

Enterprise Social Business Transformation Overhauling The Intranet

Intranet Global Forum

Los Angeles - March 7, 2014 @2014 Unisys Corporation All rights reserved



About Gloria Burke



Gloria Burke Chief Knowledge Officer and Global Portfolio Leader **Unified Social Business**



Follow Gloria on LinkedIn: www.linkedin.com/in/gloriaburke



Follow Gloria on Twitter: https://twitter.com/GloriaBurke

Gloria is the Company's Chief Knowledge Officer and is responsible for the development of the company's Enterprise Social Business Strategy and its supporting social culture adoption and employee engagement initiatives.

In addition, Gloria is the visionary for the evolution of "Inside Unisys", the company's social intranet environment that hosts its authoritative knowledge base and collaborative work spaces. She serves as chairperson of the company's Knowledge & Collaboration Stakeholders Council and Intranet Steering Committees.

Gloria also serves as Global Portfolio Leader for the Unified Social Business Practice at Unisys and is one of the company's senior thought leaders on Enterprise Social Business Transformation.

She has authored numerous blogs on enterprise social business topics which have been featured on Unisys.com and in Social Media Today. She is a frequent conference presenter and panelist on these topics.

Recently Gloria was named by Information Week Magazine as #2 of the Top Ten Social Business Leaders of 2013, and was also recognized in this list in 2012.

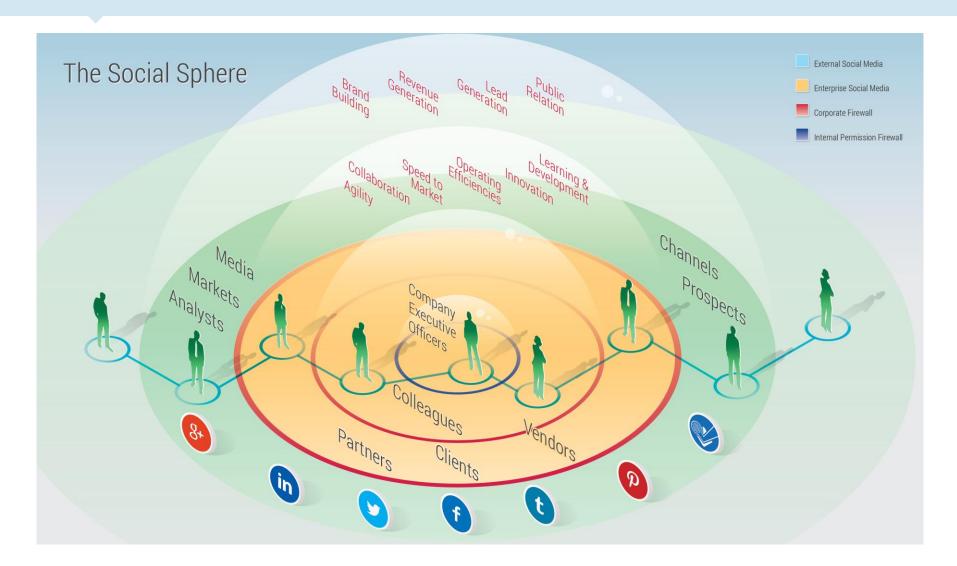
About Unisys

- Unisys is a worldwide information technology company with a rich history than spans 140 years.
- With approximately 23,500 employees in 100 countries, we serve commercial organizations and government agencies throughout the world.
- We provide a portfolio of IT services, software, and technologies that solve critical problems for clients, focused on:
 - securing their operations
 - increasing the efficiency and utilization of their data centers
 - enhancing support to their end users and constituents
 - modernizing their enterprise infrastructure and applications

Content

- **About Unisys**
- Enterprise Social Business Transformation and why it matters to businesses today
- **Unisys Case Study**
 - Situation
 - Mission and Approach
 - **Implementation**
 - **Culture Transformation**
 - Policy and Governance
 - Results
 - Recognition

The external and internal use of Social Technologies has converged creating the need for social business transformation



Why does Enterprise Social Business Transformation matter to Businesses today?



Innovation

Agile companies are building differentiating capabilities

- Embedding collaboration, information sharing, and active engagement to facilitate ideation, innovation, and speed to market
- Fulfilling customer expectations for higher levels of engagement and collaboration



Workforce

Expectations are changing

- 2x as many information workers are using social technologies for realtime access to people and information
- Workers expect to leverage internal knowledge and networks to accelerate on-boarding, facilitate learning, and propel career development



Collaboration

Dramatically increasing the effectiveness of organizations

- Real-time presence and networks facilitates connection and collaboration and reduces the time knowledge workers spend searching for information and expertise.
- Communities provide an ecosystem to advance expertise and skill sets and increase collaboration across organizationally or geographically dispersed work force



Infrastructure

Aging infrastructure and rising communications cost

- Expensive and obsolete technologies (e.g. PBX) must be replaced allowing alternative technologies to eliminate high communications carrier costs
- Use of off-the-grid tools, without IT's knowledge or approval impacts operational reliability
- Information security is an increasing risk

Today, 59% of organizations are planning or currently implementing an enterprise social business platform

- The use of social tools and technologies has grown from "limited experimentation" within the business enterprise to what's now considered "mainstream".
 - Dachis Group
- Adoption of social computing technologies in business will grow by 10-30% in the next year
 - Gartner
- Today, most organizations are leveraging social between the maturity stages of "Engaged" and "Structured"
 - Dachis Group



What values are businesses deriving from Social Technologies?

Two-thirds of the value afforded by social technologies lies in improving communications and collaboration within and across the business enterprise



Innovation

Increased Market Capabilities and Differentiation

29% 28% REDUCTION **INCREASE**



In Time

To Market

In Number Of Successful Product **Innovations**

Collaboration

Improved Access to Expertise and Knowledge





In Speed Of Access To Internal **Experts**

In Speed to Access Knowledge

Workforce

Increased Employee Productivity and Retention







20-25% **INCREASE**



In Employee **Productivity**

Infrastructure

Reduced Infrastructure and Communications Costs





5-30%







In Travel Costs

Note: Companies with a high percentage of employees who incorporated social technologies into their daily routines have shown the highest level of benefits.

Source: McKinsey and Co.



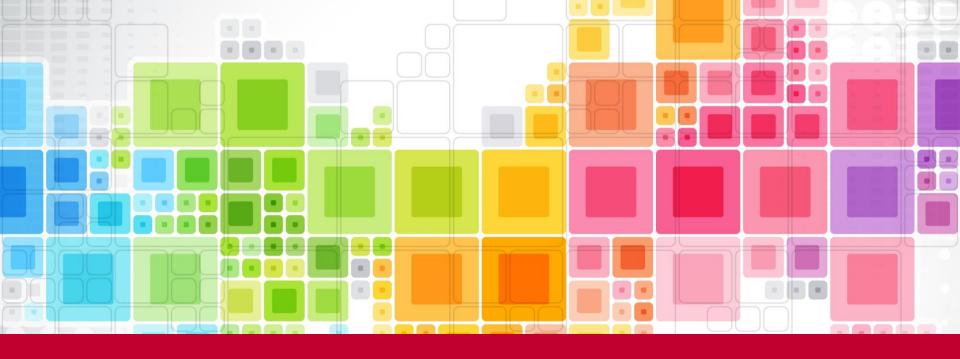
Capturing maximum value from Social Technologies within the Business Enterprise is complex



Only 17% of companies that have transitioned to an enterprise social business platform have achieved an employee adoption rate of more than 75%.

Unisys is among these companies

Source: McKinsey Global Institute Report, The Social Economy: Unlocking Value and Productivity Through Social Technologies, July, 2012



Unisys Case Study

Our Situation



Knowledge silos were prevalent and a lack of a common social platform were preventing transparent sharing of knowledge and ideas across the enterprise. Employees could not easily identify or connect with subject matter experts

Mission: Make social collaboration and intrinsic and integrated part of the Unisys Work experience

Key Objectives: Socially-enable the Intranet Environment to:

Employee Presence & Connection

Enable employees to build a professional presence and network and streamline access to Subject Matter Experts and knowledge at the time of need

Communities of Excellence

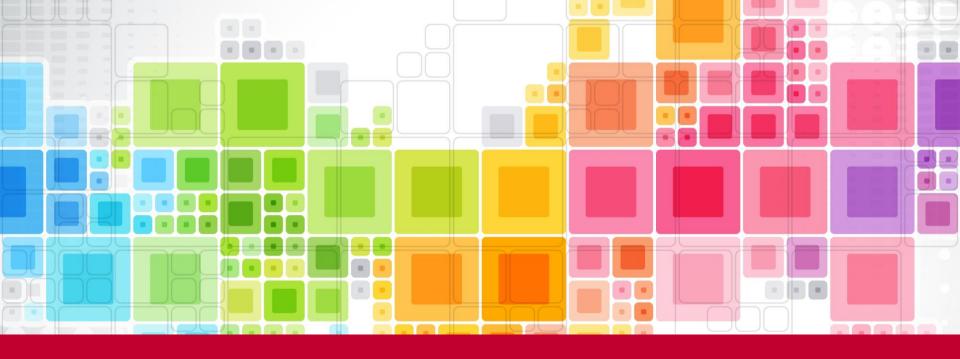
Establish and evolve Communities of Excellence as the hub of social collaboration and ecosystem for innovation

Integration with People and Business **Processes**

Integrate social technologies and activities into existing business processes to maximize efficiency and productivity

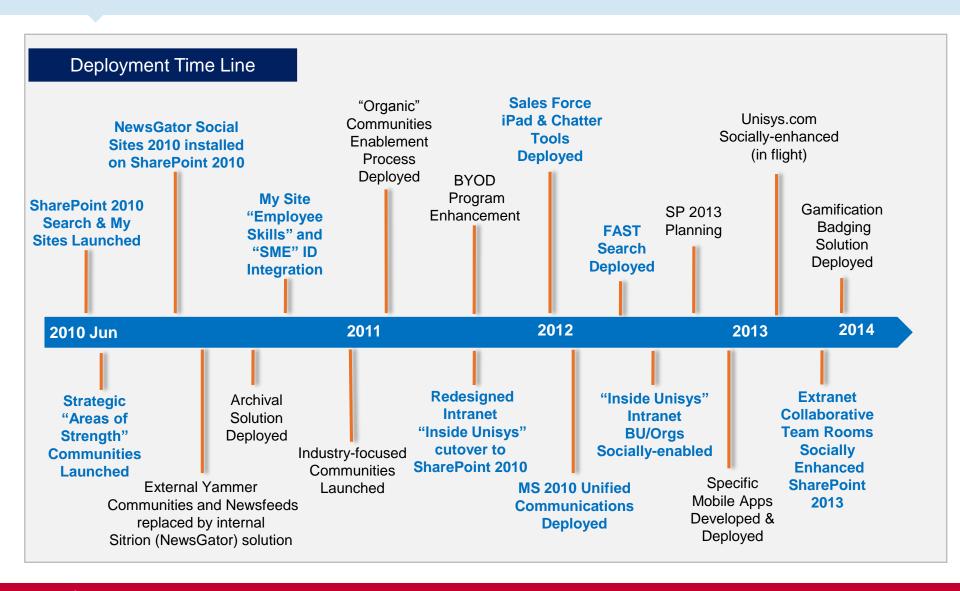
Employee Engagement and Empowerment

Transform the Unisys Knowledge Sharing Culture by encouraging and empowering employees to seek and share knowledge in order to evolve their skill set and expertise and that of their colleagues

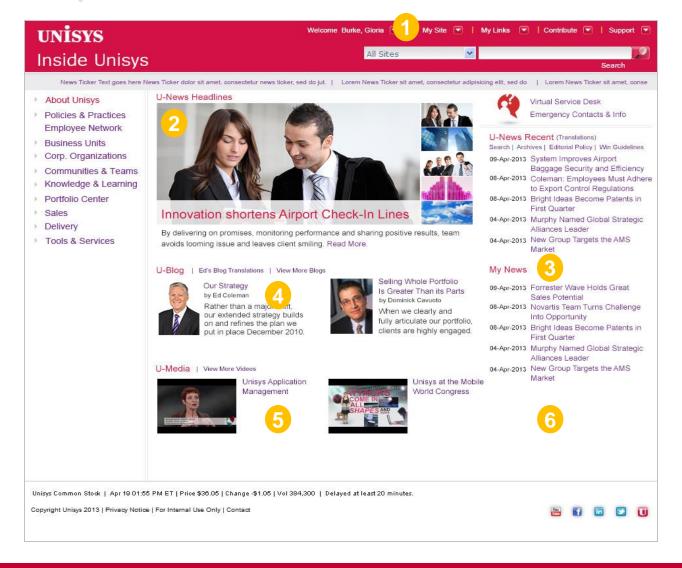


Approach

We deployed SharePoint 2010/2013, FAST Search and integrated Lync Unified Communications



We redesigned and continue to evolve our intranet "Inside Unisys" to integrate new social capabilities

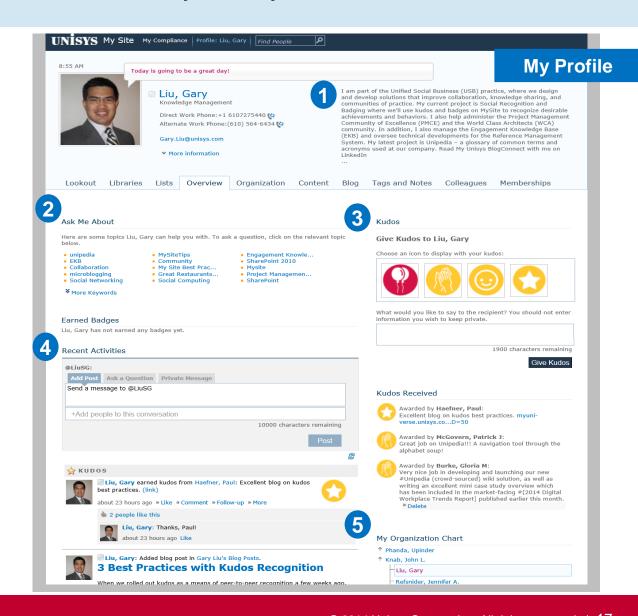


- My Site Elements and Enterprise Search are part of an action bar that is persistent across the company's intranet.
- Global Company News is featured in main display screen and allows for social commenting.
- Audienced "Regional" and "Organization" news and language translation improves end user relevancy.
- Leadership use of social tools is evident through featured blogs.
- Video pod casts showcase the latest news and activities
- My Newsfeed roll-up will be added in next release providing tabs to toggle from "My Country/Office", "My Organization" and "My Network" views of Newsfeed activities.

We added NewsGator social engine on top of SharePoint to increase the social functionality of My Site and Communities

"My Profile" makes it easy for employees to build an individual company presence and to "follow" colleagues to quickly develop a valuable social network.

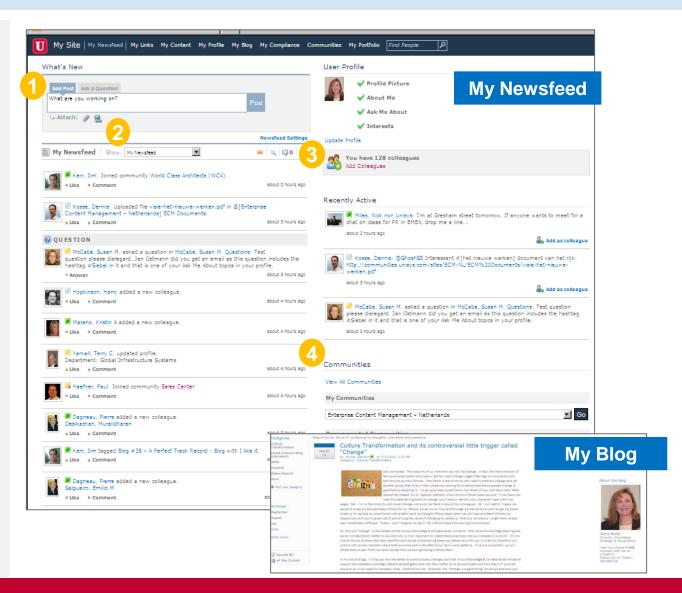
- **About Me** This section provides a description of "who I am and what I do" in my role at Unisys
- Ask Me About This section showcases my areas of expertise and is linked to search. When colleagues ask question and uses a #hashtag the topic, I am notified.
- **Kudos** This section allows employees to recognize the valuable contributions of others
- **Recent Activity Feed**
- My Organization This section provides a view of my peer colleagues, those to whom I report and employees who report up to me.



The added transparency of Lync Presence, Newsfeeds and Blogs improved connection and knowledge sharing

The integration of "Lync", "My Newsfeed" and "My Blog" posts provides a simple and more transparent way for employees to share and learn

- **Post Questions & Answers** Employees can pose and answer questions within the newsfeed with greater transparency and reach. The use of hash tags directs questions to experts who can then respond with the right answer in a real time environment.
- **Filtered Newsfeed Viewing** This allows employees to view global posts, or post made by colleagues whom they are following or by communities to which they are subscribed.
- **Add/Follow Colleagues** Enables employees to quickly build a valuable network by following colleagues and the information they share in the newsfeed.
- **Search & Join Communities** Employees can search by topic to find communities of interest or view a list of recommended communities to join.



Higher value content within Activity Feeds quickly emerged as employee confidence in posting increased



Social exchanges, which initially dominated the newsfeed, are now dwarfed by more valuable, useable content







Zoll, Patricia A.: ORION is a comprehensive integrated system of tools, artifacts, and methods for designing, costing, and pricing customer solutions. Information regarding the latest updates can be found on the GMS Community and this link, (link)

17 minutes ago





Robles, Frankie asked a question: @[Client Account Management. Community of Excellence]: looking for some recommendation on Security and Project Management anyone work with Security and a strong PM in the

about 12 hours ago → Answer → Share → Follow-up



Wilke, Jeff: Frankie, at the we are providing IDS, vulnerability scanning, and security analytics. We have done a lot of work in this area if you would like to discuss

about 10 hours ago

QUESTION



Cardenas, Juan Miguel asked a question: @[Client Account Management Community of Excellence]: For my customer that is a Bank he want to know if there is any operation in the world where Unisys has the on-site services for IT, if is possible use that infrastructure to give service to a business solution to the Bank client? For example, Unisys could support the solution that the bank has for their final customer on their sites?

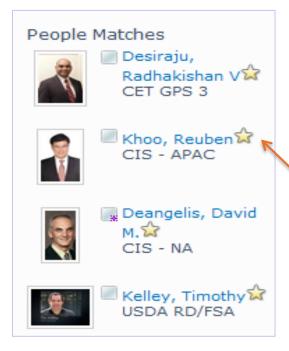
a day ago → Answer → Share → Follow-up



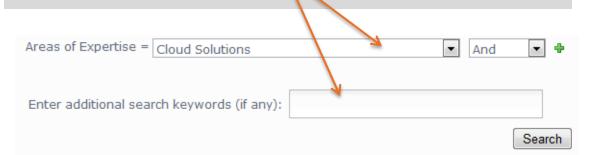
Dunn, Larry: Yes, Unisys provides the backoffice support for (bank) for 80% of their transaction volumes...there are many other examples. Reach out to your local GMS architect for additional support

about 19 hours ago

We improved expertise discovery by integrating skills from PeopleSoft into "My Profile" and SME "badging" in Search



- SME and Skills feed from HR System, which is the single source of record
 - Skills reflect official company skill sets
 - Expertise and Skill levels validated by business and organization leadership
 - Skills update feed to My Profiles daily
 - Skills review integrated with annual performance process
- SME's designated with "star" badge in Search returns
- Users can search for SME's related to specific Areas of Expertise or by key word(s)



We launched a strategic communities model and positioned them as the "core hubs" of our intranet platform

Solution Offerings

Help employees to better understand and leverage Unisys Portfolio Solutions and Innovations

Industry

Help employees to better understand market trends and opportunities

Role-Based

Help employees develop expertise and new skill sets in order to realize their full potential.

Business Unit / Organization

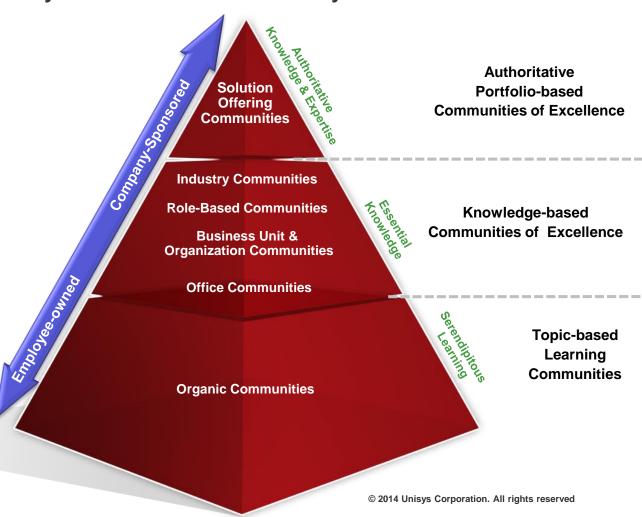
Enable employees to better connect with Leadership stay informed of latest organization news and events

Offices

Build company culture and employee connectedness, especially among remote-based workers.

Organic

Enable employees to learn more about topics of interest through interaction with like-minded colleagues **Unisys Communities Model & Key Attributes**



We empowered employees to manage their Community memberships and Newsfeeds to increase relevancy

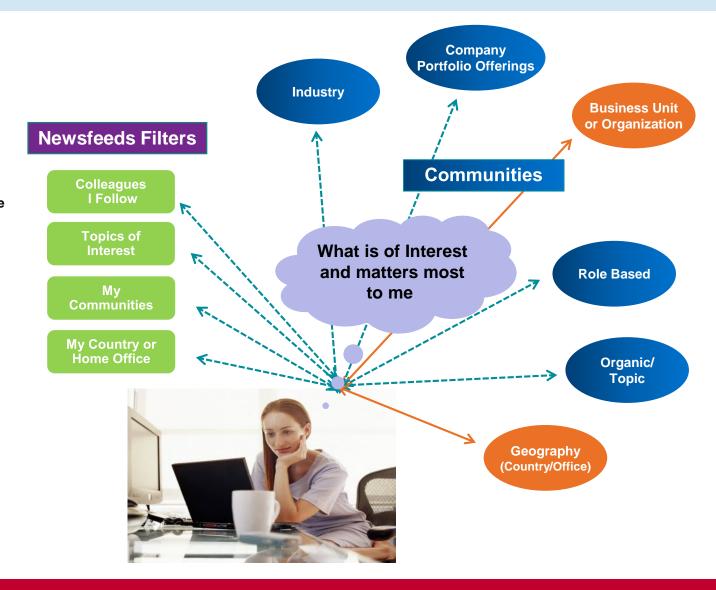
Employees are "hard aligned" to their **Business Unit or** Organization Community and to their Office and Country Newsfeed.

> This allows for Corporate and Organization and Geographic push of important news and information.

Employees "selfsubscribe" to other communities and newsfeeds based on what is of interest and what matters to them in their Unisys role.

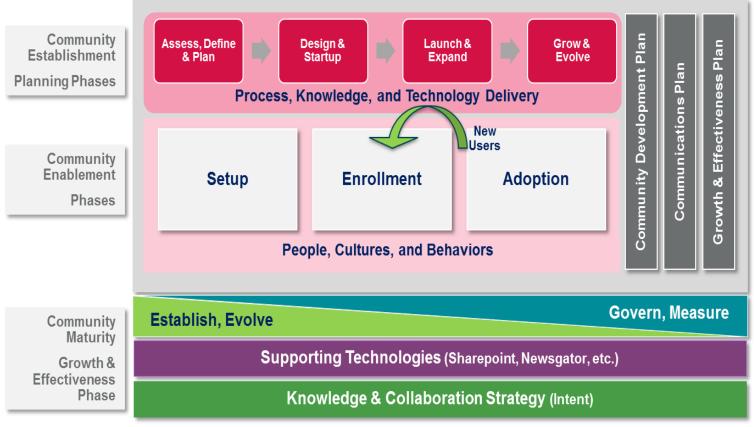
> This helps to avoid information overload.

Hard Alignment Self-subscription



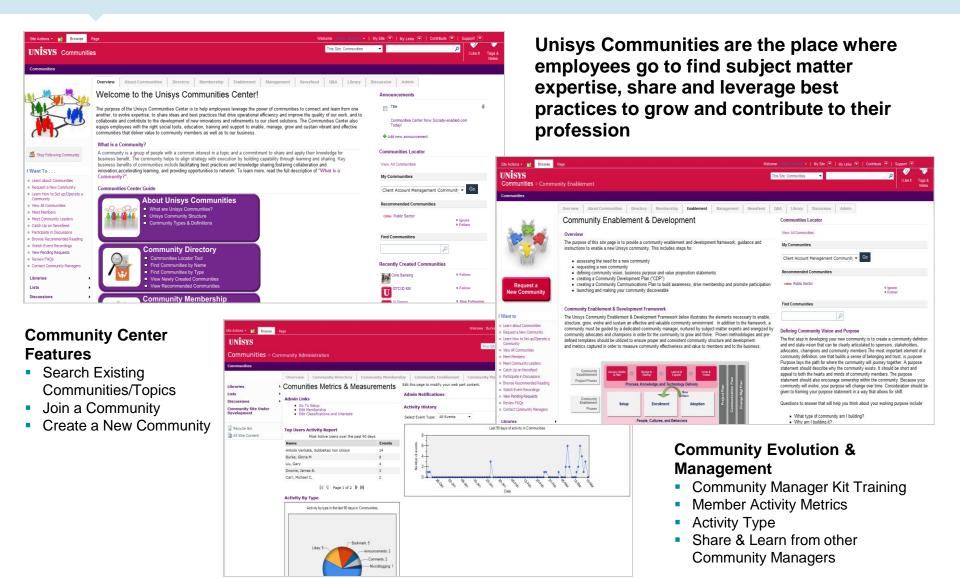
We created a Community Enablement and Evolution Framework to ensure effectiveness and sustainability

Communities are guided by Community Leaders and nurtured by Subject-Matter Experts. We apply proven methodologies for successful growth and maturity and capture metrics to ensure effectiveness and value to the business as well as to the community.



Sources: APQC, Community Roundtable

We launched a Communities Center to promote awareness, drive membership and provide education and support



We linked authoritative content into communities to maximize efficient access to relevant knowledge

This integrated Community environment enables:

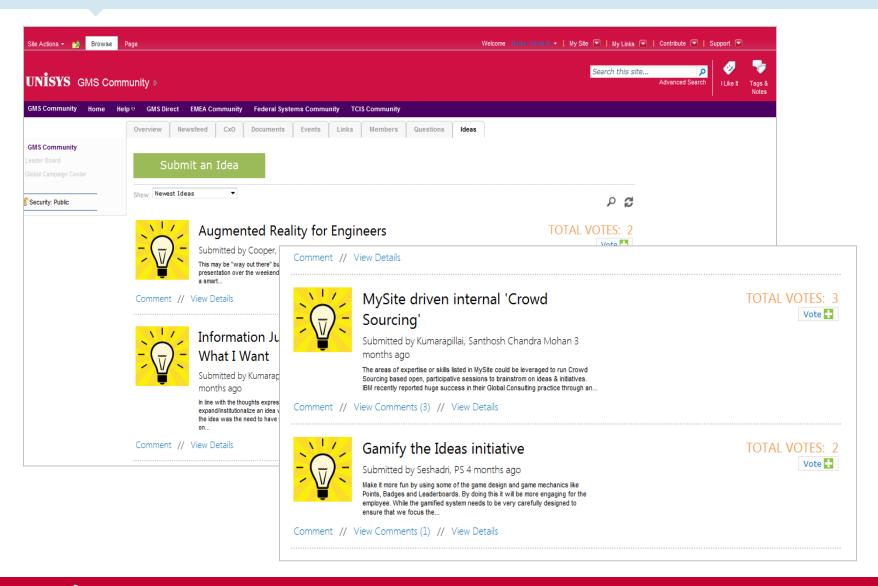
Faster access to focused, relevant information



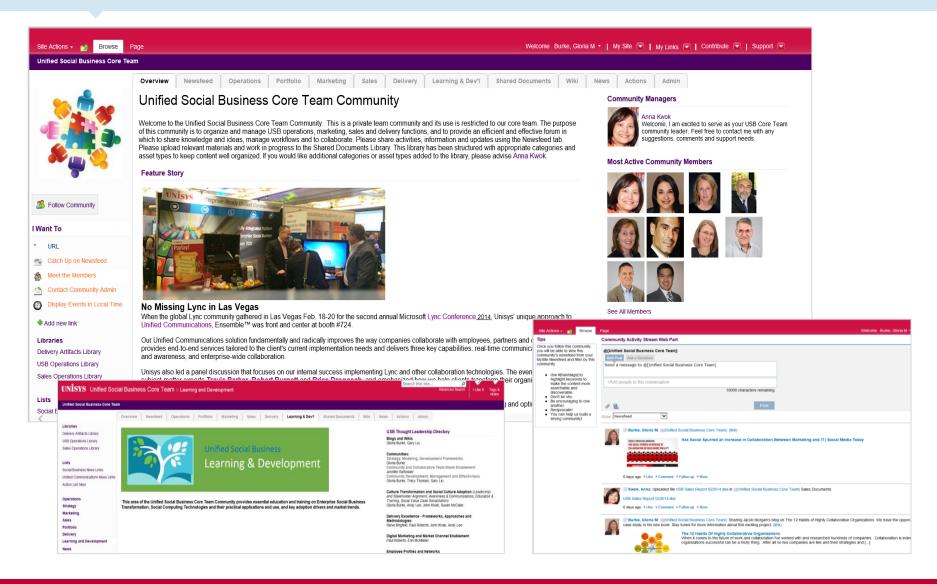
Idea crowd-sourcing and channels

to refine existing solutions and develop new innovations

We incorporated an ideation model into communities to crowdsource ideas that can contribute to innovations

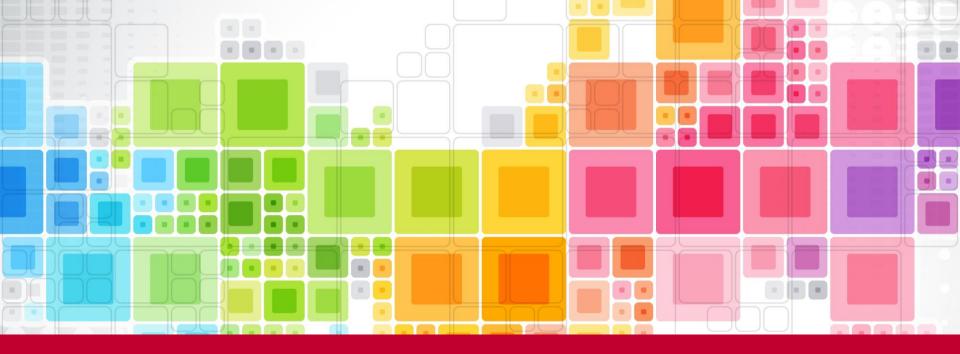


Business Unit Community Example



Representative Knowledge Workers Our Enterprise Social Business Ecosystem now speeds access to Knowledge and Expertise Social and Search Engines Video Profiles/ **Blogs Sharing** Presence Activity Unified Tacit Knowledge **Wikis Comms Feeds Enterprise Collaborative Ecosystem** Ad-hoc Collaborative Spheres **Communities Team Rooms Common Knowledge and Information Base** Geographies **Explicit Knowledge Repositories Organizations Knowledge Management Practices and Processes** Graphic: @ 2014 Unisys Corporation All rights reserved.

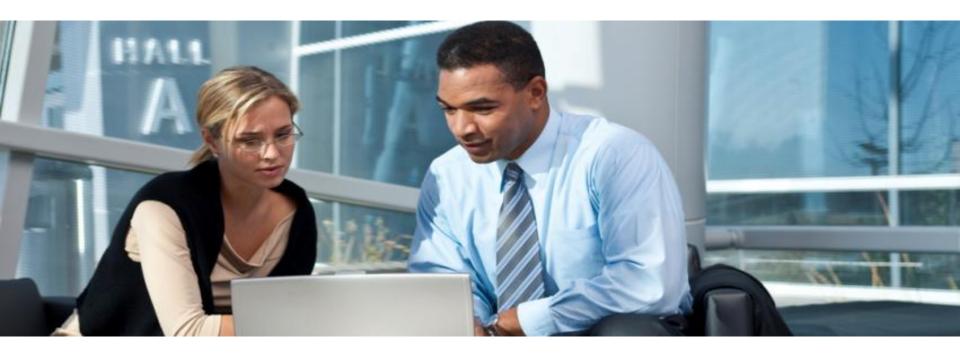




Culture & Empowerment

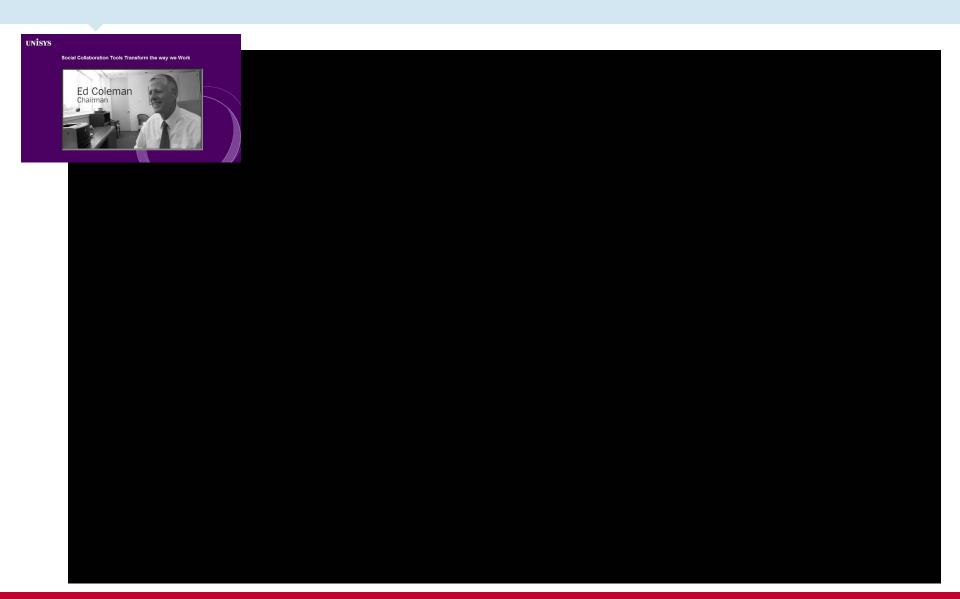
Implementing social capabilities within the enterprise is not just about technology -- it's also about "transforming company culture"

We recognized that our success would be dependent on People – their willingness to adopt new behaviors

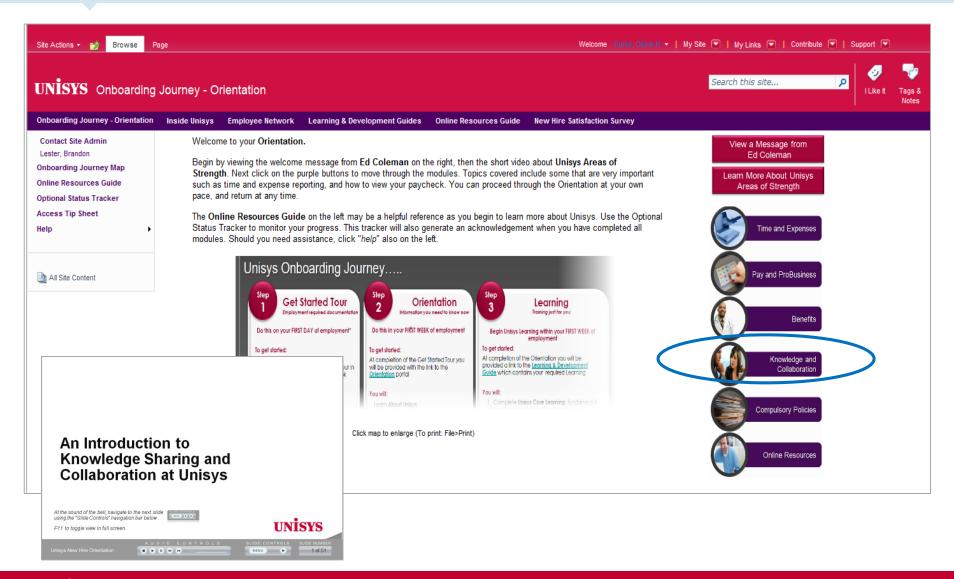


The key to fueling the success of social knowledge sharing is for employees to "be curious" and "feel empowered" to openly and transparently "share"

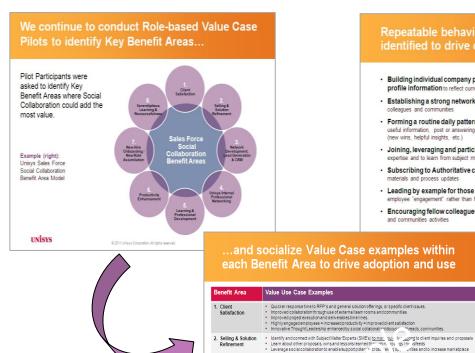
Our Senior leadership "leads-by-example" -- influencing employee behavior and driving employee engagement



We integrated our social platform into new hire orientation to enable employees to more quickly onboard and engage



We influenced employee behavior patterns through rolebased value case socialization and peer testimonials



3. Network Lead Generation.

4. Unisys Internal

UNISYS

Real time reaction by peers to questic ** and ** ressir.* iss, ** yearnewsfeed.
Capturing and sharing external ** rket searc and it dust trends
Capturing and sharing Commutitive ** lata** Improved access and a lare, less ut lient liferences

Profir until Nelson lacks ser expand network contacts and to develop or expand expertise.

Let it specially until the "reflected to share knowledge and expand learning.

CRU virial countil ining-lines sentencements.

Extern (letworking) countil in reflected sentencements.

Extern (letworking) countil in reflection professional industry memberships (integration with yis step).

Config. 1gt in solutions and offered letting—examples of how we are succeeded into inthe maximal.

Conflict: tell a solutions and client delivery – examples of how we are succeeding in the market. Transpai by of client account penetration – who is currently working account across regions.

· Learn about other sales initiatives, activities or programs to identify selling opportunities by reading newsfeeds. Expand network of contacts to leverage in sales campaigns by adding colleagues. Linking people in same role, across and within regions, to share best practices and to solve client issues

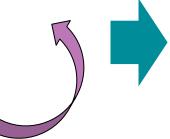
Homed based workers - photo/profile of contacts enables more of a connection than traditional email.

© 2011 Unisvs Corporation. All rights reserved.

Capturing warm contacts at potential clients by canvassing sales force for contacts within target organizations through

Repeatable behaviors or actions are then identified to drive culture transformation

- · Building individual company presence by completing and continually refining profile information to reflect current and relevant roles, skills and expertise
- Establishing a strong network of colleagues and connections by "following"
- · Forming a routine daily pattern for actively participating in Newsfeeds to post useful information, post or answering questions, and to learn from the contributions of others
- · Joining, leveraging and participating in communities to share knowledge and expertise and to learn from subject matter experts
- Subscribing to Authoritative content portals to stay informed of new solution
- . Leading by example for those in leadership or managerial roles to encourage employee "engagement" rather than forcing "compliance"
- · Encouraging fellow colleagues to engage by following you and engaging in Newsfeed



Targeted, Role-based Communications. **Education & Training**



Behavior Pattern Transformation

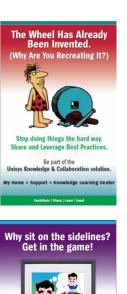


Successful **Adoption and Use** of Social Tools

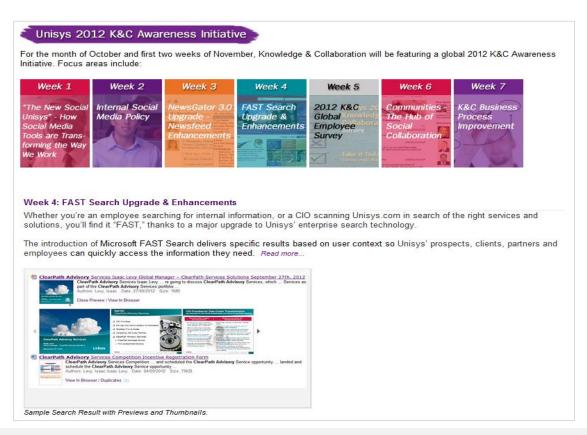
We launched a Global Awareness & Communications Campaign to support our Knowledge Initiative











- Monthly theme posters are strategically placed throughout our global offices help to build awareness, to socialize value case scenarios and to promote employee involvement. (E-posters are emailed to remote workers.)
- Annual Global Knowledge & Collaboration Awareness Month socializes tools, processes and desired behaviors
- Contests for Best Practices Profiles, Sites and Communities encourages participation
- Knowledge Scavenger Hunts at Regional, Town Hall and Organization All-Hands Meetings put social tools to use in real time

We provided self-enabled education, training and support through our Knowledge & Collaboration Center

The Knowledge & Collaboration Center provides a variety of "click and learn" education and training materials, as well as community crowdsourcing and support services to help employees excel in their work

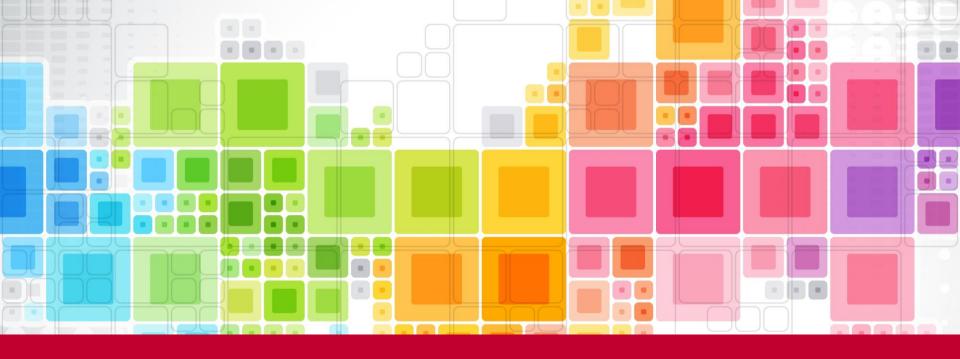


Employees can easily access the Knowledge & **Collaboration Center** from the persistent action bar or top level nav

The Knowledge & **Collaboration Center** community-based

Employees can connect with subject matter experts and colleagues to learn about knowledge sharing and collaboration best practices and access a variety of self-enabled educational and support tools to hone their skills.





Policy & Governance

We enabled a cross-organization Stakeholder Council and Intranet Steering Committee to provide governance

The purpose of the Unisys **Knowledge & Collaboration Advisory Council is to:**

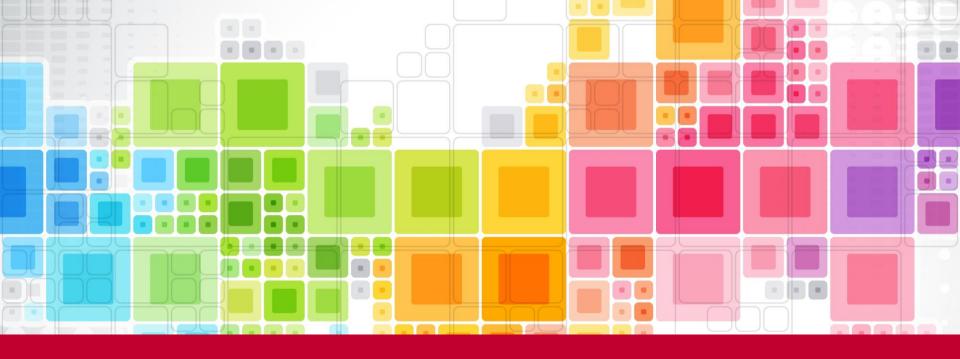
- identify issues and requirements to help shape the evolution of the company's knowledge sharing and collaboration initiative.
- provide stewardship and governance to preserve the integrity, effectiveness and sustainability of the company's knowledge and collaboration environment.



We made Social Media a shared responsibility and socialize key policy tenets and proper use through video

- Our Social Media Policy and Guidelines video, "How We Connect" are part of the Unisys New Hire Onboarding process.
- Our policies and guidelines are aligned with National Labor Relations Board (NLRB) guidelines and international country privacy laws to mitigate company litigation.
- A Social Media Advanced Guard Committee to ensure the integrity and sustainability of our social business environment.
- We perform an annual Social Media audit to review activities and processes and assess future risks.
- We plan to implement an annual Compulsory Social Media Awareness Training Course (4Q, 2013).





Results

Within the scope of our 18 month adoption campaign we achieved excellent results



- 91% of our targeted employee user group (apprx.16,000) created a company presence developed a valuable network of colleagues to facilitate collaboration
- 77% of the total Unisys Global Employee population enabled My Site social tools.
- 100% of Senior Leadership have active My Sites and use and promote social collaboration within their organizations

The end results are delivering value to our business in the following key areas



More Effective Workplace Collaboration

Enhanced Employee Skill Sets and **Expertise**

Improved Employee Satisfaction

Greater Marketplace Agility

Enhanced Employee Onboarding & Development

Reduced **Communications** Costs

More Ideas Fueling Innovations

Improved Quality of Customer Service

Key take-aways from our Unisys Case experience

You Can't Get there unless you "know where you are going"

- Create an end-state Vision
- **Develop a Strategic Plan and an Implementation Road Map**
- **Utilize metrics to measure progress** and to identify potential barriers

Focus On Culture: "People Drive Success", Technology is just an enabler

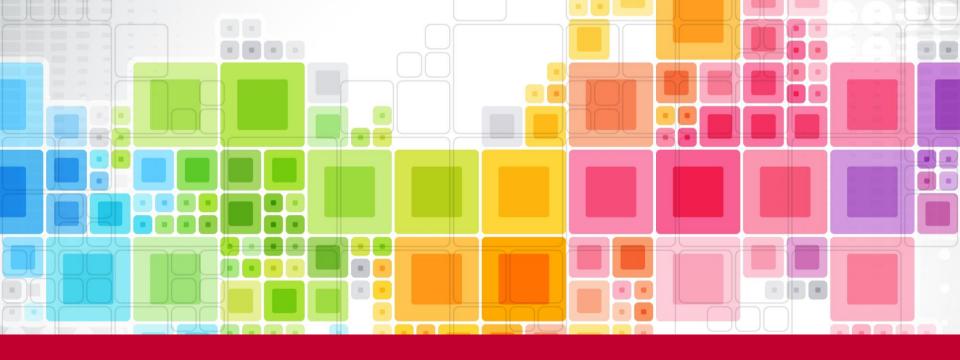
- Create a Culture Transformation strategy that influences employee behaviors and helps socialize how social collaboration can add value in their daily work.
- **Empower Employees** to be curious and to openly and transparently share

Adopt a "Leadership top-down" model to drive change

- Engage Leadership and key organizational stakeholders early on as champions to "lead by example" and to be "visible" agents of change.
- "People support what they help to build and have an on-going stake it is success".

Keep Tools and Processes "intuitive and simple to use"

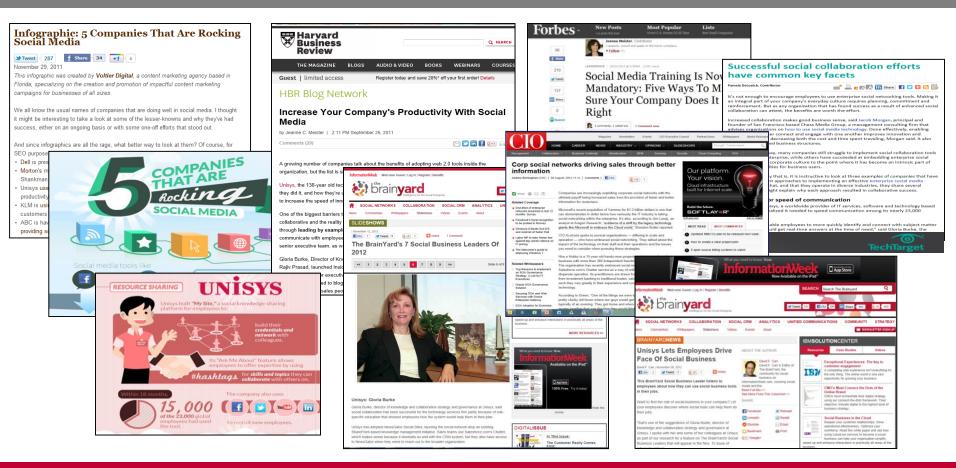
- Utilize Technology "out-of-the-box" -- avoid customizations that add complexity.
- Provide self-enabled "click and learn" training.



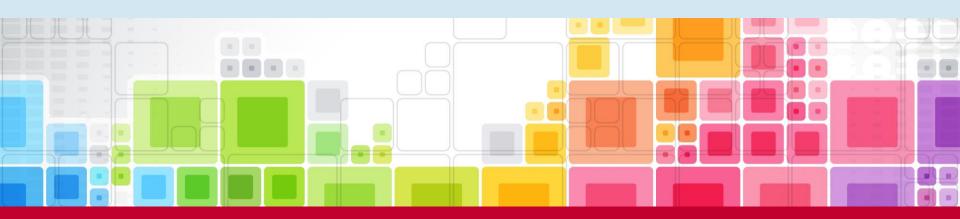
Recognition

Externally, the success of our Unified Social Business Enterprise is widely recognized

Information Week Magazine has recognized Unisys at #2 in a list of the "Top Ten Social Business Leaders of 2013



Thank you!





Gloria Burke
USB Global Portfolio Leader
215-274-1822



Follow Gloria on Twitter: https://twitter.com/GloriaBurke

Want to learn more about the future of Enterprise Social Business?

Gloria Burke of Unisys talks Social Business with Sitrion ...

www.youtube.com/watch?v=KBsFc3Jqxmc ▼

By $\textbf{Unisys} \cdot 10 \text{ min} \cdot 305 \text{ views} \cdot \text{Added Feb 07, 2014}$

Join **Gloria Burke** of **Unisys** and Daniel Kraft of Sitrion (previously **NewsGator**) as they discuss how social is changing the world of work at **Unisys**.

https://www.youtube.com/watch?v=KBsFc3Jqxmc