Augmenting employee engagement and business value through global communities

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APQC.

CoP-1

Schneider Electric

Schneider Electric at a glance

24

billion € sales in 2014

41%

of sales in new economies

150 000+

people in 100+ countries

4–5%

of sales devoted to R&D

The global specialist in Energy management

Making energy:
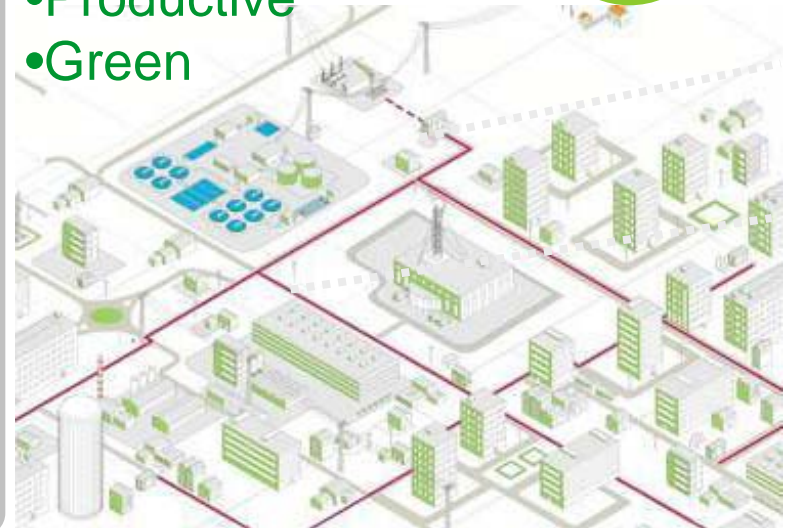- Safe
- Reliable
- Efficient
- Productive
- Green

Covering
72%
of world final energy consumption

up to
30%
energy saving

Energy production & transmission

Energy usage

A Recognised Sustainable commitment

Dow Jones Sustainability Indexes Member 2008/09

ETHIBEL SUSTAINABILITY INDEX EXCELLENCE

ASPI

If only Schneider knew what Schneider knows…

Install CM program

Social Network Platform

Show the Value

Key Success Factors

Next steps

Community Management Program

Mix of Bottom-up and Top-Down

Initialisation of Community Program in 2011

- Three ExCom agree to launch a pilot (HR, IT, Start.)

- Designed governance, framework, toolbox

- Helped by experienced community leaders

- Tested on 3 new CoPs with business needs

- Registered 60+ CoPs

- Inserted it in next Company Program being designed

Strategic initiative within Connect

The Communities are a Driver of the Transformation of the Company

The company programs over the last 15 years:

2012 - 2014   Connect One
Schneider Electric

2009 - 2011   new²

2004 - 2008

2001 - 2003   new 2004

1998 - 2000   Schneider 2000+

Schneider 2000

- Build **connected** and **engaging workplaces**, with engaging leaders and engaged individuals

- *Communities for our Collective Intelligence*

- Sponsors: 1 ExCom IT & 1 EVP HR

- 10 Deployment Leader appointed to deploy in their entity

- Quarterly reporting

Connect to Customers
Connect People
Connect Everywhere
Connect for Efficiency

A Community@Work is

A **group of people** who share

Common objectives written in a **charter**
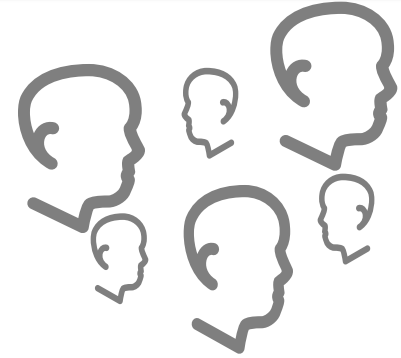
Collaborative working environment animated by the **leader**

Common strategic vision provided by the **sponsor**
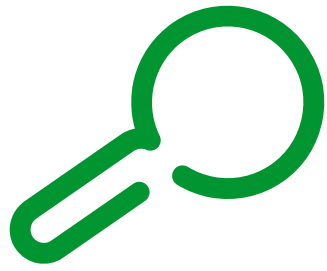
100+ Communities@work
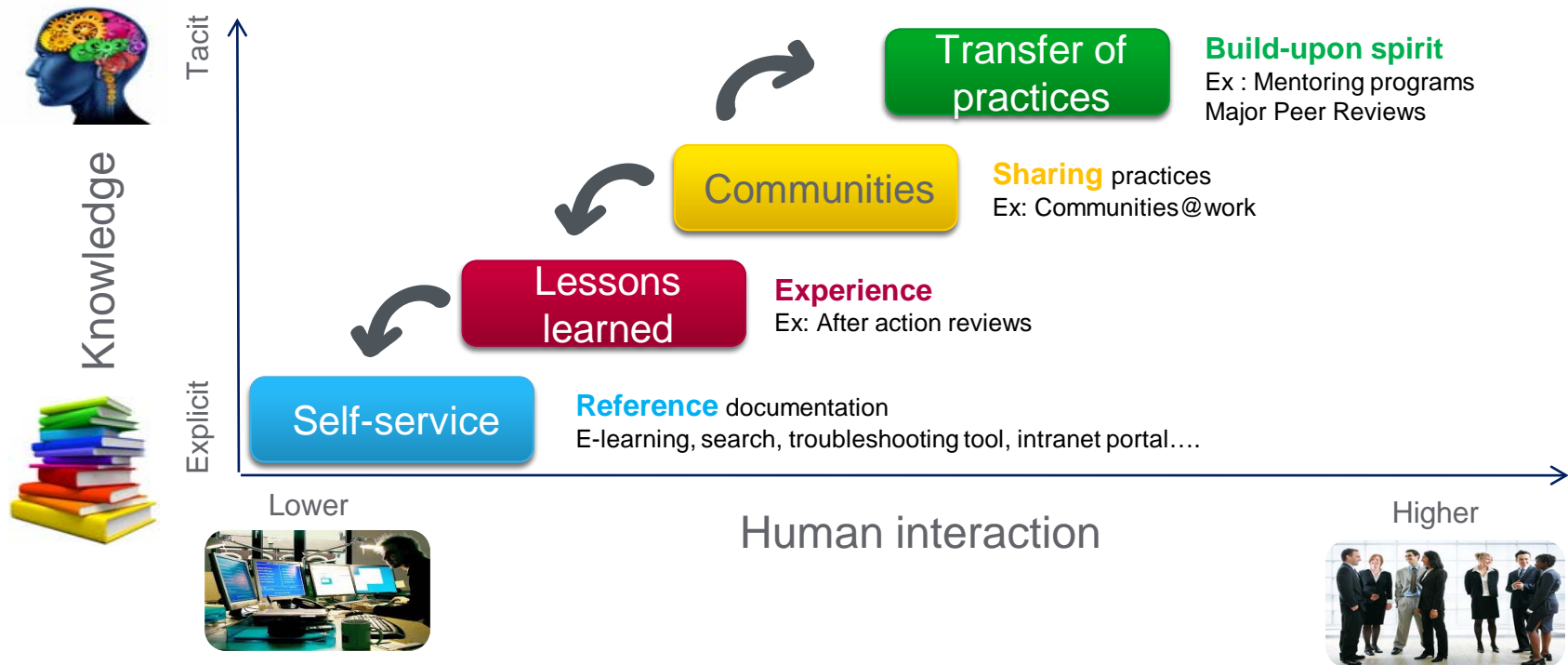
15,000+ members in 96 countries

20 Communities voted actives by their members in 2013

Legend:
- > 100 members
- 10 -100 members
- < 10 members

Map values:
- 136
- 286
- 408
- 110
- 2381
- 486
- 118
- 220
- 365
- 127
- 1709
- 833
- 157
- 271
- 896
- 169
- 133
- 242
- 486

8
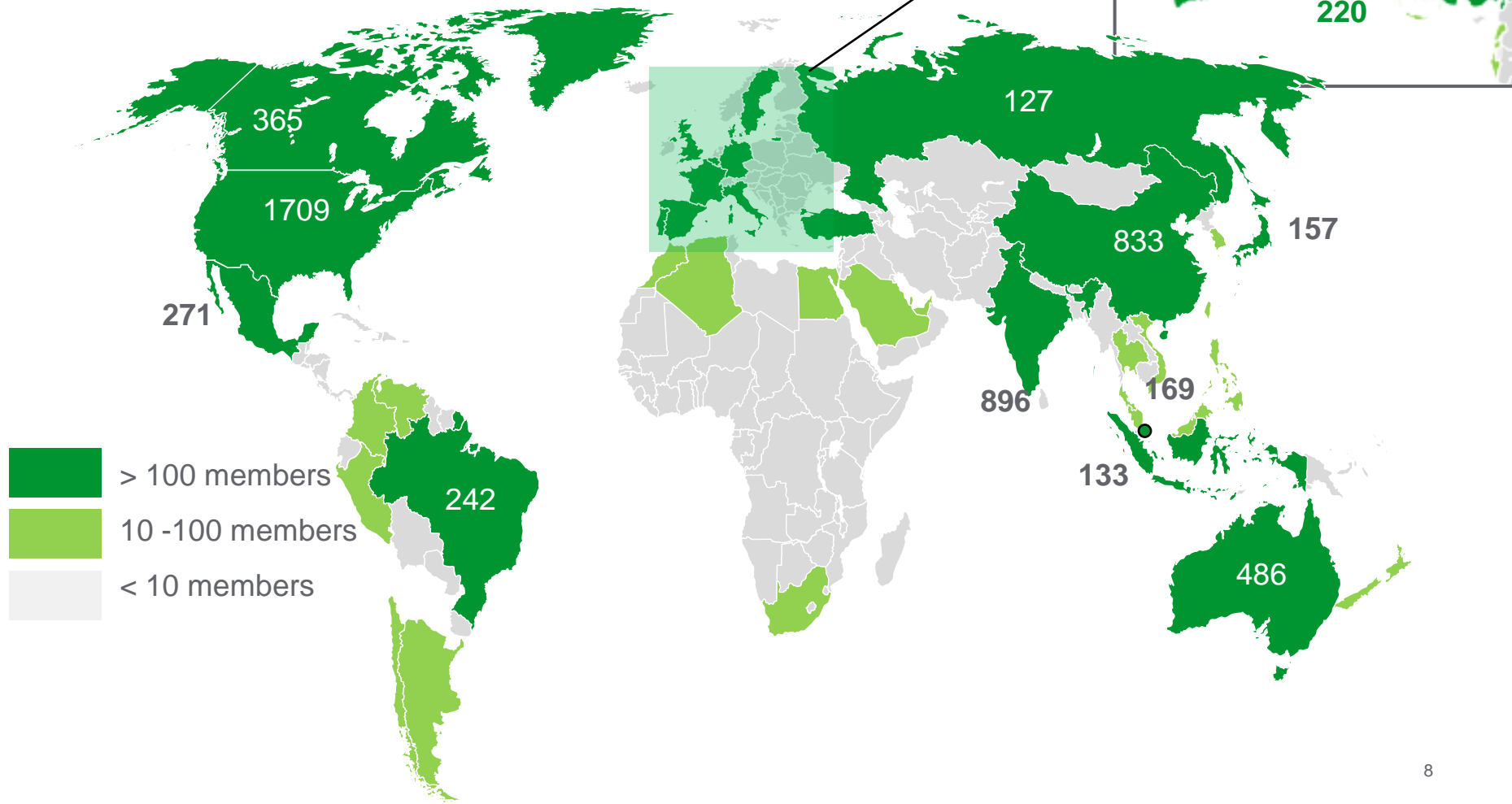
Communities & Knowledge Management

The heart of our Knowledge Management system

Tacit

Knowledge

Explicit

Transfer of practices

Build-upon spirit
Ex : Mentoring programs
Major Peer Reviews

Communities

Sharing practices
Ex: Communities@work

Lessons learned

Experience
Ex: After action reviews

Self-service

Reference documentation
E-learning, search, troubleshooting tool, intranet portal….

Lower

Human interaction

Higher

Collaboration & Knowledge Management

The Roadmap

Connect People

2016
- MAKE award …

Most Admired MAKE Knowledge Enterprise

2015
- KM&C activities in the objectives of SE employees
- KM embedded in Global Processes
- SE standards on full scope of KM (Self service, Lessons Learned, Communities, Transfer of practices)

2014
- 30 active communities & 5 KM pilots as role model for process / tool / adoption and bringing business value
- Social collaboration in the flow of work, through Spice
- "Build-upon" spirit recognition
- Communities members recognition
- Schneider employees familiar with KM basics & benefits

Social Collaboration platform

Spice
Vision & Overview

Moving from a siloed collaboration initiative to a global collaboration layer

" Integrate collaboration in our business processes"

" Business collaboration proven success"

Our vision

Collaboration				
bFO	ERP	HR	Intra net	...

Today

bFO*	Chatter	ERP	HR	Intra net	Quickr	Share point	...

Spice

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Spice

Spice helped to accelerate the deployment of the Communities@Work

Activated Users vs Collaborators

	Q1 ' 2013	Q2 ' 2013	Q3 ' 2013	Q4 ' 2013	16-Feb-14	24-Feb-14	2-Mar-14	9-Mar-14
Total No of Activated Users	36,300	94,948	94,488	96,621	97,318	95,477	95,513	95,469
Total No of Users who have Logged in to SPICE atleast once	18,043	36,071	44,272	58,290	58,840	59,005	59,433	59,734
Total No of Collaborators	13,764	26,454	30,593	36,328	40,854	41,568	42,082	42,958

- Total No of Activated Users
- Total No of Users who have Logged in to SPICE atleast once
- Total No of Collaborators

Collaborators are users who have shown some activity in Spice - Posted, liked, voted or even logged in.
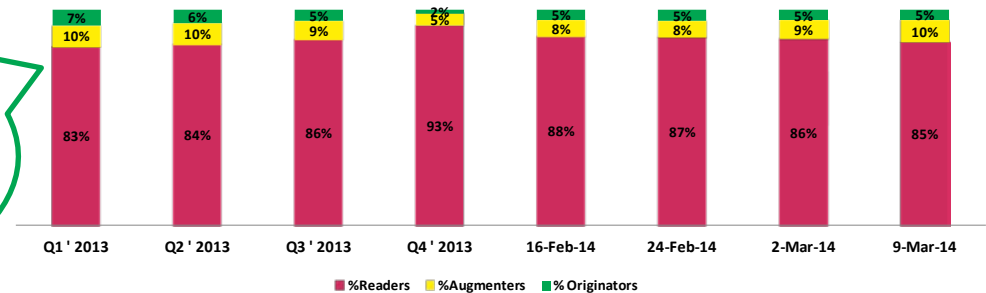
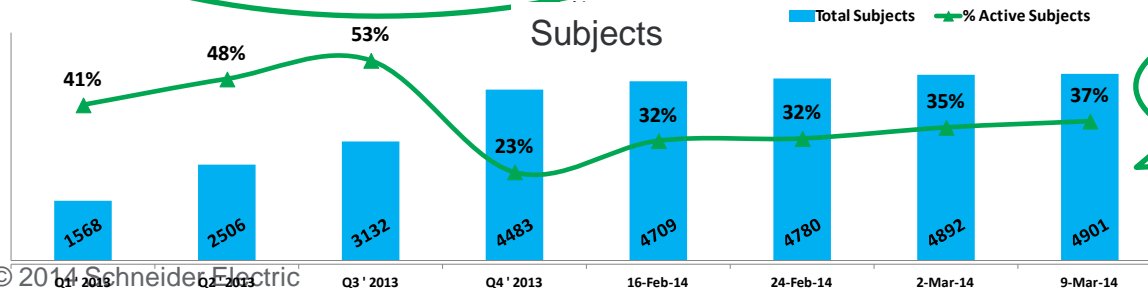**Collaborators** are classified as
- **Originators**, who initiate conversations by making the first post
- **Augmenters**, who respond (reply, like or vote) to a post/ poll but have not started conversations
- **Readers**, who log in to read posts but have not contributed themselves

Types of Collaborators

	Q1 ' 2013	Q2 ' 2013	Q3 ' 2013	Q4 ' 2013	16-Feb-14	24-Feb-14	2-Mar-14	9-Mar-14
% Originators	7%	6%	5%	2%	5%	5%	5%	5%
% Augmenters	10%	10%	9%	5%	8%	8%	9%	10%
% Readers	83%	84%	86%	93%	88%	87%	86%	85%

- %Readers
- %Augmenters
- % Originators

Subjects

Total Subjects —▲— % Active Subjects

	Q1 ' 2013	Q2 ' 2013	Q3 ' 2013	Q4 ' 2013	16-Feb-14	24-Feb-14	2-Mar-14	9-Mar-14
Total Subjects	1568	2506	3132	4483	4709	4780	4892	4901
% Active Subjects	41%	48%	53%	23%	32%	32%	35%	37%

Active subjects are those that have shown some activity (posts, likes or votes).

14

Time period considered: last 7 days.

Spice

News of the week

Poll to drive adoption

Mutual help

Call for webinars

Confusion…

Followers vs. Members

Followers
People interested by the subject.
Potential members

Members

Core Team

Leader + Sponsor

Community Membership

is like an…

with

onion

rings

Engagement matters…

Show the value

Value of the communities

ROE* instead of ROI

3. Efficiency

- Success stories with benefits
- The value realized

2. Engagement /satisfaction

- Community NPS**
- Voice of the members – Active community

1. Adoption and participation

- Platform measurements (Spice)
- Number of attendees at events

ROE*: return on engagement

NPS**: net promoter score

Community Net Promoter Score (NPS)

A baseline in 2013

Question : How likely are you to **recommend** to a colleague **participation** in the Schneider Electric **communities**?"

- Promoters — 52%
- Passives — 29%
- Detractors — 19%
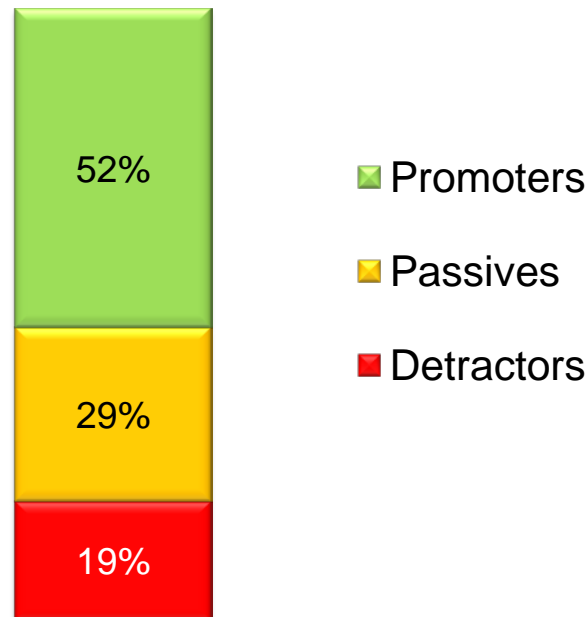
2013 NPS for Communities = **33**

Factors with a strong positive impact on NPS

- Organisation
  - Kick off meeting
  - Awareness of the Sponsor
  - Involvement of the Core team
  - Sharing the Charter with the members
  - Size of community

    higher recommendation among small communities **(100- members)**

- Members and behaviour
  - Frequency of following the community activity – *(daily activity for promoters)*
  - Dedicated time – *(promoters spend 2h per week)*
  - Alignment of members with their team objectives
  - Country - *(promoters in India, Mexico & Spain)*

Factors with no impact on NPS

No Y-gen "effect"

- Age and seniority of the members

- Category of the community
  - Business, sales….

- Business Unit

- Digital activity of the community
  - number of messages exchanged

- Tools used
  - little impact of the collaboration tool itself. But promoters use several collaboration tools (at least 2)

Active community – Voice of the members

The prize: 20 Active Community Label 2013

Question: I **consider** that my community is an "**ACTIVE Community**"

Participation

15,000 community members assessed worldwide

4245 voters

60 communities short-listed

20 communities awarded "Active Community 2013"

I consider that my community is active

Overall results

- 1. Strongly agree
- 2. Agree
- 3. Disagree
- 4. Strongly disagree

2%

7%

32%

59%
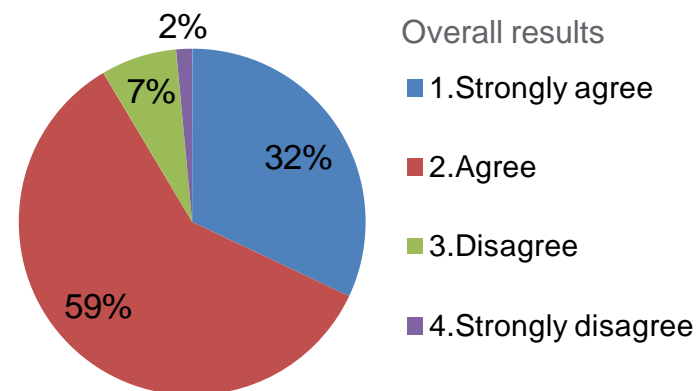
Profile of the voters

95% of the voters are members of up to **3** communities

68% of the respondents voted for one **1** community

Active community – Voice of the members

The 2013 results impact the 2014 campaign

Profile of the 20 active

The Active Communities have between **30** and **200** members

55% are in R&D

Discriminating factor: participation rate >**50%**

Impact in 2014

Split large communities into smaller focused communities?
Membership of a community vs. **following** a Spice subject
How to bring more **participation** of the Communities@Work?
What is the **value** of the label for them?

Efficiency

Gathering stories is not easy!

Success Stories illustrate how **communities**, have brought **added value** to our clients and **increased engagement** of our people

- 14 success stories collected in 2012
- 3 success stories highlighted for a Video.
- 2013 success story campaign . 4 new stories…!
- 2014…

Issue: Leader are not trained to see them!

Sponsors' testimonial

Communities are a unique opportunity to put our experiences together. Don't make it a simple help desk. Use them to learn from past experiences and accelerate the implementation of our new ideas to generate more business!
Marc, Sponsor of Sales Excellence Community

Communities bring an innovative way to address the development of our offers, by reducing risks, increasing efficiency, augmenting collaboration, and ultimately reducing costs.
Alice, Sponsor of seven R&D communities

The community is the only solution for people to share about their job, especially when they are isolated within their entity.
Philippe, Sponsor of Industry Quality Community

Key Success Factors and Next Steps

Key Success Factors

- ExCom Sponsorship => legitimacy

- Company program => visibility

- Framework Communities@Work => deployment model

- Social collaboration platform => augmented interactions

- Business value => rationale to dedicate time

Next Steps

- Convince Community Leaders that the C@W model help them get value, through objectives shared with the business, vs. just a Spice subject

- Organize a workshop with the 20 active to help them gather that value

- Launch 2014 label campaign

- Organize recognition of active members – role model

- Prepare after **Connect**

{ Q&A }

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