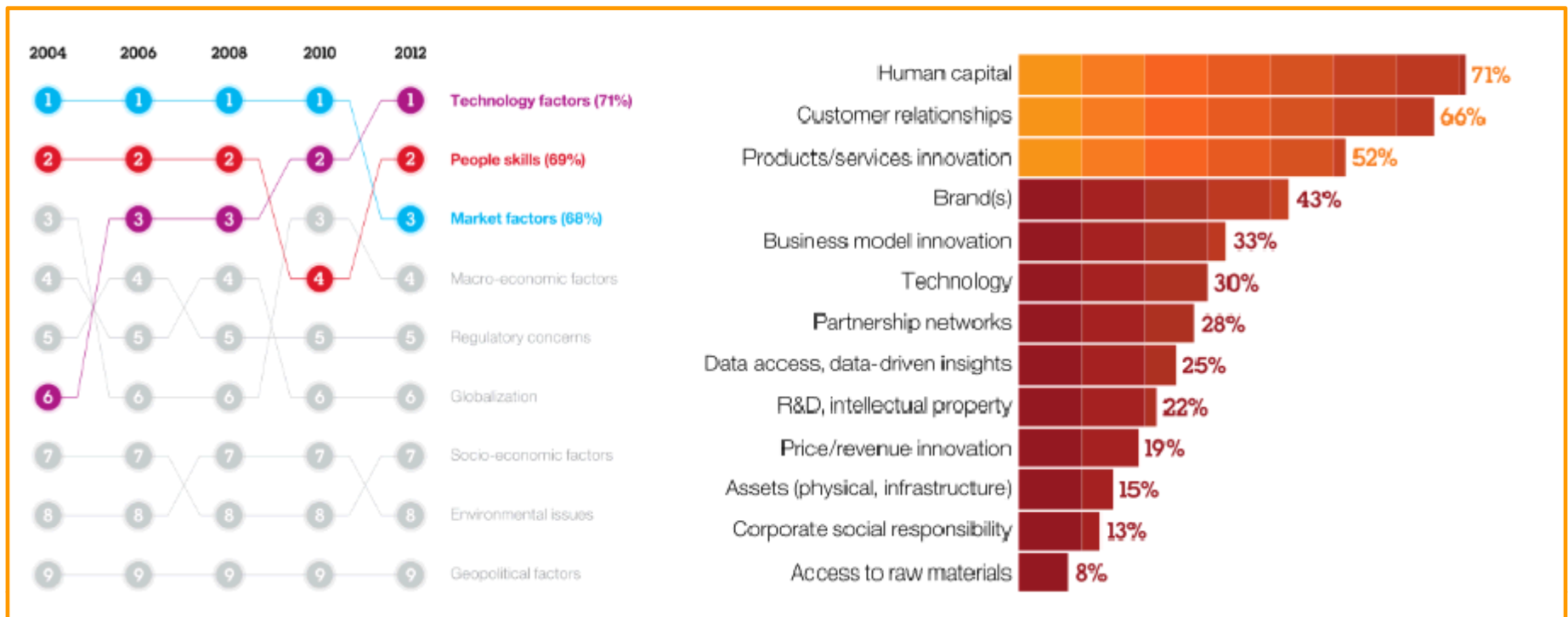
IBM CEO Study 2012

- Desde **2004**, **cada 2 años**
- En base a entrevistas a **1700 CEOs** a nivel mundial
- Tres prioridades:
 - 75 % CEOs: **Creación de nuevas culturas colaborativas**
 - 70 % CEOs: **Personalizar el trato a sus clientes**
 - Afrontar el cambio **innovando** en base a partnerships



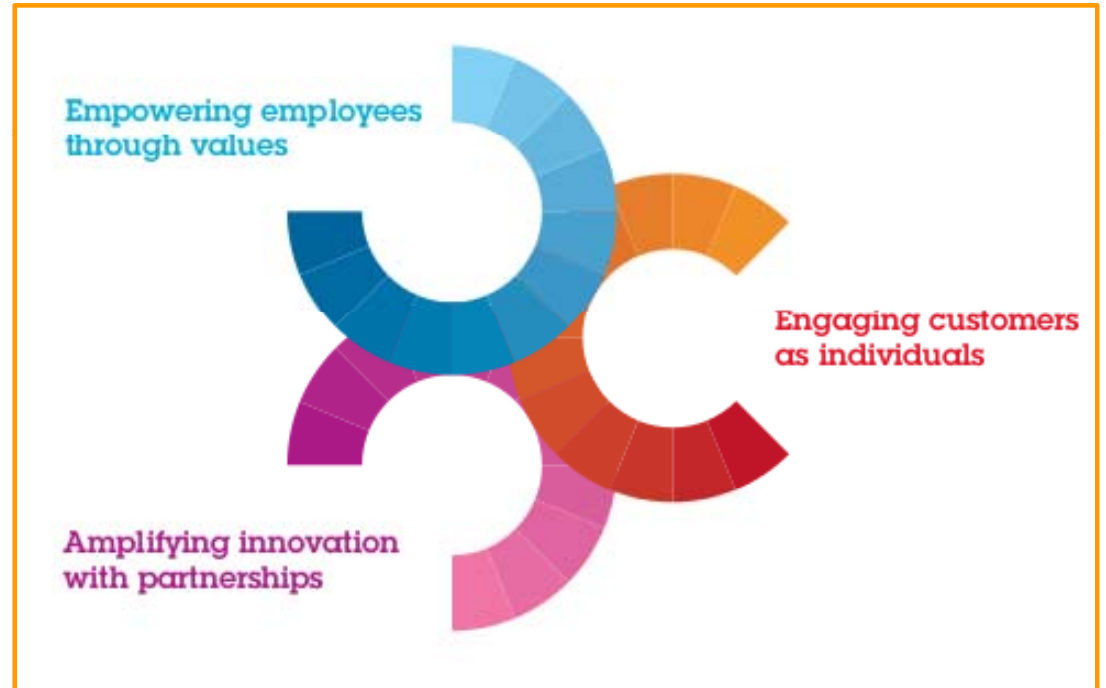
IBM CEO Study – Factores principales

- De todas las **fuerzas externas** que afectan a una organización, en los próximos 3 a 5 años el **cambio tecnológico** es la más crítica
- **Fuentes de valor económico:** los CEOs consideran como principales el **capital humano**, las **relaciones con el cliente** y la **innovación**



IBM CEO Study – Key Findings

- **Abrir las organizaciones a la innovación mediante procesos y herramientas que animen a la colaboración**
- **Tratar a los clientes de manera personalizada**
- **Innovar mediante partners compartiendo datos, control y herramientas colaborativas**



Cultura organizativa...¿cómo debe ser mi empresa?

Organizational attributes to engage employees



"Values are a fundamental element of what we are. It is important for employees to see the company values as a reflection of their own values.

Values are at the core of the social contract

between the company and the employee."

Wichian Mektrakarn, CEO, AIS

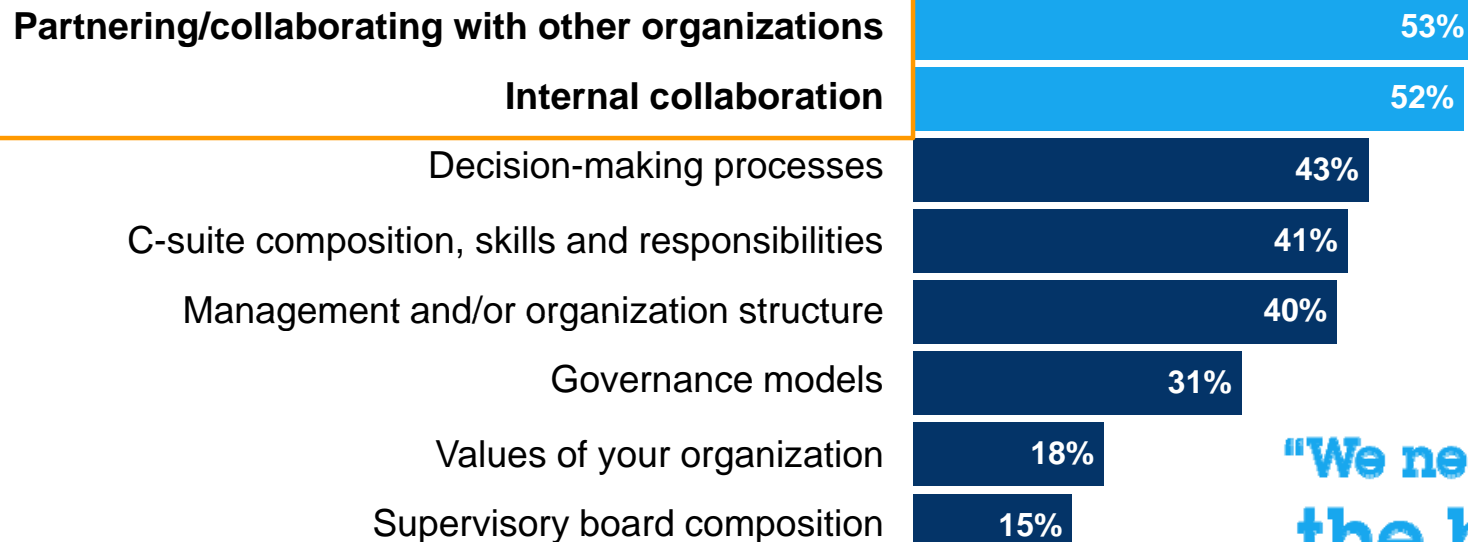
Source: Q18 "What are the most important organizational attributes to engage employees?"



¿Qué debe cambiar en mi empresa?...



Changing the organization



**"We need to blow up
the hierarchy**

so ideas can flow up
more easily."

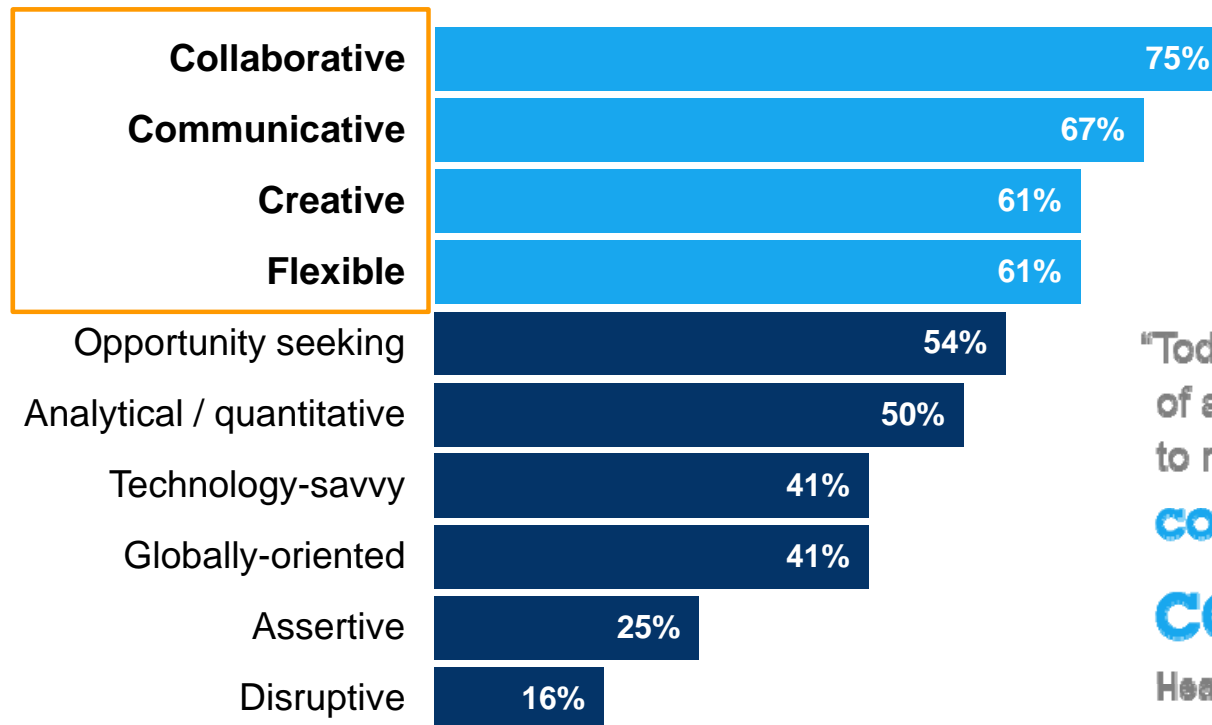
Insurance CEO, Bermuda

Source: Q19 "To what extent will you sustain or make changes to the following aspects of your organization over the next 3 to 5 years?"

¿Cómo deben ser mis empleados?...



Personal characteristics for employee success



"Today's connected economy is full of ambiguity, and the skills required to navigate that ambiguity are **collaboration, creativity and communication.**"

Healthcare CEO, Australia

Source: Q17 "What are key personal characteristics that help employees to be more successful in a connected economy?"

¿Cómo optimizar tu capital humano?

1. Cambiar reglas por valores compartidos

- Enfrentarse a la **realidad cultural**
- Crear **valores** compartidos
- Balancear **control y apertura**

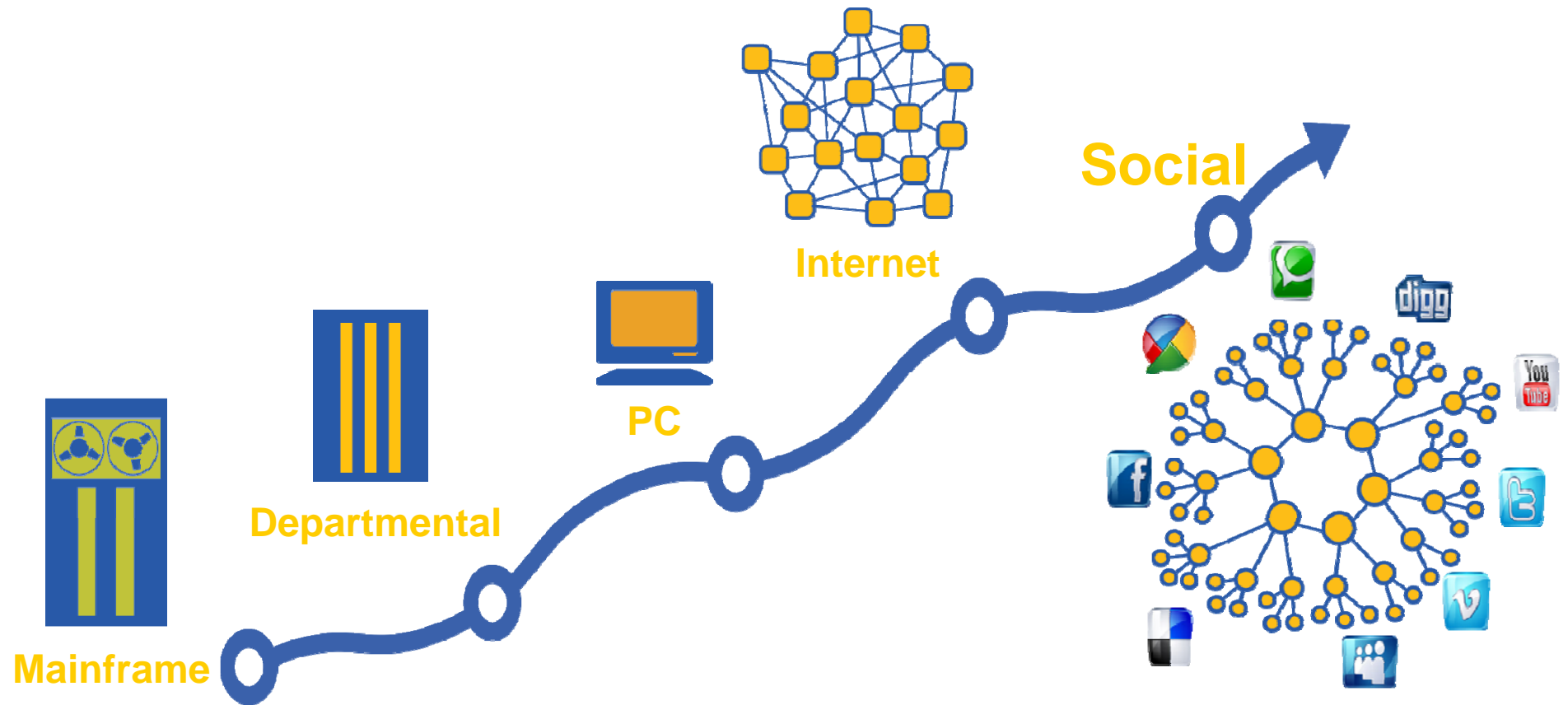
2. Crear el empleado del futuro

- Crear **equipos no convencionales**
- Favorecer el **aprendizaje** experimental
- Favorecer las redes y comunidades de empleados de alto valor (**expertos**)

3. Proporcionar los medios para la colaboración

- Adquirir **tecnologías sociales** y de colaboración
- **Incentivar** comportamientos colaborativos
- Favorecer el “**prestigio social**”

Estamos entrando en la “quinta” ola de la Informática...



El valor de ser un Social Business...en 2011

McKinsey Global Survey Report (2011)

“Las compañías que utilizan Soluciones de Colaboración intensivamente logran **mayor cuota de mercado y márgenes más altos**”

15%

Median reduction in **operating costs** in core processes (e.g., immediately connect expert to solve exception process)

employee



25% & 17%

Median improvement in customer marketing **conversions** and **loyalty** with programs like Social Media Marketing

customer



20%

Median reduction in **time-to-market** for products and services by connecting product teams with customers, channels, etc.

partner



Exhibit 1

A majority of respondents say their companies enjoy measurable business benefits from using Web 2.0.

■ % of respondents whose companies are achieving specified benefits from their use of Web 2.0 technologies¹
 ■ Median improvement, %

Internal purposes, n = 1,598	Customer-related purposes, n = 1,708	Working with external partners/suppliers, n = 1,088
Increasing speed of access to knowledge	Increasing effectiveness of marketing	Increasing speed of access to knowledge
77	63	57
30	20	20
Reducing communication costs	Awareness	Reducing communication costs
60	15	53
10	10	15
Increasing speed of access to internal experts	Consideration	Increasing satisfaction of suppliers, partners, external experts
52	10	45
30	50	18
Decreasing travel costs	Loyalty	Increasing speed of access to external experts
44	45	40
20	15	25
Increasing employee satisfaction	Reducing marketing costs	Reducing travel costs
41	45	38
20	35	20
Reducing operational costs	Reducing support costs	Reducing time to market for products/services
40	35	28
10	29	20
Reducing time to market for products/services	Reducing travel costs	Reducing supply chain costs
29	29	22
20	20	10
Increasing number of successful innovations for new products or services	Reducing time to market for products/services	Reducing product-development costs
26	26	22
20	24	15
Increasing revenue	Increasing number of successful innovations for new products/services	Increasing number of successful innovations for new products/services
18	24	20
15	24	15
	10	16
		11

El valor de ser un Social Business...en 2012

- McKinsey Global Institute (July 2012)



70%

90%

28 hrs

2x

3%

25%



Social Business Agenda: Estrategia Social y Técnicas de Adopción

Factores de éxito en iniciativas “sociales”

PROCESSES

SPONSORSHIP

CULTURE

McKinsey Global Survey Results

Internal purposes,
n = 1,032

Customer-related purposes,
n = 870

**Working with external partners/
suppliers,** n = 627

Integrating use of Web 2.0 into employees' day-to-day work activities



Integrating Web 2.0 with other modes of customer interaction



Integrating Web 2.0 with other modes of partner/supplier/expert interaction



Senior leaders role modeling/championing use of technology



Marketing Web 2.0 initiatives to customers



Ensuring participation of leading partners/suppliers/external experts to gain critical mass



Providing informal incentives



Providing informal incentives



Marketing Web 2.0 initiatives to partners/suppliers/external experts



Allowing nonwork uses



Providing formal incentives



Providing informal incentives



Providing formal incentives



Providing formal incentives



Estrategias de adopción

- **Viral**
 - Construir y esperar
- **Pasiva**
 - Crear los cimientos y ayudar a construir sobre ellos
 - Dar ejemplos e ideas
- **Activa**
 - Definir un plan de adopción



Social Business

A) Align Organizational Goals & Culture

G) Gain Social Trust

E) Engage through Experiences

N) Network Your Business Processes

D) Design for Reputation & Risk Management

A) Analyze Your Data

Social Business Agenda

Social Business

A Align Organizational Goals & Culture

G Gain Social Trust

E Engage through Experiences

N Network Your Business Processes

D Design for Reputation & Risk Management

A Analyze Your Data

Aproximación por workshops

CULTURA

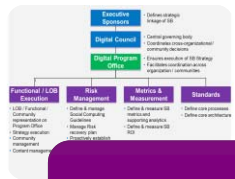
Organización

Gente

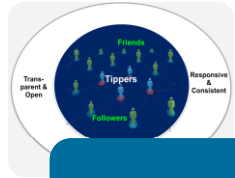
Procesos

Seguridad

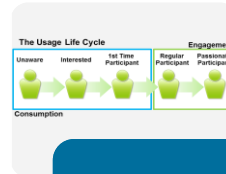
Métricas



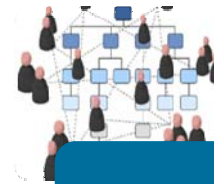
Social Goals & Initiatives
Culture Assessment
Audience Identification



Trust Plan
Advocate Identification
Advocate gaps and plans



Engagement Plan
Audience Goal



Prioritized Processes
Networked Scenario



Premortem Alert System Example



Metric Alignment to Goals

Sesión Ejecutiva

Sesiones específicas (basadas en la sesión ejecutiva)

A

G

E

N

D

A

La Cultura es la clave del éxito

CULTURE eats strategy for lunch!

Encuesta sobre los desafíos de adopción:

Organizacionales



Tecnológicos

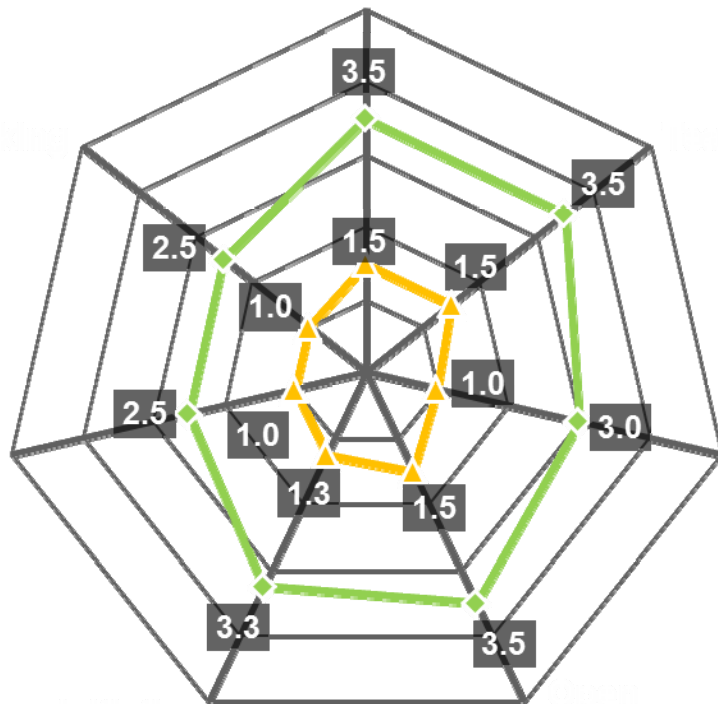
1.8x
más difícil

Alinear la Cultura de la Empresa a los Objetivos

Cultural Theme	Culture Questions						C	D
	C = Current D = Desired							
	1	2	3	4	5			
Boundaries	Cross functional cooperation					Isolated functions	C	D
Teaming	Team oriented					Individual competitive	C	D
Learning	Continuous Learning Culture					Slow adopting new skills	C	D
Management Style	Delegating					Controlling	C	D
Horizontal Comms	Free communication up the organization					Bureaucratic, formal channels	C	D
Open Communication	Open Communication					Guarded Communication	C	D
Initiative	Take initiative					Follow specific instructions	C	D
Risk Tolerance	Learn from mistakes					Punish mistakes	C	D
Pace	Fast pace					Slow, cautious pace	C	D
Rules / Process	Ignore rules					Keep to rules	C	D
Hierarchy	Few organizational layers					Many organizational layers	C	D

Planes para llegar a mis Objetivos

Por Ejemplo



▲ Current ◆ Desired

Planes de acción

Los líderes autorizan e incentivan el comportamiento social

Facilitando comunicación bidireccional via blogs, microblogs, etc...

Buscando de forma activa opiniones (incluso “desacuerdos”)

Reconociendo y recompensando el comportamiento social

Definir y seguir la implicación de los empleados

Lanzar comunidades de gerentes

Gestión de personal

Gestión de desempeño

Nuevas incorporaciones

...

Iniciativas alineadas con los Beneficios de Negocio

	Organizational Strategies			
	Increasing share	Support marketplace financial literacy	Increase products per customer	Enable superior & rapid customer service
Social Heatmap	1			2

Ejemplo

Goal	Business Challenges	Issues	Audience	Social Initiatives
Increasing Share	<ul style="list-style-type: none"> Lack of physical presence Maintain current distribution model Migrate legacy phone-centric customers 	<ul style="list-style-type: none"> Strong core segments – growth requires expansion New product dev, intro, education Call Center scale 	<ul style="list-style-type: none"> “Traditional” cust segments New Customers “web friendly” prospects Customer Service Reps Product Managers 	<ul style="list-style-type: none"> Provide “physical” perception for online channel Build online relationships with people vs. virtual CSRs, ... (faces, names, ...) Virtual café Expand Social Ambassadors Engage customers in product innovation “How to you bank when there isn’t a bank?”

Social Business: Beneficios Organizativos

Promover la Innovación

- Productos y servicios
- Procesos
- Relaciones con clientes, partners y empleados

Facilitar el flujo de conocimiento

- Capturar el conocimiento de los empleados mas senior
- Habilitar a nuevos empleados
- Aprovechar las habilidades de cada generación

Atraer/retener empleados

- Nuevas herramientas para nuevas formas de trabajar
- Las relaciones profesionales favorecen la lealtad

Conectar una fuerza de trabajo distribuida o dividida

- Reconstruir canales de colaboración
- Conectar islas para favorecer la innovación, trabajo en equipo y la reducción de costes
- Conectar organizaciones fusionadas

Responder a los clientes

- Trabajar ad hoc y aprovechando relaciones espontáneas
- Adaptarse mas rápido

Social Business: Beneficios Personales

Estar informado

- Las personas se benefician de la red social y las comunidades aprendiendo de otros en tiempo real
- Uso del conocimiento de expertos de forma no disruptiva

Escuchar

- La sabiduría de las masas

Colaborar

- Con mis compañeros
- Establecer y mantener relaciones profesionales
- Reforzar la cultura de la organización y la lealtad

Organizar

- Mi trabajo
- Esfuerzos en equipo
- Conocimiento y experiencia de organización

Utilizar la Experiencia de Otros

Conocer a mis expertos

- Entender quien contribuye y crea

Compartir Información

- Contribuir para otros o para ti mismo
- Encontrar/Acceder a Expertos
- Encontrar/Acceder a Respuestas

Comunicar

- Con o a una audiencia

Conectar

- Crear y mantener relaciones de negocio

Realimentar

- Recibir opiniones de otros

Controlar el Flujo de Información

- Gestionar la información
- Mantener la información fuera del Inbox
- Gestionar el trabajo Ad hoc

Mapeo de procesos de negocio a acciones sociales

Ejemplo

		Organizational Strategies				
		Double customers by 2010	Support marketplace financial literacy	Increase wallet share	Enable superior customer service	Support launch of new credit services
	Social Heatmap	1			2	
Talent Management					Embed expertise in CRM Process	
Prod Dev / Underwriting		Crowd-source products				
Portfolio Management						
Marketing						
Risk & Compliance						
Client Services		Virtual Branch			Virtual Branch	

Resultados según el ROI

Establecer **critérios de éxito** contra los que medirse:

- Resultados de negocio
- Beneficios de usuario

Establecer **encuestas** en todos los puntos de la adopción:

- La encuesta debe de reflejar los beneficios de negocio priorizados

Asegurarse que todos los **sponsors** están de acuerdo con los **critérios de éxito**

Capability	I was better able to do the following using Lotus Connections:	Rate the value to you to do this function:
Find information about people (such as their title, reporting structure, contact information)	Strongly Agree Agree Disagree Strongly Disagree Did not try this	Very Valuable Valuable Not Valuable
Find people based on skill, background or area of interest (e.g. by using profiles, or communities)	Strongly Agree Agree Disagree Strongly Disagree Did not try this	Very Valuable Valuable Not Valuable
Find information related to a topic (e.g. by using dogear or blogs)	Strongly Agree Agree Disagree Strongly Disagree Did not try this	Very Valuable Valuable Not Valuable
Find others with a common interest or practice (e.g. joining a community, viewing the members of a community)	Strongly Agree Agree Disagree Strongly Disagree Did not try this	Very Valuable Valuable Not Valuable
Keep up with a person or topic area (using blogs, or community feeds)	Strongly Agree Agree Disagree Strongly Disagree Did not try this	Very Valuable Valuable Not Valuable
Develop new relationships with others at [CLIENT] (e.g. by commenting on a blog, contacting someone looked up in profiles, connecting with others in a community)	Strongly Agree Agree Disagree Strongly Disagree Did not try this	Very Valuable Valuable Not Valuable
Improve my personal productivity or knowledge (e.g. by accessing other people's bookmarks, learning something on a blog, collaborating using activities)	Strongly Agree Agree Disagree Strongly Disagree Did not try this	Very Valuable Valuable Not Valuable
Share my experience with others (e.g. by blogging, creating bookmarks, publishing my profile, creating an activity template)	Strongly Agree Agree Disagree Strongly Disagree Did not try this	Very Valuable Valuable Not Valuable

Empezar con una Fase 0

CULTURA

Identificar a los Participantes

- Introducir los conceptos y el valor a introduce concepts and value to Lines of Business
- Usar un entorno de demostración
- Definir objetivos de negocio

PERSONAS

Descubrir Casos de Uso (por unidad de negocio o iniciativa)

- Los casos de uso definiran los criterios de éxito para desarrollar valor de negocio
- Los casos de uso proporcionan foco en áreas específicas

PROCESOS

Descubrir quienes son mis Embajadores

- Identificar a las personas que actuaran como expertos o enlaces
- Pedir a esos Embajadores que sean líderes en favorecer e incentivar la colaboración

GESTIÓN DEL CAMBIO



Empezar con una Fase 0...

CULTURA

Formar a los Embajadores

- Establecer un plan de formación para los contribuidores clave
- Programar actividades según los casos de uso
- Enseñar como realizar funciones sofisticadas

FORMACIÓN

Definir y Ejecutar un Plan de Comunicación

- Mantener la motivación mediante newsletters, blogs, etc
- Tener puntos de control con los participantes clave
- Organizar un soporte técnico

COMUNICACIÓN

Medir

- Beneficio de negocio (objetivo)
- Impresiones (subjetivo)
- Patrones de adopción

MÉTRICAS



Acelerar la Adopción...



Business Value Assessment

Adoption QuickStart

- Assess Readiness and Prioritize Roll Out
- Champion and Support Executive Sponsorship
- Support Communications, Training, and Governance
- Train Early Adopters, Advocates, and End Users
- Monitor, Measure, and Share Engagement and Business Value

Social Business QuickStart

Social Business

- A** Align Organizational Goals & Culture
- G** Gain "Friends" Through Social Trust
- E** Engage Through Experiences
- N** Network Your Business Processes
- D** Design for Reputation and Risk Management
- A** Analyze Your Data

Social Business Agenda Workshop



Community Manager Training





THANK

YOU