

# Leveraging Community as a Competitive Weapon

Denise M Kalos

Vice President . Corporate Solutions

June 21, 2007

Bill Takacs

Director . Business Development

# What's Happening in the World

## Our future workforce:

- Workforces more distributed, virtual, with talent coming from all over
- 80 million boomers---now ages 45-60---will retire over next 5-25 years
- Only 46 million Gen-Xers - strong sense of work-life balance
- 75+ million 'Millenials' will dominate the workforce next 50+ years
- Global, Freelance workforce will change jobs an average of 19x in their life
- Millenials expect rewards and instant recognition for their abilities, results
- Technology, Technology, blah, blah, blah
  - 87% of teens use the Internet, vs. two-thirds of adults. 32% blog.
  - Instant Messaging is teens main channel of multi-task communication
  - 50% of all children, age 7 and older, have their own cell phones
  - Internet becoming a platform for participation vs. passivity
- Top Three Job Requirements for emergent workforce
  - Meaningful work - that makes a difference
  - Community - working with committed coworkers who share values
  - Meeting personal goals - not necessarily 'career' goals

# What's Happening on the Web

- Consumer's access to knowledge – where do they go for answers/information?
  - Is it too much?
  - Where's the opportunity?
- Global communities/friends – who do they trust?
  - Sharing
  - Learning
- Visibility and recognition among peers – what is their motivation?
- The new role of the marketing professional – how do they contribute to Product Dev?
  - Making the audience your advocate
- Openness – what are “they” willing to contribute/or not?
  - How much is enough?
  - Can “they” be trusted?
  - What's the new business model/how do we make money?
  - Corporate governance and stakeholder implications

# Web 2.0 Adoption is Accelerating

## **Principles most important to the Enterprise**

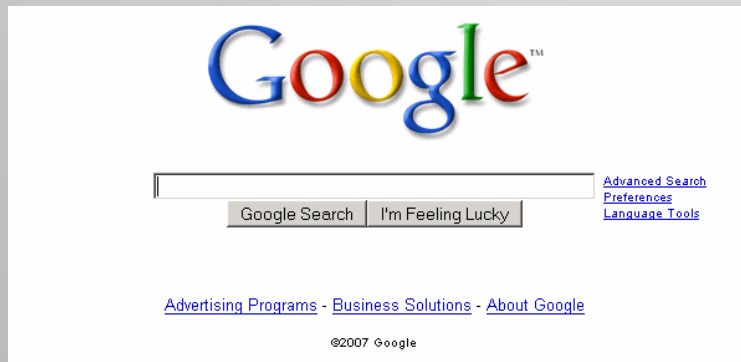
- Harnessing the Collective Intelligence
- Data is the “Next Intel Inside”
- Rich User Experiences
- Software above the Level of a Single Device
- Perpetual Beta

# Everyone wants Fingertip Knowledge

Today's college grads don't expect to wait for a formal course to access learning or information.

They expect to search for and access it where and when the need it.

*Source: New Technologies in Learning, May 2006*



**Post it Fast . . . . Find it Fast!**

**“The Learning System conversation is shifting from tracking and managing learning transactions to managing growing amounts of content.”**

**“Fingertip Knowledge: the rising use of Google, Yahoo and Corporate search engines by learners.”**

*Source: Learning Consortium “Top 10 for 2007”*

**Just-in-case, Just-in-time Learning**

- How do you bring credible information to the fingertips?

# Learning & Working Differently

In the earliest days . . .

in the early days . . .

Today



Structured

**Users passive,**  
Publishing /  
Franchise Model for  
**content**

“We’ll **tell** you  
**what’s good...**”

**Controlled**



Structured

Directory-based, **Users more active** in content creation

But, no ability to indicate content usefulness, relevance or popularity

**Stagnant** – Required management/ intervention to update

**Hierarchical**



Unstructured

Keywords

Community-based, **Users drive the process**

**Emergent** - “crowd” determines usefulness, relevance and popularity.

Dynamic – **updates “collective wisdom”** automatically

**Flat!**

# Implications of Web 2.0 on the Enterprise

- **Cause** – Web 2.0 is finding its way into the Enterprise
  - Social Networks
  - Openness
  - Sharing
  - User Generated Content
- **Result** – Community is becoming the Foundation for Learning
  - Empowering Community Driven Markets (no longer just a consumer)
    - ◆ Customer
    - ◆ Partner
    - ◆ Vendors
    - ◆ Employees
    - ◆ Competition
  - Making tacit knowledge explicit

# Implications for Corporate Learning

**Learning Organizations are gradually embracing the following core tenants of peer-to-peer, collaborative learning:**

- **Flat & Informal:** knowledge sharing is community-driven, peer-to-peer, non-hierarchical
- **Dynamic:** content gets validated or formalized over time, systems get “smarter” as content and use increase
- **Here & Now:** web-services, where and how the learner works, learning and sharing is real-time, fast, driven by immediate need
- **Virtual:** Increasing use of Virtual Learning Environments
- **Collaborative:** Users are very accustomed to the idea and get immediate benefit from the instant collaboration capabilities...

***Communities are leading the way to Enterprise 2.0 –  
they are bring their knowledge, as well as those  
expectations into their roles as corporate  
stakeholders.***

Who wags the tail?



# What is a Community Site?

- A web presence with a purpose to interface with a community of constituents either internally or externally
- Content includes collateral designed to
  - Accelerate Thought Leadership and Innovation
  - Build Loyalty
  - Market Other Products/Services
- Communities are Strategic if...
  - A company's success depends on the extensibility of the extension of its products
  - A company requires proliferation of a technology to succeed
  - A Web 2.0 company desires to leverage people and/or data

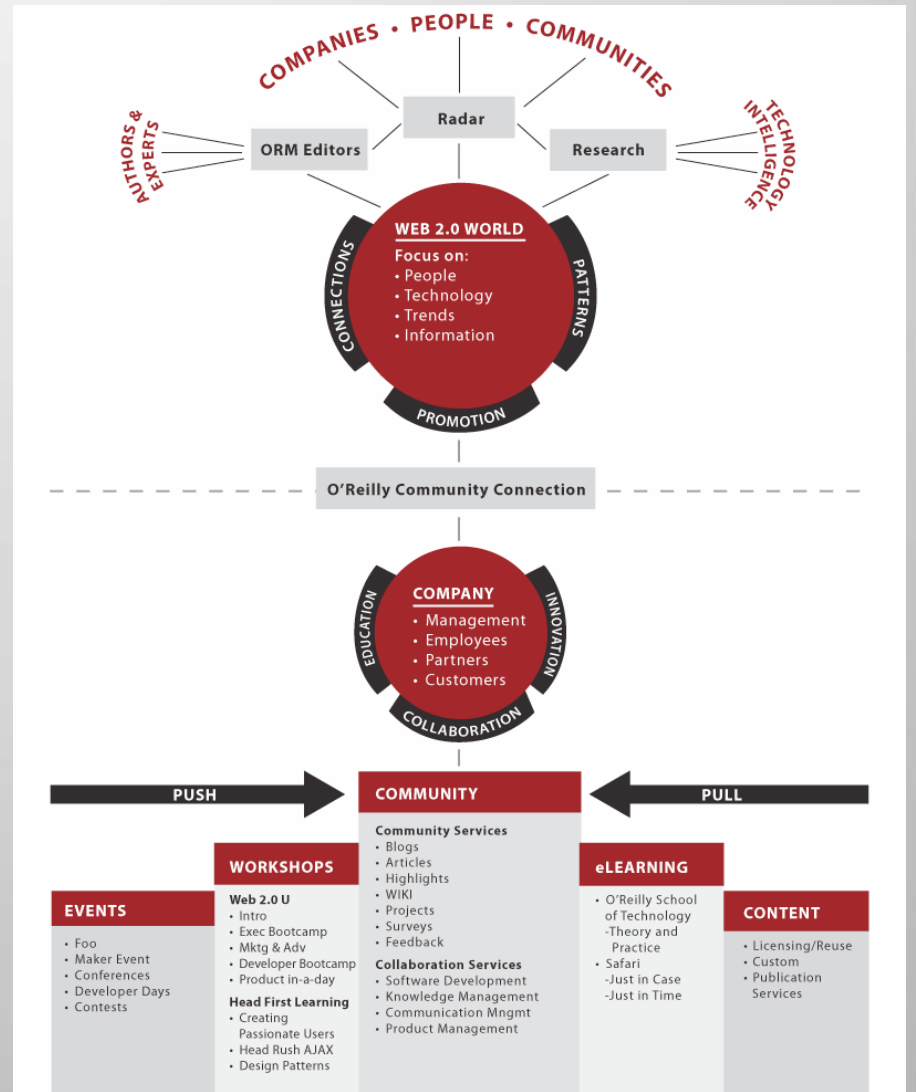
# Why Do Communities Exist?

- Drive product adoption
- Create “killer apps”
- Promote convergence of products
- Build brand awareness/competitive barriers
- Gain mindshare
- Harness the collective intelligence
- Learned behaviors of the new generations demand it

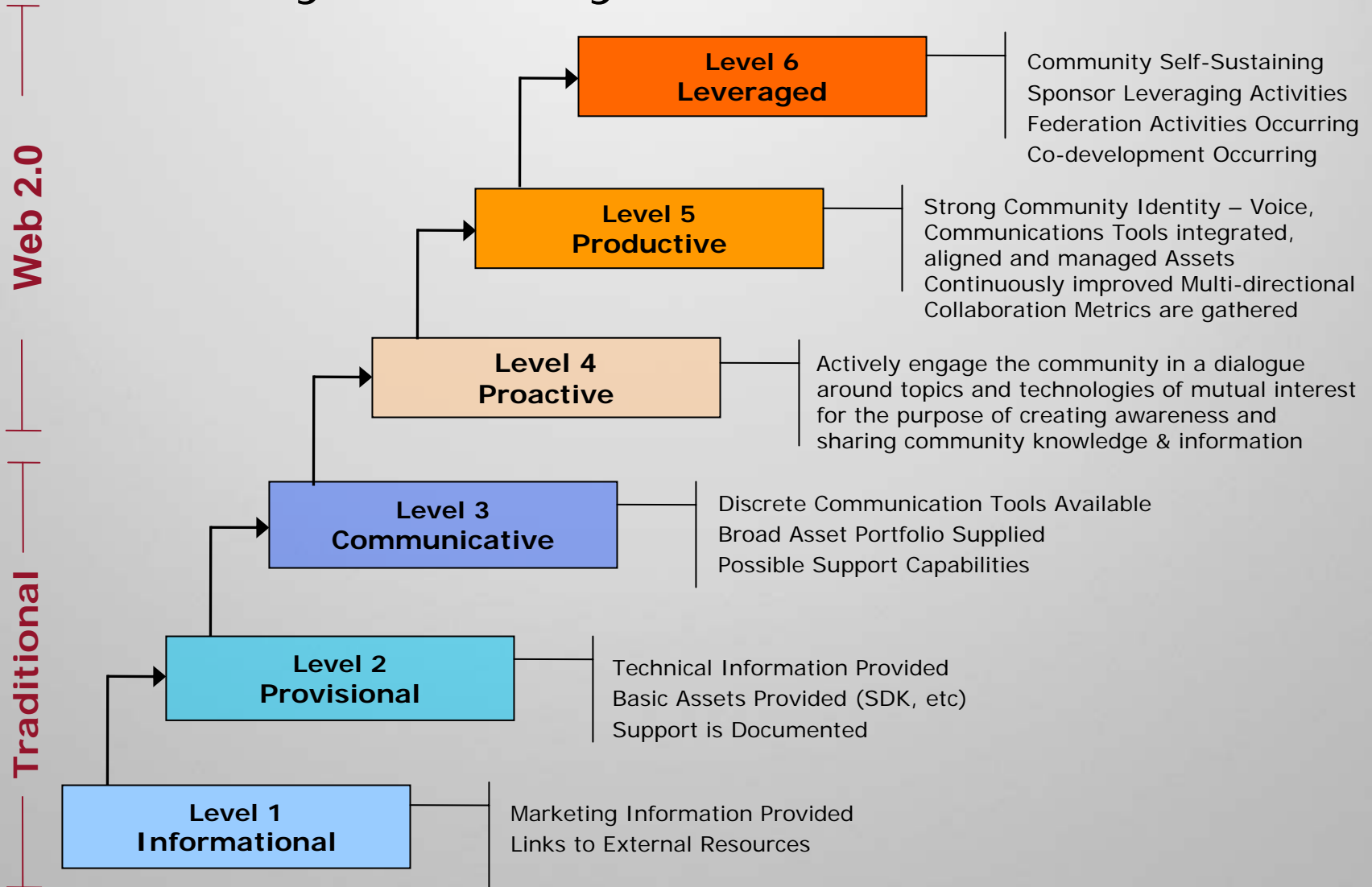
# Enabling Community

**Build it and they may come, manage it properly and they will engage, thrive and prosper**

- Prepare the Environment :**  
 Provide a community environment where the seeds of change can be planted
- Grow a Community:** Tend the community providing essential ingredients to promote learning, sharing, collaboration and innovation
- Harvest Innovation:** Use the fruits of the community to drive organizational efficiencies and deliver greater stakeholder value



# Community Maturity Levels



# Challenges

- How do we build a thriving community and also meet our business objectives?
- What is the right mix of information, resources and tools?
- How much do we share?
- How do we harness what is in the mind of Joe Employee?
- How do we help him leverage the network effect?
- How do we earn his loyalty?
- Where is the ROI?

# It's All About People

- **Applied Web 2.0 principles** will enable people to behave differently to think differently
- People need **exposure** to things that will capture their interest to keep them engaged
- People need the **right resources** available at the right time in the right form to accelerate innovation
- People need **a place to find their voice** and hear what others have to say to harness collective intelligence
- People need **a forum to shine** and share their success in order to build social capital allowing for the mining of top talent
- People **need to be actively guided** to ensure that their energy and efforts align with strategic objectives

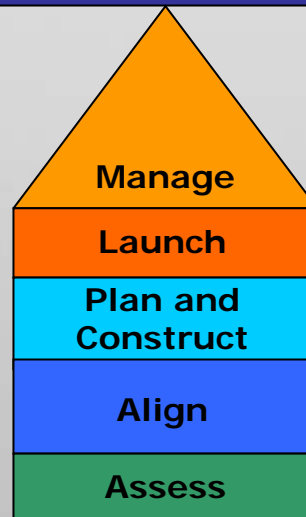
# The Great Balancing Act

- Impact technology trends
- Gain respect and recognition
- Increase professional visibility
- Develop skills and fulfill potential
- Belong to something special
- Be safe to express
- Work on a reliable system
- Drive market adoption
- Contribute to lead generation
- Spur innovation
- Improve quality
- Reduce development costs
- Create brand loyalty
- Create competitive barriers

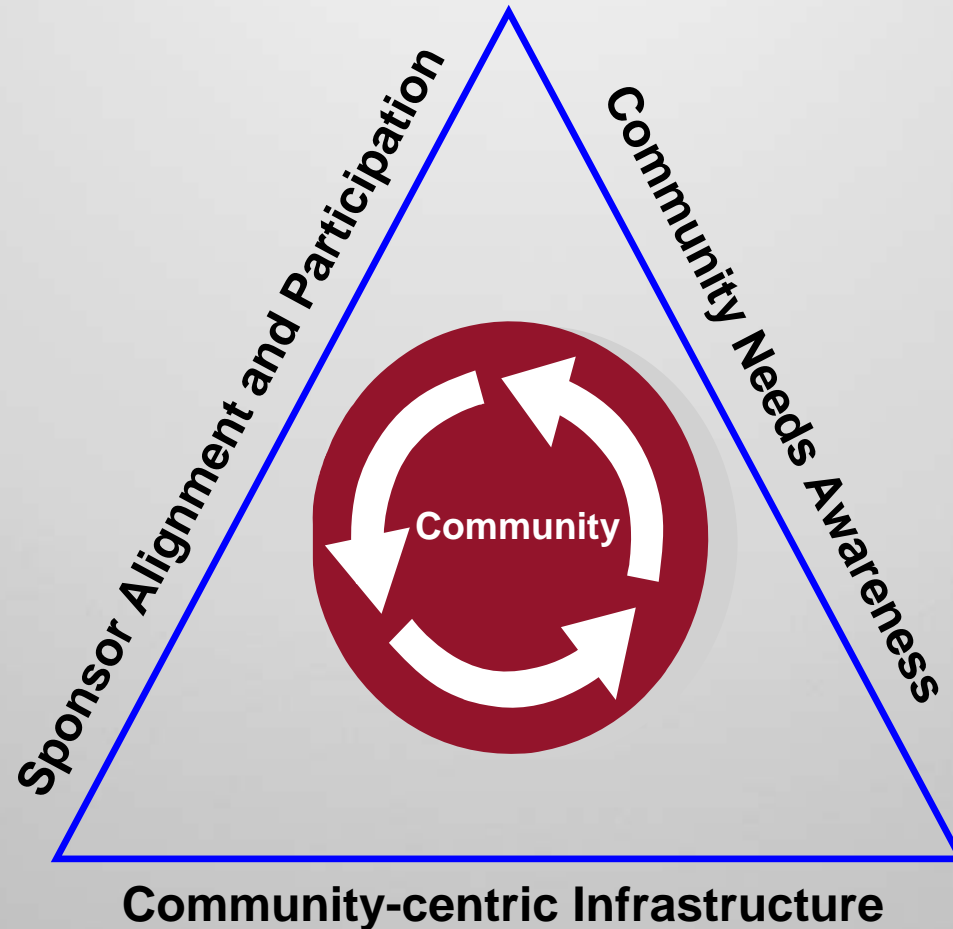
*Community Member Needs*

*Sponsor Goals*

**DEVNET PROGRAM**

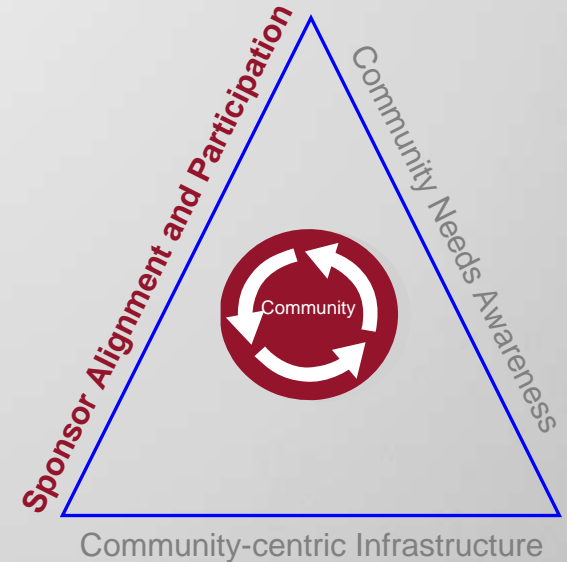


# Community Program Management Triad



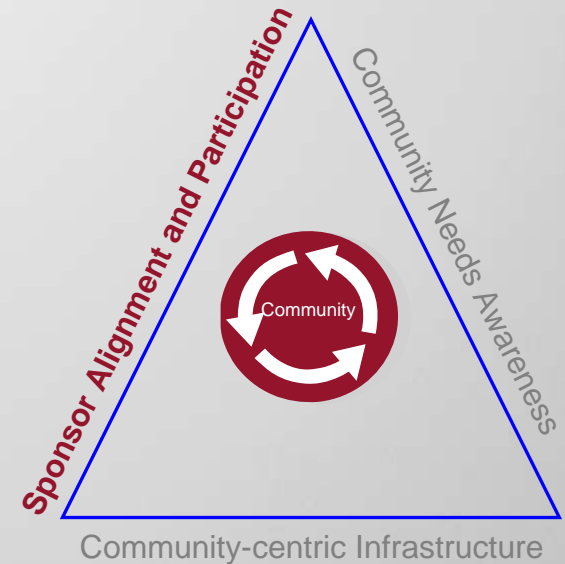
# Sponsor Need #1: ACHIEVE GOALS

- Revenue Increase
- Expand Customer Portfolio
- Shorten Sales Cycle
- Optimize Product Strategy
- Leverage Partners Effectively
- Disrupt Competition
- Employee Engagement
- Employee Retention



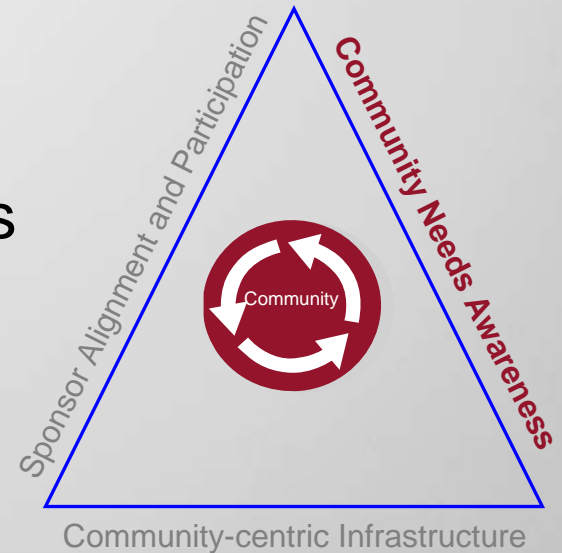
# Sponsor Need #2: ALIGN & TRANSFORM

- Engineering
- Inbound Marketing
- Outbound Marketing
- Partners and Alliances
- Professional Services
- User Support
- Cultural Shift



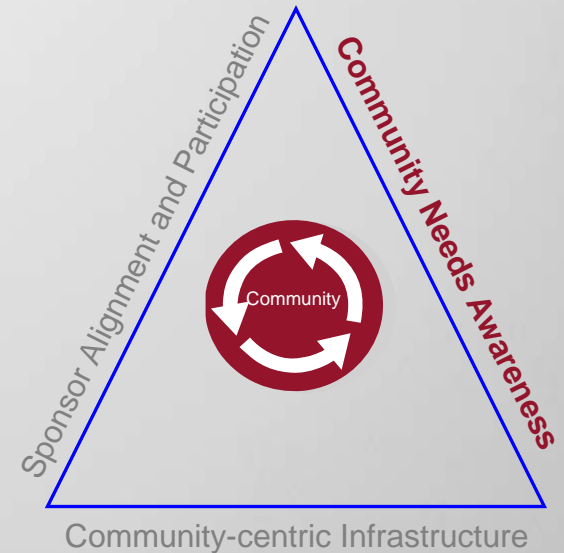
# Community Need #1: HELP

- Primary Community Need
- Basic Expectation of Community Sites
  - Knowledge Base
  - Documentation
  - Discussion Forums
- Primarily for Enterprise Users
- Secondarily for VARs



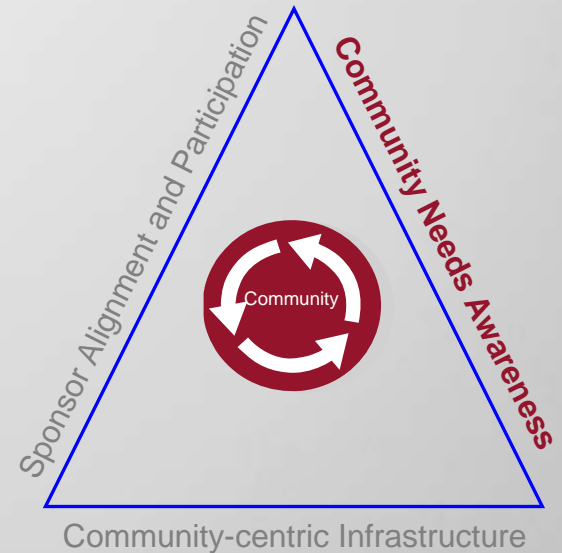
# Community Need #2: RESUME

- Keep Current on Skills
- Gain Visibility/Reputation
- Build Professional Network
- Identify Professional Opportunities
- Understand Industry Trends



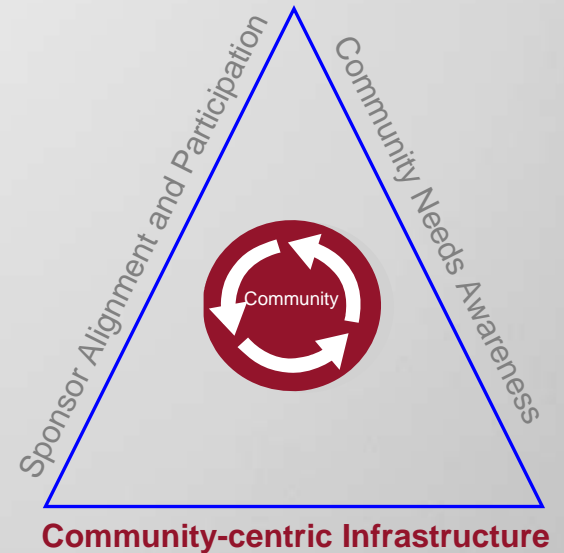
# Community Need #3: BELONG

- Be Around Like-minded People
- Express Innovative Ideas
- *Implement* Innovative Ideas
- Be a Part of Something Exclusive
- Impact Industry Trends
- PASSION!



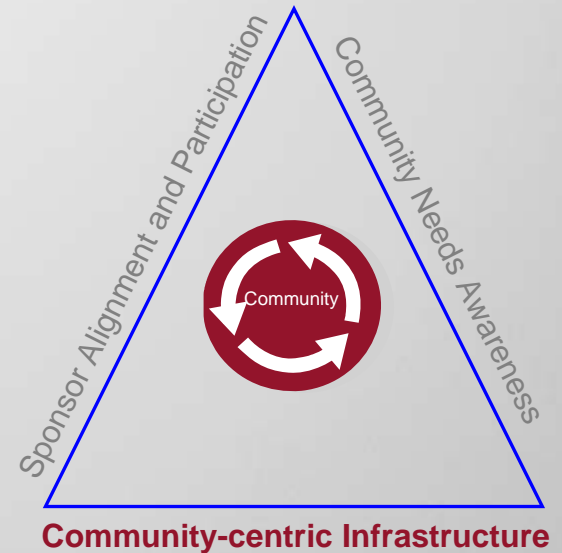
# Infrastructure - Easy as ABC

- **A**ttract an Audience
- **B**uild Community
- **C**apture Knowledge



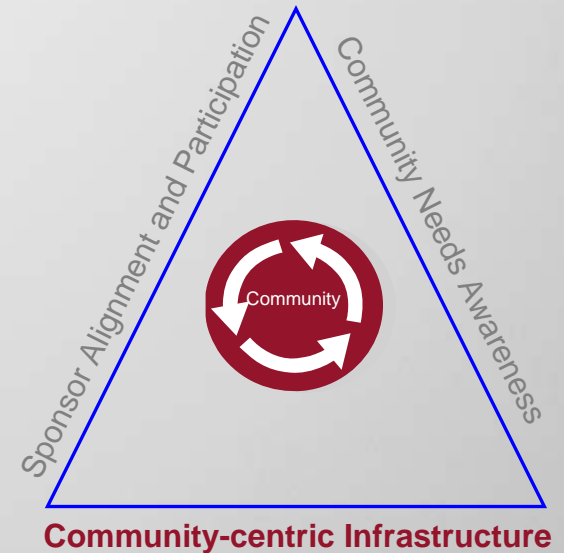
# Attract an Audience

- Information Architecture
  - Logical, simple
  - User-centric (not company-centric)
- Static Content
  - Community Goals
  - WIFM (What's In It For Me)
- Dynamic Content
  - Relevant, Insightful, Rare, Timely (dedicated editor)
  - User-focused (no press releases!)
  - Targeted Documentation (remember the Help need)
- Evidence of Community Activity Displayed



# Build Community

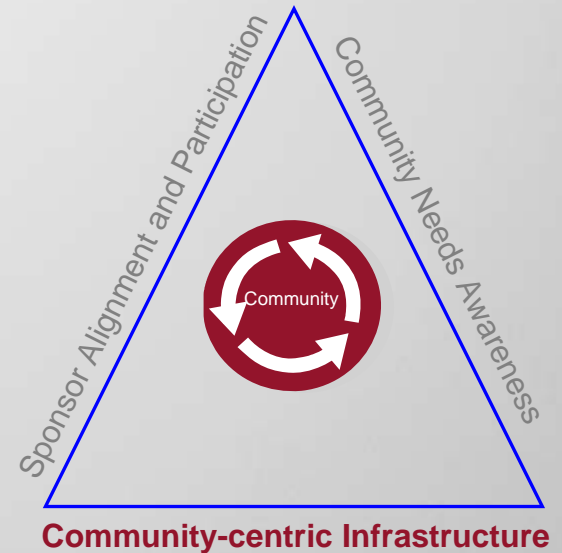
- Guidance
  - Why Participate?
  - How to Participate
  - Open-source-like Registration (easy)
- “Lurker” Participation
  - RSS Feeds (in and out)
  - Article Feedback
  - Surveys/Contests
  - Voting
- Social Networks



# Capture Knowledge

## ■ Collaborative Capabilities

- Conversation
    - ◆ Blogs, Wikis, Forums
  - Project Collaboration
    - ◆ SVN
    - ◆ Defect Tracking
    - ◆ Mailing Lists
  - Product Collaboration
    - ◆ Product Roadmap Involvement
    - ◆ Product Engineering Access
  - Partner Collaboration
    - ◆ Partner-to-Partner Collaboration
- Attitude is a function of control – *give them control*



# Collaboration is Empowering

- Attitude and interest are functions of control
- Open source principles hand control to the community
  - Transparency
  - “Voice”
  - Ability to Influence
  - Ability to Innovate
- Collaboration can draw in members, allow the brightest to be identified, and create loyalty

# Living Assets Stimulate Community

## Community Stimulating Assets (CSAs):

- Projects that are opened to the community for contribution, extension and control
  - Taps into an existing off-line community
    - ◆ May not be acknowledged as a formal community
  - Resides on a technology platform that forces collaborative behaviors
  - People are invested in results

# Some Community, Collaboration and Learning Solution Examples

# dev2dev™

By developers, for developers.

- **Community Site** - Sponsored, built and managed for BEA
- **Dev2Dev.com** is a focused on the BEA development community with a focus on enterprise class applications and services

The screenshot shows a browser window titled "Dev2Dev Online: By Developers, For Developers" with the URL "http://dev2dev.bea.com/". The page features a blue header with the "Dev2Dev" logo and navigation links for "Home", "Dev Centers", "Newsgroups", "Community", and "CodeShare". The main content area is divided into several sections:

- GET INVOLVED:** Links for "New to Java?", "Blogs", "CodeShare", "Newsgroups", "Wiki", "User Groups", and "Submit Content/Code".
- PRODUCT CENTERS:** Links for "BEA AquaLogic", "WebLogic Platform", "WebLogic Server", "BEA Workshop", "WebLogic Portal", "WebLogic Integration", "BEA JRockit", "BEA WLCP", and "More Product Centers".
- TECHNOLOGY CENTERS:** Links for "SOA", "Controls", "Web Services", "Eclipse", "XML", "EJB", "Persistence", and "JMS".
- FEATURED ARTICLES:** Includes "Announcing the 2006 Dev2Dev Reader Survey" and "BEA AquaLogic Service Bus and WebSphere MQ in Service-Oriented Architectures".
- DEV2DEV BLOGS:** Features "FROM THE EDITOR: Testing JPA" by Dennis Stimpson and "BEA JRockit and Mission Control: New Considerations".
- FREE JSP EDITOR:** Promotes "BEA Workshop Studio" with support for EJB3, Kodo, Hibernate, Struts, JSF, and JSP in Eclipse.
- UPCOMING EVENTS:** Lists events like "WebLogic Portal and SOA - your window to business visibility" and "Introducing Workshop Studio".
- DEV2DEV POLL:** Asks "Have you started using Java SE 5".



java.net The Source for Java Technology Collaboration

- **Community Site** - Sponsored, built and managed for Sun
- **Java.net** is a vendor neutral site used to promote and foster growth of the Java Development community

The screenshot shows the java.net website in a browser window. The browser address bar shows 'http://java.net/'. The website header includes the Java logo and the text 'java.net The Source for Java Technology Collaboration'. There are navigation tabs for 'My pages', 'Projects', 'Communities', and 'java.net'. The main content area is divided into several sections:

- Get Involved:** Links to 'java.net Project', 'Request a Project', 'Project Help Wanted Ads', 'Publicize your Project', and 'Submit Content'.
- Get Informed:** Links to 'About java.net', 'Articles', 'Weblogs', 'News', 'Events', 'Also in Java Today', 'java.net Online Books', and 'java.net Archives'.
- Get Connected:** Links to 'java.net Forums', 'Wiki and Javapedia', 'People, Partners, and Jobs', 'Java User Groups', and 'RSS Feeds'.
- Search:** Includes a search box for 'Web and Projects', 'Online Books', and an 'Advanced Search' link.
- Weekly Stats:** Shows 'November 15, 2006' and 'Number of projects 3392'.
- Celebrate Community:** Features a photo of people and a list of communities: 'OpenJDK Community', 'GlassFish Community', and 'Mobile & Embedded Community'. A link 'Learn more: sun.com/opensource/java' is provided.
- Behind the scenes:** Includes a photo of Mark Reinhold and a quote: 'Rich Green's statement at JavaOne '06 that, "at this point, it is not a question of whether, but it is a question of how," was—truth be told—a bit of a surprise. Many of us here on the Java team at Sun had seen this coming for a few years, but few expected it this year. — Mark Reinhold'.
- JavaHelp project:** Describes the project as an online help system for Java platform applications, mentioning JCP specification JSR 97.
- OpenJDK The jtrg test harness:** Discusses the third major component of the OpenJDK project, intended for regression tests.
- Java ME Announcement Specifics:** Points to a FAQ for Java SE and ME, and lists questions like 'What is Sun open-sourcing in Java ME?' and 'What is the Advanced OS phone implementation?'.
- From the Editor:** Features 'Special November 2006 Coverage, Day Five: Wrapping up our special event' with a 'Read more' link.
- Spotlight:** Discusses 'Open-Source, Java, and NetBeans', mentioning that Sun has released open-source Java SE and ME implementations and that NetBeans Community is ready to help.
- NetBeans:** Includes the NetBeans logo and links for 'Success Stories | Archive'.
- java.net Polls:** Asks 'What's your opinion of the choice of GPL as the open-source Java license?'.

# Process Summary

- **Build the foundation**
  - Establish a Clear Community Strategy
  - Implement a robust, well-designed, integrated platform
- **Define the target communities**
  - Assess community requirements against business strategy
  - Build community acquisition plan
- **Create “stickiness”**
  - Develop and publish dynamic, relevant, *unique* content
  - Create active collaborative projects
  - Incent internal participation
- **Create an “identity”**
  - Connect interesting people
  - Have contests and recognition programs
  - Implant community “Secrets”
  - Incorporate human interaction (conferences, user groups, etc)
- **Grow the Community**
  - Content and collaboration, where you need it, when you need it
  - Observe community activities and *react*

Deliver an engaging experience that moves the community member from *user* to *participant*, and encourages life-long learning.

# Integrate principles of Web 2.0 . . . . . . into your Learning

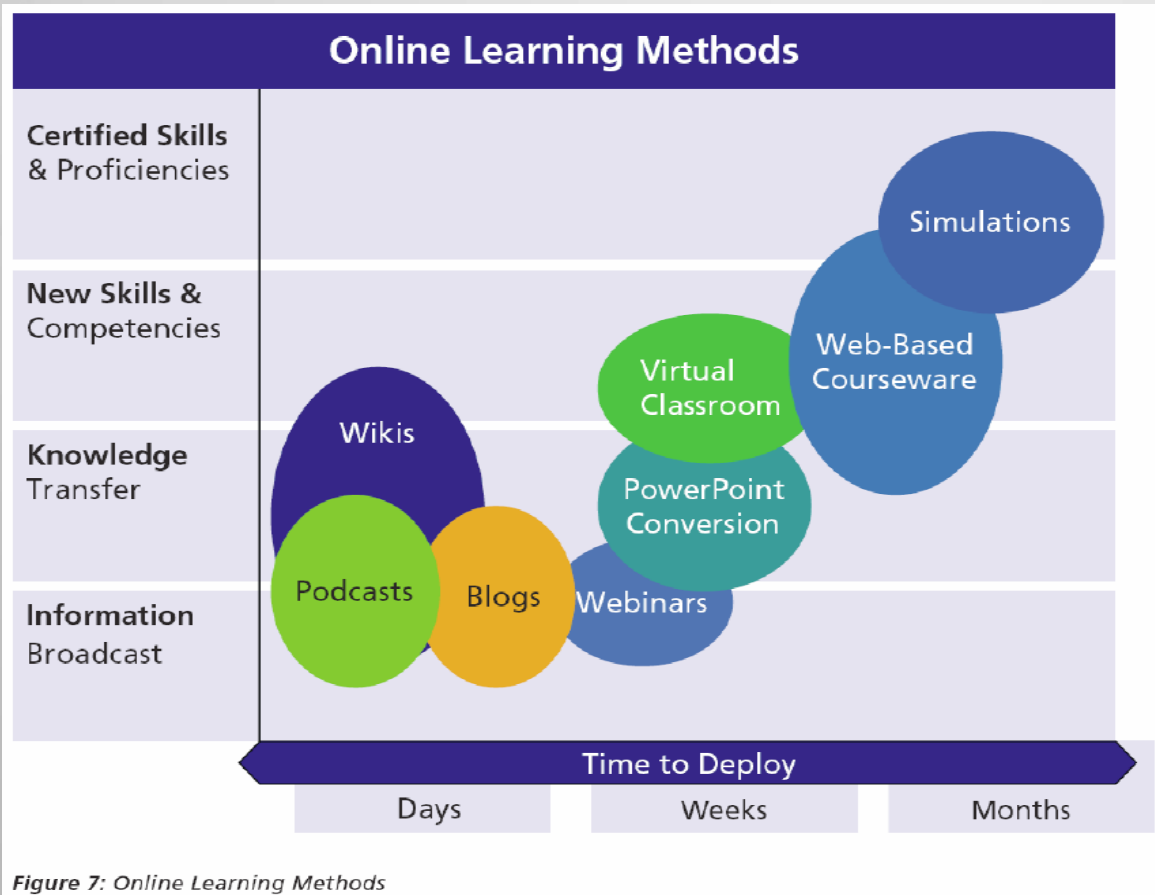


Figure 7: Online Learning Methods

Source: Bersin & Associates

## ***“Blogs & Communities of Practice:***

*Organizations are seeking ways of harnessing content, context and stories from the ranks of the workforce (and often the customer base).”*

*- Learning Consortium  
“Top 10 for 2007”*

# Evolution of the Learning Organization

## Learning Org 1.0

- Formal Events
- Structuring/Packaging Content
- Training Programs
- Expert Instructors
- Instructional Designers creating content
- Content in notebooks, P-points
- Resource Library/Intranet
- Most Learning from Instructors
- Central Distribution of Info
- Learning Organization as Source
- Delivering
- ILT, WBT, Virtual
- Codifying Content
- Training Delivery

## Learning Org 2.0

- Enabling Knowledge Exchange
- Filling Knowledgebase w/ Nuggets
- Making Knowledge Searchable
- Experts (discoverable)
- Everyone contributing content
- Content in blogs, podcasts and wikis
- Google & Intranet Search
- Most Learning from Peers
- Peer-to-Peer Network of Information
- Learning Organization as Editor
- Enabling
- Blended/ Embedded Learning
- Capturing/Distributing Knowledge
- Information Delivery

# Harness Power of Employee Generated Content

- Look for ways to let your users create the content – give them the tools and/or training they need to do it!
  - Rapid Development Templates, Collaboration tools, Tagging schemes
    - ◆ Incorporate tools into process (capture tacit knowledge)
  - Keep content small, bit sized
- Ask yourself is/if the content in the LMS is better than info available on Google.
- Improve the learner experience – Life-long Learning
- Leverage your Subject Matter Experts!
  - Have them blog regularly and make those blogs searchable
- Use virtual meeting tools to record & publish interviews of your retiring workforce and SMEs now!

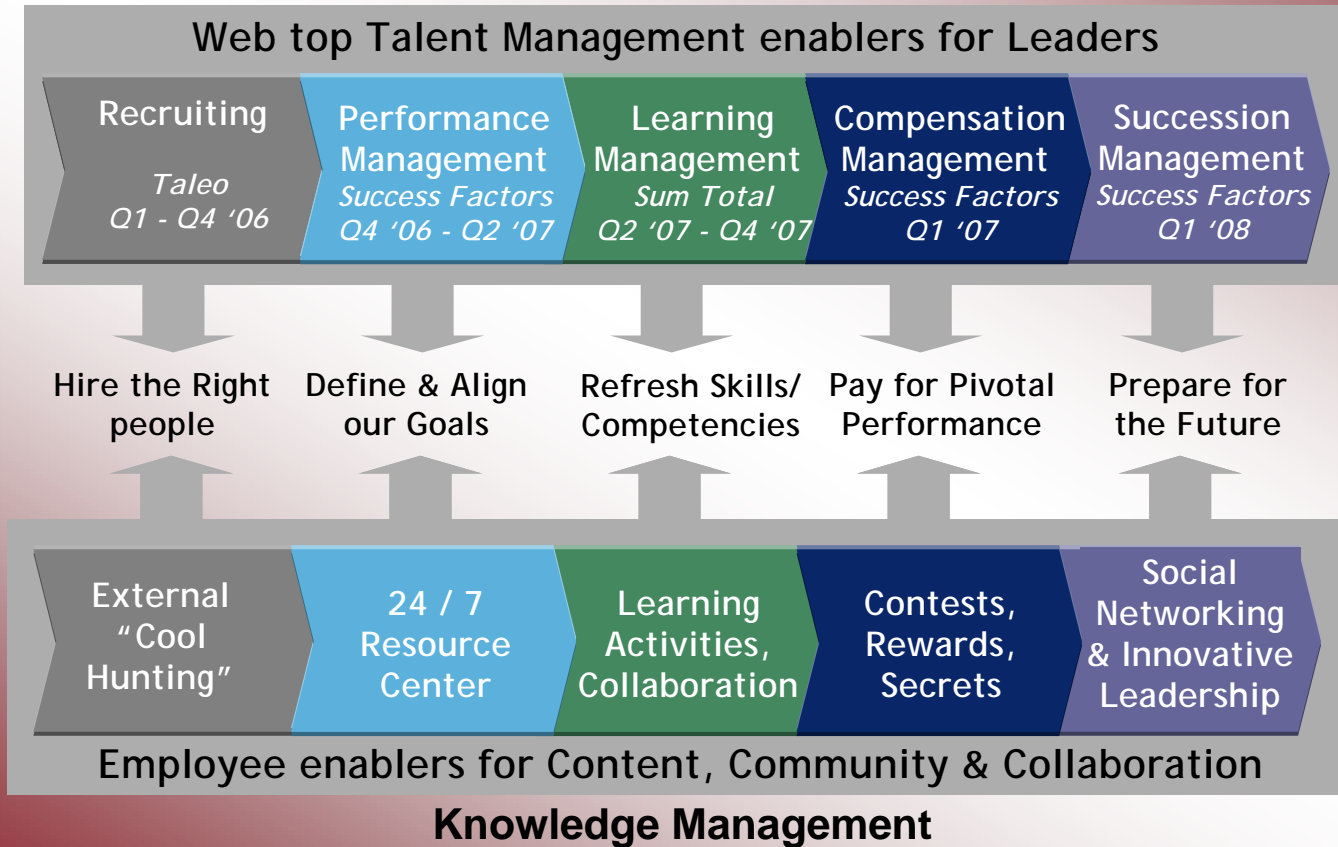
# What Does This Mean for Learning Organizations?

- Shift in Thinking
  - As learning becomes less hierarchical learning organizations have to start brokering knowledge.
  - Learning Organization as ‘editor’
  - Learning Organization as ‘validator’ / certifier
- Delivering Learning > Enabling Learning
- Giving up Control but Managing the Network
  - Renegades’ vs. ‘Comrades’
- An Evolution
  - Formal, structured learning will not go away
  - Compliance and certification still critical
  - O’Reilly’s thinking . . . In print, In person, Online

# Learning or Employee Engagement?

## Competency Management

*Push - Pull Approach Drives Solutions*



# Challenge yourself . . .

## Make information easy to find!

- Make everything **searchable!**
- Break down walls/barriers to info flow, eliminate information “Silos”
- Enable “**single Sign-on**” access to your LMS and other information sources for quick and easy access

## Challenge Yourself

- Think **Organic**: Look for ways to build or extend **horizontal learning relationships** in your organization.
- Ask yourself if you are ready to “**let go**” of **control** over information and knowledge and be a ‘**facilitator**’
- Find an ‘**evangelist**’ to work with you. They are willing to get out there, but they need you, too!

# Key Takeaway Points

- The maturity of any community is dependent on the company's commitment to leverage community
- The technology platform is just one of three areas you should assess and plan (the other two are business goals and the community needs)
- The site should be designed for the needs of individuals visiting it (not companies)

**Build your community *for* the community.**

Thank you

Denise M Kalos  
denise@oreilly.com  
415-309-3919

Bill Takacs  
bill@oreilly.com  
707-322-9790