

Collective Intelligence and Performance

Communities of Practice at
Schneider Electric

Louis-Pierre Guillaume
Knowledge Management Officer

December 2014



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

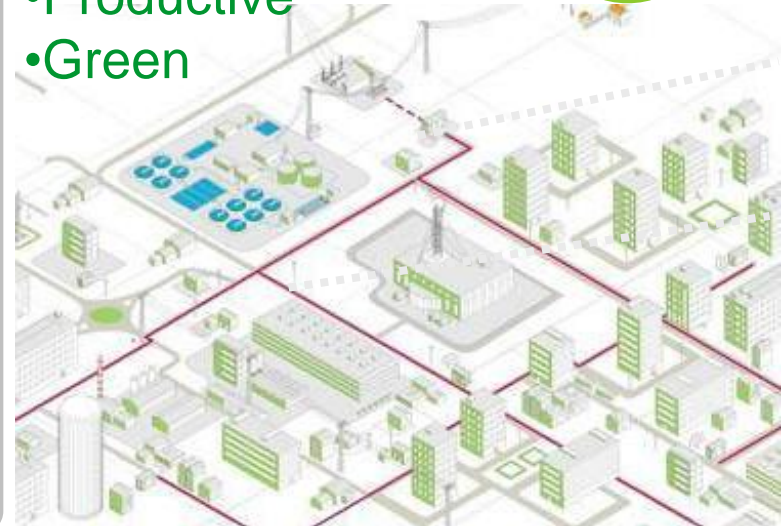
72%

of world final energy consumption

up to
30%
energy saving



Energy production
& transmission



Energy usage

A Recognised
Sustainable commitment



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:



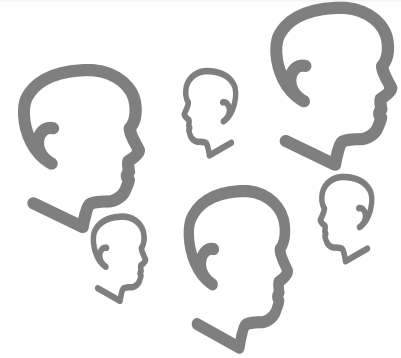
- Build **connected** and **engaging workplaces**, with engaging leaders and engaged individuals
- *Communities for our Collective Intelligence*
- Sponsors: 1 ExCom IT & 1 EVP HR
- 10 Deployment Leader appointed to deploy in their entity
- Quarterly reporting



A Community@Work is

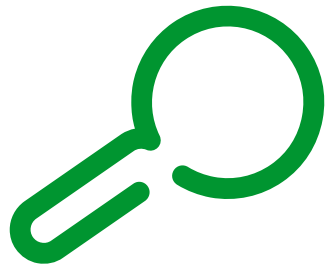
A group of people who share

Common objectives written in a **charter**



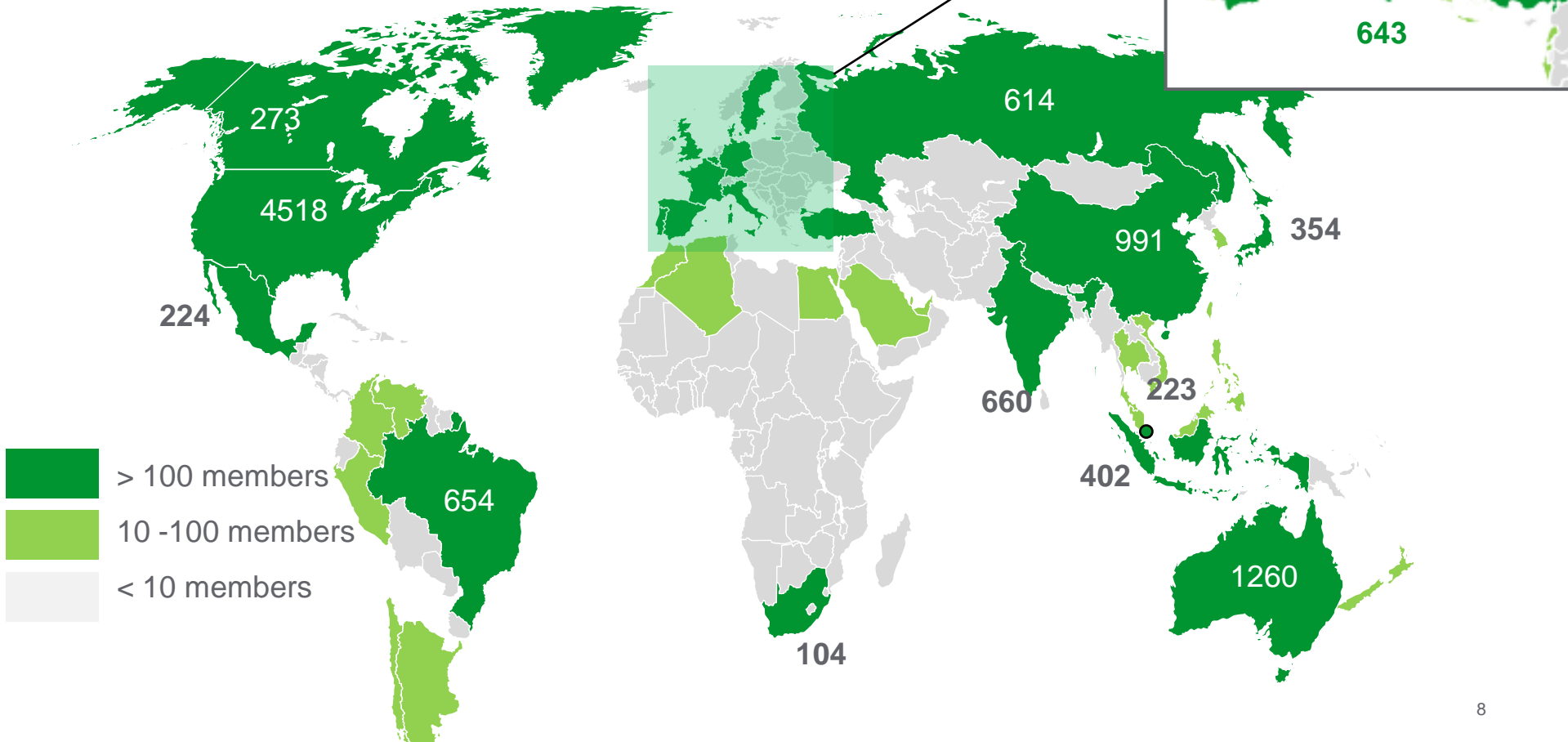
Collaborative working environment animated by the **leader**

Common strategic vision provided by the **sponsor**



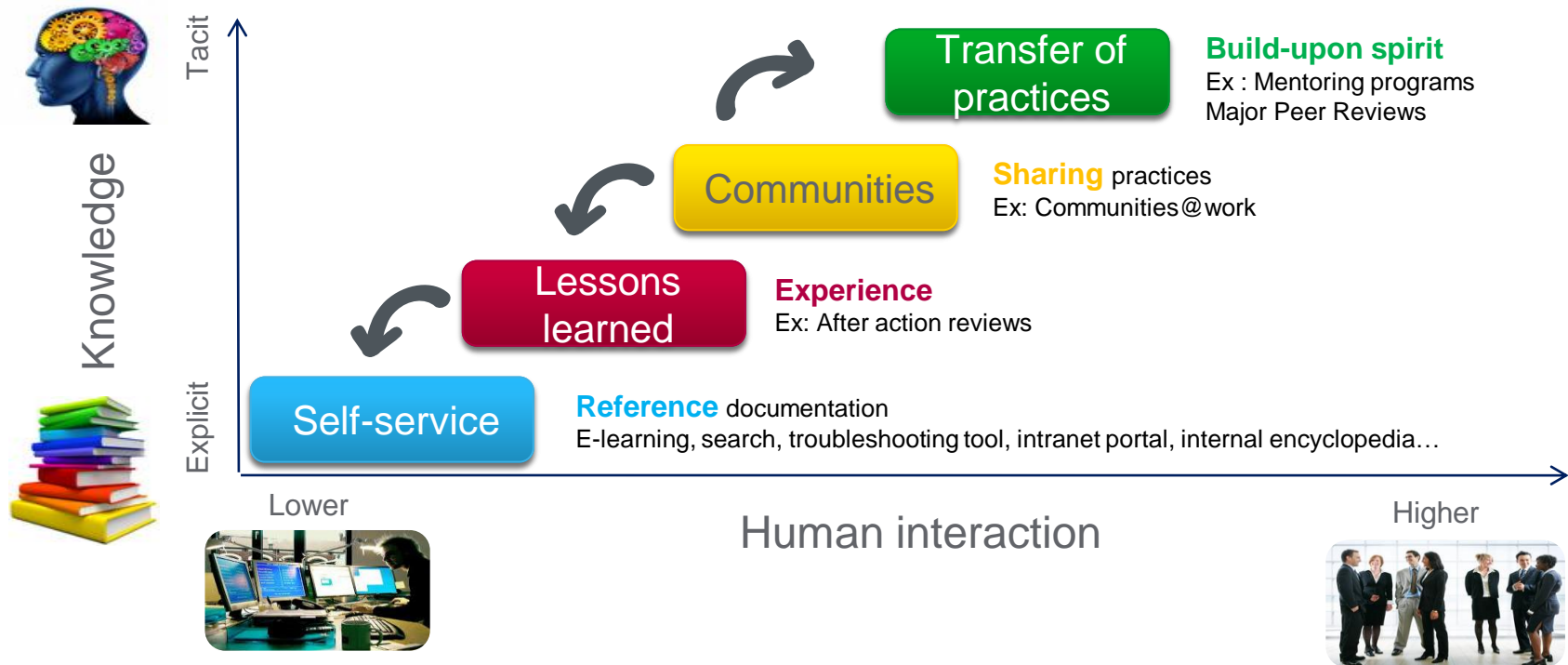
130 Communities@work

24,000+ members in 100+ countries
150+ community leaders



Communities & Knowledge Management

The heart of our Knowledge Management system





Social Collaboration platform

Spice

Home page of a community



Spice

Spice helped to accelerate the deployment of the Communities@Work

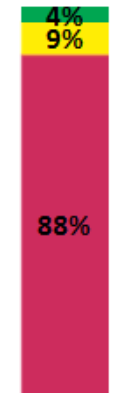
100,000 employees can access
71,000 have logged in at least once
47,000 are Collaborators

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

Collaborators are users who have shown some activity in Spice - Posted, liked, voted or even logged in.

■ % **Originators**
■ % **Augmenters**
■ % **Readers**



6000 subjects (groups of discussion)
40% are actives



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

Example of usage by communities

Sara El-Fandi

Posted to: **Solution Purchaser Community** and **1 more** March 29, 2013 at 18:28

Solution Purchasing Community: News of week 12 & 13 News about: 1. Next "à la carte Webex" 2. Next referent for Abriba e-sourcing tool 3. Finalized STARS commodities for Solution Market (SO) 4. New release of OTTO S&S tool Have a nice week-end

👍 | 🔄 | More ▾

Oliver Tschirner, Sophie GRUBER and **3 more** 👍 this.

Add a comment

News of the week

Subhas RAO


Posted to: **Execution Centre Community** **Network of Excellence (NoE) Spice** and **5 more** January 23, 2013 at 17:00

We are trying to develop and standardise our solutions for Mobile Grid (National Grid) company in Saudi Arabia, in view of high volume standard (... Continued)


👍 | 🔄 | More ▾

Oliver Tschirner, Philippe DEBARTHELE and **4 more** 👍 this.

Show all 26 replies


 **Subhas RAO** Dear Colleagues, Thanks a lot for your interest. Dear Nicolas, The file you posted was very interesting. Do you have a vendor locally?


March 12, 2013 at 17:21 | 👍


 **Nicolas Tschirner** Hi Subhas, need to get in touch with our people in Brisbane


March 19, 2013 at 11:00 | 👍

Solutions

 **Subhas RAO**

 **Solution Purchaser Community**

 **Andre TRUONG-VINH-TONG**












 **Philippe DEBARTHELE**

Mutual help

Robert Wuhl

Posted to: **Agile Community** and **1 more** March 26, 2013 at 22:29

What are the biggest impediments that you face in the your agile adoption?

- ☐ Don't have sufficient skilled team members to form cross-functional team 
- ☐ Lack of coaching/mentoring   
- ☐ Reward structure prevents team collaboration   
- ☐ Existing (waterfall) project management processes & habits   
- ☐ Agile is being imposed without team buy-in 




Poll to drive adoption

Philippe DEBARTHELE

Posted to: **Network of Excellence (NoE) Spice** **Execution Centre Community** and **3 more** March 19, 2013 at 20:19

Execution center Webex #7- slot 1 - 9am CET Agenda: Community News + StruxureLabs develop EcoStruxure Reference Architectures by Customer Segment, Technical documents delivered, practical aspects of (... Continued)

Apr 15 You have not responded yet RSVP
April 15, 2013 at 10:00
Event Duration: 01 hours and 00 minutes

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...



onion

with



rings

Engagement matters...



Show me the Value

Value of the communities

How do we measure it?

ROE* instead of ROI



ROE*: return on engagement

NPS**: net promoter score

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

“Active Community” Campaign 2014

Rules of the game

A Community@Work was considered Active IF

1. the participation rate to the poll was **at least 30%**
2. Net Activity Score¹ was **at least 60**

A Community could participate IF

1. It has a sponsor
2. It has at least one leader
3. It has a charter
4. It has been created a least 6 months ago

Members could vote for 3 communities maximum

The prize: Active Community Label 2014



1. Net Activity Score: weighted agreement ($1.0 \times \text{Strongly agree} + 0.5 \times \text{Agree} - 0.5 \times \text{Disagree} - 1.0 \times \text{Strongly disagree}$)
Advantage: integrates all opinions, similar to Net Promoter Score
Net Activity Index = 100 if all the answers are "I strongly agree"
Net Activity Index = -100 if all the answers are "I strongly disagree"
Net Activity Index = 0 if neutral

Active Community – Voice of the Members

Question: I **consider** that my community is **ACTIVE**, because it provides tangible **VALUE** to me, my business or my clients.

Participation & outcome

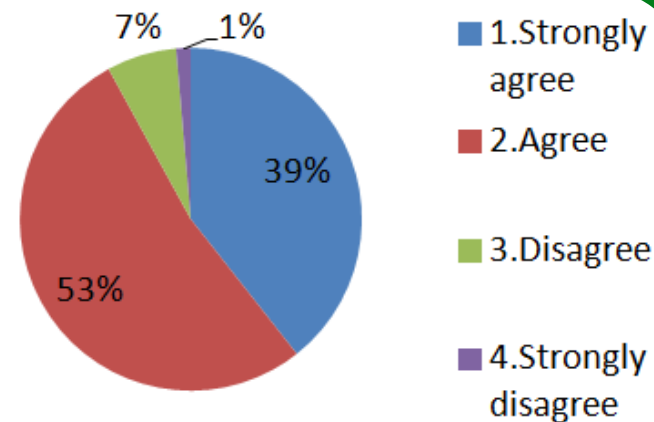
24,100 community members assessed worldwide  15000 in 2013

5100 voters

126 communities short-listed  60 in 2013

32 communities awarded “Active Community 2014”   20 in 2013

Overall results



Profile of the voters

94% of the voters are members of up to **3** communities

73% of the respondents voted for one **1** community

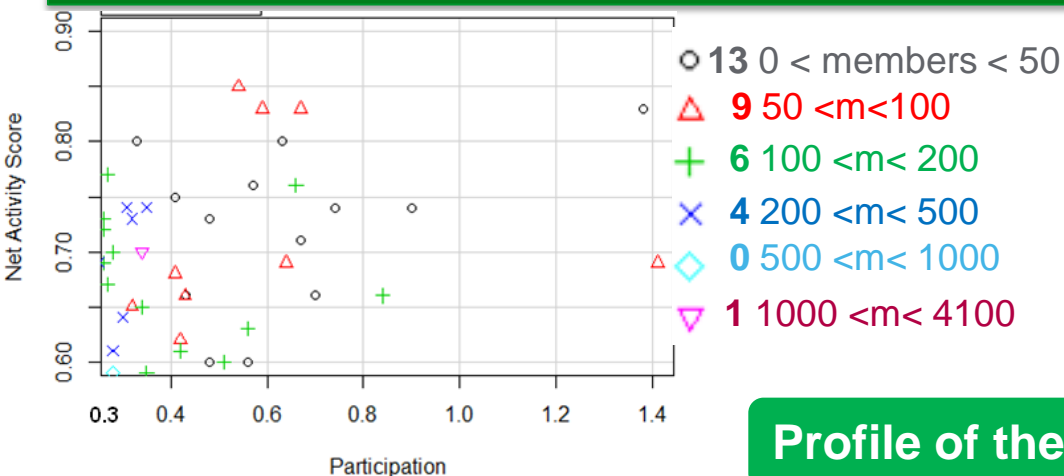
Overall satisfaction

Net Activity Score **61**

 56 in 2013

Active Community Assessment – How Robust?

Do big communities have less chance of winning? Why not use Spice data?



Criteria to win

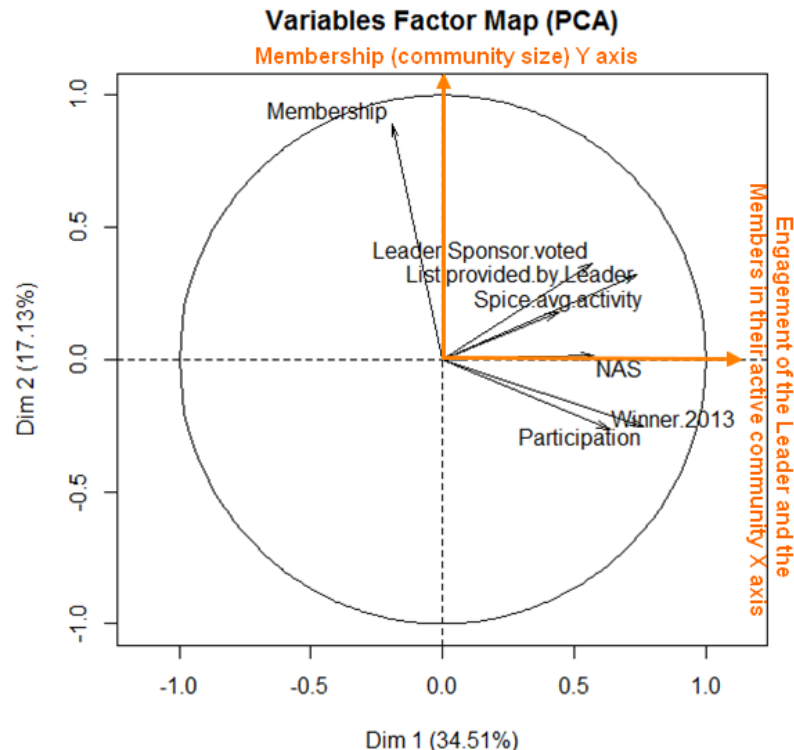
- Net Activity Score (NAS) > 60
- Participation > 30

Profile of the winners

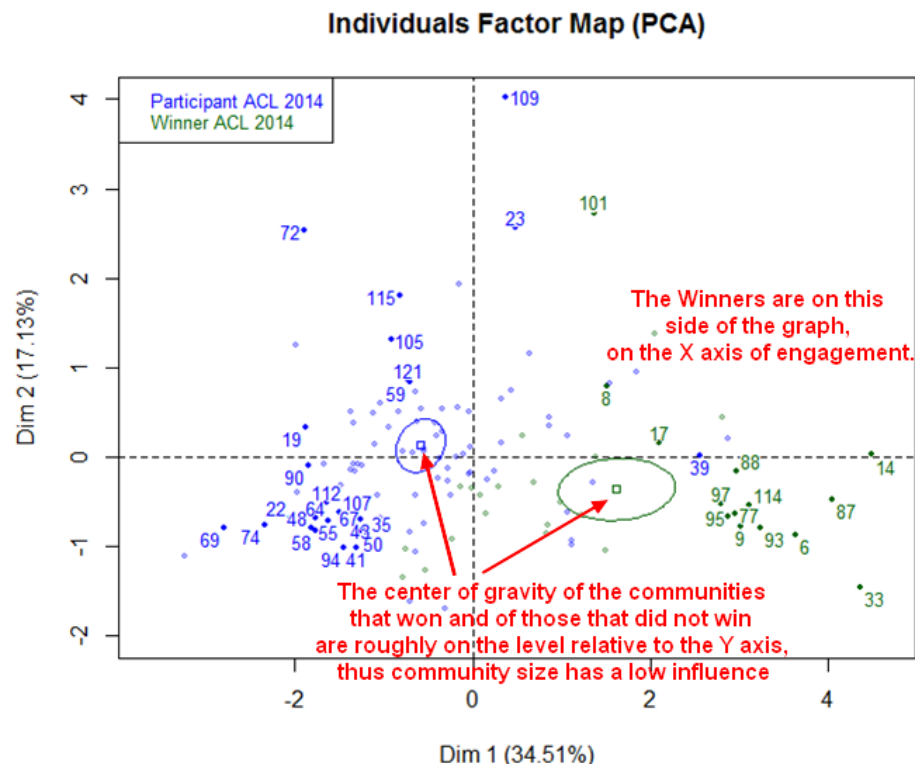
- Providing a list of members gives a much greater chance of winning (**3** times more) than using the community followers in the social media platform
- Winning in 2013 gives a much greater chance of winning in 2014 (**3** times more)
- A community whose Leader or Sponsor voted has a greater chance of winning (**3** times more)

Active Community Assessment – How Robust?

Do big communities have less chance of winning? Why not use Spice data?



Community size or Social network activity does not matter

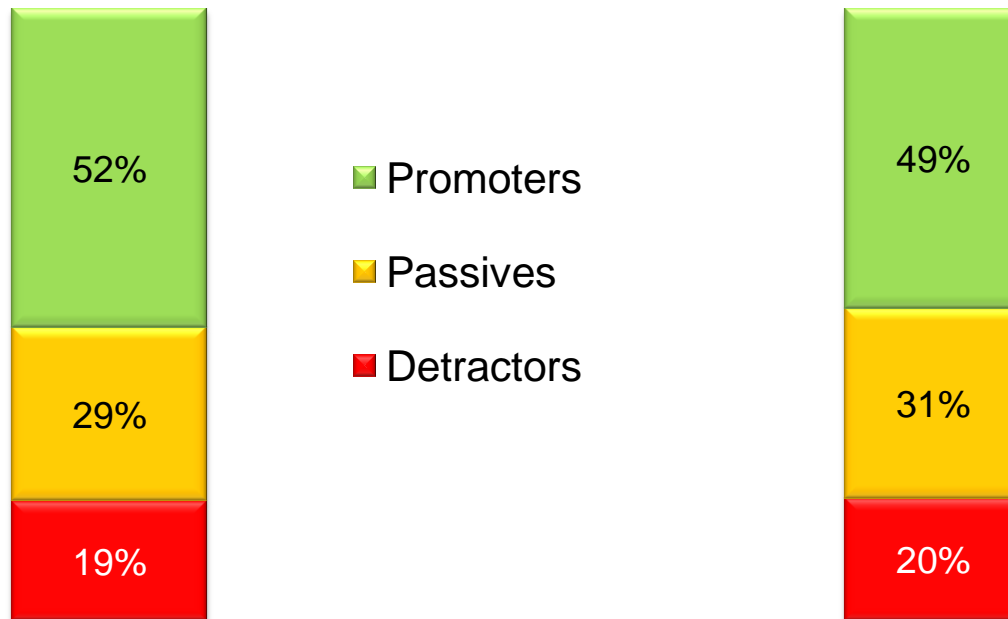


Member's opinion matters

Community@Work Net Promoter Score (NPS)

SAME score in 2013 and 2014

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



2013: C@W-NPS=33

2014: C@W-NPS=29

Factors with no impact on NPS (2013 data)

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)



Factors with a strong positive impact on NPS

Strengthens the relevance of our community model

- 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)*



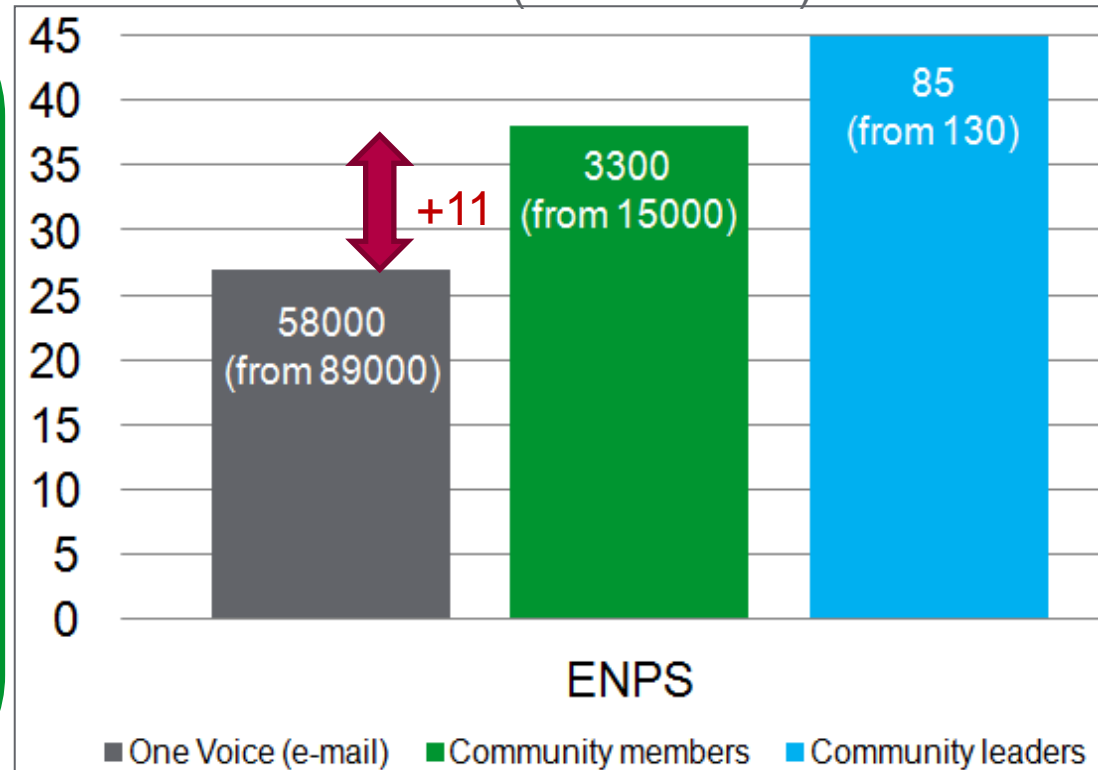
Enterprise Net Promoter Score (ENPS)

Are community members more promoters than Schneider-Electric employees?

Question : How likely is it that you would **recommend** Schneider Electric to one of your friends as a good place to work?

The active community members are clearly more promoter & more engaged than SE population

One Voice result (wave 1 2014)



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



Healthcare Solutions Community

▪ Instrumental in winning the South Australia Health & Medicine Research Institute

« Schneider International Network is obviously a huge advantage to SAHMRI, in terms of enabling us to bring on board the very best development from around the world »

Prof. Steve Wesselingh, Executive Director, SAHMRI

- How did we win a world-class medical research institute project?
- According to SAHMRI “the successful bidder shall:

- **Access global knowledge and best practices**
- *Be a local organisation, supporting South Australian economy & community*
- *Deploy cutting edge technology, actively promote innovation and creativity*
- *Be prepared to support*

“We could not have the healthcare segment value to the customer without the community. Tacit knowledge is the most valuable knowledge; it enables us to make differentiating solutions, shared by KAM and solution architects.”

Michael Sullivan, Healthcare Solutions Community Sponsor





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



- Welcome new communities attracted by the value of the label 
- Organize a workshop with all the communities, highlighting the 32 active
- Organize recognition of active members – role model
- Boost role of experts
- Ensure continuity after **Connect**
- And... win the 2014 



Q&A

louis-pierre.guillaume@schneider-electric.com
[#lpguillaume](https://twitter.com/lpguillaume)