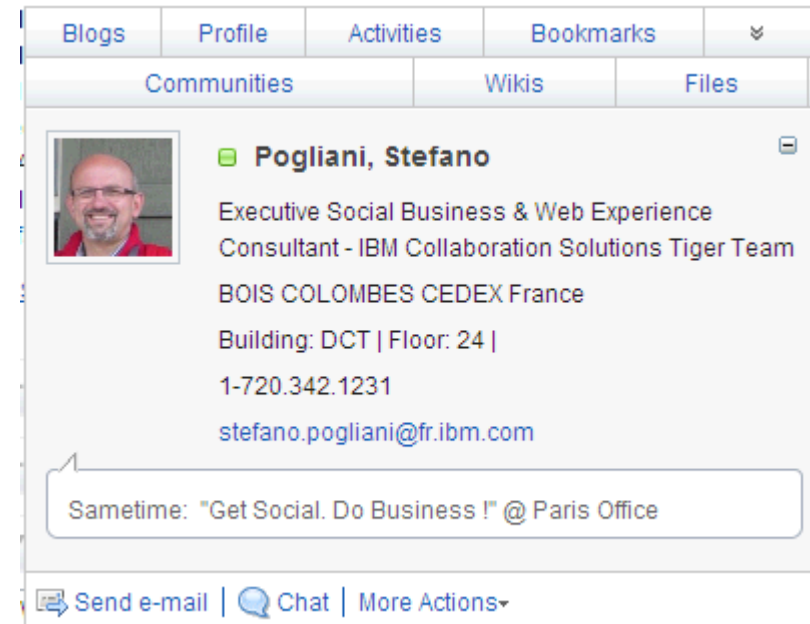




# Forum Intégration et Gouvernance de l'Information : Vers un business plus intelligent


5 Mai - IBM Forum, Bois-Colombes

## ***Making Decisions Collaboratively***



Blogs Profile Activities Bookmarks

Communities Wikis Files

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[stefano.pogliani@fr.ibm.com](mailto:stefano.pogliani@fr.ibm.com)

Sametime: "Get Social. Do Business !" @ Paris Office

Send e-mail | Chat | More Actions

<http://tech.poglianis.net>

Get Social. **Do Business.**

# Note



Information regarding potential future products is intended to outline our general product direction and it should not be relied on in making a purchasing decision. The information mentioned regarding potential future products is not a commitment, promise, or legal obligation to deliver any material, code or functionality. Information about potential future products may not be incorporated into any contract. The development, release, and timing of any future features or functionality described for our products remains at our sole discretion.



## The Conceptual Age

It's all about People!

Where should collaboration support decision making ?

The value of Combining Decision Making and Collaboration

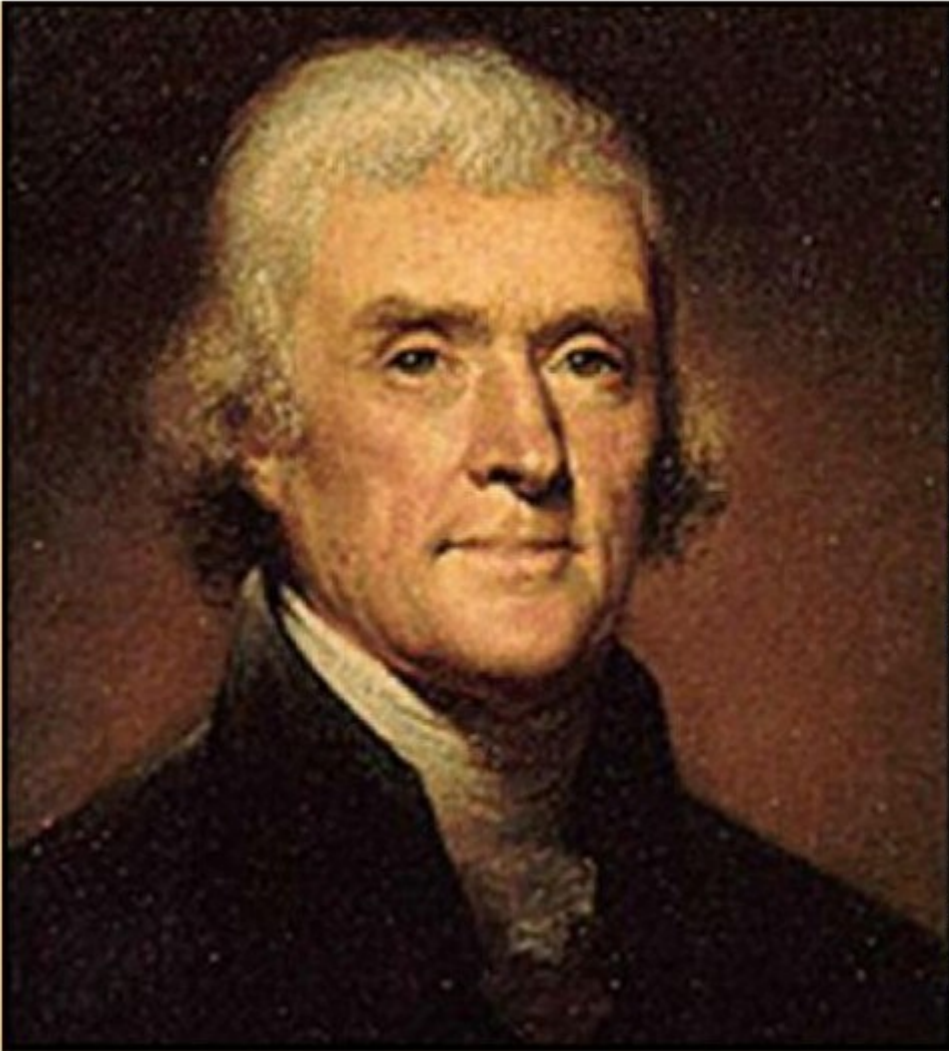
Conclusion

We have developed library sciences





# Thomas Jefferson's Baconian method

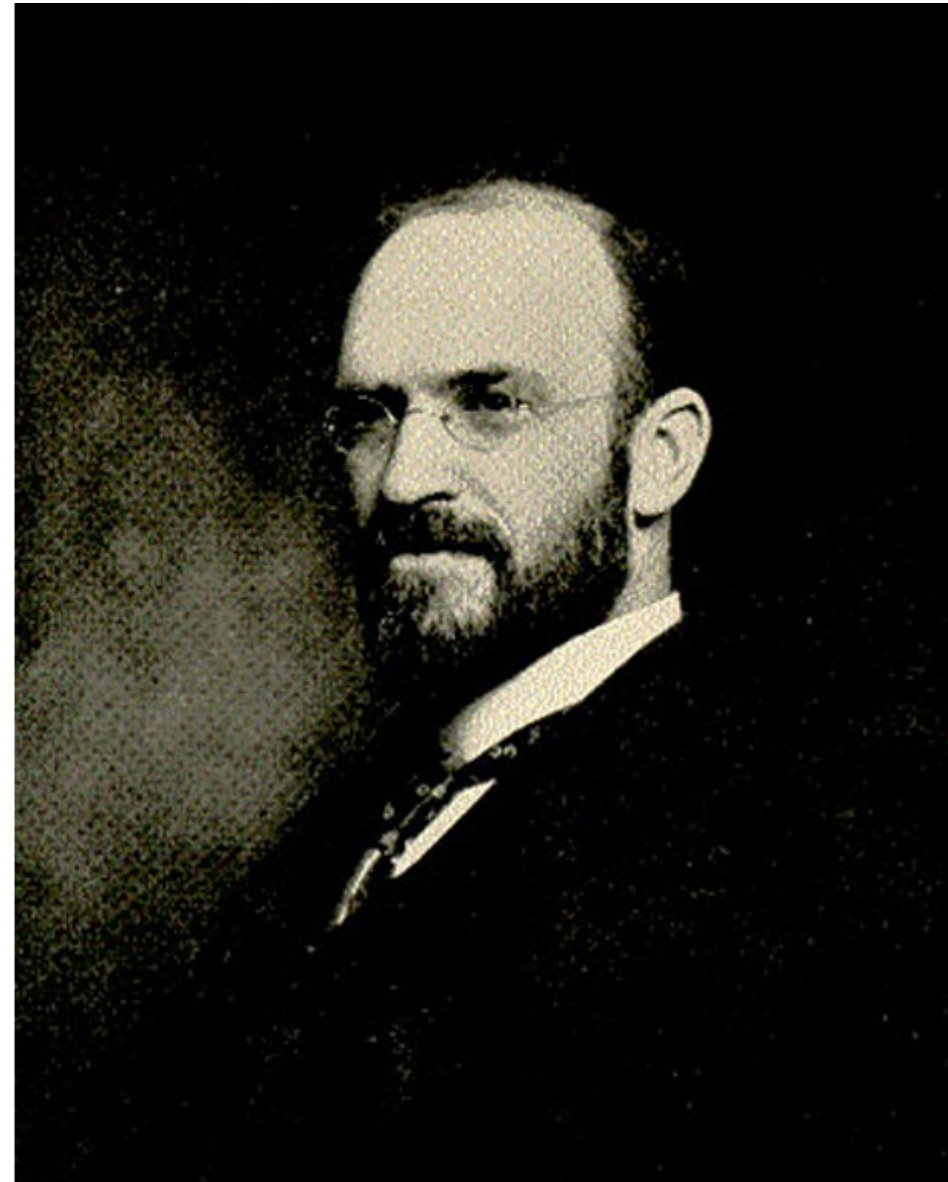




## Melvil Dewey

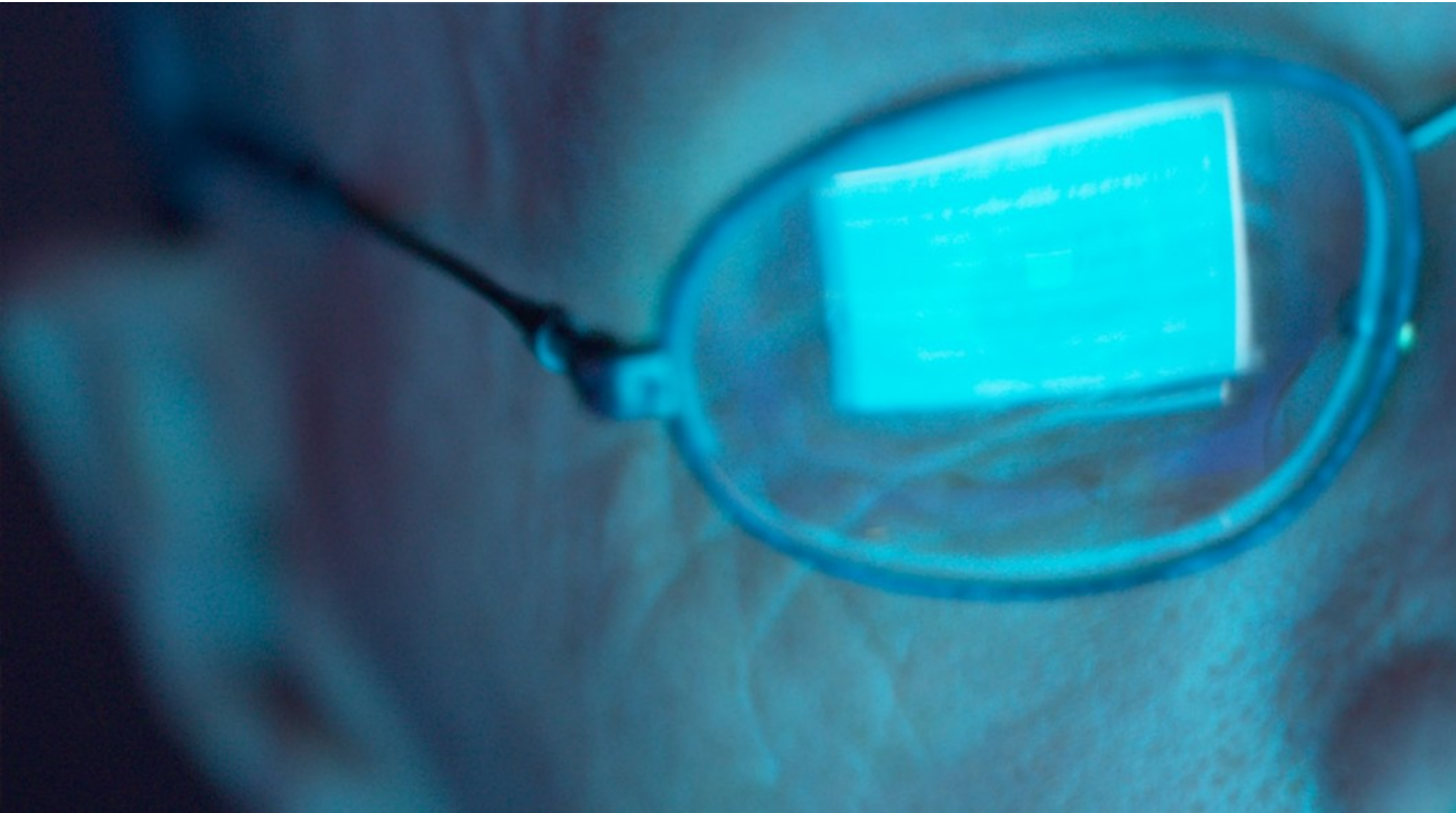
(1851-1931)

## Inventor of the Dewey Decimal Classification System





So, why is it hard to find what you are looking for ?





# Gutenberg

The man who put **pressure** on content





# The printing press distributed power

Everybody can be a **reader**



Today, everyone has a « press »

Everybody is a **contributor**





# Data Welfare

We have **all data we need** at our disposal



**2 Billion** Internet users by 2011

**1.3 Billion** RFID tags in 2005  
**30 Billion** RFID tags by 2010

**4.6 Billion** Mobile Phones World Wide

Capital market data volumes grew **1,750%**, 2003-06



Twitter process **7 terabytes** of data every day

World Data Centre for Climate  
▪ **220 Terabytes** Web data  
▪ **9 Petabytes** additional data



**facebook**

Facebook processes **10 terabytes** of data every day



the meaning of life

About 16,000,000 results (0.12 seconds)

▶ [Meaning of life - Wikipedia](#)

The meaning of life constitutes



# Poor Rich man

... but people are starved for the **right information** and insight



## 1 in 3

Business leaders frequently make decisions based on information they don't trust, or don't have

## 83%

of CIOs cited "Business intelligence and analytics" as part of their visionary plans to enhance competitiveness

## 1 in 2

Business leaders say they don't have access to the information they need to do their jobs

## 35%

of Customers will look to replace their current warehouse with a pre-integrated Warehouse solution in the next 3 years, only 14% have today

#### Sources:

- IBM Institute for Business Value, 2009
- IBM CIO Study 2010
- TDWI: Next Generation Data Warehouse Platforms Q4 2009

# More with Less

New content brings many more **challenges**



*Automation has handled the routine; **exceptions are now the norm**; activities are complex*

***Flexibility is essential** to responding effectively to opportunities or threats*

*The volume and variety of **information can be overwhelming**; expert insight and collaboration are critical*

***Regulatory or legal risks** require consistent adherence to critical policies and rules*

*...yet businesses need to improve service and manage risk while controlling costs*





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So, you have **CONTENT ASSETS**

that you have invested in



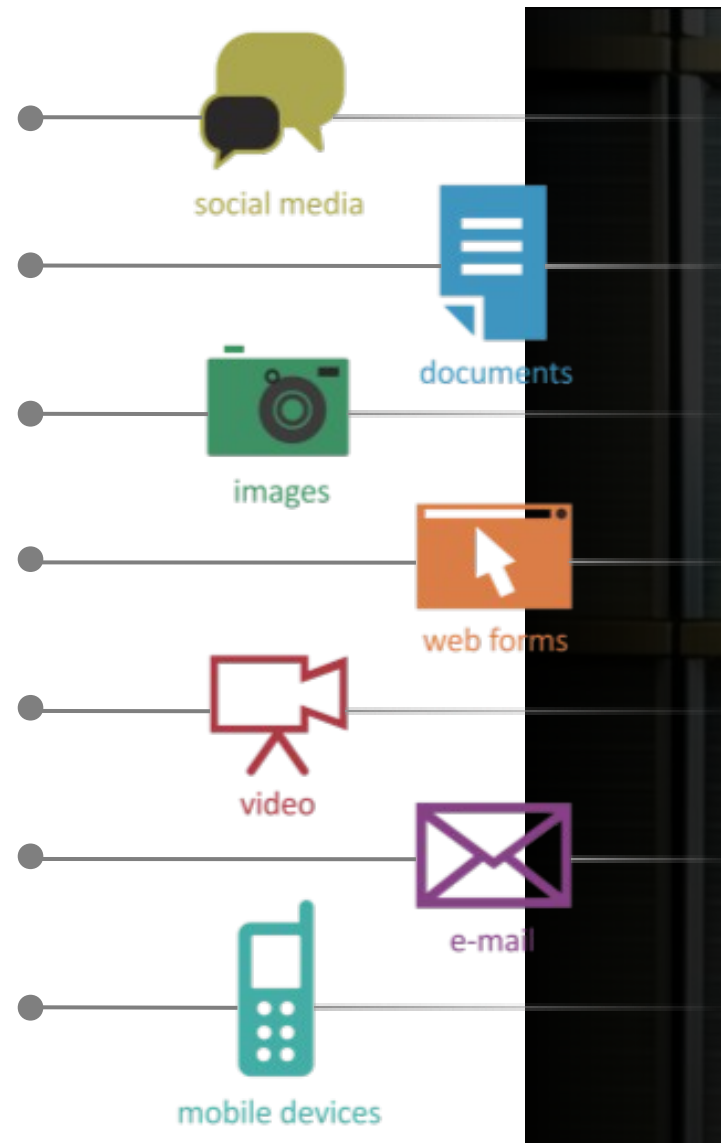


# Where your content **lives** ?

(hint : **anywhere**)



- Repositories*
- File cabinets*
- File servers*
- Email archives*
- Web servers*
- Databases*
- Storage devices*





Some would have you believe  
people revolve around content



# The big **trap**

Your organizational advantage is **trapped** in your content



## 90%

Unstructured content that is currently *not being managed* by organizations

## 80%

New data growth from unstructured content, e.g. email, documents, images, video and audio

## 60%

Managers who miss key information when making business decisions

## 50%

Organizational content that carries risk without delivering business value

Sources: Various IBM and public studies

We can't ignore the symptoms of an overwhelmed content-centric model





What if content isn't the center of our knowledge universe?



What about people?  
Aren't they the primary source of knowledge?



# A different perspective





PEOPLE are core to your BUSINESS

companies don't do business with  
companies... **people do**  
**business with people**



By nature, PEOPLE are **SOCIAL**

given the chance, people will  
**share** their ideas





SOCIAL NETWORKS are on the rise

in the **consumer** space





# SOCIAL NETWORKS are on the rise

in the **business** space



LinkedIn  

flickr



orkut

bebo

What if we leverage this **SOCIAL CAPITAL** ?

in your **business**





So, why don't we consider a people-centric model ?





# Agenda



The Conceptual Age

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# Decision and People



Business User

“I need to easily connect with people who are relevant to the decisions I make.”



Manager

“I need to better understand the perspectives of my colleagues.”

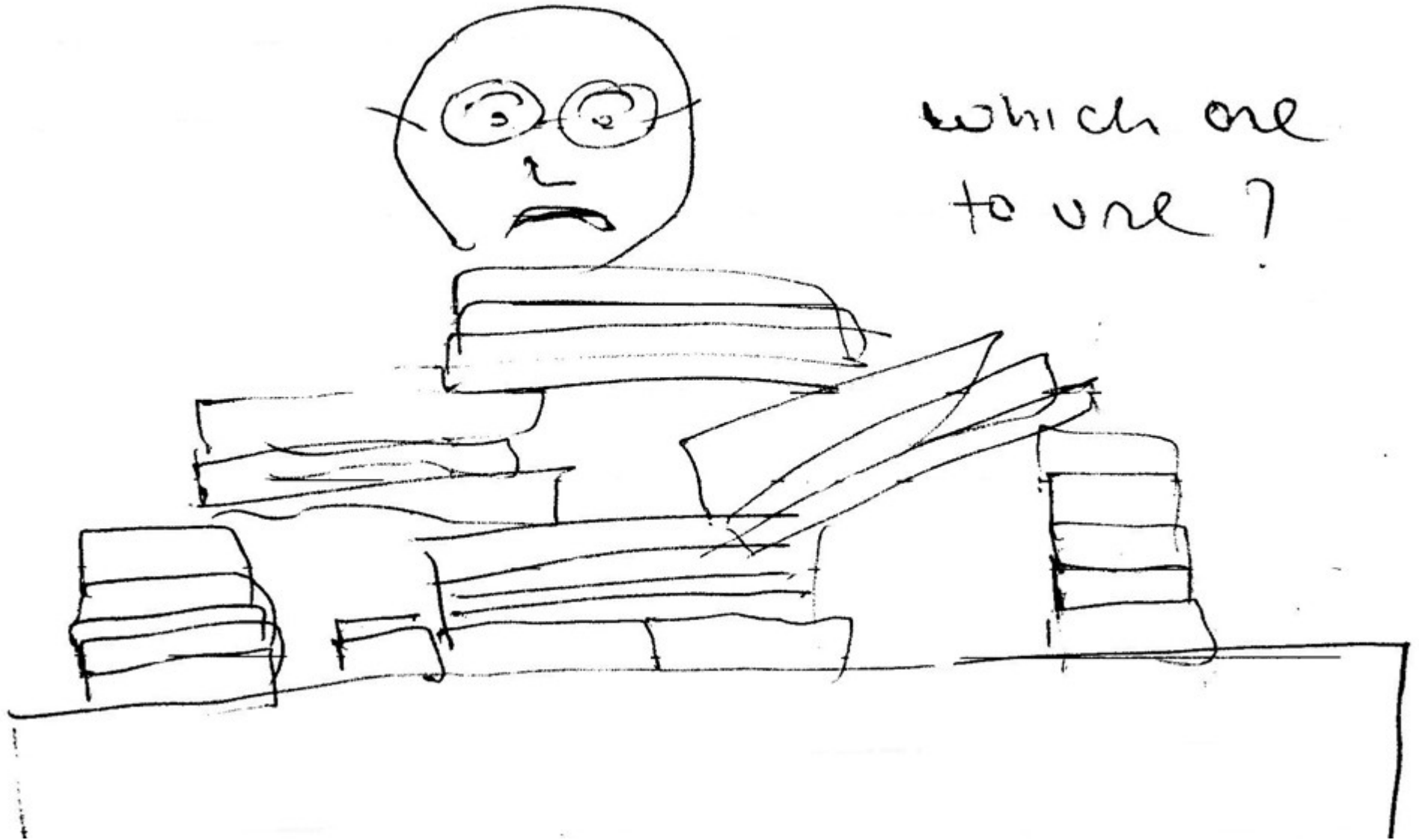


Executive

“I need to easily access decision history in order to learn, reference and create best-practices.”



Which one to use?

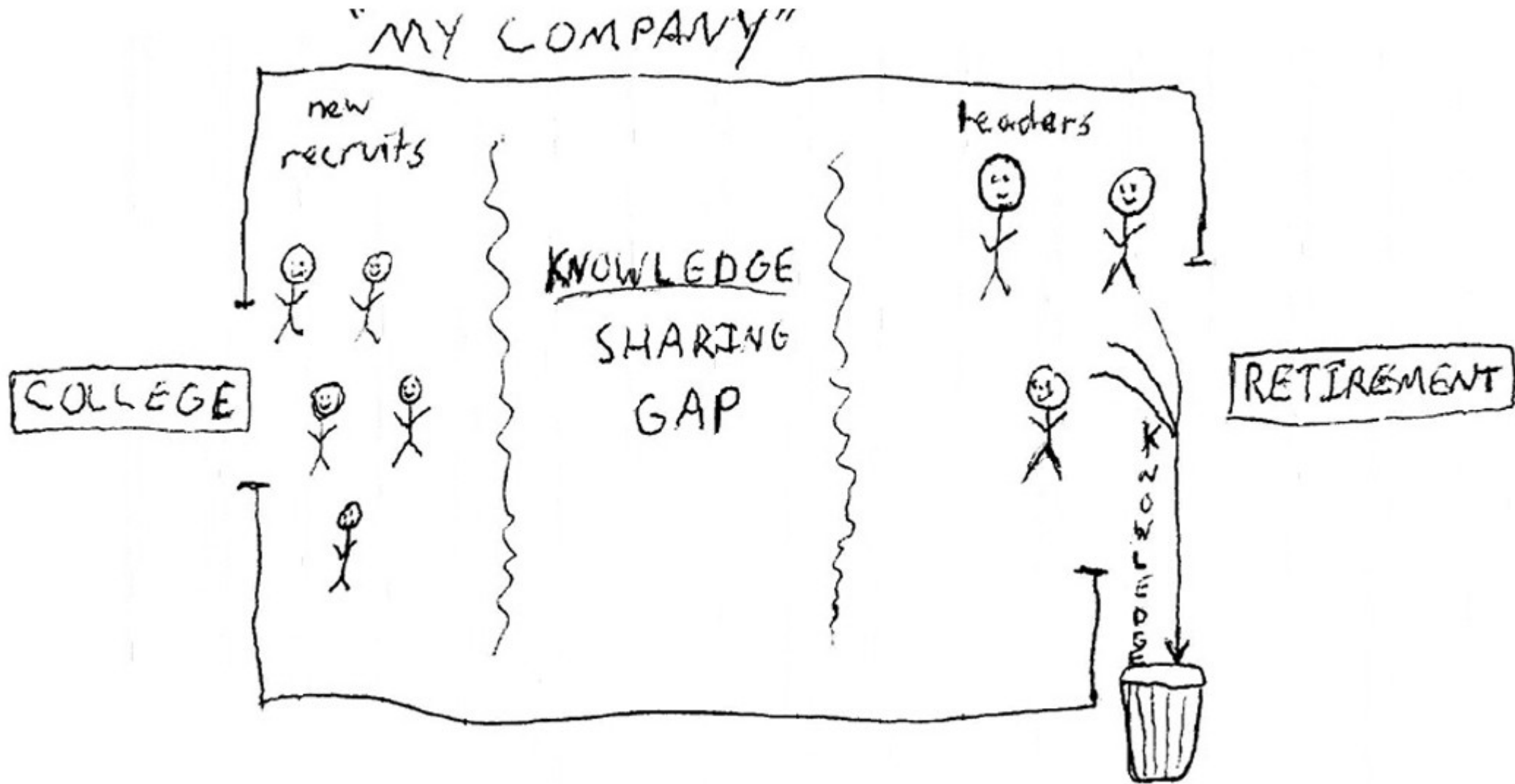




# Which way do I go to get what I need?



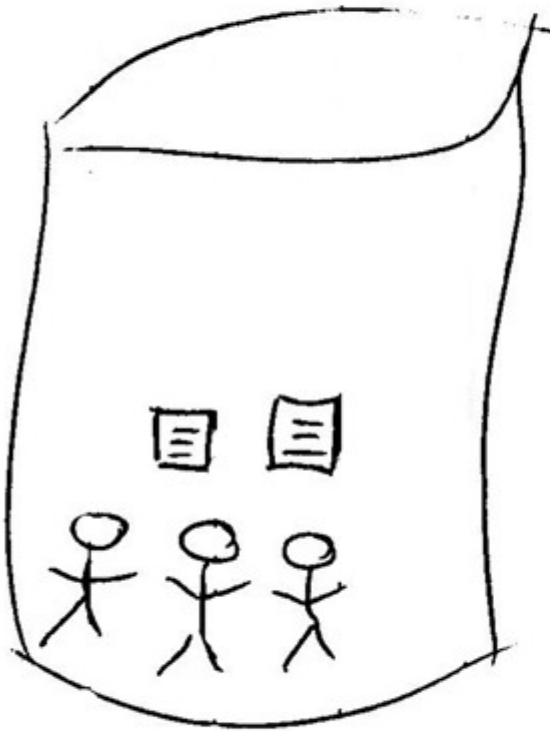
# The knowledge-sharing gap





# Silos of content

IT

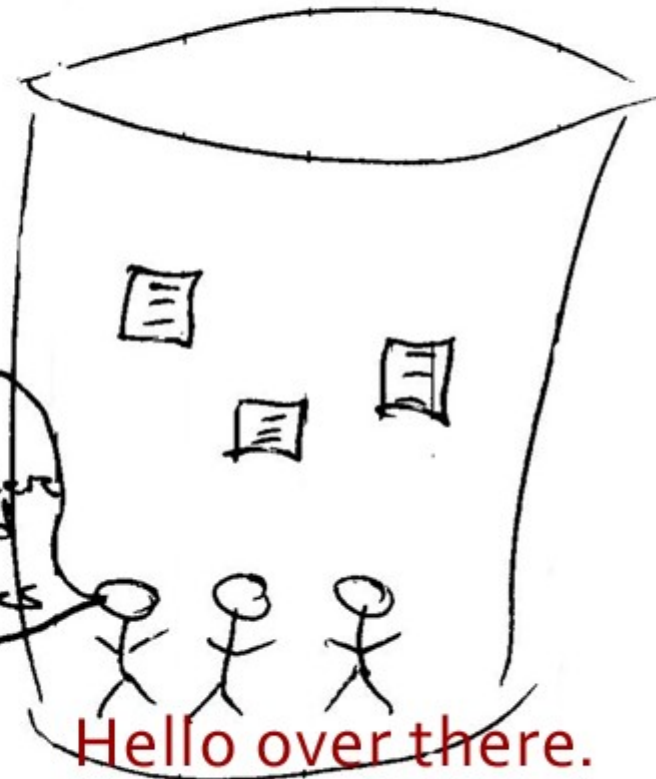


Marketing



My files are stuck  
in my silo

Finance



Hello over there.  
I need your files.





## Information loss

when user leaves the business skills & expertise can leave with them eg. customer agreement documentation only held by one person in their c: drive or email

When user leaves, the business skills and expertise can leave with them, eg. customer agreement documentation only held by one person in their c: drive or email

# Why Collaborative Decisions Making ?

Example : The Quarterly Sales Review



## Situation

Sales reviews are conducted by senior management to assess what's working and what's not between functional and geographic responsibilities

## Pain Points

Maintaining visibility of projects and initiatives contributing to sales results, particularly those spanning review cycles

Clearly identifying stakeholders and expectations

## Solution

Consistently promote a common view of the evidence and data (Cognos BI)

Single point of reference for notes, actions, links to reports and dashboards and information (Lotus Activity)



# Why Collaborative Decisions Making ?

Example : Customer Service Escalations



## Situation

Hot situations are escalated for specialized investigation or to defuse friction with the account

During regular review meeting, senior staff review case load to determine which ones are customer-specific, which ones warrant a product change or possibly something more unique.

## Pain Points

People miss the meeting, change roles, and the corporate memory from previous escalations is in notebooks and email

The more time zones, locations, and teams requires greater support for asynchronous communication

Follow up on actions is inconsistent or untraceable

## Solution

Single point of reference for notes, actions, links to reports and dashboards and information (Lotus Activity)

Contribute specific data points, performance metrics





# Agenda



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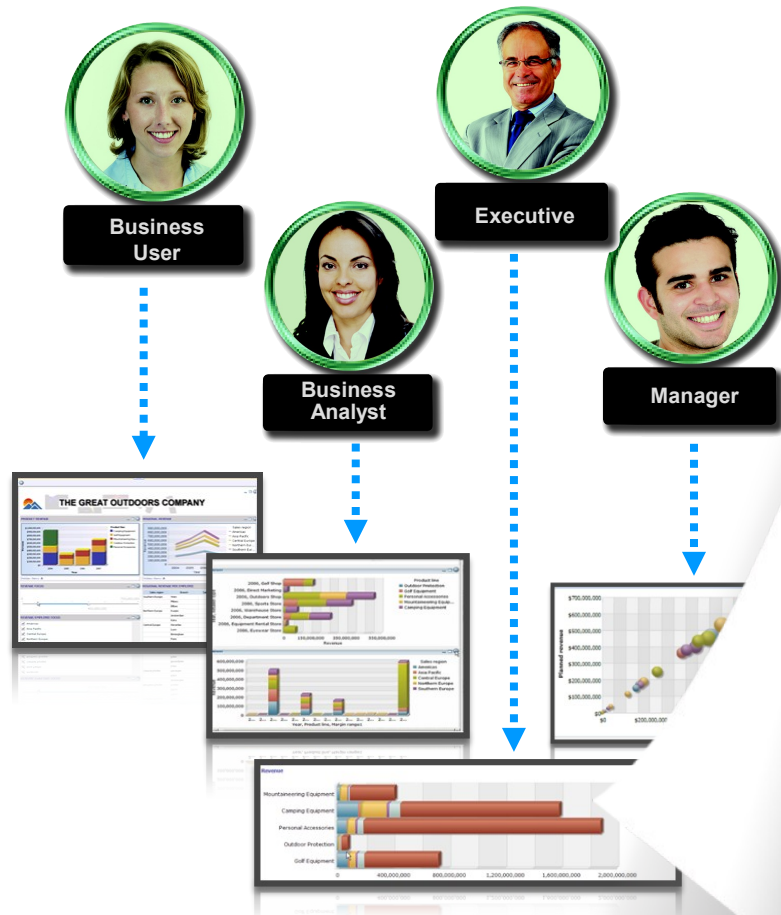
# A Collaborative Approach to decision Making

Key business **decisions** are not made alone, they **are made by multiple people**



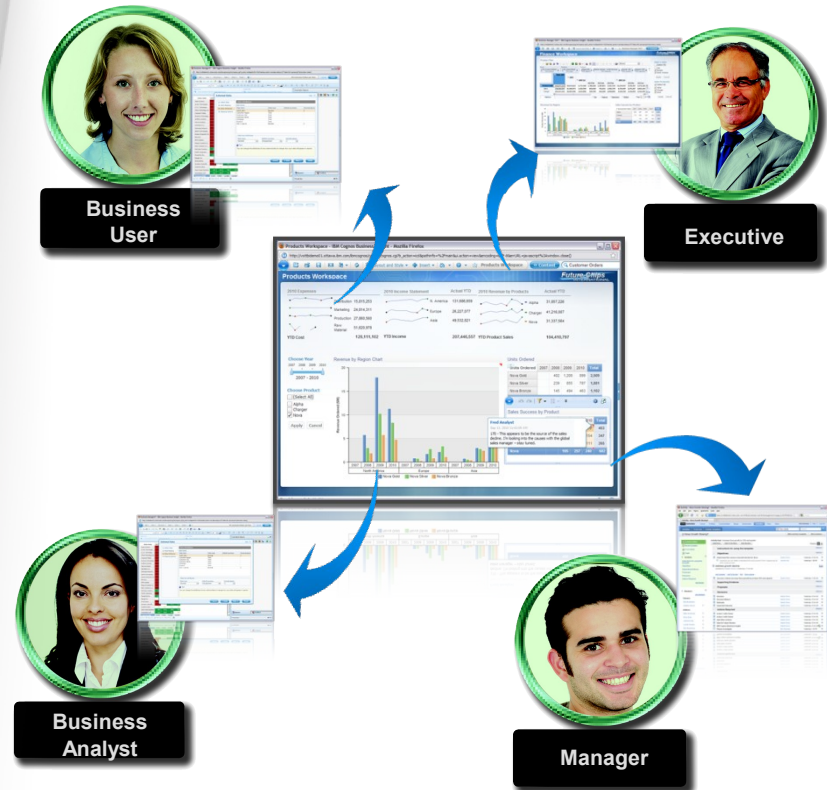
**From...**

*Role-centric capabilities*



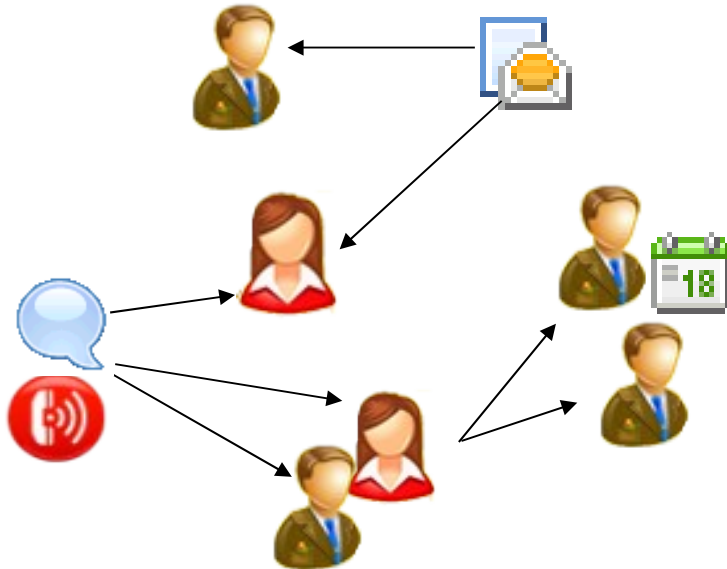
**To...**

*Common workspace with progressively more interaction...People-centric*



# Collaborative Decisions Making

Facilitating **the Human Dimension** of Business Intelligence and Content Management

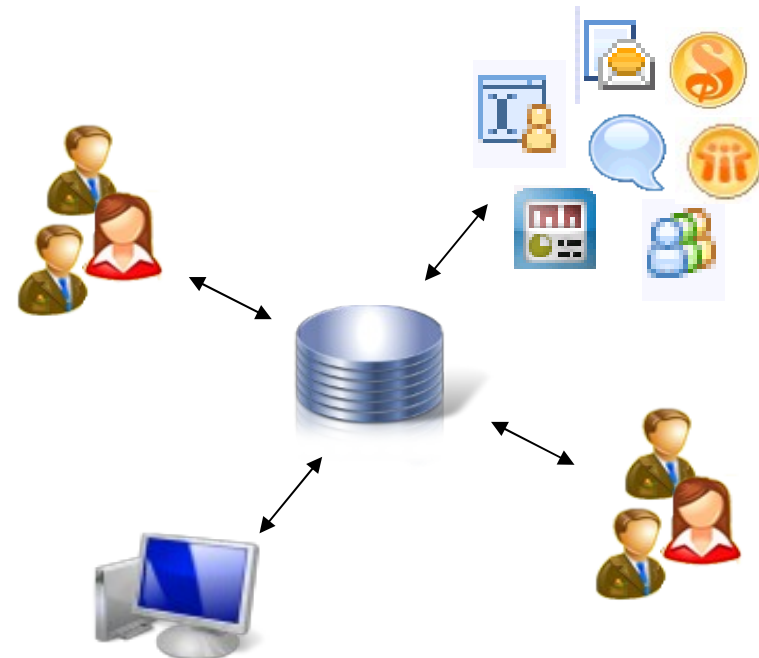


## Where it works best

- Problems or activities which are open-ended.
- Cross-functional expertise or geographically dispersed teams are involved
- Transparency is needed to develop best practices or as input into a future decision

## Key Benefits

- Centralize all decision-related information
  - Include business analytics alongside notes, files, discussions, actions, etc.
- Enable an understood, but not automated, process
- Retrieve a single historical decision
- Track decisions and initiatives
- Analyze decisions at a future date





# Social Networks connect decisions across the organization



## Strategic



Executive

- Few decisions made quarterly, annually
- Senior audience including CEO, COO, business/financial analysts
- Financially oriented
- Monitored with scorecards and dashboards
- Understood with complex analysis and modeling



Financial Analyst

## Tactical



Manager

- Daily, weekly, monthly decision support
- Mid-level management including director, VP level
- Decision triggers include escalations, reporting periods, product or release cycles, etc
- Processes understood but not formalized
- Data complements expertise



Business Analyst

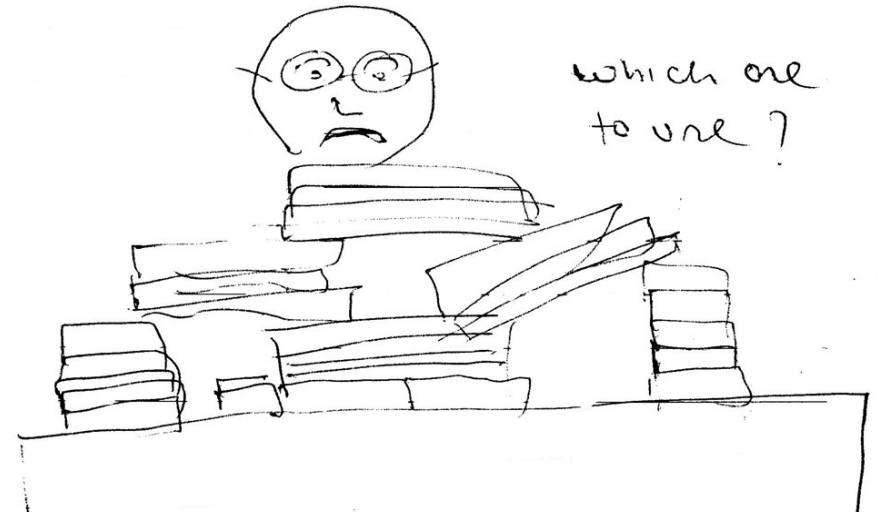
## Operational



Line of Business Manager

- Driving 1000s of decisions on information now
- Broad audience of users across operational units
- Self service autonomy
- Take action with exceptions, alerting and collaboration
- Highly structured processes, exceptions driving response

# Which one to use ?



It's not just about availability  
or even accuracy, it's really  
about **Credibility**  
and **Value**

**Library** Find

Respond to customer RFPs using this place.

Views: **Draft Views** Shared Views Personal Views External Publish Views


You are in Library > [Navigate by categories](#)

1-9 of 9

Sort by: **Name** ^ Author Last Modified

- Industry Performance**  
Updated 5/13/09 12:28:48 PM EDT by [Frank Adams](#) | First created on 5/13/09 12:28:48 PM EDT
- Market Analysis**  
Updated 5/13/09 12:31:56 PM EDT by [Gardner Raynes](#) | First created on 5/13/09 12:31:56 PM EDT
- Market Segmentation**  
Updated 5/13/09 12:29:21 PM EDT by [Frank Adams](#) | First created on 5/13/09 12:29:21 PM EDT
- Project Plans**  
Updated 5/12/09 11:57:30 AM EDT by [Minh Li](#) | First created on 5/12/09 11:57:30 AM EDT
- Request for Proposals**  
Updated 5/13/09 12:31:41 PM EDT by [Gar](#)
- Customer Presentation.odp**  
Updated 12/27/06 5:49:40 PM EST by [Gar](#)
- Launch Presentation.ppt**  
Updated 5/13/09 12:37:09 PM EDT by [Nat](#)
- Positioning Statements.doc**  
Updated 5/13/09 12:34:16 PM EDT by [Natalie Olmos](#) | First created on 5/13/09 12:10:12 PM EDT

Activities Blogs Communities Dogear  
Profile Files

 **Minh Li**  
Business Accounts Manager  
Hong Kong, China  
(011) (852) 2597 2888  
[MinhLi@renovations.com](mailto:MinhLi@renovations.com)

Sametime: I am available @Hong Kong

Send Mail Chat More Actions

# Which way do I go to get what I need?



**Communities**  
are one way to get the  
direction you need. They  
put you in touch with the  
right people and the  
relative content



# The Knowledge sharing gap



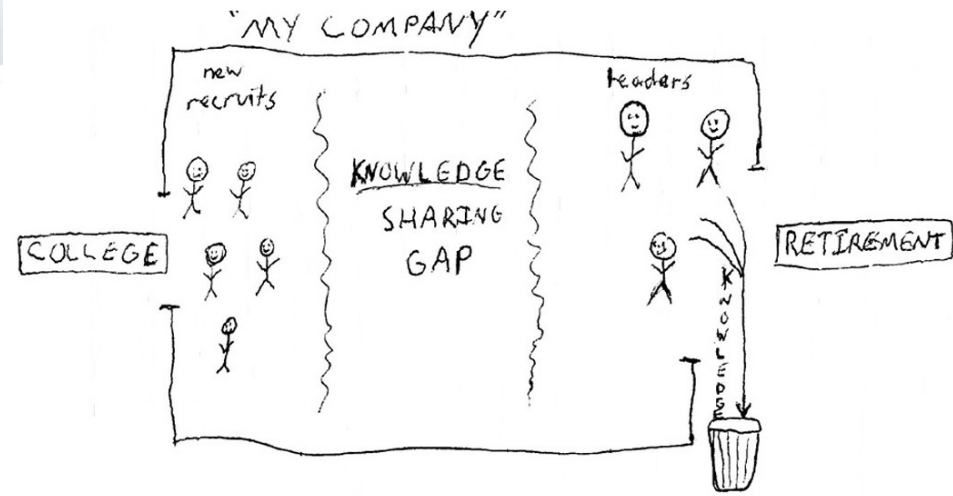
My Profile | My Network | Directory

**Raynes, Gardner**  
Store Operations Manager, Northeast  
Operations  
Power Renovations  
Boston, MA  
617-555-2400  
GRAYNES@powerrenovations.com

Tags

My tags for this profile:

- abc
- art
- artwork
- branding
- connections
- creative



**Tags** identify subject matter experts and helps people with questions find the people with the answers

# Silos of content (and ideas)



YouTube  
simon sinek how great leaders  
Search Browse

Simon Sinek: How great leaders inspire action  
TEDtalksDirector 814 videos Subscribe

Bookmark this! - Mozilla Firefox  
http://w3.ibm.com/connections/dogear/bookmarklet/post?url=http%3A%2F%2Fwww.ted.com%2Ftalks%2Fiang%2Feng%2

New Bookmark

Title: Simon Sinek: How great leaders inspire action | Video on TED.com

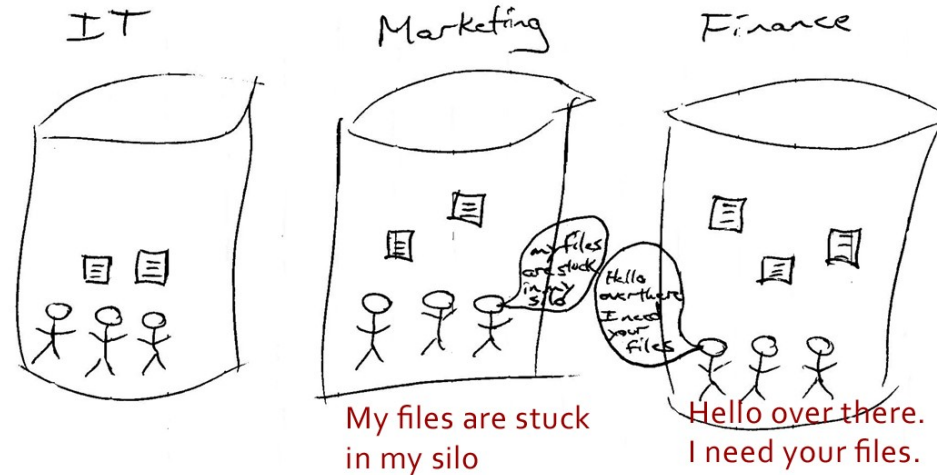
Description:  
TED Talks Simon Sinek has a simple but powerful model for inspirational leadership all starting with a golden circle and the question "Why?" His examples include Apple, Martin Luther King, and the Wright brothers -- and as a counterpoint Trigo, which (until a recent court victory that tripled its stock price) appeared to be struggling.

URL: http://www.ted.com/talks/iang/eng/simon\_sinek\_how\_great\_leaders\_inspire\_action.html

Tags: sales positioning Why why-ibm

Community:  
Collaboration Tiger Team World Wide (Lotus)  
Quickr 8.5-Connections 2.5 Integrated Demo Environment  
Lotus Sales Community  
AIM Portal Sellers Community  
Clear Selected Communities  
 Add to important bookmarks

Message for discussion:



**Social Bookmarks**  
share ideas and content across  
organizational boundaries and  
generates new connections with  
similarly interested people

# Information loss



Public Places My Places

iBed Product Launch 2010

- Introduction
- Launch Calendar
- Project Library
- Discussion Forums
- Product Management
- All Company Products**
- Members

### Custom Library

All Products

Upload a File New Folder Views

Showing 1-10

Name	Last Modified
Wound Care and Nursing	1/18/10
Diagnostics	1/18/10
Ambulatory Products	1/18/10
Bathroom Safety	1/18/10
Mobility	1/18/10
Skin and Personal Care	1/18/10
Nutrition	1/18/10
milan-italy.jpg	8/11/10
Product Comparison.odt	7/26/10
draft Press Talking Points.odt	4/6/10

Show 10 | 25 | 50 items.

Subscribe to this library Open library in enterprise document server Check connections



Information loss

when user leaves the business skills & expertise can leave with them eg. customer agreement documentation only held by one person in their c: drive or email

When user leaves, the business skills and expertise can leave with them, eg. customer agreement documentation only held by one person in their c: drive or email

Using libraries, activities, community files, etc. you can

store **Content** in the **Context** of the work being done.

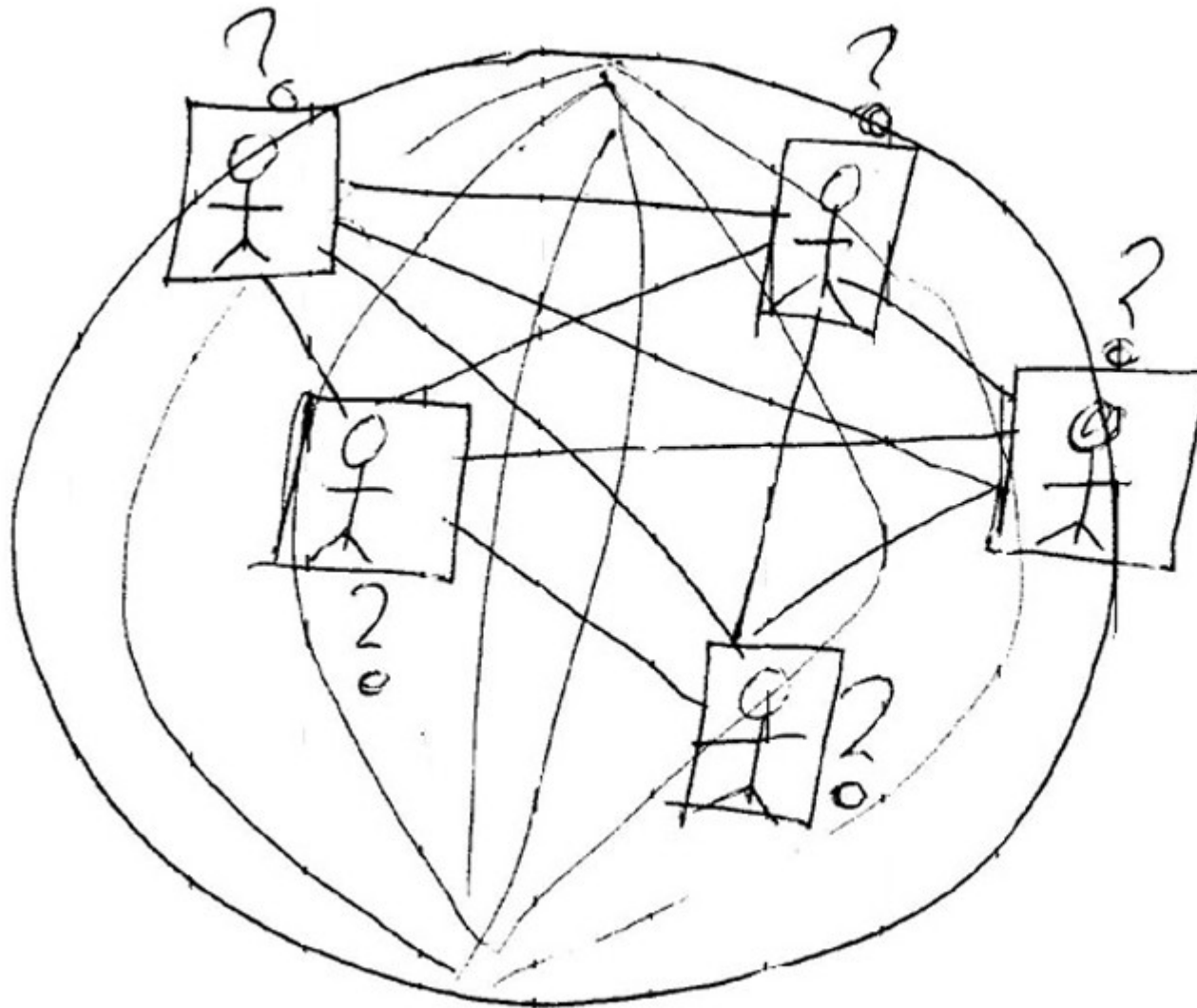


...and you can solve additional business problems....





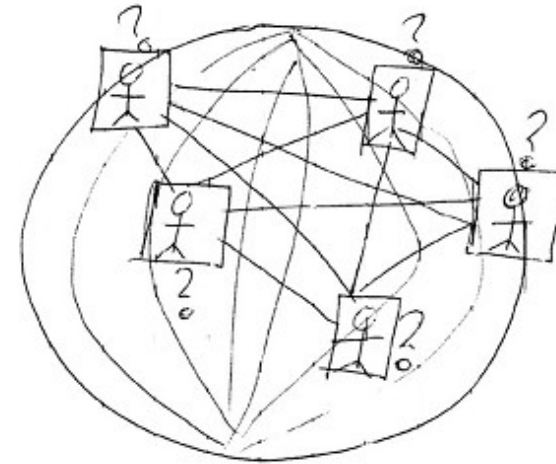
Like ... who's who in the zoo!



Who's who  
IN THE ZOO.



Like ... who's who in the zoo!

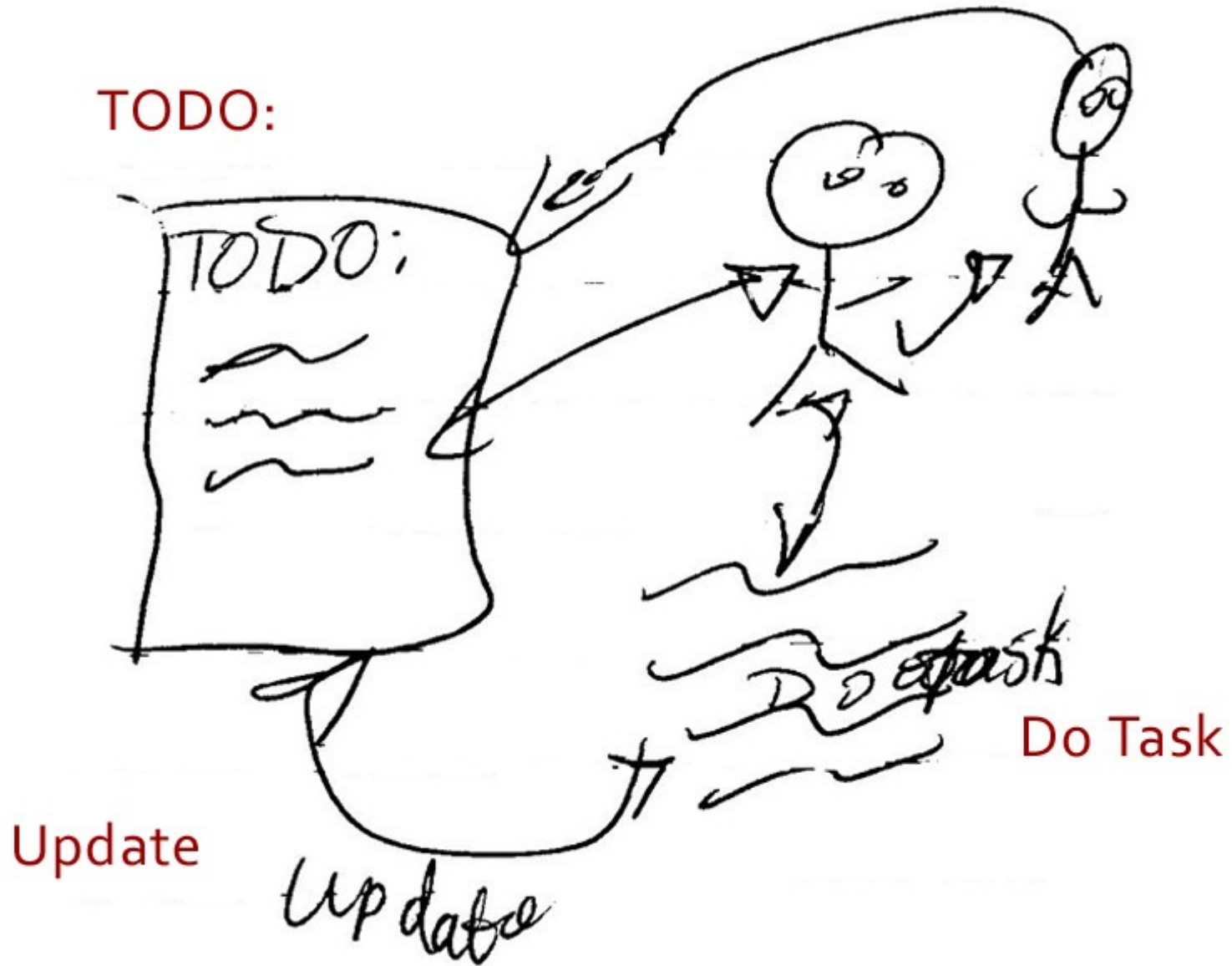


Who's who  
in the zoo.

**Profiles** not only  
points to a person, but also  
provides credentials



# Activities



# Activities



Lotus Connections Home Profiles Communities Apps

Activities To Do List Activity Templates Recent Updates

SEARCH - Connections 3.0 High Priority Stop Following

Activity Outline

Recent Updates

To Do Items

Trash

Sections

Add Section

Members

Add Members

Owners

Gardner Raynes

Authors

Betty Zechman

Bill Jordan

Bill Ranney

Boyd Gossens

Caitlin Garfield

Charles Bounar

Christina Milan

Dan Misawa

Activity Goal - Discuss designs

Add Entry Add To Do Item Add Section

Designs

One Possibility

Sed ut perspiciatis unde omnis iste natus error sit voluptatem accusantium doloremque laudantium, totam...

Nemo enim ipsam voluptatem quia voluptas sit aspernatur aut odit aut fugit, sed quia consequuntur magni dolores...

Neque porro quisquam est, qui dolorem ipsum quia dolor sit amet, consectetur, adipisci velit, sed quia non...

Ut enim ad minima veniam, quis nostrum exercitationem ullam corporis.

Quis autem vel eum iure reprehenderit qui in ea voluptate velit esse quam nihil molestiae...

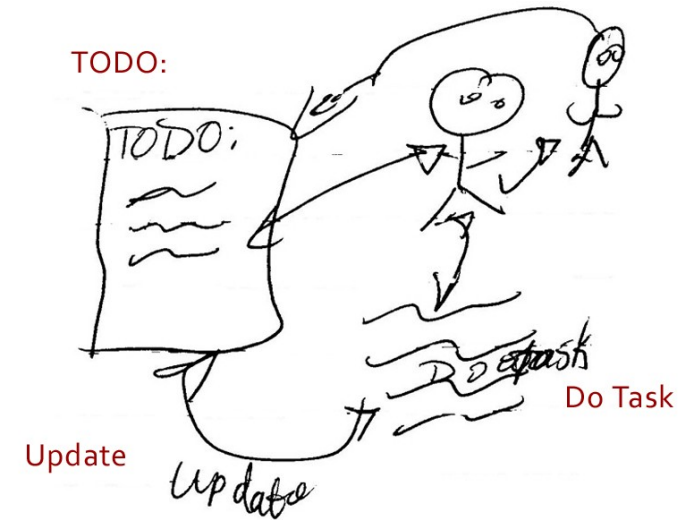
Quickr J Search

Add to this section: Entry To Do Item

Research

Feedback

Tasks



**Activities** quickly  
get you going and keep  
you (and others) on track  
...and keeps your head  
out of your in-box

# The new promise of BI

Key business decisions are not made alone, they are made by multiple people



→ Inform

→ Engage

→ Align

## Business Intelligence

Delivering business users the freedom they need and IT the performance, security and reliability they demand.

**Inform**

Delivering the right information to the right people at the right time

**Engage**

Actively exploring, analyzing and using information

**Align**

Collective intelligence to share insights and gain alignment



# Why it is a business imperative ?

## Align

- *Annotations*
- *Common business terms*
- *Collaboration*

Inform

Engage

Align



- The best decisions cross over many decision makers, functions, departments, systems and processes.
- Individuals have key insights, knowledge and anecdotal evidence critical to effective decisions

## Requirements

- Collaboration and social networking to form decision networks
- Linking BI to everyday tasks
- Adding business context to information
- Workflow to establish accountabilities and accelerate alignment



# Collective Intelligence to share insights and gain alignment

## Align

- Annotations
- Common business terms
- Collaboration



## Capabilities/Features

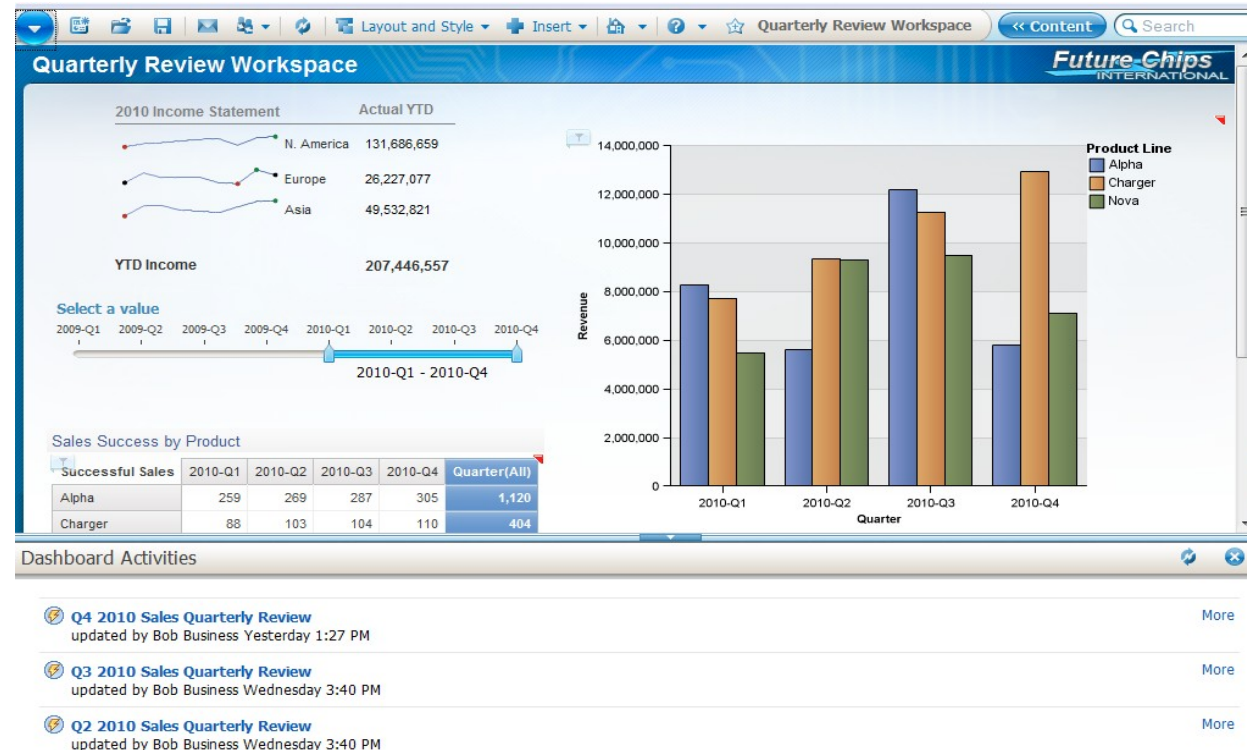
Support for annotations/comments

Surface common business terms

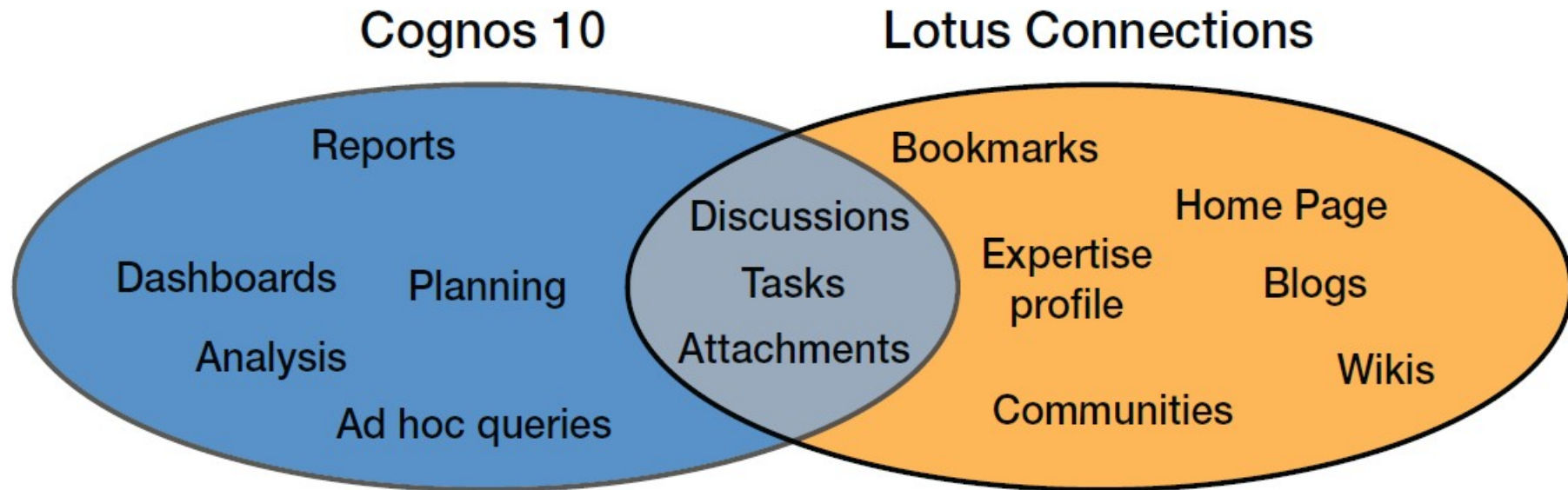
Visualize data lineage

Built in collaboration and social networking

Support for workflows



# Business Intelligence + Collaboration



*Gartner: "You are further ahead than anyone else in the marketplace."*





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Conclusion

You need to LEVERAGE these assets

throughout your organization



It needs to be EASY and NATURAL

like being **social**





# And in the CONTEXT of your BUSINESS

integrated into your daily work



SmartAssistantView - IBM Lotus Notes

File View Create Actions Tools Window Help

Open Home Kim Chen - Mail Jenny McCosker - Mail

Jenny McCosker on Local

- Inbox (5)
- Drafts
- Sent
- Follow Up
- All Documents
- Junk
- Trash
- Chat History
- Views
- Folders
- Archive
- Tools
- Other Mail

Follow Up

- Remove Flag
- When Who

New Reply Reply to All Forward Show

Sort by Default

Found the following:

- People
  - Francesco Colazzo
- Organizations

From	Date
Francesco Colazzo	10/01/2007 07:34 AM
Francesco Colazzo	10/01/2007 07:45 AM
Kimberly Hughes	10/01/2007 10:20 AM
Pat Aspen	10/01/2007 11:10 AM

Re: list of members with payslip problem

Francesco Colazzo to: Jen... 10/01/2007 07:34 AM

Custom expiration date: 09/06/2008

Hi Jenny,

here are the employees who have an upcoming review. Could you please supply their payscale level and annual salary?

- Jim Parry
- Heiko
- and Adriano from Heiko's team

Regards,

Payroll Data  
Personnel Information



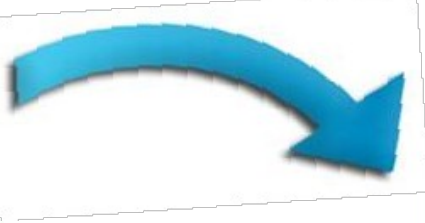
# Vision for Collaborative Decision Making

Making one decision

Assessing many decisions



Exceptions and Trends



Assess Results



Goals, Key Performance Indicators (KPIs), Rules

Best Practices



# Get Social. **Do Business.**

**People** get together and collaborate

... to do business better !

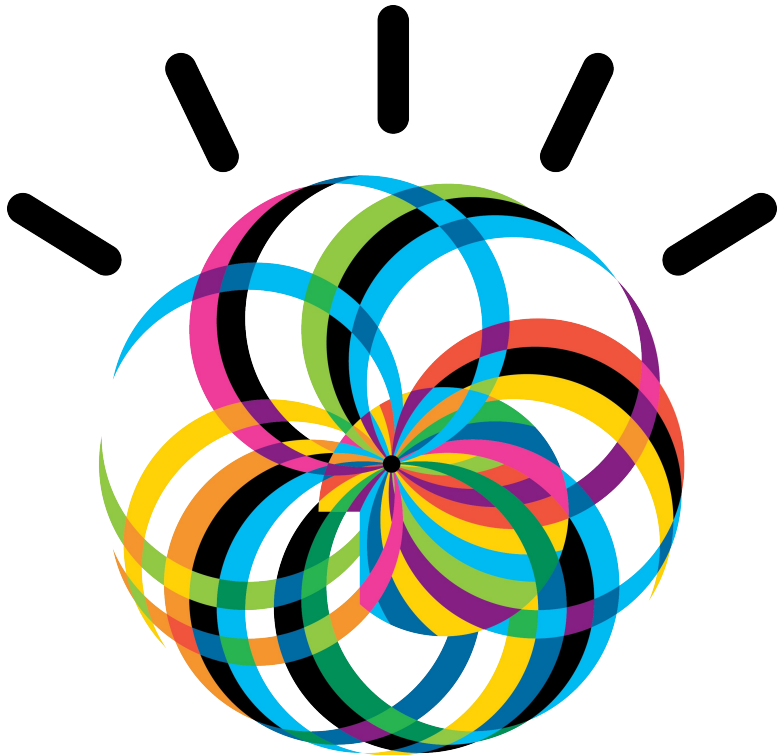




# Get Social. **Do Business.**

People **Get Social**  
... to **Do Business** better!

# Social **Everywhere** !



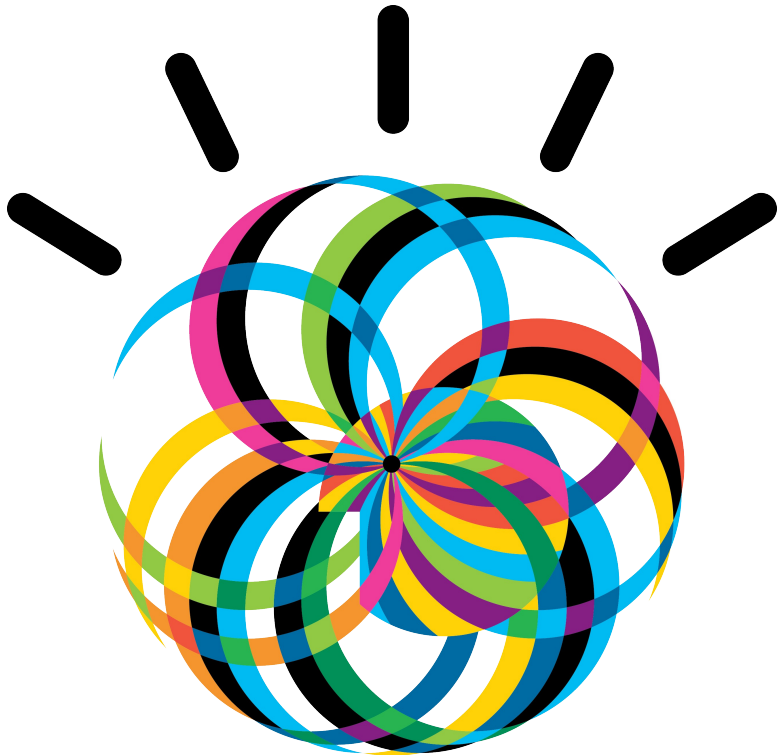
« **Social** » needs to be embedded in  
the **fabric** of business processes...

... allowing people to **collaborate in the context**  
of their business activities....

Being social **is not an additional task** to be done...

... it is the way in which Business needs to be done!

# Social **Everywhere** !



« **Social** » needs to be embedded in  
the **fabric** of business processes...

... allowing people to **collaborate in the context**  
of their business activities....

Being social **is not an additional task** to be done...

... it is the **most natural** way in which Business needs to be done!




ideas?

questions?  
comments?





Blogs	Profile	Activities	Bookmarks	▼
Communities		Wikis	Files	
	<b>Pogliani, Stefano</b>			
Executive Social Business & Web Experience Consultant - IBM Collaboration Solutions Tiger Team BOIS COLOMBES CEDEX France Building: DCT   Floor: 24   1-720.342.1231 <a href="mailto:stefano.pogliani@fr.ibm.com">stefano.pogliani@fr.ibm.com</a>				
Sametime: "Get Social. Do Business !" @ Paris Office				
<a href="#">Chat</a>   <a href="#">More Actions</a> ▼				

# Thank You !