Changing The Game: Monthly Technology Briefs

May 2009

Social Computing: The Enterprise Picture

Read the Capgemini Chief Technology Officers' Blog at
www.capgemini.com/ctoblog

Social Computing: The Enterprise Picture

In March 2009, Gartner, generally considered the most conservative of the industry analysts, published a report offering some best practice guidelines for the use of "Twitter" in enterprises. This was in response to the growing number of client requests seeking advice on the topic due to the rising use of the Twitter Micro Blogging service among company employees. In its report, Gartner stated that up to 80% of social computing platforms will (a) incorporate micro blogging and (b) that it will be a normal part of business operations in the same period.

Many senior executives may first probably ask the question, what is Twitter? Perhaps, another question could be why are so many employees using social computing tools in their enterprise given that they have email?

It is easier to answer the second question first because the matter has been extensively analyzed, and the results are rational and easy to understand:

• senior managers are driving business through the use of proven procedural tools

• their work is sent to them in formats that they understand

• the number of their direct reports is finite

• their place of work is usually static and desk-based

• the effort to learn about a situation is normally delegated

• results are delivered to them in a manner that they have requested and understand.

In this situation, there is little direct value in ad hoc collaboration that social networking tools provide.

By contrast, managers and workers lower in the organization often do not work at the same desk; have to deal with a mixture of events and issues that do not fit into existing organizational procedures. Indeed, it is their job to figure out how where, how, and with whom they should work to find the right fit for the procedures- and above all, this happens in a constantly dynamic and changing environment.

The Web 1.0 model of storing, searching, and using content helps to an extent. However, what is really required is the Web 2.0 model of finding people with knowledge and expertise before identifying the relevant content. Email has been and continues to be used for this purpose. However, the results are evident: too many emails can clog the system; too many are irrelevant to work and knowledge; and a lot of frustration and wasted time are the consequences.

Web 1.0 showed how search engines could be used to find the content required. Then, RSS (Really Simple Syndication) feeds can be used to reliably deliver the selected content as and when it is updated. On the other hand, Web 2.0 social computing uses social networks to "store" the characteristics of people and their interests and knowledge, so that we can find the right person or group of people relevant to the issue. Micro blogging, which is what Twitter provides, can be seen as the equivalent of an RSS feed. Micro blogging allows you to select the individuals that you wish to "follow" in terms of what they are doing and what they know. Examples of this might be colleagues working on a project, key people with specialized activities, or any other definition of what seems relevant. On micro blogs, individuals post frequent, short updates about their activities to

which other individuals can respond if they want to know more or can broadcast action requests and more.

In short, the faster and more frequent the activities and business challenges, the less formal the procedures supply the first stage of answers. Also, it is less likely that content or case studies will be perfectly captured for reuse and, typically, a response from the right person with the right experience and expertise to provide guidance will be slow.

Therefore, the reason staff and operational managers adopt social networking becomes clearer. However, at the same time, the inability to understand the exact issues being addressed and the manner of resolving these using an unknown medium and method remains a barrier for senior managers. Senior managers may find that a more formal approach to adopting social computing by setting out definable business goals may be more acceptable and understandable. Indeed, they are right to be wary of the possibility of unforeseen consequences and damage to the enterprise resulting from an ad hoc uptake of social computing.

The following charter was set up by a group of companies led by Intel and has been made publicly available as a generic adoption model to help enterprise managers make a well-managed adoption path in a manner that can be understood to create value around specified enterprise business goals.

1) **Employees want to put a face to a name:** We are a large, globally dispersed workforce of approximately 85,000 employees. Global teams of people work together but in many cases would not recognize a team member if they passed them on the street.

2) **Too much time is lost trying to find people and information to do your job:** The average Intel employee loses one day a week trying to find people with the experience and expertise, plus the relevant information, to do their job. We have calculated some of the monetary impact due to lost productivity and opportunity. Let me just say that it is motivating us to take action.

3) **Getting work done effectively in globally dispersed teams is challenging:** There is usually a window of two hours a day that team members can communicate real-time with each other. Work-in-progress collaboration is often done in email, passing back and forth edited presentation decks, and crossing discussion wires. Task hand-offs from one team leaving work and another entering are very rough.

4) **New hires want to have a way to integrate into Intel faster:** This is not a generational thing. Think back to your first day at your company. How did you learn about the company? How did you put a name to a face or discover who you needed to connect with? Did you feel isolated and lost? I bet you answered yes to most or all of these questions. It is a fact that if you improve the integration experience, you will get faster engagement, happier employees, and quicker delivery of solid results.

5) **Restructuring and employee redeployment impacts organizational health:** The last two years, Intel has spent restructuring and reducing our workforce. With the current economic conditions, all companies are faced with and are embarking upon the same venture. This leaves employees feeling disconnected, isolated, and disengaged. We are finding value in providing opportunities for Intel to feel small, give employees a voice, and build a sense of community.

6) **We reinvent the wheel over and over again:** Need I say more? Stovepipes and silos breed redundancy.

7) **We learn more via on the job training than we do in a classroom:** Providing employees with the opportunities to share their knowledge and their expertise allows other employees to organically discover information to help them do their jobs. Your organization becomes a learning organization with "wisdom of the crowds" at its core.

8) **We need to deliver radical innovation in a mature company:** It is challenging for mature companies like Intel to find a parallel innovation vein to the current incremental innovation. However, it is essential in order to power future growth. In Judy Estrin's book "Closing the Innovation Gap: Reigniting the Spark of Creativity in a Global Economy," she states the five core values of innovation are questioning, risk-taking, openness, patience, and trust. Intel has these values at our core but organizational stovepipes get in the way of ideas. Social tools can unleash those ideas.

9) **When the mature workforce starts to retire, they carry knowledge out the door:** Have you thought about the bottom line impact that the large amount of retiring baby boomers will have on your company? Or better yet, our economic future? Tacit knowledge is imperative to transfer knowledge. To date, there are no solid tools to effectively extract the tacit knowledge. Social tools show real promise.

Interestingly, the enterprise business model adoption path identifies more value than the challenge that staff driven adoption focuses around, and on this point, the issue of exactly what Web 2.0 social networking tools should be adopted will become clearer against the larger goals. The choice that both business schools and industry technology analysts generally tend to focus on is between whether to adopt social computing or not. Instead they should focus on the question of how to manage the adoption for maximized strategic benefit as opposed to tactically addressing issues.

The impact of this and other technologies are discussed in the **Capgemini CTO blog.**

Leading Company Results (Revenues)

Leading Company Results (Revenues)			
Full Year:	**RedHat** ↑25% @ $652.6mn **Autonomy** ↑47% @ $503.2mn	**RIM (Blackberry)** ↑84% @ $3.46bn	**TCS** ↑23% @ $6.0bn
Q3:	**Microsoft** ↓6% @ $13.65bn		
Q2:	**Accenture** ↓6% @ $5.27bn	**Apple** ↑8% @ $8.16bn	
Q1:	**Nokia** ↓27% @ $9.3bn **Google** ↓3% @ $5.51bn **Autonomy** ↑23% @ $129.8mn	**Atos Origin** ↓0.6% @ €1.3bn **IBM** ↓11% @ $21.7bn	**Yahoo** ↓13% @ $1.58bn

Movements by Industry Leaders

Cisco boosted its security products suite with a new focus on Cloud Computing and people-centric security, linking together threat analysis, malware, and policy to handle totally distributed network environments. WebEX collaborative software is now available as Software as a Service (SaaS) running over the Cisco ASR 1000 aggregation services routers. Cisco and NetApp have partnered to link Cisco Unified Computing System and NetApp Unified Storage Architecture. Cisco will acquire Tidal Software, an intelligent automated provisioning software vendor to add its products to the Cisco Data Center capabilities. **www.cisco.com**

On April 20, Oracle surprised the industry by announcing the acquisition of Sun for $7.4 billion with the following statement from Larry Ellison: "Oracle will be the only company that can engineer an integrated system—applications to disk— where all the pieces fit and work together so customers do not have to do it themselves." **www.oracle.com**

Sun Java Runtime Environment JRE Version 1.6.0_13 is now available and is a significant update to cover a number of operational issues. **Sun Solaris now covers the new Intel Xeon 5500 processors** with optimized versions of the Solaris 10 and OpenSolaris operating systems. Sun was at the center of speculation of a **takeover by IBM**, but the Sun Board declined the IBM offer and the Cisco CEO appeared to want to **end speculation that Cisco would make a bid** with a statement at a public event. High Performance Computing market is the target for the new **"next generation" Sun Constellation System**—a packaging together of various Sun elements into a high-end package. **Oracle made a surprise announcement of the acquisition of Sun on April 20.** See Oracle news above. **www.sun.com**

HP has added three new Workstations to the Z series featuring the new Intel Nehalem processor as a replacement for older versions under the designations Z400, Z600, and Z800. **HP SkyRoom combines HP Halo Telepresence with Remote Graphics Software** to allow users to combine 3D and Rich media files for collaboration purposes. **HP Cloud Assure has been launched by HP Software** as a unified package of services and tools to allow the deployment of SaaS with "security, performance, and availability". **Business units dealing with the small business printing and office automation markets are to be merged** to present just one set of HP services and dealers to the market. **HP Business Service Automation suite has been updated** with new versions of various elements including HP Operations Orchestration, to allow "virtualized" data centers to be managed more effectively. **HP Application Security Center has gained new and updated tools** for threat analysis and removal. **HP-UX 11i v3 update 4** improves reliability and allows changes to be made with less downtime. **HP BladeSystem Matrix is a modulator blade system** bringing together servers, storage, and management to allow virtualization to move through various stages up to and including a self-provisioning private cloud. **www.hp.com**

Intel grew market share in all quarters of 2008 says analyst iSuppli, but the main force behind this was the Intel Atom chip in the new small device category particularly NetBooks rather than conventional PCs or Servers. Intel possesses, by revenue in Q4 2008, 81.8% of the global microprocessor market. **www.intel.com**

IBM Lotus Live Engage (Beta was called Bluehouse) is a social networking service hosted by IBM that can be linked to existing internal Lotus solutions. **IBM made an offer for Sun** but could not get any agreement from the Sun Board, so it declined to follow up. **www.ibm.com**

Microsoft has posted its first ever quarterly loss in turnover for the third quarter ending March 31, 2009. The software giant unveiled a turnover of $13.65 billion, a decline of 6% from the same period the previous year. Meanwhile, **Microsoft Windows Embedded Server is a new version of the Windows Server Platform** that provides remote management of devices that have the Windows Embedded Operating System. **Windows Server 2008 Foundation** is a set of business tools pre-installed on a server from IBM, HP, and Dell for companies of less than 15 users. "Sterling"—the integrated security suite development—is delayed till Q4 2009. **SQL Server 2008 Service Pack 1 is now released** offering no updates in functionality but addressing various fixes and patches. **Windows XP passed out of mainstream support** on April 14 and although security patches will still be provided until 2014, no more code bugs will be fixed. **Microsoft Forefront Online Security for Exchange Server is a new Microsoft hosted solution** actively linked to managing identity protection, spam, and malware. **www.microsoft.com**

SAP are collaborating with mobility specialists Sybase, Dexterra, and Syclo to extend the range of mobility solutions that can be integrated to SAP software. **SAP@BusinessObjects** is enhanced to provide more capabilities for small to medium businesses. **www.sap.com**

Google Search Engine gains two new features: The first improves the "related to" search capability and the second generates more information in the returned finds if the topic has more than three search words. This will aid identify exactly what has been found without the need to follow the link provided. **Google My Location app now has voice control** for Blackberry users and improvements in location services. **Google App Engine development toolkit now includes support for Java** together with various other new tools. **www.google.com**

Open Source Update

Novell Suse Linux Enterprise 11, SLE 11, is now shipping and adds functionality to both the Server and Desktops covering aspects from Linux clusters for high availability to using the Mono Project to provide compatibility with Microsoft Windows. **www.novell.com**

Sun VirtualBox v2.2 introduces support for the Open Virtualization Format that allows virtual machines to be imported or exported as well as a range of other new features. **www.sun.com**

Standards Watch

A proposal for a standard for 3D on the Web Browsers has been made by Mozilla and the Khronos Group attracting support from Google. **www.mozilla.com**

The Open Cloud Manifesto is described as "a call to action for the worldwide cloud community," aiming to create certain principles and guidelines for interoperability, and is led by IBM, Cisco, SAP, EMC, Novell, and others. While currently Microsoft and Amazon are stating that they applaud standards, they think that at this stage the cloud model should be allowed to develop unhindered. **www.opencloudmanifesto.org**

The telecoms industry has agreed on the first standard for Femtocells, an important stage in developing new faster wireless networks, and combining the work of three existing forums: 3GPP, Femto Forum, and Broadband Forum. **www.gsma.org**

The Jericho Forum has issued a risk profile model for Cloud Computing that defines various types of Cloud models, public, private, proprietary, open, perimeterized, deperimeterized, insourced, and outsourced, and also the risks associated with each type. **www.jerichoforum.org**

More Noteworthy News

IDC tracker for the PC market showed a decline in Q1 2009 PC shipments by 7.1%, with the decline in desktop PCs being offset by the rapid growth in mini-notebooks or web books. HP shares rose 2% to 20.5% as the number one vendor; Dell at number two dropped 1.6% to 13.6%; Acer increased share by 1.5% to 11.6%; while Lenovo in fourth place dropped a full 8% to a market share of 7%. **www.idc.com**

Gartner has issued a report on best practices in using Twitter for enterprises, a clear sign of the spread of "micro blogging" among operational employees. **www.gartner.com**

EMC has a new virtual matrix architecture for its high-end Symmetrix V-Max storage arrays, which is claimed to scale to support "thousands of virtual machines" with "hundreds of thousands of terabytes of storage" in what they claim to be the biggest innovation in storage in years. **www.emc.com**

Sybase iAnywhere Mobile Office has been updated to include better business process and administration tools as well as adding Apple iPhone to its support for Windows Mobile and Symbian. **www.sybase.com**

VMware is adding the ability to manage their virtualized systems from a Smartphone running their new vCenter Mobile Access Tool to allow off duty key staff to step in if needed without requiring an Internet connected PC. VMware vSphere 4 updates VMware Infrastructure 3 and is claimed to be "the first cloud operating system" allowing VMware customers to develop internal clouds for their business by adding new capabilities such as vStorage, vNetwork, and vShield, to provide a fully virtualized environment for "Cloud Services" as well as existing applications. **www.vmware.com**

The popular personal mail box management tool Xobni is updated with version 1.7, which includes a claimed 30% improvement in mail box loading time as well as controls of how much resources Xobni uses. **www.xobni.com**

Nokia has bought a share in Mobile Payment provider Obopay, whose service platform allows money to change hands on transactions made on a mobile platform. Nokia has made available **a beta for Point & Find, a new service** to link information from the Web with the object shown in the picture. **www.nokia.com**

Lenovo ThinkStation S20 and D20 based on Intel's new Nehalem Xeon processors are aimed at processing intensive field applications. **www.lenovo.com**

The Internet Archive project supported by Sun has upgraded to 4.5 petabytes to continue to store a snapshot of all web activities every two months as it has done since 1997. **www.archive.org**

Iron Mountain, the storage archiving service provider, is adding to its paper, tape, and disc storage a virtual File Store on a hosted "storage as a service" basis and described as being Cloud Computing supportive. **www.ironmountain.com**

NetSuite Business Management software vendor has launched SuiteCloud Ecosystem a range of development tools and services as well as its own products in the form of a platform that other vendors can add their own software products and allow users to access on a "pay per service" basis. **www.netsuite.com**

CA has launched the CA Partner Community for Business Transformation through Virtualization Management to provide its resellers with a wide range of support services aimed at helping customers to get cost down and business agility up. **www.ca.com**

Adobe and Facebook have partnered to launch ActionScript 3.0 Client Library for the Facebook Platform - a free programming library with support for Facebook APIs that supports Adobe Flash developments for Facebook. **Adobe Flash Platform has been extended** to support Internet television or set top boxes, Blu-ray players, and other high-definition media devices for home use. **www.adobe.com   www.facebook.com**

Apple iPhone users can now buy a Skype App from the Apple App store so they can make free phone calls across the Internet to other iPhones. However, connections to non-iPhones will be charged. Apple is adding **Intel Xeon processors plus the option of Solid State Drives** to the new Xserve rack mounted servers range. **www.apple.com**

Yahoo! Mobile is a complete suite available pre-installed on more than 300 different Smart Phone models and for purchase through the Apple App store that provides a bundle containing Yahoo! products oneSearch, News, oneConnect, Mail, Calendar, Address book, Messenger, and onePlace. **Yahoo! Search is being reworked to improve accessibility and functionality,** which will offer linking to other known variations of the search request to help find alternative contexts and will use a new display for the results. **www.yahoo.com**

Palm's new and yet to be released Pre Smartphone operating system has had an early release of the Software Developers Kit (SDK) via approved developers on the Palm Developer Network website. **www.palm.com**

Salesforce.com Mobile Lite is a free but much reduced capabilities version of the existing Salesforce.com product that is supported on BlackBerry, iPhone, and Windows smart phones. **www.salesforce.com**

Bull Information Systems myVMBox is a service to design and build a virtual machine infrastructure as a private "cloud" within an existing enterprise data center. **www.bull.com**

Dell Vostro Notebook range adds two new high-end versions that concentrate on security with built in fingerprint readers, encrypted hard discs, as well as Solid State Drives (SSDs). **www.dell.com**

RIM BlackBerry App World opened for business to customers in the USA, Canada, and the UK in the first wave. **www.blackberry.com**

eBay has announced it will float Skype as a separate business at the beginning of 2010 stating that it no longer had synergy with the core business of eBay, which is e-commerce and online payments. **www.ebay.com**

Open Text, the enterprise content management (ECM) provider, has acquired Vizible Corporation whose software tailors content to suit different devices as well as user based rules on the use of content. **www.opentext.com**

The Indian Government has charged nine Satyam executives with fraud. Meanwhile, efforts to solicit bids for Satyam continue against a backdrop of major clients moving their business elsewhere. **A controlling stake in its business has been sold to Indian pure player Tech Mahindra,** a mid-tier outsourcer partly owned by British Telecom and majority owned by the large Indian industrial group Mahindra & Mahindra. **www.satyam.com**

Jobs Watch:
Vodafone – cutting 200 sales and marketing staff
Sun – cutting a further 1,500 jobs in addition to the 6,000 announced in 2008
Yahoo! – cutting a further 5% its workforce (a cut of 10% has already been made)

About Capgemini and the Collaborative Business Experience

Capgemini, one of the world's foremost providers of consulting, technology and outsourcing services, enables its clients to transform and perform through technologies. Capgemini provides its clients with insights and capabilities that boost their freedom to achieve superior results through a unique way of working, the Collaborative Business Experience. The Group relies on its global delivery model called Rightshore®, which aims to get the right balance of the best talent from multiple locations, working as one team to create and deliver the optimum solution for clients. Present in more than 30 countries, Capgemini reported 2008 global revenues of EUR 8.7 billion and employs over 92,000 people worldwide.

More information is available at **www.capgemini.com.**

Andy Mulholland
Global Chief Technology Officer, Capgemini
Tel: +44 (0)207 434 2171
andy.mulholland@capgemini.com