

Greffer le programme de "Community Management" au RSE pour bâtir la collaboration autour des objets métiers

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Knowledge Management Officer

Avril 2013

Carrefours Logistiques

Schneider
Electric

Schneider Electric at a glance

24

billion € sales in 2012

41%

of sales in new economies

140 000+

people in 100+ countries

4-5%

of sales devoted to R&D

© 2013 Schneider Electric

The global specialist in
Energy management

Making energy:

- Safe
- Reliable
- Efficient
- Productive
- Green

Covering

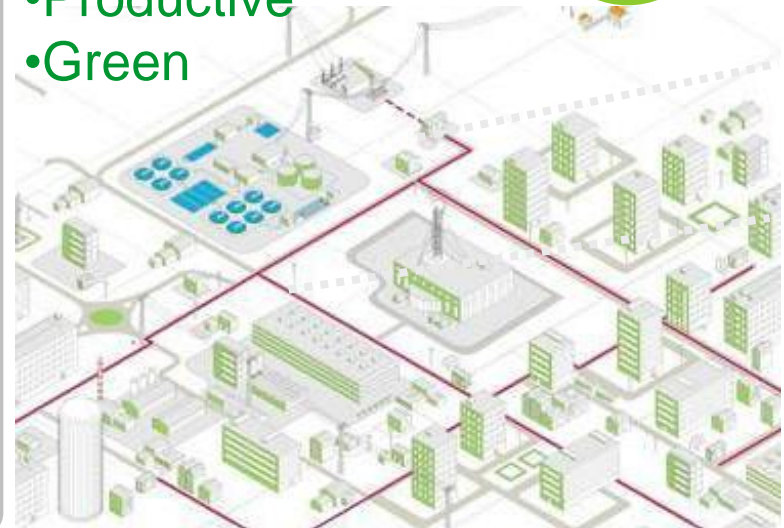
72%

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...



Initiate CM program

Insert CM in enterprise
strategy

Deploy through Social
network

Benefit from KM audit

Show business value

Issues & next steps



How to Initiate a Community Management Program?

How to start?

How to design the CM methodology ?

How to get ExCom sponsorship?

How to identify existing communities?

Newcomer

How to start when you are new to a multinational and know nobody?

- Benefited from the “Collaboration” trend
- Identified stakeholders
- Looked for community leaders
- Invited communities to the yearly company event
- Obtained the agreement of the leaders to move on



Bottom-up is not enough

How to get ExCom sponsorship?



- Met ExCom and top HR & IT
- Sponsored a team of managers on the KM topic
- Surfing on the “Collaboration” wave
- Designed first level of governance with stakeholders, gathered data
- Launched project with representatives from three ExCom

Where are the communities?

How to identify existing communities?

- Identified collaboration tools
- Spammed 1500+ place owners
- Contacted some
- Opened community directory
- 60+ registered in 2 months
- Recognized them





How to Insert the Community Management Program in the Strategy?

Associate it with strategy themes

Present it to influential people

Involve an EVP sponsor

Recruit advocates in the business, functions, ops

The Company Program

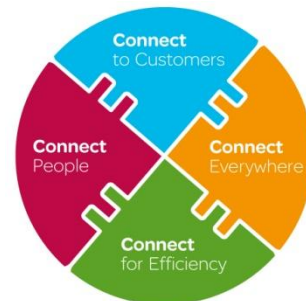
To support and execute our transformations

The company programs over the last 15 years:



Connect drives the four transformations to:

- Offer excellent digital customer experience, connect and bring value with our solutions and services, and digitize our tailored supply chain.
- Build **connected** and engaging **workplaces**, with engaging leaders, and engaged individuals
- Be green and responsible everywhere
- Drive efficiency in the way we operate



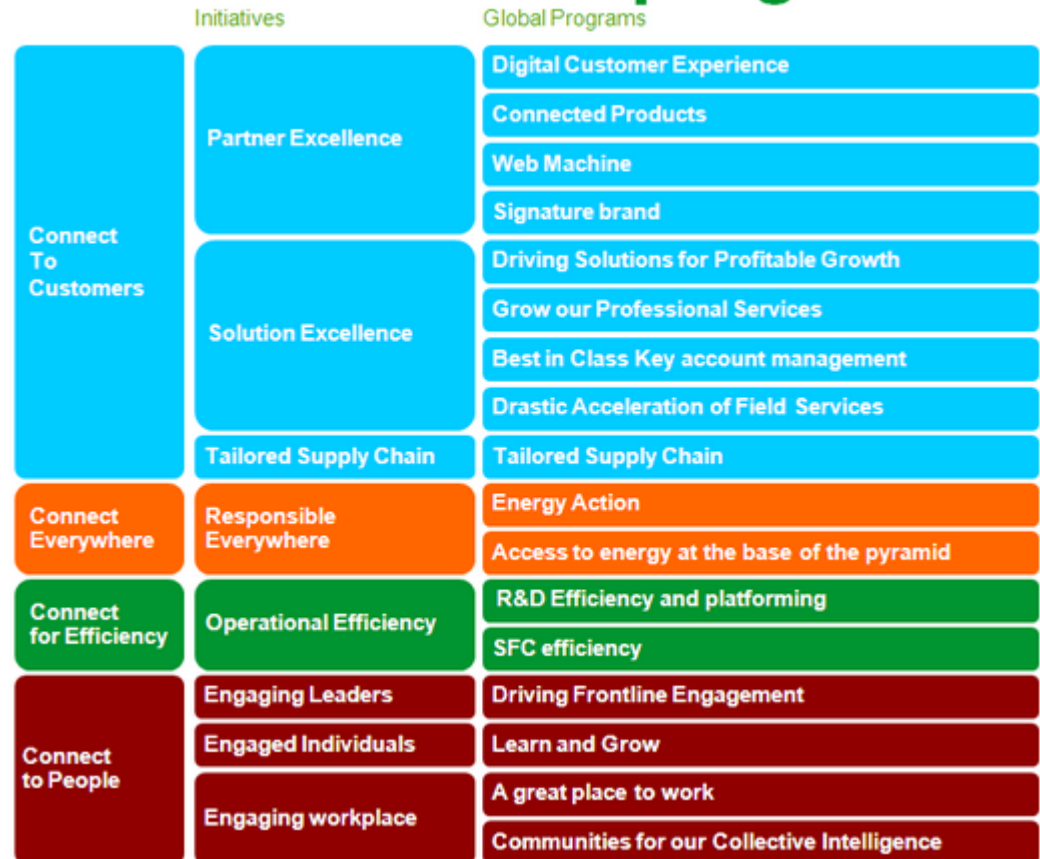
The Company Program

Out of the Program, out of sight

Iterative building process



The 17 Connect programs



Communities for our Collective Intelligence

ID card

Connect People: Engaging Workplace

Communities for our collective intelligence

Vision

"If only Schneider knew what Schneider knew"

2014 Ambition/Expected Impact

- Focus on the creation of **30 new** communities in areas critical to our business and all employees' visibility and participation in the company
- Knowledge Management & Collaboration in areas critical to our business, support of customers and the implementation of 10 KM pilots

2013 Milestones

- 10 new cross-entity communities launched
- 100% of the registered communities are active
- 5 active KM pilots
- Implement robust processes for success to allow us to measure the business value of communities
- Deploy recognition guidelines

Program Leader(s) : Louis-François

To know more: <http://communities.schneider-electric.com>

Connect People: Engaging Workplace Communities for our collective intelligence

DIGITAL IMPACTS

Digital Ambition

Tools are embedded in our operations to get the right knowledge to the right people at the right time and to help people share and act on information in order to improve organizational performance.

2014 Digital Deliveries & Milestones

- Connect employees to one another
- Connect employees to knowledge assets (just enough, just in time, just for them)
- Connect those with experience or know-how to those who need it

Digital Platforms & Milestones

- Spice: social collaboration platform, basic features deployed to all employees in 2013; advanced features available later*, like collaboration within existing business applications, enterprise document/content management and rich user profile.
- Enterprise federated search: across business applications and web sites: deployed in 2013*
- Schneider internal Wikipedia: organizing knowledge from the vocabulary of company**
- Internal translation platform: Add more languages* (Chinese, Russian...) and SE-specific dictionaries*

* pending budget approval

** pending business decision

Collaboration & Knowledge Management

The Roadmap



2014

- Social collaboration in the flow of work
- Shared practices bring business value
- Spice available for all employees

2013

- Focus on cross entity Community of Practice
- Training & recognition program
- Knowledge Management Governance
- Measurement & continuous improvement

2012

- 10+ new active 'Community of Practice'
- Launch of Spice
- Team Recognition with success stories and reusable shared practices

Covered in Connect
“Engaging Workplace:
Communities for our
Collective Intelligence”





How to deploy the Community Management Program in the business?

Toolkit to explain community management concepts

Gather requests for community and triage them

Educate the requesters

Assist the community leader in the community lifecycle

Communities for our Collective Intelligence

Is there a process?



Communities @ Work

Toolkit

Documents and support provided for each phase of the lifecycle

NEED

- Community Request Form
- Community Builder's Checklist

DESIGN

- Community Building Workshop
- Community Roles and Responsibilities
- Community Charter

Community Toolkit – Community Networks

NEED | 1

Community Builder Checklist

This document is a guide for the community builder.

Why a community? For what purpose? What is the target audience? Membership? Rules? Expectations? Roles? Responsibilities?

Community Toolkit – Community Networks

DESIGN - COMMUNITY LEADER ROLES

Community Leader Roles

Role & Purpose

Main Role:

Community Toolkit – Community Networks

DESIGN - SPONSOR ROLES

Community Sponsor Roles

Role

Main Role:

Fosters Community and encourages

Community Toolkit – Community Networks

DESIGN - MEMBER ROLES

Community Member Roles

Role

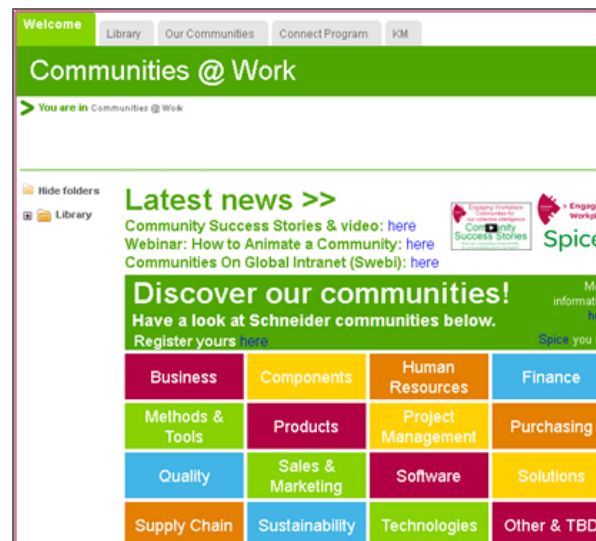
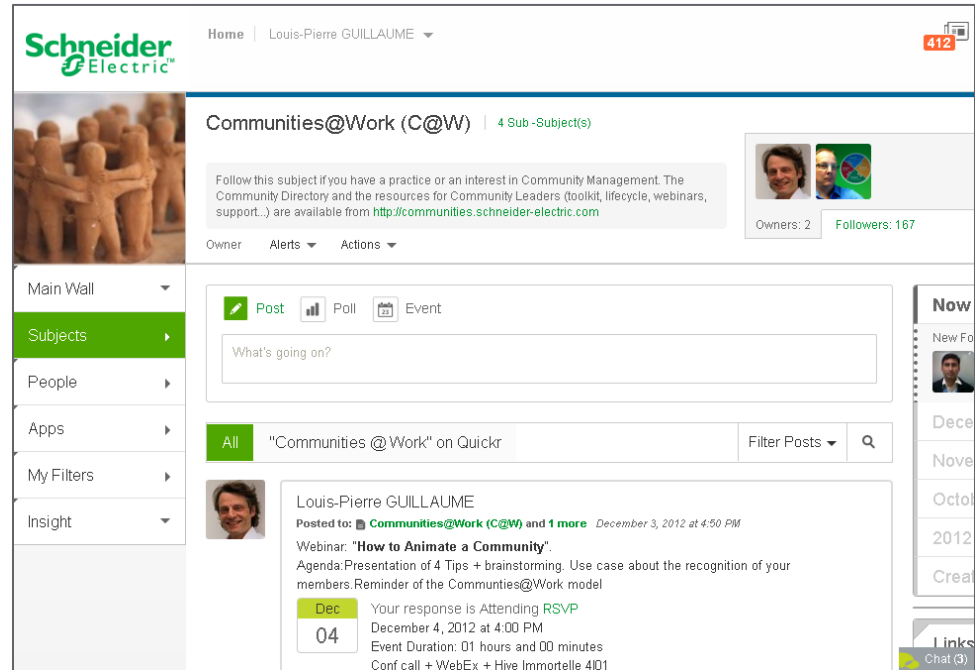
Main Role:

The Community member participates and contributes to the Community life.

Communities @ Work – 100+ Communities

Support by C@W

- Assist in designing and launching a new community
- Revitalize a moribund community
- Measure the value brought by each community
- Help communities benefiting from our Social Collaboration tool
- Increase skill and competency of leaders





How to deploy Community Management in Parallel with the Social Collaboration platform?

- Deploy globally, across businesses and functions
- Win-win situation with social collaboration platform
- Manage accelerated growth
- Ensure consistency with community framework

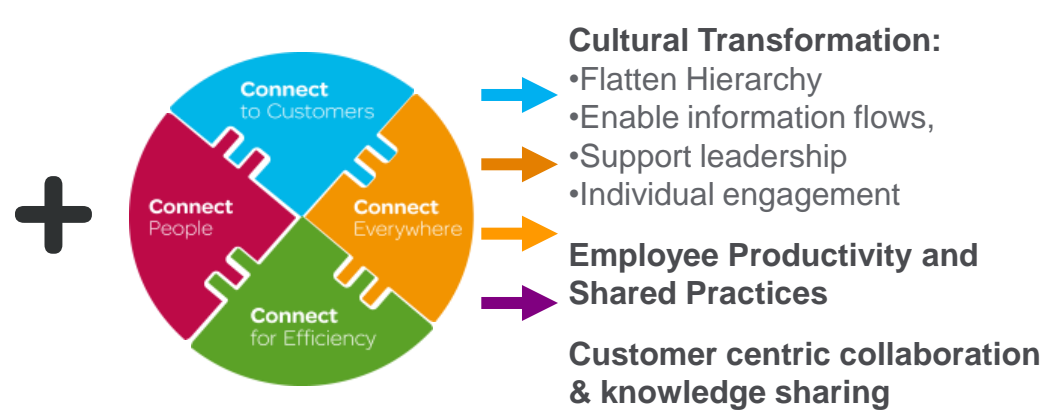
Spice

Vision & Overview

Internal IT Strategic Plan 2012-15



Connect to Connect



Spice – Key Building Blocks

Collaborate Globally

Connect people, objects & devices, form communities, **break silos** and organize **knowledge sharing**

Employee portal

Take complexity away from users & contribute to a **common culture**.

Edge Applications

Enable efficiency and **innovation** via Working Smarter App Store, without touching core Applications

Spice

Vision & Overview

Moving from a siloed collaboration initiative to a global collaboration layer



“Integrate collaboration in our business processes”

Our vision

Collaboration

bFO

ERP

HR

Intra
net

...

“Business collaboration proven success”

Today

bFO

C
h
a
t
t
e
r

ERP

HR

Intra
net

Quickr

Share
point

...

Spice

Home page of a community

The screenshot displays the home page of the 'Technical Leading Experts Community' on the Schneider Electric platform. The page features a left-hand navigation menu with options like 'Main Wall', 'Subjects' (highlighted), 'People', 'Apps', 'My Filters', and 'Insight'. The main content area includes a header for the community, a description of its purpose, and a post by 'Sam Galt' titled 'Is Schneider Electric too smart by 1/2?'. Below the post is a list of survey questions with checkboxes and user avatars. The right-hand sidebar contains sections for 'Now' (showing new followers and a calendar), 'Upcoming Events' (listing a 'Mechanics worksession'), and 'Links' (providing links to technical competencies and a survey).

Schneider Electric Home | Louis-Pierre GULLAUME

Technical Leading Experts Community 6 Sub-Subject(s)

Expand our Technical Leadership by helping our Leaders of Technical Communities in increasing the efficiency of their networks of experts. In case you are a Technical Expert, you might be interested in joining our EDISON Technical community: <https://schneider-electric.com/edison/subject/25813>

Owners: 1 Followers: 207

Unfollow Alerts Actions

Post Poll Event

What's going on?

All QuickR Strategic Competencies Filter Posts

Sam Galt
Posted for **Technical Leading Experts Community** and 7 more April 7, 2013 at 10:42

Is Schneider Electric too smart by 1/2? What are the barriers to sharing designs across our organization? I recently visited a couple of our technology centers and was amazed to see how many teams are (Continued)

- ☐ Design tools are different
- ☐ Requirements, specifications and/or form factors are different
- ☐ Difficult to find out what's available and what others are working on
- ☐ Difficult to partner with others for sharing
- ☐ Incentive not in place
- ☐ Internal discussion on some topics (especially security) are 'gagged'
- ☐ No forum to share knowledge, available solutions and best practices
- ☐ Each person is convinced that his/her requirement is unique
- ☐ A global platforming program for reusing HW/SW bricks

Now 192 96

New Followers

March

February

January

2013

2012

Created on Friday, October 19

Upcoming Events

April 11 Mechanics worksession at Vaires
April 11, 2013 at 09:30

Links (86)

Strategic Domains of Technical Competencies
Today at 08:08

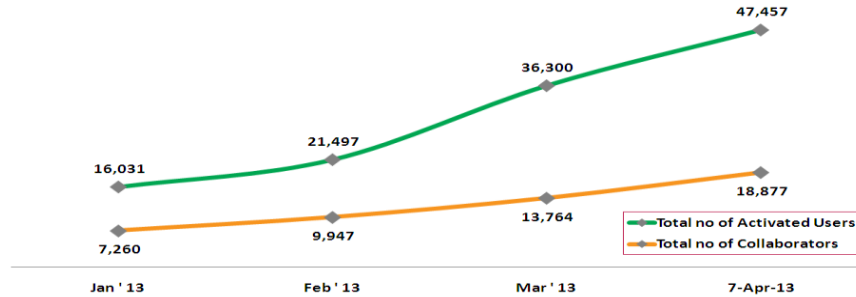
Link to survey
Today at 06:17

<http://www.schneider-electric.com/asset/ST...> Chat (1)

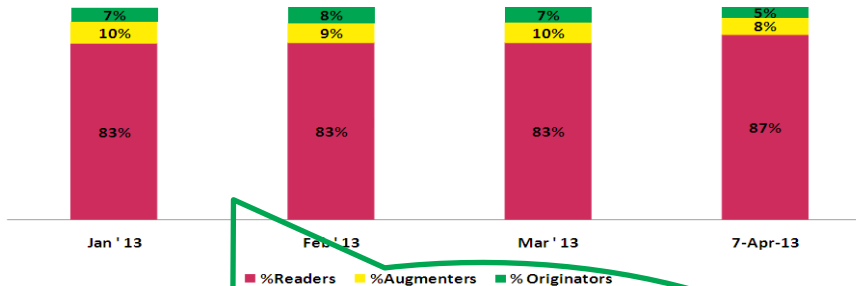
Spice

Use Spice to accelerate the deployment of communities

Collaborators vs Activated Users



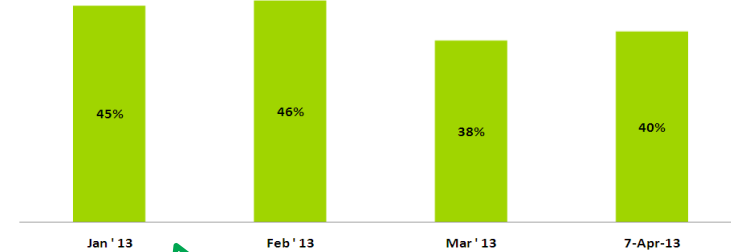
Types of Collaborators



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

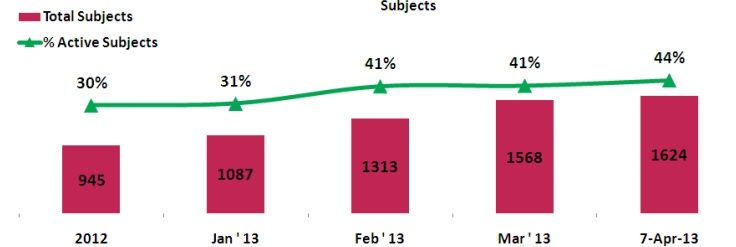
% Collaborators



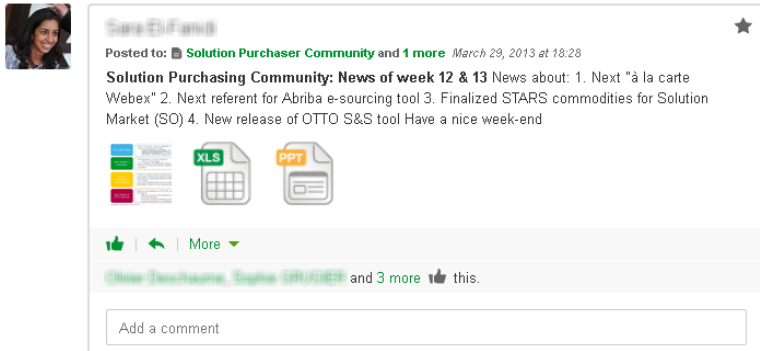
Collaborators are users who have shown some activity in Spice -Posted, liked, voted or even logged in. Time period considered here is the last 7 days.

100+ Communities with 13K+ members

Subjects





Example of usage by communities



Sara El-Fandi

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

Solution Purchaser 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

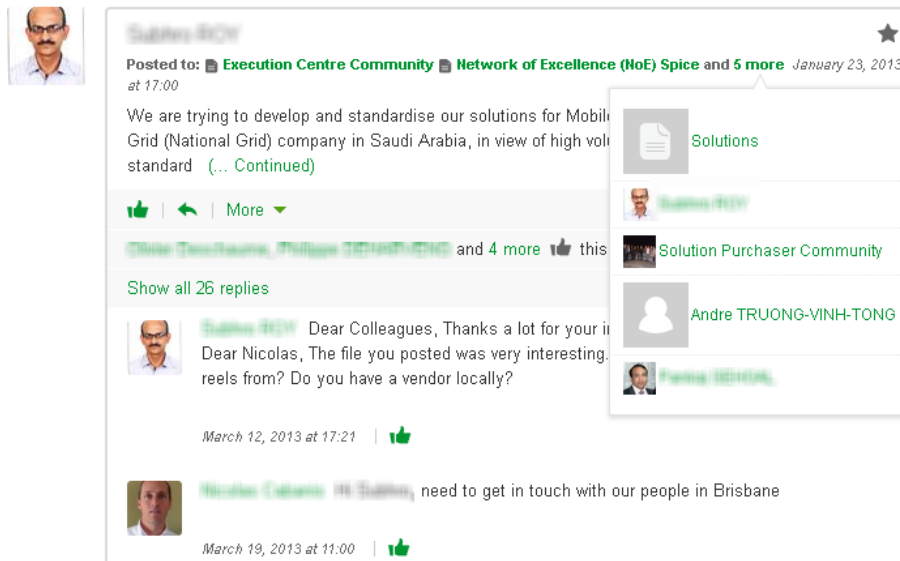
 

👍 | 🔄 | More ▾

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

Add a comment

News of the week



Solutions

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 Tschornagel, Philippe DEBARTHELE and **4 more** 👍 this.

Show all 26 replies

Solutions 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 | 👍

Wolfgang Tschornagel **18 Solutions** need to get in touch with our people in Brisbane

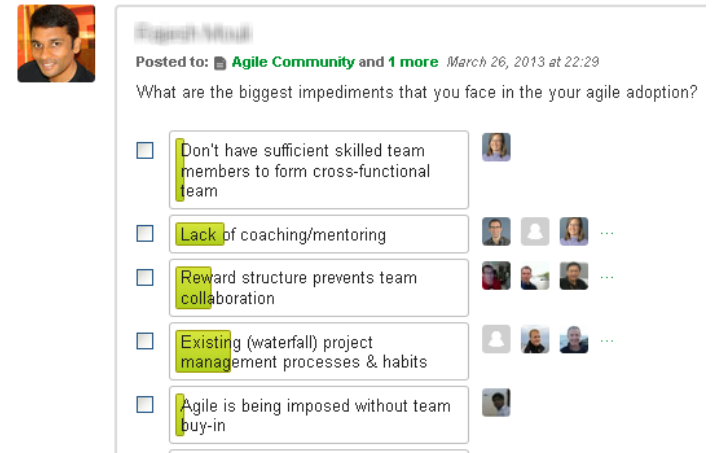
March 19, 2013 at 11:00 | 👍

Solutions

Andre TRUONG-VINH-TONG

Philippe DEBARTHELE












Mutual help



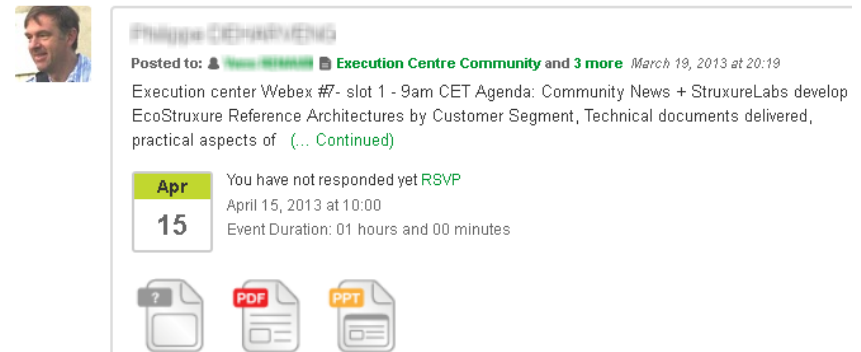
Robert Wulff

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

What are the biggest impediments that you face in 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: **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



How a KM audit can help?

- Recognize the work done by C@W

- Identify issues linked to knowledge sharing

- Ask for ExCom sponsorship of KM

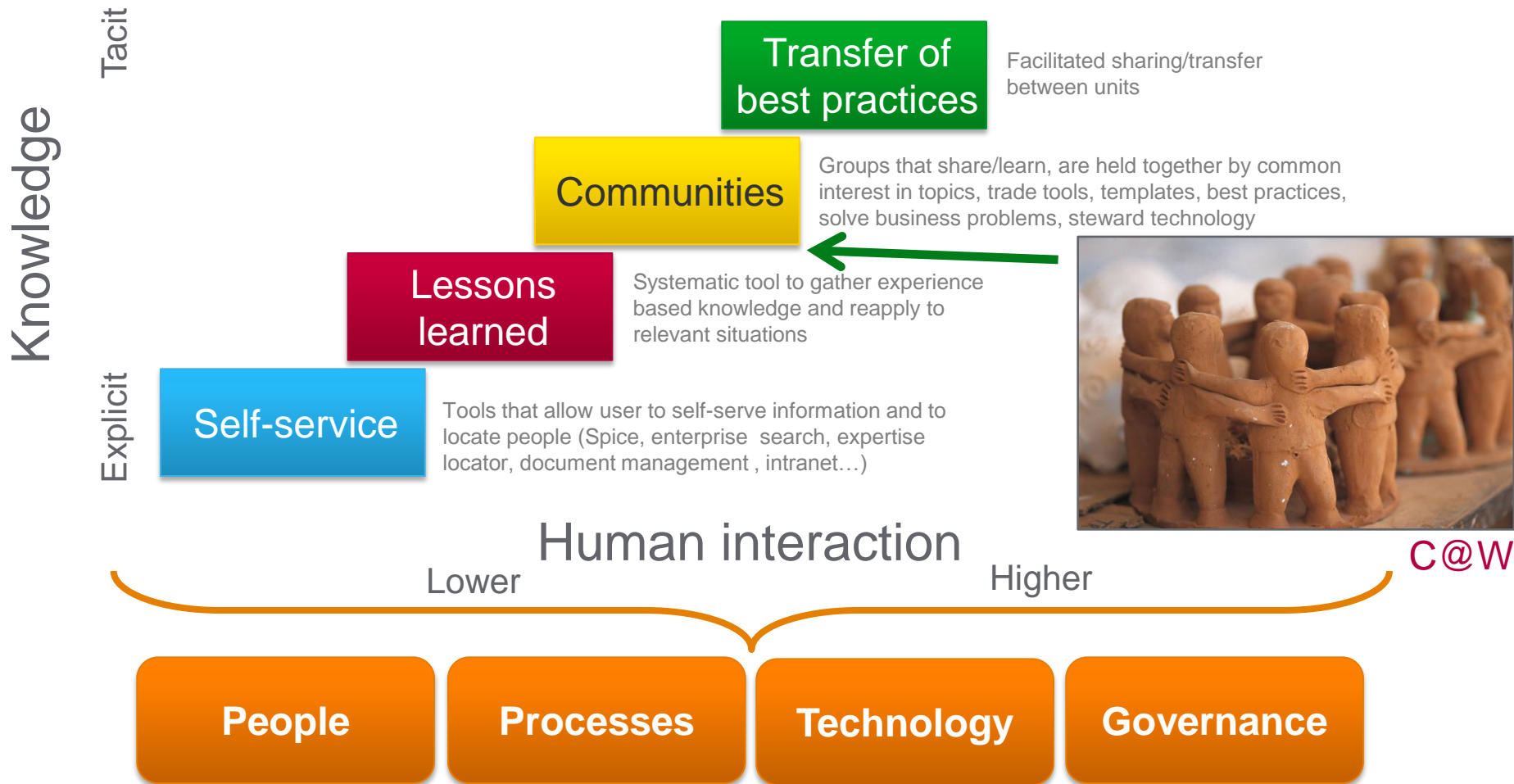
- Get recognition by CEO and with a “KMO” title

- Enhance the Program in 2013 to include KM&C

- Publicise the framework for KM

Framework for Knowledge Management

Portfolio of Knowledge Management Approach





How a show the value?

Benefit for the company and for the members

Measure activity on Social Collaboration platform

Share success stories

Advertize

Four levels of benefits

3 for Schneider

1. On the **strategic** level, communities promote **innovation** and the company's **culture of collaboration**.
2. On the **organisational** level, communities transfer knowledge and **competencies** among members, building sustainable **expertise** and improving **processes** and **systems**.
3. Finally on the **operational** level, communities have a positive impact on **reactivity**, speeding problem solving, and on **performance**, encouraging the free sharing of good ideas and the adoption of **best practices**.

1 for our employees

- Our **employees** can improve their **networking skills** while enhancing their **professional reputation, trust**, and **raising their own profile** in the company.



Success Stories

Gathering testimonial is not easy!

Success Stories illustrate how **communities**, fostering **collaboration** across countries and businesses, have brought **added value** to our clients and **increased engagement** of our people

- 10 success stories collected in June-July 2012
- 4 success stories collected in September-October 2012
- 3 success stories highlighted for the Video.

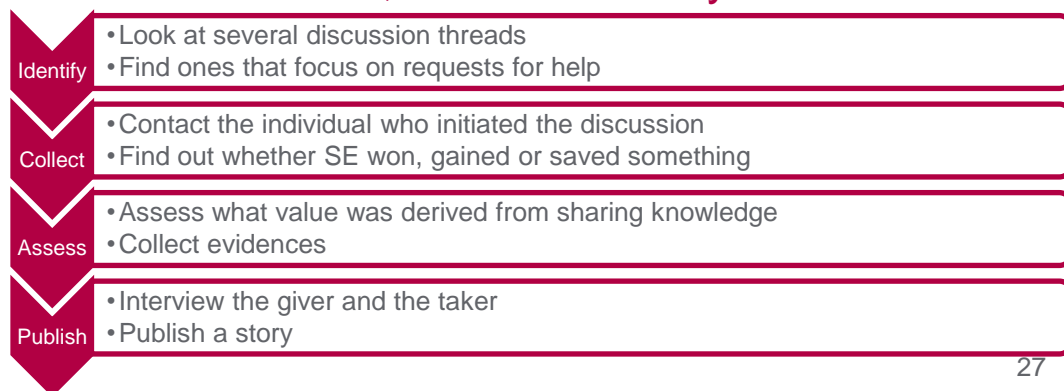
Q1 2013 success story campaign is open!

Video-testimonial of three communities



5 December 2012

Role of, the Community Leader

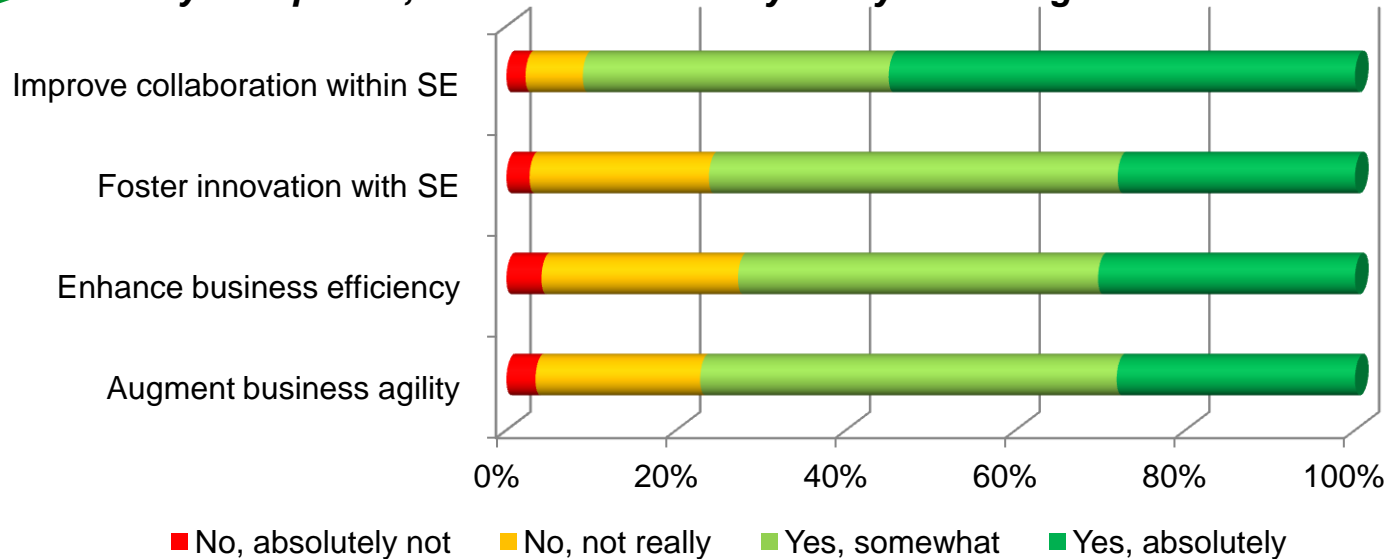


Monitoring of the Communities

Community Survey
March 2013
1500 answers

Today

In your opinion, the main community that you belong to...



For tomorrow

In your opinion, what should be the high priority topic for 2013-2014?

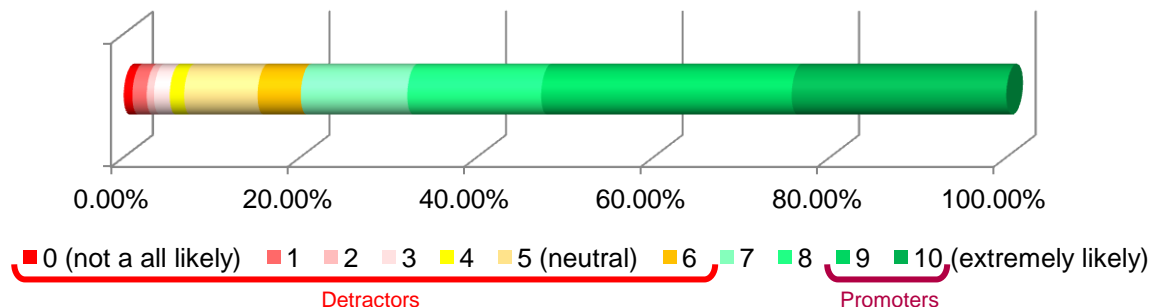
53%

14%

22%

11%

How likely are you to recommend to a colleague participation in the Schneider Electric communities?



**Community
NPS = 33**

Net Promoter Score is calculated with the following formula:

$$NPS = \% \text{ of promoters} - \% \text{ of detractors}$$



Issues and next steps

Animate a community is a skill and a competency
Community leaders lack recognition
Manage the increase of the number of communities



Q&A

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