

KongressMedia



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Conference
Documentation

Thank you for the documentation to:
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IOM SUMMIT

Konferenz zum Informations- und Organisations-Management

Vom Intranet zum Digital Workplace

A graphic of a water droplet falling into a pool of water, creating concentric ripples. The background of the banner transitions from blue on the left to green and yellow on the right.

**Social.
Collaborative.
Innovative.**

**25.- 26. Sept. 2013
Hilton Cologne Hotel, Köln**

<http://www.iom-summit.de>

Enterprise 2.0 Summit March 20, 2013

Track: 1 - Keynote Session: Enabling the Social Enterprise (R)Evolution (Part 1)

Dion Hinchcliffe: The state of E2.0/Social Business

- How we got here? It's encouraging to see how far away we've come. There are a lot of success stories right now.
- Social has been around for a really long time. Collaboration
- Technology allows us to share information and improve our knowledge: telephone, internet, email. There are always better ways to work.
- The pace of technology is speeding up. The organizations can't absorb these changes fast enough.
- Social is changing everything:
 - Blog: 2003 (many to many)
 - Web 2.0: 2004
 - Social Media: 2005
 - Enterprise 2.0: 2006
 - Social Business: 2008
 - #CX: 2012
- All this is to create better and more meaningful connections between us.
- Technology change, our challenge is to absorb it.
- We shift from a system of records to a system of engagement.
- Emails are now in decline (on a personal level, people spend time on social media).
- Cloud computing and collaboration technologies are 3 and 4 in top technology priorities.
- 600 billion are spent on engagement each year.
- In social, everybody joins in. The engagement is a challenge: you can't do without it.
- We have a really big volume of data thanks to engagement.
- It's useless to use channels if you don't use them effectively.
- «Let the network do the work»: community-based business processes.
- By connecting workers, customers: all these people coordinate and contribute to performance.
- Fully networked organizations get outsized benefits. The numbers are impressive.

- You have to coordinate inside platforms with outside platforms. We started social with silos. We have to take down the walls.
- 96% of internal and external social business efforts are not connected.
- Social engagement is part of a single continuum.
- Most organizations have social technology; only 18% report they are a great success. (InformationWeek 2013 survey)
- Only 22% of middle managers feel properly prepared to incorporate social media into their work.
- Everyone knows that social business is important; they just don't know how to do it.
- Social is going mobile. Oracle, Microsoft, SAP are doing social.
- You have to put together workers and customers.
- Social business Maturity: what it looks like.
- Reunite transaction data and interaction data to get a better data processing.
- Community management operations: ability to answer quickly.
- In the future: social competency and data supremacy. Barriers between social silos must come down. Data shows up. Worker/customer experience allows you to build your social capital.

Q: What would you recommend, how to move on?

A: The question is: how to rationalize our portfolio: we'll have to use different environments. We do need a centralized network. Provide guidelines on how not to create a new kind of silos. Integration will be a key: it's more a cultural change than a tech change. Technology is a helper; the change is more in the mind. A lot of tools, a lot of silos: how to deal with it? Open standard

Robert Shaw: "Zero email": The Atos Social Collaboration Story

- Zero email program at Atos: eradication of emails, but most of it, social adoption, socialize
- Social has to support the business. We received too much emails.
- People are experiencing information overload, with emails. Technology alternative: social, encouraging people to collaborate.
- The email problem is general. When they announced the zero email program, it captured everyone's attention. 3.5 million hits on Google: how do you change people's behaviour.
- Social organization: collaboration, share, co-create, involve others, get others involved.
- Zero email becomes the end point. Email replaced by conversation/social media. That's when the change happens.
- Getting rid of emails increases social connection. But you need collaborative tools. You can collaborate within the workplace.
- The new generation: social networking is natural for them. We've got to adapt.
- Received 70 emails a day per employee. A lot are generated by processes.
- 1% generate the content, 9% answer, 90 only see it.
- Lifecycle of the community (project, team, etc.).
- With a social tool, you can minimize the distraction. Thinking mobile and cloud disposability. You need to have early adopters and opinion leaders, reverse mentoring: objective, get the collaboration going.
- You need to achieve that critical mass: social adoption first, and then email percentage decrease.
- Reduction of data, Collaboration technology, Culture change and managerial behaviours: zero email company.
- Social collaboration is not just a trend, it is happening today

Q: Adoption practices: how to convince?

A: An employee per community creates a community landscape.

Sandy Carter: State of the Social Business (R)Evolution

- 80% of companies plan to use, but only 22% of them are ready.
- Social Business Agenda:
 - Align Organizational Goals and Culture
 - Gain Social Trust
 - Engage through Experiences
 - Network your Business Processes
 - Design for Reputation and Risk Management
 - Analyse Your Data
- 5: how to sell to the board?
 - Digital natives
 - Digital immigrants
 - People who want to use the existing tech.
- Today, only 16% of CEOs use social. 73% say that social will be the primary channel for engaging customers within 5 years.
- Reaching out to the CEO is a strategy. Or you can talk to a division champion.
- What to sell to your boss? References and industry cases
- 4: articulating business value
 - Increased customer satisfaction (by listening to them, Lowe avoided a class action); employee satisfaction correlated; impact on branding
 - Increased productivity
- 3. Culture is the success differentiator:
 - Culture eats strategy for lunch.
 - Participate to the branding quality.
 - Culture assessment? What is our culture like today, by a simple group of questions.
 - “Social did not transform my culture, social reveals my culture”: amplification of good and bad aspects of culture.
- 2. Managing risk
 - It's riskier to “opt out” of social: you are out of the conversation. You're not part of the social movement.
 - A crisis response planning cannot avoid the risk, but you can manage it better.

- 1. Building new skills and roles
 - Define the new roles, the new jobs
 - 4 times as many new jobs with social than with internet
- Next trending:
 - Mobile Collaborative Map-based: Mobile DIY Geo-crowdsourcing for Smart Cities & Citizens
 - Cultural Fluency: addressing intercultural collaboration challenges for the workforce
 - Gaming and SoLoMo: Trading Electronic Business Cards

Culture is a really important thing on the agenda. You have to allow non-work communities within the workplace.

Discussion: Key Challenges of the Enterprise 2.0 (R)Evolution with Speakers and Richard Collin and Michel Ezran

Michel Ezran: We are on our way to social, the change takes time.

Richard Collin: We're not really in the "out of the box model". The future of business is sharing, everybody got that. There is a shift, we're moving from a logic of results to a logic of meanings. The challenge is: how are we going to manage the current schizophrenia? The model of capitalism is going to change. And one of the challenges is to be able to anticipate that. The key point is not to think in terms of productivity, is to think in terms of innovation. Technology has to support that.

Dion Hinchcliffe: optimizing your organization is just a mean. The goal is to provide value to the customer.

Robert Shaw: I don't see the distinction between internal and external.

Q: What are the main elements for change?

Michel Ezran: Social Trend: companies should take steps: first collaborate, one step at a time. You can't decide to be social. Learn to collaborate remotely before you learn to network.

Sandy Carter: Understand where your company is, recognize your culture and then define where you want to go. You can't define everything but some things.

Richard Collin: The point is to show that everybody nowadays has to give a context to the information.

- 1) Be sure that everybody is ready
- 2) social learning
- 3) everybody must be ready to contribute
- 4) engage the communication.

Dion Hinchcliffe: Collaboration and team-worked is a prized value. Next thing you have to have is social skills. For that you've your natural environment.

Robert Shaw: Focusing on the managers, so that they can demonstrate. They will learn how to behave; they will be responsible of a community. Training the management, they have to lead by example.

Track: 1 - Social Business Assessment

Philippe Borremans: Social Business Assessment @Van Marcke

- Van Marcke group: Trading / Industrial / Banking group.
- Family owned Belgian company, active in BE, FRA, LU, NE, CH.
- What are your business objectives?
Why should we do it? The market is changing, a lot of pressure. In our business, Social Media has brought different problems. Company changed to a more flat level organization. The business is expanding.
Big cultural change: we moved from a family-decision model to an employee-involvement model, feedback culture.
- How do the people communication within the company?
Do people communicate, how do they collaborate? Surveys and face-to-face interviews. It gave these results: 82% use email to share documents internally.
- Define the KPI's, the areas of improvement:
- Getting into how people work and change that.
- Situation: a static intranet with heavy email interactions.
- Project scope: online collaboration tool, in a timeframe of three years.
- It's not about IT, it's about change management.
- Before platform launch: test, improvement of the platform, training.
- Platform: home with widgets, profile, wikis (difficult tool to adopt, but reduces volume of emails attachments), internal twitterwall (the question was: how does it help you in your work? what does it change? you have to explain, show people how it helps), communities (solutions for teams, projects, divisions, interests).
- Lessons learned:
 - Run an audit first: know the problems before trying to solve them
 - Explain the change management project to the c-level
 - On-going training, education and coaching
 - Don't think it's «plug and play»
 - Don't believe the „generation y“ will be your champions, it requires experience, not young age
 - Don't simply follow your IT provider's suggestion – base your choice on real needs

Discussion: Speaker and Emanuele Quintarelli and Karl Harriau

Q: What are the keys to start a 2.0 project scope?

A: Involve all the stakeholders (maybe via collaborative workshops)

Q: What is the influence of personal culture in the realization of 2.0 projects?

A: Culture is important because it is the essence of the company. You need to understand what's in it for each one, and that's the way you go back to culture. Change management is only possible if you engage people from the beginning. Change management takes time. You have to identify what's crucial for your organization, then the change can be made quickly. Involve people in the changes, ask them what could help them in their work. They often know what they need. That's why it takes time. Involvement of the field is crucial, they know what they need.

Change management is not an event, it is forever.

People like changes, we don't like change when we're imposed. They like when changes are made especially for them.

The new way of working can bring a shift of power; in the Van Marcke case, it was the way they chose.

Q: The project was communicated after the audit; the focus was on "how to change your work?"

A: Three tips:

- **Face to face training as much as possible (takes a lot of time)**
- **Functional training: specific to the job**
- **Continuous training: don't stop when the project is launched.**

Focus on the business needs and not on the application. Management must lead by example.

People must see the value of the project, what it brings them, what they gain by using it.

Track: 1 - Enterprise 2.0 Adoption Practices

Jean-Jacques Thomas: A Social tool for Innovation and Research at SNCF

- SNCF: 5 business units
- Innovation and research division:
 - Transverse coordination of the program
 - Support 30% of the overall funding
 - About 20% of the research team
- Innovation boosters:
 - Innovation and research supervisory board
 - Redefining strategic innovation fields
 - Set new steering processes (strong transition from bottom-up skill oriented to strategic top-down multidisciplinary: need for better communication between them)
 - Scientific and technical expert network: new careers perspectives
 - New innovation method: Define Knowledge Competences and Protocols, large knowledge sharing faces, large number of people
 - New IP policy
 - To accelerate the changes: social network
- There was a need within the global strategy for this tool. They wanted to develop innovation.
- The first attempt didn't work:
 - Too many functionalities (the tool was too much permissive)
 - Too opened (they wanted a link with the outside, but also within the company; unfortunately, it wasn't perceived correctly by the users)
 - No name and others mistakes
- For the second attempt, they asked people first.
- They named it «Share-I» (pronounced: chéri)
- Two usages:
 - Network (conversation by theme)
 - Groups (by project, etc.)

- There is a timeline, everyone has a profile.
- Groups: home/discussion/document sharing
- After 4 month: strong increase in the adoption, the number of monthly users is non-stop growing.

Q: Not address to the whole company but define groups?

A: For the whole company it is difficult. Warning: the target of groups is not the same as in the network. Groups are project-focused.

Q: Importance of giving an identity?

A: It's more than cosmetic, giving an identity is crucial, it looks simple but it is important. It is important to make it simple to the users.

Elodie Kolasniewski and Dr. Hans-Jürgen Sturm: Amadeus' journey to enable our Social Workplace

- Amadeus is an IT company, providing solutions for the travel companies.
- Leading provider of advanced technology solutions for the global travel industry
- Amadeus is a knowledge company, 11'000 employees, and 145 nationalities, geographically dispersed.
- 4 steps:
 - Prepare the journey/Breaking IT Silos
 - Departure/Breaking organizational silos
 - Take-off/Breaking silo mentality
 - The ideal/Future workplace
- There were a lot of small initiatives to solve collaboration issues.
- Create knowledge management rules, increase cross-management information sharing.
- Lead by example with a cross-division project.
- A knowledge centre for all employees
- Breaking the silo mentality: need to share the info between the units, promoting a culture of sharing knowledge
- The workplace of the future:
 - Internal (business processes)
 - External (share with the outside)
 - With the help of mobile devices
- Key success factors:
 - Before thinking about making funny and social things: information management
 - Second, involve the communities to build a network on which everyone could rely.
 - Third, give a clear direction that everybody must know.
 - Need to adapt, be flexible and be ready to change your plans.
- Key challenges:
 - Involve the middle management. If they are not involved, there is a high risk of failure.
 - Manage expectations: it doesn't change in a day.
 - Too much flexibility, you have to design your tool precisely.

- Persistence: you have to keep pursuing your efforts.

Discussion: Speakers and Bertrand Duperrin and Luis Suarez

Q: Conference speakers: Key factor?

A: You have to build the trust. Get people involved; get them to trust you to achieve the final goal. You also have to manage the differing expectations within your company. Make sure everyone gets the real goal.

Bertrand Duperrin: There are a lot of misunderstandings about adoption. You don't have to adopt: the tool has to make sense for you. It's the matter of sense, of organization. I have never seen anyone refuse to adopt a tool that made their work easier. "Adoption is for quitters".

Luis Suarez: In this conference, we moved away from social to work. And that is good news. People don't care about social; they want a tool to work. Another thing: don't care about middle management: they will have to deal with it. Don't get blocked by them, work with the people who work.

Practical tips: build a library of practices, improve the ways of working. Never underestimate the power of educating your people.

Jean-Jacques Thomas: exchanges on the social platform is useful not only for you, but for the whole organization

Track: 1 - Social Enterprise Transformation

Carine De Usatorre, Marc Lippa: Social Enterprise Transformation, EDF Business Case

- EDF is an international group; EDF recruits 6'000 employees per year. Huge cultural transformation, we have to transfer skills and knowledge.
- EDF is still based on a silo system
- Goals of the social network:
 - Put the user at the centre of the system, gave them information adapted to their job, create links and share knowledge.
 - Reduce maintenance costs: keep a centralized portal instead of a big number.
 - Increase innovation
 - Better coordination
 - Better link with the employees, better way to measure company's climate.
- Name of the «galaxy»: Vivre EDF, then, the core-business is part of this galaxy. Like in the stellar system, there are sub-communities.
- There is a governance to create these communities. It's not free, there is coordination.
- There are blogs from managers, for example one of the formation manager; there are blogs on special topics (sustainable environment, feminism)
- There are forum functionalities, wiki (more than ten glossaries); new way to share the minutes of the meetings (by the wiki). Wikis are used to prepare events.

One hundred and fifty communities: it's the beginning; people have to justify the reason why they want to open a community (mainly practical communities).

Q: Is the social aspect of work part of the function description?

A: Not, because EDF is like an administration, it takes time to implement the changes. It's not the reality today, maybe later.

Stephan Grabmeier: Enterprise 2.0 – nothing but radical transformation

- Culture isn't just one aspect of the game, it is the game. Culture is the outcome, what you see at the peak is the culture. There are a lot of things behind that.
- Deutsche Telekom: Germany, Europe, USA
- Ambivalent situation: innovation on one hand, market decrease on the other.
- Deutsche Telekom is very deep on social media (external)
- Internal: employee blogs, different structures, think tank, boards
- The vision is to create an ecosystem (open.social.mobil): One centralized place (instead of various platforms). The core of the ecosystem is a social network with all the relevant features: enormous portfolio. It's the digital identity of the employee.
- There's a «suggestion box», called Ideengarten: employees can bring their ideas, they can work as a team, a community-based idea suggestion tool.
- Telekom Prognosemärkte: This tool is fun, every employee can participate in this gambling game; you can predict the sales of a new product for example. It's effective and fun.
- They work with JAMs: great method to work with, with big groups. Main idea: involve people; online brainstorming. At the start, a question or a problem, 1'000 to 100'000 have 24 to 72 hours to «solve the problems». Short time frame forces people to get involved and can bring together a large panel of ideas.
- Real estate portfolio is changing: what do we do? Could our buildings be a driver for our culture?
- Future workplace: Mobile working, Flexible, Global collaboration via Social Media, Bring your own device.
- Lite Desk: solution where your workplace is in the cloud. You can access from anywhere, with any device. This is a really new working style.
- Conclusion: Enterprise 2.0 needs a new mind-set
- Try to reach the employee by various means. Social is also about barcamps for example.
- Enterprise 2.0 is a real change, you don't do it easily, you don't just try, you have to make it a real change project.
- Everybody is concerned in the 2.0 process.
- Social must be integrate into purposes, processes
- Leaders have to understand the importance of media

Discussion: Speakers and Richard Collin and Frédéric Williquet

Digital identity: do you consider collecting these analytics to change the organization? Theoretically yes, but practically we are not allowed to do it. Every data an employee gives us is voluntary. The support is permitted.

Richard Collin: At the end, there is a change of the working style. With the cloud, what is the interest to go to your workplace?

You have to focus on co-working approaches. You have to be effective at engaging people; also don't forget that the relations are changing. These actions help the transformation process.

Carine De Usatorre: Real problem is to convince the management of the real benefits. Importance of leading by the example. Show that you don't have to be a geek, that "social" is not a hippie thing; that it is about work.

To start the project: there is a necessity, and you also need courage. Don't underestimate the importance of the context.

Stephan Grabmeier and Marc Lippa: What is the strategy to take people on-board? Reverse mentoring, implication on the board level, use of ambassadors. Listen to people and lead by example.

Track: 1 - Social Workplace Ethics

Rawan Shah: Work Ethos, Purpose and Productivity in the Enterprise

- Work ethos: the attitude you bring to work.
- The purpose of the work is capital.
- We already accept the expertise; we can understand these kinds of skills. We already are competent for collaboration.
- Intelligence Quotient: mastering
- Emotional Quotient: autonomy
- Meaning Quotient: purpose
- Purpose is the real deal; it's what we miss for now.
- What's in it for me? It may not be the real question, the fundamental question is purpose.
- We have to get beyond a uni-dimensional view of purpose. The purpose should be defined collectively.
- Our work hours are dropping. Does it mean that we are working less? No, the world is moving from production of (agriculture, goods) to services.
- Our jobs have changed, but the work ethos hadn't. We are moving from a production workforce to a service workforce.
- There is less routine in our jobs, much more expertise is needed.
- Shift from an algorithmic thinking to a heuristic thinking. But there is still a place for routine.
- The idea is to organize the purpose together.
 - Discover the purpose, figure out how to do it
 - Refine, ask your entourage
 - Weigh, who can do what in your organization?
 - Help
 - Other
- The tools should be more purposeful: social brainstorming software, social interest graphs,...
- If you have a purpose, you improve your work ethos, and this improves your flow.

Discussion with Speaker and Lee Bryant and Frank Wolf

Q: There are different levels of purpose, individual, team, groups. But on an organizational level, I doubt it.

Frank Wolf: People have to find their own way, promotion of the independence. For some students, it's not easy to find your own topics. Some people can't find purpose in the workplace. Mastery and collaboration can be developed, for me, purpose is difficult to develop.

Lee Bryant: In start-ups, some people do what they really believe in, at the opposite as in large companies. It's a companies' cultural question. Because of hidden motives, you can't share your purpose to your team (dishonesty).

Q: You can find people with purpose in every piece of the organization. The question is how to help people with their purpose?

What's the difference between the company's mission and the individual's motivations? Shared purpose exists, that's leadership "that's what we are going to do"; it is not mandate purpose: "that's what you are going to do".

In war, you fight for your country, and for your peers. Purpose has a very cultural dimension; in Germany you don't share it.

Purpose is about understand the how and whys of the future of work.

Track: 1 - Keynote Session: Enabling the Social Enterprise Revolution (Part 2)

Georg Ell: Enabling the Social Enterprise Revolution

- Yammer: 7 million users.
- Business world is changing faster than ever, and it's not going to slow down: How do you adapt to that? - The three ages of enterprise it:
 - Done (Project is finish)
 - Use (What are the numbers?)
 - Value (What's in it for me?)
- We went from adoption to transformation. A bunch of factors (economic climate, customer expectations, value chain integration, competitive pressure, employee and user expectation) have an impact on the way we work, and they must be seen as an opportunity for innovation. Technology enables you to do your better work.
- People, through collaboration and empowerment, will provide you transformation. You have to enable people to do their better work.
- The big four (big data, cloud, social, mobile) are important because it helps you to make a decision, and make it quick. The big four matter because they allow you to be quick.
- The organization that adapts in lots of small changes will compound its advantage over rivals accelerating away. Multiplicity of tiny changes is better: reactivity.
- Key ideas and practices:
 - Don't run before you can walk (start simple, help people connect, grow engagement)
 - Build complex behaviours on top of simple ones (start simple and then increase complexity progressively)
 - Give people reasons to participate you can't force it, but you can make it compelling
- Understand what people need and want; in order to do their work better, and give it to them!

Getting people involved very fast? There's not a "one size fits all": we learned something; you have to understand the culture first. Second thing, have a communication plan ready.

Olivier Jacob: 10 new trends to move from adoption towards transformation

- Zyncro is a Spanish company, 145'000 users, 40 apps, 8 new versions per year. Core products: ESN/Private Social Networks (Communities, Customer engagement).
- We are social beings, but we hadn't the tools to keep our network growing.
- We are used to be social.
- Ten trends:
 - Micro blogging becomes activity streams: we are not reading, we are scanning
 - User experience vs. features: people want easy-to-use information displays (nice, easy to use, quick) and specifically designed for the users: understand the needs
 - Mobile: you should be able to access your information from wherever
 - Social Tablet: different user experience, personalized, etc.(retrieve information and exchange, tangible)
 - Social Business Intelligence, Social Budget, Social Collaboration: better reactivity, easy to use, better context, centralized
 - Social Crowdsourcing, social support, private social network: facilitate the communication between different groups, reduce answer time, better data management, the idea is to federate a large number of users
 - Gamification: we all like to play, give a "game" aspect to your projects
 - Social Things: web 3.0, the ability of objects to create content, to be connected to the web.
 - Social Business aggregator: integration of multiples tools. The idea is that the different tools must be compatible.
 - Social Data warehouse: ability to have all your information in the same place.
- There is a technological need to manage the information stream: relevance is important, and it can be impacted by the device you're using, the place where you are, even the floor you're on. The analytics must be available (Yammer) but it has to be simple.

Track: 1 - Discussion: Key Adoption Issues for the Social Enterprise (R)Evolution

Discussion: René Sternberg and Tobias Mitter

- Enterprise: People, Technology, Business.
- Link between People and Technology:
 - Tech is a frame, each one uses it differently.
 - Web 2.0 tools are not always useful immediately.
 - A lot of features are unnecessary.
 - How to teach people to use the “right” program? How to make the programs compatible?
 - We destroyed the borders of space and time, we must create new borders.
- Link between People and Business:
 - Difficult to properly evaluate the value of communication and knowledge sharing.
 - Purpose of social media is not always seen for internal using.
 - Social software is about “pull”, it’s about making people come there on their own.
 - Leadership often struggles to lead by example.
- Link between Technology and Business:
 - Social utilization of technology and its openness to any kind of use are met by fixed structures and write-off terms.
 - You need to have guidelines.
 - Certain tools are only used by a specific group of people in an organization.
 - Tools must be connected!

The context is capital.

We need to adapt instead of adopt. There’s no “one size fits all”. You have to be reactive and agile; therefore you have to be prepared with a lot of case studies. Important of learning from the failures.

Track: 2 – Social Improvement Culture

Louis-Pierre Guillaume :Challenges on cultural shift for knowledge sharing

- As part of its transformation program Connect, Schneider Electric has deployed an internal social forum. The aim is to open up the company and make it more nimble.
- Schneider Electric is a material and energy services global group. To be more nimble and efficient, it implements a transformation program called “Connect People”. The idea is to involve every employee in the business transformation. To achieve this, the group boosted its internal communities of practice using a social tool.
- First, Louis-Pierre Guillaume defines the community scope and a process of integration of this community (lifecycle). The process is to have:
- Need: Share our collective intelligence, collaborate and share knowledge, Network across functions and businesses, Design, Launch, Maturity, Closing.
- The goal isn't to deploy a tool, but good practice for cultural. It had to use the tool as a goal, not as a way. However, for Louis-Pierre Guillaume, the Community of leader is at the centre of this program. It's defined by their responsibilities, skills and competency. The role of a Community Leader is to ensure the basics role, animating, growing and capturing shared value.

Harald Schirmer: Continental social business model

- Social Business is not a software upgrade. This is a new corporate culture revolution in the implementation phase.
- Before starting such a revolution, we need to know the problems we want to solve by the social business, who will support it, how open are the leaders when it comes to sharing results, and if we are willing to spend time for it.
- Social Networking is a long term investment; it takes time to build reliable and efficient networks, sharing starts with giving something.
- The core values of business networking are trust, passion to win, for one another, freedom to act.
- The important thing for continental social business are global standard, full content control for participants, very high integration, data sources harmonized, centralized and simplified, focus to the people, not tools or functions and mobility.
- There is an obligation to change management methods applied, knowing that the four main initiators of social business project are: Information technology, communication, human resources and Quality Knowledge Management
- Regarding the process, the first step of the project is to create the profile, the second step is to have individual share and finally building a team share. Each stage has specific tools. The project is realized step by step over a long period. It's important to create a guide for social media and business networking. Finally, for a successful project, it is necessary to put together a winning team.

Track: 2 – Social Knowledge Management for innovation

Martin Roulleaux Dugage: Challenges on new social knowledge management practices

- Martin Roulleaux Dugage talk about KM for innovation. He explains that despite the benefits of the social business, there is always the fear towards this new technology.
- The first benefit is that social tools extend the outreach of the community of emails: Other colleagues in your country, Other colleagues around the world, Other people around the world
- Second benefit, there are contributions usually expected from social computing tools: Access to expertise, Speed and agility, Collaboration and knowledge sharing, Employee engagement, Information security, Cultural openness, Cost reduction.
- However, fear and confusion often get in the way, example: “Confidential information could jump the firewall”, “Productivity could plummet as workers spend more time socializing”...
- We must understand that enterprise collaboration and open collaboration are different, for example the collaboration across independent organizations is easy, while the collaboration within a large organization is more difficult. For that we need to ask the right question like; do we have a real business objective that social computing tools could help us with?
- In the case of Avera, a study was implemented to support innovation:
 - Need for innovation support for making it easier in order connect strategy with creativity.
 - There is 3 different type of innovation: Incremental Innovation (Enhancements to existing products, services or processes that require minimal value analysis for decision making), Product / Services / Process Innovation (New products, services or processes with not change of current business model), Game Changing Innovation (New business models, new concepts for products /services that could change the way of doing business)
 - The process of innovation in Avera is defined as follows: Imagine Goals → Develop Ideas → Develop Concept → Prove the Concept → Build a business case → Develop. However, game-changing innovation requires specific environments where ideas are created, discussed, tested and refined into concepts). It works in three stages: 1- Develop concept, 2- Set up project, 3- Prove Concept (project).

Track: 2 – Social Intranet Evolution

Jane McConnell: State of the social Intranet evolution

- The objective of this presentation is to present the difficulties encountered during the implementation of the social intranet, and what solutions can be used.
- Three different dimensions combined in a company, often in competition and rarely properly coordinated.
 - Managed information and enterprise applications
 - Social collaboration
 - Structured collaboration
- At stage of “managed dimension”, it is called the “intranet”. However, the competition starts between the “intranet” and the “collaborative platforms” when “social collaboration dimension” create digital platforms for structured project collaboration, the objectives become productivity & efficiency. The arrival of “social media” in the enterprise brings disruption. Traditional roles of management, HR, IT and Communication are challenged as people begin to self-declare and self-organize.
- The “digital workplace mode” requires leadership rather than management. It is built on : “freedom within a framework”. Self-organizing communities have strong influence over work and decisions.
- Solution:
 - Identify and communicate the compelling reason why the social intranet is critical for your organization.
 - Involve Middle level managers from the beginning because they are keys to making the social intranet business critical
 - Must empower others to act on the new vision.
 - Need “social glue” that lets people connect and ties things together
 - Start with operational groups, not organizational groups

Track: 2 – Digital Workplace Framework

Stephan Schillerwein: Framework for the technological concept of the digital workplace

- The objective of this presentation is talk about the misconception on digital workplaces and how it's working.
 - The 1st Misconception about Digital Workplaces: We work less
 - The 2nd Misconception about Digital Workplaces: Digital Workplace = Intranet Plus

Enterprise 2.0 Summit March 21, 2013

Track: 1 - Keynote Session: Organizational Challenge of the Social Enterprise (R)Evolution

Prof. Zwi Segal: Employee motivation and engagement: the need for paradigm shift

- Motivation: the drive to do something.
- Why is it difficult to motivate and engage our employees?
 - New socials and individuals key values
 - The phenomenon of social justice: There is a gap between productivity and income. Until 1980, the productivity is increasing but the income is staying at the same level.
 - People are searching for meaning outside the workplace. In their free time, for other reasons than money.
 - Information revolution
 - Emerging needs of the new generations
 - Generation Y and Generation N (narcistic). Young nowadays: they are very busy with themselves. Very connected, but not focused on work. They won't be focused on work.
 - This generation needs feedback. Facebook, whatsapp, etc. They are used to immediate feedback. If you don't give them a lot of feedbacks they are frustrated and demotivated.
 - FOMO: fear of missing out, anxiety of not being there when something happens!
 - Constant renewal of knowledge: knowledge moves so fast, knowledge is obsolete even when you are still studying
 - End of employer-employee psychological contract: 25% of employees stay less than a year at the same workplace.
 - The economic crisis as a daily reality
- Result: employee engagement has never been so low. And this phenomenon is global. The most engaged country is Macedonia, with an engagement of 35%.
- Why is it important to engage?
 - Loss of productivity costs huge amounts of money.
 - Quality of service is directly related to engagement
 - Security too: more accidents

- High turnover: if people are not engaged, they leave.
- Case studies: airline companies.
- A comparison between southwest airlines, continental airlines and American airways: if the employees rate their employer as «good», they have better results: strong link between employee review and financial success.
- Warning:
 - Money is not the main motivator, it's important, it's not crucial for the motivation.
 - Each individual has different motivators: key motivators are unique; the problem is that organizations don't know these motivators.
 - Success in work is not only due to skills, it's much more due to motivation.
 - There are no jobs impossible to motivate
 - Satisfaction does not always reflect the motivational state of employees: its two different psychological conditions. We need to bring employees to a place where they are highly motivated and highly satisfied.
 - The carrot and the stick method is no longer working: it's outdated for the new generation. We must base ourselves on feedbacks, etc.
 - Most people don't know exactly what motivate them, we need to help them to understand what motivates them.
- Motivation is:
 - Durable retention of talents is not a top priority for organizations: after five years, there is «the great place of work paradox»: the company is so good, the people are so happy, they stay in place and are stuck in the same place. We need to free the place for the new talents.
 - Employee engagement is not only the responsibility of HR department; it must be shared by everyone in the organization: the line manager has to be concerned by his employee's motivation.
- Engagement is a shared responsibility.
- Motivation is a key skill to be developed
- Everyone has unique key motivators; engagement is achieved through their satisfaction
- Employee engagement is critical to a durable financial profit
- Everyone can be motivated and engaged.

The responsibility for the company is to introduce the platforms and a culture of engagement. There has to be an engagement strategy

Jon Husband: Wirearchy

- S. Davis - Future Perfect, 1987.
- Organizations exist to get things done.
- Social Business: Is it marketing driven or capabilities driven?
- Biggest challenge is culture: a shared set of beliefs.
- Networks make organizational culture and politics explicit: we want to see the leaders walk their talk.
- The change is really quick. There is a need for new paradigms, need for new innovations.
- The world is uncertain. The environment is turbulent, and we really need to adapt, following key principles.
- Nowadays, organizations need to be more responsive.
- Hamel: the work will be distributed out to the periphery.
- Mix management: Retool management for an open world (productivity may not be the only thing; power is not due to authority)
- Humanize the language of business (from pyramid to interconnected interwoven interactive dynamic networks)
- Rebuild management's philosophical foundations (work must be less as static tasks, more dynamic flows)
- Participative work design: Those who do the work are the most effective to design it.
- Mass customization of work: on a large scale, necessary response to on-going change.
- The most important competency is to know yourself well.

Track: 1 - Social Process and Collaboration Design

Joao Günther Amaral: Web based work @Sonae

- More than a thousand stores
- Objective: improve the webization of the work processes.
- The main message is to ask yourself what the problem is. Don't look for the solution; focus on what you have to improve.
- Question: how to help people to find the information and improve the contact between them.
- They used a value-based approach.
- They first focused on what was within the company. Then they watched what was done outside, in other companies. With these elements, they realized that they had to focus on specific problems, start small and build incrementally.
- Internal communication: objective: improve communication within the company. The idea was to involve all the stakeholders.
- Start with the problem in mind, reuse best case.
- Expertise finding: ESN, with much more complete information. Ask people to participate, give them opportunities. Future: integrate with external (for example LinkedIn)
- Own brand feedback: Feedback based on SMS, on app, to get a proactive feedback
- Start with the problem/choose solution (stepwise approach)/go for adoption, but be prepared to fail (you really have to be able to adapt)

Discussion: Anthony Poncier, Emanuele Quintarelli and Cecil Dijoux

Problem-driven

Focus on the business goals, but also on the users' needs (we need to co-create with the people who work).

Changing by doing more than training. We should not focus on an occidental mindset: don't calculate, just try.

Ask instead of tell. Ask people to participate, ask them to give you the information.

Track: 1 - Enterprise 2.0 Maturity Strategies

Anna van Wassemaer-Golla: ABN AMRO Arena

- Research the target, don't start too fast.
- Establish the status of network: where are we? There are a lot of contact points. You already have a social network but he's not online.
- The company wanted to create a community. Building a community after difficult events (crisis, etc.)
- Client focus, knowledge sharing, collaboration, innovation.
- The participation is non-stop and fast growing. It takes a long time to get people online. It takes a lot of work to get the people online.
- Creation of "lounges", places when you can talk online, with varying confidentiality parameters (more or less opened).
- Creation of a sort of quiz-game to know if you were aligned with the business principles.
- "People in the value chain" provides transparency, everyone can see who did what.
 - Inventarise trending issues to ensure relevance
 - Involve management from the start
 - Position as business improvement and change tool
 - Start with small steps (don't be afraid to go back and forth)
 - Involve outside knowledge and experience

Discussion: Harald Schirmer, Cordelia Krooß and Lee Bryant:

Q: What do we mean by maturity? The initiative was maybe more top-down than what we've seen before.

Q: How deal with the critics when you're on the maturity stage? You think about it before, you prepare for it. Understanding what are the people expectations, what freedom they have, etc. It's important to figure it out on the beginning, you've to be prepared.

Track: 1 – Management 2.0 Hackathon: Future Leadership & Organisation

- Interactive workshop with the attendees on principles and success factors for the future leadership and organization model
- Topic: Build collaboratively a list of principles for the Leadership and Management of the 21st century organization.
- See Cecil Dijoux note: <http://thehypertextual.com/2013/03/29/e20s-hackathon-principles-of-leadership-and-management/>

Track: 1 - Management Hackathon – Result discussion

- Principles for the new organization:
 - 1) Structure
 - a. There are different types of organizations (fractal, networked)
 - b. Change in the communicational structure
 - c. Conclusion: combination of the old structure with the new structure
 - 2) Diversity organization
 - a. (diversity should be possible)
 - b. Disruptive worlds, diversity allow to
 - c. Customer put at the centre
 - 3) Practical forces
 - a. Transparency is power
- Principles for the new organization: (winner)
- Basically, work is project-based. The key-idea is entrepreneurship all the time. There is a question: how long do you want to stay on the project?
- Fail forward: you want people to report your failures. You can do it anonymously or publicly.
- Accountability on multiple levels
- Rotation: move people around.
- Leadership on management
- Leadership should be distributed. Anyone should be empowered and be able to decide. Leaders should bring confidence to everyone.
- Leaders should be able to LISTEN
- Leader has to be authentic, transparent and honest
- Leadership on management (winner)
- Principles must be keys for actions: that's why we used verbs.
- Empower and develop people
- Walk the talk
- Make it simple (shield the team from the complexity)
- Drive social and soft skills
- Experiment on the edge (high trust low fear)

Track: 1 - Keynote Session: Organizational Challenge of the Social Enterprise (R)Evolution

Euan Semple: Enabling the Social Enterprise Revolution

- We don't use E2.0 at the most of its capacities
- The price of pomposity: management versus staff. It's not helping to engage.
- We underestimate what people want to know about social.
- When a CEO starts blogging, coerced by his communication team, he may end up looking like your father dancing in a disco.
- E2.0: discovering yourself in public, and leave a trace.
- As a manager, much of our time is spent trying things up.
- "Trojan mice": start simple, increment. Social media happens; one person at a time and for their motives not yours.
- Being acknowledge matters for us. With these tools, we can reconnect with each other, with ourselves.

Jean-Luc Valente: Enabling the Social Enterprise Revolution – it's all about change

- What's your ambition? Is leadership incremental or transformative?
- Challenge at Atos: be one of the best companies to work for.
- Leading from the top: CEO must be ready for this. The confusion between social media on the outside and on the inside must be eliminated
- Evolution or revolution? Depends of the organization, depends of the sector, depends on the business.
- Change takes time, it takes passion. There's only one way, the way forward.
- You need to convince one person at a time, you need a number of people to carry through the whole project. It's about communication.
- At Atos, we are a metric freaks company; you have to get the numbers, tangible proof that you're moving forward.
- One of the questions is about the notifications.
- Driving transformation: important to communicate on many supports: videos, white paper, training: from awareness to engagement.
- Management must be part of the effort and have a desire to change the company.

Q: Internal marketing in this project?

A: Yes, a lot of internal communication, executive VP level, the whole aspect of communication and marketing

Q: In October, in the Global Management Meeting, somebody asked: "what if zero email doesn't work?"

A: " we're going to do like cortez, we are going to burn the ship once we are arrived".

Track: 2 – Social Group Performance

Cécile Demailly: Cognitive neuroscience perspective on collective intelligence

- There are four different areas of the brain vs. the concepts of intelligence and collective intelligence:
- The reptilian brain territory is the seat of instinctive states related to life and survival, as the action quiet, flight, fight or inhibition. The neo-limbic is the principal seat of consciousness, moral values, temperament and personality. The Paleo-limbic manages the relationships in the group. All these territories operate in automatic mode more or less conscious.
- The prefrontal cortex assesses their environment and their means of action permanently, develop new strategies, and it is the seat of creativity. For many of us, change is exceptional in our lives, while the prefrontal cortex rarely follows.
- If, in a new situation (can be complex), we respond with automation, the answer is likely to be inadequate. That generates stress, which is nothing other than the human version states instinctive survival, managed by the reptilian area: anxiety, aggression, depression...
- There are some parallels between individual and collective intelligence: Abstract reasoning capacity and processing speed, more intelligent brains and more intelligent groups have more efficient communication among their component parts. However, the predictors of group intelligence are turn-taking and more women in the group. Strangely, cohesion, satisfaction, motivation, personality and safety are not good predictors.
- To develop collective intelligence, you must: Acceptance of complexity (develop a culture of change and adaptability), establish a collective intelligence frame (principles, flow and aggregation of ideas), reflect on the notion of experts and connectors, encourage initiatives making use of collective intelligence.

Speakers and Moderators

- Stéphane Aknin, Head of Group e-Communications, AXA
Stéphane has over 15 years' experience in the digital industry. After he co-founded 35 mai Productions, one of the first web content agencies to introduce rich media concepts and technologies in 1998, he joined Angie, an independent French corporate communications agency, as partner in charge of digital and video activities, where he managed the biggest digital accounts for more than 7 years. In 2008, he decided to join the AXA Group, one of top insurance companies in the world, to manage the e-Communications department, in charge of ONE, the new global intranet and social platform and the corporate website AXA.com.
- João Günther Amaral, Director for Business Development and Innovation, Sonae
João has over 15 years IT experience working in different business sectors including Manufacturing, Services and Retail. After a four-year period as IT Director at Leica Camera AG in Portugal, leading the implementation of SAP at Leica's industrial unit in Portugal, João joined Sonae in 2001. After successfully managing several workstreams of Sonae's ERP implementation, João developed and managed Sonae's ERP competence center. Since 2006 João is Head of Innovation and Business Partner for Sonae's food retail business leading the implementing of several innovation projects in tight articulation with the different Business Units. He assumes cumulatively responsibility for Sonae's IT Strategy and has been recently appointed PMO for the Continuous Improvement Initiative and for Web Based Work at Sonae.
- Jenny Ambrozek, Participation Architect & Founder, SageNet LLC, USA
Jenny Ambrozek is the founder and lead consultant of SageNET LCC, helping enterprises bring open network thinking and effective use of collaboration tools to engaging stakeholders and outside expertise for innovation and sustainable value. She is committed to promoting dialogue and best practices for building organizations to succeed in a global, networked, and mobile 21st century world. Jenny is an editor, coauthor of the 21st Century Organization blog, and also an active Twitter user.

- **Thierry de Baillon, Associate Partner, Transitive Society**
Thierry is co-founding partner at Transitive Society, a consultancy aimed at helping private and public organizations in visualizing and leveraging value creation mechanisms, at the intersection of collaboration and design thinking. Building on a multi-disciplinary background, as trend spotter, marketer, designer and Enterprise 2.0 consultant, Thierry helps companies to adapt to a world of complexity and uncertainty and to innovate for and with customers. Consultant, speaker, blogger, he is also the initiator of the Future of Collaborative Enterprise project, an open laboratory trying to uncover what the future of organizations will look like in an era of hyper-connectivity.
- **Olivier Berard, Consultant Senior, Lecko**
- **Philippe Borremans, Chief Social Media Officer, Van Marcke Group**
Philippe Borremans started his Public Relations career at Porter Novelli International, a global PR agency in 1995. He later joined IBM as Public Relations Manager and New Media Coordinator EMEA and stayed with the company for 10 years. In 2009 he was asked to join the Van Marcke Group as Chief Social Media Officer. He reports to the CEO of the holding and is responsible for the internal and external social media strategy and execution of all companies of the group worldwide. Philippe is an avid Blogger and comments on social media and communications on www.conversationblog.com. He is a member of the European Association of Communication Directors and is a regular guest lecturer at European universities.
- **Lee Bryant, MD Europe, Dachis Group**
- **Sandy Carter, Vice President for Social Business and Collaboration Solutions, IBM**
Sandy Carter is a recognized leader in social business, a best selling author, and one of the most influential women in Web 2.0 technology. As IBM Vice President, Social Business Evangelism and Sales, she is responsible for setting the direction for IBM's Social Business initiative, a \$200B market opportunity. She has authored three books "The New Language of Business: SOA & Web 2.0", which won the Platinum MarCom Award in 2008; "The New Language of Marketing 2.0: Social Media", which won the Silver Marketing Sherpa award in 2009; and the bestselling "Get Bold" in 2011 where her

AGENDA approach has been praised by business leaders.

- Richard Collin, Professor & Director of the "Institut de l'Entreprise 2.0 Grenoble Ecole de Management" and Executive Partner, NextModernity
Recognized as one of the European leader and expert in the e-transformation of organization, collaborative work , enterprise 2.0, social networking and KM domains, Richard D. Collin is an authority within the business community and IT people which support the change toward knowledge based and social networked organization along the appropriate usage of relevant 2.0 technologies.
- Yves Darnige, ICS Marketing Leader Europe, IBM France
Yves has been leading the IBM Collaboration Solution marketing in Europe for the last 4 years. Overall he has been with IBM marketing for 14 years, 5 of which have been in the US. where he has gained a wide set of skills from market research in the software division to WebSphere business strategy to WebSphere branding. Prior to his assignment with IBM, he held various marketing positions, at Unilever as Market research manager in France and at AC Nielsen where he developed and built a team to support the modeling and analytics activities measuring the impact of the marketing mix on sales for mass-market product categories.
- Cécile Demailly, Founder&Executive Consultant, Early Strategie, France
Cécile Demailly, consults on strategy, disruptive change and early adoption within large companies. She brings corporate knowledge and change management expertise together with a research practice centered on new and future trends; her current focus includes CSR, Enterprise 2.0 and neuropsychology applied to the corporate world.
- Cecil Dijoux, Blogger, Consultant, Speaker, Author, #hypertextual
Cecil has 25 years international IT Experience acquired in different types of industries and organizations. Since 2007, this experience feeds #hypertextual, a blog about management and organization cultures in an interconnected world. He is the author of #hyperchange a french e-book about change management. Cecil is a relentless activist of Enterprise 2.0, Lean Management and Agile Methodologies.
- Ludovic Dubost, President & Founder, xWiki
A graduate of PolyTech (X90) and Telecom School in Paris, Ludovic Dubost started his career as a software architect for Netscape Communications Europe. He then joined

NetValue as CTO. NetValue was one of the first French start-ups that went public. He left NetValue after the company was purchased by Nielsen/NetRatings. In 2004 Ludovic launched XWiki, the next generation wiki.

- Simon Dückert, CEO, Consultant, Coach, Cogneon
- Martin Roulleaux Dugage, VP Management of Innovation, KM and Expertise (MIKE) – Corporate R&D, Areva group
Martin is in charge of managing the community of the 900 technical experts of the AREVA group and organizing all the knowledge sharing and knowledge transferring activities to the younger generations of engineers who will be coping with the difficult energy challenges of the 21st century. Martin is also in charge of improving the group's innovation system by implementing various networking, collaboration, task-based and incentives-based initiatives to foster a culture of innovation and entrepreneurship in the group. Co-founder and president of CoP-1, a community of senior KM professionals in France, member of the board of the Enterprise Social Networking Observatory in France, Martin was the former KM director of Schneider Electric and Knowledge Officer of PwC Advisory France.
- Bertrand Duperrin, Management & Enterprise 2.0 Consultant, NextModernity, France
Bertrand Duperrin, Consultant at Nextmodernity, carries out consultancy missions in the field of new management, information, and communication technologies. His career began in an HR and management consultancy where he mainly focused on collaboration issues. His goals: to make social networks serve organizational performance and value creation in such domains as innovation, sales performance, or collective efficiency.

- Georg Ell, General Manager EMEA, Yammer
Georg Ell is responsible for all aspects of Yammer's business in Europe, Middle East & Africa (EMEA) to drive revenue growth and expansion across the region. He has overall leadership for sales, customer engagement, marketing, business development, recruitment and sales engineering teams. Georg has also been instrumental to the establishment and growth of Yammer's first developer centre outside Silicon Valley. Georg was previously the pan-EMEA sales director at Yammer. Prior to joining Yammer, Georg served as a European sales executive for Microsoft Online Services. While there, he was responsible for Microsoft's Business Productivity Online Services sales across Europe and overseeing several large, strategic accounts; he also won multiple awards for his work with global customers and partners. Georg graduated from St. John's College, Cambridge University with a degree in Social and Political Science with Management Studies. Outside of work, Georg's proudest achievement is his participation as Core Crew in the Global Challenge - known as "The World's Toughest Yacht Race" - racing around the world in an all-amateur crew.
- Jean-Laurent Fambon, Senior Manager, Intuito Services
Jean-Laurent has over 13 years IT experience working in different business sectors including Real Estate, Telecom and Retail. He helps organisations use Web and CRM technologies to create a new customer approach.
- Jon Froda, Co-founder, Podio
As Co-founder and Director of Brand Strategy for Citrix Podio, Jon Froda is a global leader in driving organizational change through the adoption of cutting edge collaboration tools. A former career musician turned entrepreneur, Jon spent years researching the area of social software, specializing in strategies and products that enhance knowledge-sharing and productivity across teams and professional networks. Jon joined Citrix after the company acquired Podio in April 2012 and continues to play an active role in spreading Podio to teams all over the world. Jon is a frequent speaker on the future of work and social technologies.

- Jean-Patrice Glafkidès, Senior Consultant, Kimind Consulting
Jean-Patrice Glafkidès is a Project Manager at Kimind. He is in charge of coordinating Large French and international collaborative projects within Kimind. Previously, he was the Technical Director and later CEO of a European startup company specializing in enterprise social networking. During this period he was responsible for the development of collaborative solutions in line with customers expectations. As a senior consultant and EMEA Technical Director, Jean-Patrice Glafkides participated for over 10 years in several U.S. software publisher startups such as Access360 (acquired by IBM), Opaware (acquired by HP), and Platinum Technology(acquired by CA).
- Myriam Gorlier, New media manager, Simply Market
With a successful career in a Offline and Online communication agency, Myriam join Simply Market after returning to education at CELSA in 2009 to create the position of head of new media. Her first challenge will be the launch of the Entreprise Social Network Mysimplymarket.fr.
- Stephan Grabmeier, Head of Culture Initiatives, Deutsche Telekom
Stephan Grabmeier has been working for Deutsche Telekom AG since 2009 as Head of Culture Initiatives. He leads the Center of Excellence Enterprise 2.0 and is responsible for the transformational change to connected life and work. He is creator and product owner of several HR products in social collaboration e.g. Telekom Social Network, Telekom JAMs, Telekom Social Forecasting and boosts many cultural programs or internal guerilla marketing actions. In 2011 he was elected as "Social Media Innovator" from W&V a leading german adertising magazine. Together with Frank Schabel and Prof. Jutta Rump he is editor of the book "Organization2.0 - courage for uncertainty" (only available in german). At the beginning of 2012 he got the „Corporate Web 2.0 Award“ from IIR Technology. Since many years Stephan is member of the board of "Initiative Selbst GmbH e.V." the most innovative HR association in Germany with more than 500 HR manager.
- Fabien Grenet, Service Designer & Entrepreneur, HENSEN conseil
As service designer, Fabien Grenet is focused on people, final value and experience. He helps organizations improving their customers or employees experiences by finding the right way to provide the right value. He's also interested in breaking through the siloed

structure of organizations and helping client stakeholders to see opportunities behind transversality, transparency and experiential approaches.

- Guillaume Guerin, Senior Consultant, LECKO
- Louis-Pierre Guillaume, Knowledge Management Officer, Schneider-Electric
Louis-Pierre Guillaume leads the enterprise company program "Communities for our Collective Intelligence", focused to embed collaboratives 2.0 practices inside business processes and usages. He helps the business to bring value from knowledge management pilots and communities. He is recognized as a leading expert and practitioner in cultural change management around knowledge management & collaboration.
- Eric Haddad, Head of Southern Europe, Google Enterprise
Eric Haddad joined Google in April 2011 after being Director of Sales & Solutions Cloud Unified Communications at Microsoft France. Eric has participated in the launch of the BPOS offer on the French key accounts market. He was also Director of Strategic Alliances and Sales Manager of the Telecom & Media segment to French and European level. He began his career at IBM, then became Director of Indirect Sales at Sun Microsystems and Sales Director Telecom sector, Media & High Tech at BEA Systems.
- Karl Harriau, Enterprise Customer Success Manager, Yammer EMEA
Karl is a Customer Success Manager at Yammer, making sure Enterprise Social Network (ESN) delivers the value customers are expecting, by accelerating and improving communication through large organizations. He helps understand the ESN strategy, prepares for implementation and roll out + corresponding training to all level in the organizations. He also supports value delivery around use cases by defining KPIs and helps define ROI. And most importantly: he makes customers happy by making them successful!
- Dion Hinchcliffe, Chief Strategy Officer, Dachis Group, USA
Dion Hinchcliffe is an internationally recognized business strategist with an extensive track record of working for clients in the Fortune 500, federal government and Internet startup community. Dion also helps lead the industry by evolving the thinking on Web 2.0

in the enterprise for ZDNet, ebiz and the Dachis Collaboratory. At the Dachis Group, he helps companies deliver effective next-generation business solutions.

- Jon Husband, President, Work Design Associates
Jon Husband carries out research into strategy, organizational structures, management and work design in the interconnected Knowledge Age. From the mid'80's to the mid '90's as a Senior Principal in the Hay Group's London, UK office he worked on HR strategy, organizational effectiveness, organizational change and leadership development issues with key multinational clients. Over the past decade he has concentrated on the growing impacts of IT and the Web on the design and dynamics of knowledge work.
- Olivier Jacob, Vice President of international business development, Zyncro
Olivier Jacob, MBA from ESADE, is a driven, strategically minded executive with a great business acumen. He has a sound experience in the information technology field. In the last 20 years, he has developed several companies in order to push the use of cutting-age HR technologies around the world (Meta4, Job Partners and now Zyncro). Along his experience, Olivier has acquired a renowned expertise in setting up new technologies within companies of any size and in improving Talent and Knowledge management processes and new ways to work. Now Vice President of international business development of Zyncro, Olivier has taken the leadership of the fast development of Zyncro in 14 countries in Europe, Asia and America.
- Béatrice Javary, Communication Director, Simply Market
In charge of the communication of the supermarket Auchan Group since 2004, after a career both in corporate and agencies, on distribution networks matters, Beatrice took the opportunity to renew the internal communication upon the rebranding in 2009, with the creation of a Enterprise Social Network.
- Elodie Kolasniewski, Knowledge Management Coordinator, Amadeus IT Group
After four years' experience as an Economics teacher, Elodie joined Amadeus as part of its Collaboration and Knowledge Management team. The team's role is to contribute to employee engagement by facilitating company-wide collaboration, knowledge sharing and employee connectivity. Elodie oversees a network of Knowledge managers spread all over the world and promotes Knowledge management activities within the company. Her main project is making the shift from a digital workplace to a social workplace (The

Social Intranet project).

- Cordelia Krooß, Senior Enterprise Community Manager, BASF SE
Cordelia Krooss has been driving the Online Business Network connect.BASF since 2008. Her focus is on community management, global coordination, developing best practices and consulting on how to create business value. Previous assignments in Ludwigshafen and Hong Kong included employee communications, social media, online communications, and media relations. Her special approach to living networks originates from her studies in Biology.
- Na-Young Kwon, SharePoint Product Marketing Manager, Microsoft France
Na-Young is the Product Marketing Manager for Collaborative, Portals and Social computing solutions, in the Marketing & Operations Organization at Microsoft France. Her mission is based on increasing the marketshare of SharePoint products through Marketing execution, coordinating and executing product launch, ecosystem readiness and customer awareness, acting as spokesperson or subject matter expert for the subsidiary around topics like communication & collaboration solutions, intranet, Enterprise search, portals and Enterprise Social Networks.
- Marc Lippa, Directeur Associé, Arctus
A graduate of the École des Mines de Nancy with a degree in civil engineering, Marc Lippa is an expert in ICT project steering. He worked 15 years in the industrial sector, where he had responsibilities in commercial management, management of the innovation process and of IS and web projects. Among his achievements is the desing of the 1st web market place for the Arcelor group, that is still working (<https://www.steeluser.com>). More recently, he drived intranet portal and Enterprise Social Networks projects. His key interests are focused on innovation and knowledge transfer.
- Jane McConnell, Strategy and governance advisor for digital workplaces, NetStrategy/JMC
American-French, Jane has been based in France for over 25 years. She acts as advisor to many large, global organizations on digital workplace strategies. She gives management briefings and speaks at conferences on challenges around developing digital workplaces that are aligned with organizational transformation strategies and that facilitate new ways of working. She runs an annual survey on internal digital work

environments and published "Digital Workplace Trends 2013" (the 7th edition) in January.

- Tobias Mitter, Partner, netmedia
Tobias Mitter is partner and lead consultant at netmedia. He helps companies deliver sustainable value through social software. The “social workplace” framework for the adoption of social software links business strategy and engagement practices and won the German IT innovation award 2013.
- Alexandre Pachulski, Co-founder & VP Products, Talentsoft
Ph.D. in Knowledge Management, Alexandre Pachulski is co-founder and VP Products at TalentSoft. Recognized expert in human capital management, he teaches at the University Paris-Dauphine and published numerous articles on his blog devoted to HR issues and social medias. He is also the author of a reference book on Talent Management "New HR Horizons", Diateino editions. Alexandre Pachulski has his own blog which focuses entirely on Talent Management: www.lestalentsdalex.com
- Daniel Pankatz, Digital Media Manager, Deutsche Post DHL
Daniel Pankatz is the Digital Media Manager for Deutsche Post DHL's Corporate Communications Department. Passionate about Enterprise 2.0, he is one of the Group's Social Media Strategists and focuses on shaping the internal communication and collaboration landscape of the world's leading logistics provider.
He joined Deutsche Post DHL in 2007 as Information Manager for DHL Express in London and moved on to his current role at the Corporate Headquarters in 2009. Previously, he worked as an IT consultant for large enterprise clients in Germany and the UK.
- Alessandra Pelagallo, Program Manager, Telecom Italia
Alessandra joined the Marketing Department of Telecom Italia in 2000 and four years later moved to Trade Marketing helping with communication, promotion, merchandising and events. In 2008 she was appointed Program Manager of the Archimede Project: a contest for innovative ideas based on web 2.0 tools and aimed to 20K Telecom Italia employees, that is supporting the improvement of business processes in terms of transparency, efficiency and quality. Archimede was recognized as a successful project

both within the company and externally. In 2012 Archimede received the national Italian 'Innovation Award' conferred by 'Confindustria' at the presence of the Italian President of the Senate and the Minister for Education, University and Research.

- Célia Pestana, Municipal Director, Seixal Municipality

Celia Pestana is Responsible for management of the Knowledge and Innovation in the Seixal Municipality since 2004. The Municipality of Seixal has 160,000 inhabitants and it is an organization with 1700 employees. Celia's intervention area also includes the area of information technology and quality. Her work has been recognized in recent years through various awards particularly with projects like:

- WikiCMSeixal awarded in CIO Awards in April 2012, Lisbon
- Seixal digital one stop shop awarded in European eGovernment Awards 2009

She is currently doing a master's thesis on knowledge management in local government.

- Anthony Poncier, EMEA Social Business Director, MSLGROUP

Holder of a PhD and Master's degree in strategic management, Anthony has worked for 12 years in the field of digital, management and collaboration. He has developed an expertise on issues centered around change management, organisational transformation and deployment associated with Enterprise2.0 practices for large international businesses. Anthony is a regular columnist for online publications and speaker at conferences. He has participated in numerous publications on the subject of Enterprise 2.0 and publish a book on enterprise social networks (e.g. '101 questions on enterprise social networks' - Diateino edition).

- Emanuele Quintarelli, Digital Transformation Practice Leader, Ernst & Young

Emanuele spent the last 7 years as a strategist, program manager, consultant and blogger on the adoption of collaborative approaches by large organizations in order to increase their productivity, efficiency, reactivity to the market and innovative potential. Coauthor of the books Social Business Manifesto and Marketing 2.0 for HBR, Community Management for Apogeo, Intranet 2.0 for Hoepli, Web 2.0 for IISole24Ore, Emanuele has published articles on change management, community cultivation, Enterprise 2.0 and Social CRM strategies, the socialization of business processes for some of the major professional magazines in Italy.

- Olivier Reaud, Founder, in Principo
Former eBusiness Director at Saint Gobain group, Olivier REAUD has a firm belief in the power of collaborative innovation. In 2002, he creates in Principo a consulting company focused on collaborative management. In Principo proposes facilitation and services to vivify value oriented collaborative dynamics. In Principo has developed solid practices in innovative seminars, online community management, managerial practices, co-leadership, co-design and rapid prototyping. Based in Paris, Lyon and San Francisco, In Principo initiated The Collaborative University in 2011 with 25 programs to unleash your organization's collaborative energy.
- Stephan Schillerwein, Research Principal & Digital Workplace Advisor, Infocentric Research & Schillerwein Net Consulting
Creating Digital Workplaces that enable people and organisations to work in fundamentally better and smarter ways is what Stephan Schillerwein's work and passion is about. He is a renowned specialist in the field with over 15 years of experience in Information Management and Digital Media. He has helped more than 50 organisations of all industry sectors and sizes optimise their business, acted as an Intranet and Online Manager in a number of organisations, led a research practise at an innovative consulting company and evaluated intranets at a leading benchmarking institution.
- Harald Schirmer, Manager Corporate HR Development & Organizational Development , Continental AG
"Bring it to the people" is the main focus of Social Media Expert Harald Schirmer. Driving this cultural change from human resource development he is putting a strong focus on the personal use and profit, working on barriers and sustainability of business networking. With his strong background in document and knowledge management, user interfaces and process optimization, he delivers practical solutions for a dynamically changing environment.

- Prof. Zwi Segal, President, Motiva
Prof. Zwi Segal is an expert in the fields of Human Resource Management and Organizational Architectures. He has served as a Senior Researcher at the CNRS (French National Center for the Scientific Research), as the Co-Scientific Coordinator in a major EU cross Cultural-Organizational project, as Head of the international H-axis project (Digital mapping of fitted business and organizational strategies) in collaboration with Prof. Michael Porter from the HBS, and as Dean of Business School at the University of Derby (Israeli extension – biggest business school in Israel). Prof. Segal is founder of Motiva and president of the HR Academy Israel.
- Euan Semple, Independent Advisor, euansemple.com
Euan Semple is a well-known writer, thinker, public speaker and independent advisor on social computing for business. As the former head of Knowledge Management for the BBC, Semple pioneered the use of weblogs, wikis and on-line forums, enabling the staff to work more effectively.
- Rawn Shah, Connected Business Blogger, Forbes
Rawn Shah is an expert in collaboration and social computing methodologies within organizations and on the Web. He was a business transformation consultant in the Social Software Adoption team in IBM where his primary responsibilities involve measuring and determining the business value of collaboration technologies.
- Robert Shaw, Global Program Director "Zero Email", Atos
Robert Shaw is Atos' Global Program Director for Zero email reporting directly to Atos Chairman and CEO Thierry Breton. Robert leads the Zero email team and steering committee, involving all internal key stakeholders from across the business. He is in charge of delivering the Zero email TM Program within Atos which includes the implementation of an enterprise social network to replace email usage.
- Ana Silva, Digital Marketing & Social Media, Sonae Indústria
Ana Silva is responsible for Digital Marketing & Social Media at Sonae Indústria, a multinational manufacturing group based in Portugal, where she also advises on social tools for internal collaboration & networking. She teaches Enterprise 2.0 at the Porto Business School, regularly blogs at artlifework.wordpress.com and is passionate about

the future of work.

- René Sternberg, Science worker (Sociology), University of Magdeburg
René Sternberg got Internet when he was 14 (1996). He analyses in his PhD the influence of Web 2.0 on organisational structure and communicational behaviour within companies. The work focuses on a deep case analyse in four organisations. He uses qualitative methods to find out which interaction exists between people, technique and business.
- Dr. Hans Jürgen Sturm, Head of Competence Center Collaboration, Amadeus IT Group
Hans-Juergen Sturm, is Head of the Competence Center Collaboration and part of the Social Intranet Stratgey group at the Amadeus IT Group. Hans-Juergens focus and passion is at the interface between IT and Business. He has been working previously in international assignments on tropical ecosystem research and living networks.
- Luis Suarez, Social Computing evangelist, IBM Software group
Luis Suarez has been working for IBM for over 12 years and throughout all of that time he has specialised in the fields of Knowledge Management, Collaboration, Community Building and over the last six and a half years in Web 2.0 and Social Computing within the enterprise, i.e. Enterprise 2.0. He is currently working for the IBM Software group as a Social Computing evangelist helping accelerate the adoption rate of social software within client facing teams as well as the rest of IBM and over the last few years he has developed a passion for this next wave of collaboration and knowledge sharing tools, known as social software, as the next wave of interactions that will rule the corporate world in the knowledge economy of the 21st century.
- Claude Super, Social Business Consultant, E-20.CH
Claude Super is an international consultant serving many companies and organizations in the implementation of policies and solutions for managing information assets, content management, but also enterprise social networks and social business projects. He provides a method and a diversified experience of managing and developing medium and large enterprises, acquired throughout a career of business owner and manager of business services companies. Claude Super has a pragmatic, business-oriented. His knowledge of the processes 2.0, social software and technological environments and

understanding of business challenges contribute to Claude's recognition as an expert for the quality of his publications and his achievements.

- Sebastian Thielke, Junior Consultant for Social Business and Enterprise 2.0, Eck Communication
Sebastian Thielke is Junior Consultant for Social Business and Enterprise 2.0 at Eck Communication. He develops different strategic concepts for Social Media in general and for Social Business and Enterprise 2.0. After he finished his degree in Communications and English studies at the University of Greifswald he wrote his final thesis in cooperation with the Ozeaneum Stralsund GmbH. The focus of this paper was Enterprise 2.0 and microblogging as a part of evolving the internal communications. The main focus of his work revolves around the holistic implantation and integration of Social Media, Social Software and Enterprise 2.0 concepts including change management, change communications and training for employees, managers and board of directors.
- Jean-Jacques Thomas, Scientific & Innovation Director, SNCF
- Ellen Trude, Consultant & Facilitator, Open Thinking
- Carine De Usatorre, Mission Marketing RH et Communication sociale, Électricité de France (EDF)
She graduated from the Toulouse Institute of political science. She earned a M.A. in economics and one year postgraduate in social and political communication. She's the HR community manager of the first social network of the EDF Group, the word leader in electricity, and works within the HR marketing and social communication department. During the past 15 years, she has performed different communication duties such as political lobbying, press officer, web project manager to build the intranet EDF Distribution subsidiary. As you might have guessed, Carine loves communication related subjects and innovation!
- Jean-Luc Valente, Chief Executive Officer, blueKiwi Software
JL Valente was appointed CEO of blueKiwi In January 2011, bringing over 25 years of experience working with international, enterprise software companies. Prior to blueKiwi, JL was President and CEO of RiverMuse, an IT Operations software startup and before that executive Chairman of CITTIO, a network and system management software startup. He also led operations in the Americas for InfoVista, and served as senior vice president of marketing and business development for Viasoft. JL began his career at

Computer Associates, where he spent 10 years leading marketing for the information management division.

- Anna van Wassenauer-Golla, Partner, Favela Fabric
- Frédéric Williquet, People Manager of HR Consultants for years, now partner at 99possums, developed a comprehensive and broad view on HR, fredericw.com, 99possums.com
Currently Social Enterprise Consultant, strengthened with its experience of Conversation Manager and HR Consultant for SD Worx, he provides consultancy on Future of Work, Enterprise 2.0 & Social Business, Open Leadership, Employee Engagement, Gamification, Conversation Management, Knowledge Management and HR marketing. He practices Appreciative Inquiry and Visual Harvesting. Describing himself as a Business and People Interactions Architect, he is a strong believer in managing change through the power of communities. He co-created HRmeetup.org.
- Frank Wolf, Managing Consultant, T-Systems MMS
Frank Wolf leads the social collaboration topic at T-Systems Multimedia Solutions. Frank is an active blogger on www.besser20.de and published/ co-authored the Book Social Intranet. He also initiated the social software evaluation site www.socialsoftwarematrix.org and is a frequent speaker at social collaboration and intranet conferences and training sessions.