



Generating Value through Internal Social Collaboration

Moving Beyond Adoption of Social Technologies to Drive Tangible Business Results

How can organizations leverage their existing internal social collaboration tools to directly increase productivity, reduce costs, accelerate innovation and grow profits?

What is a Research Working Group?

A Research Working Group (RWG) is a unique vehicle of The Conference Board that allows peer companies to join together in a rapid deep dive and targeted focus on a compelling business issue. When firms across industries with similar concerns come together, there is a rich transfer of ideas and knowledge. The result is a robust perspective that can influence organizational decision-making and shape a platform for enterprise-wide actions.

Research Proposal

The power of enterprise-wide collaboration and social learning holds great promise for creating new levels of organizational performance. So much so, that almost every company is adopting powerful new social technologies to enhance internal and external collaboration, professional networking and knowledge sharing. However, according to a recent Conference Board survey, nearly 70% of responding companies have adopted social tools, but only 5% have them embedded in their core business processes. Enterprises moving beyond adoption of these tools are discovering they must change the way they work to realize the benefits promised from a more connected and collaborative workforce.

The Conference Board is launching a Research Working Group to explore how corporations can create new work practices and behaviors that exploit social collaboration technologies to deliver tangible impact to the bottom line. In a July 2012 report, The McKinsey Global Institute estimated that “between \$900 billion and \$1.3 trillion in value can be unlocked through the use of social technologies” across a variety of sectors. This RWG will investigate strategies for leveraging existing investment in online social tools to drive value creation across the enterprise. We seek to address the following business questions:

- How does an organization move beyond adoption of social networking and collaboration tools to enterprise-wide application where the work gets done?
- What do good practices and processes enabled by social collaboration tools look like? What are the organizational conditions required to embed social collaboration in core business processes?
- What indicators and metrics are most useful to monitor change in behavior when individuals and teams are effectively using social technologies? What analytics are needed to assess business impact and results?
- How do companies address generational gaps and the digital divide to maximize uptake and application of social tools?



Participants & Takeaways

This Working Group will be comprised of 15-20 companies from a diverse range of industries, especially those with a dispersed workforce. Each company will send two leaders accountable for maximizing business value from social technologies to participate in this project. As needed, substitutes are welcome to attend meetings.

This research falls under Conference Board's High Performance Organizations practice area, which applies enterprise-wide perspective to aligning strategies with structures, processes, and culture. The Group will work with subject matter experts to define the issues, contribute examples from their experience, and identify new and emerging practices. This collaboration will result in new thought leadership shared through a series of working papers, and Executive Action Reports.

Program Commitment

Time Commitment: Starting **January 9-10, 2013** in New York City, the Group will meet three times in person over the course of five months. These will each be 2-day working sessions, with short, virtual meetings and small group teleconferences in between to continue the Group's collaboration. The participants typically commit 2-4 hours a month to the project, outside of the in-person meetings.

RWG Participation fee: \$16,000 per company covers all meetings, materials, access to all research and reports. This fee enables two executives to participate from each company, but does not include travel & hotel to in-person meetings. RWGs are only open to member companies of The Conference Board.

To join or for further information, please contact Irene Sobol, Manager of Research Working Groups: Irene.Sobol@conference-board.org or 212-339-0408.

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