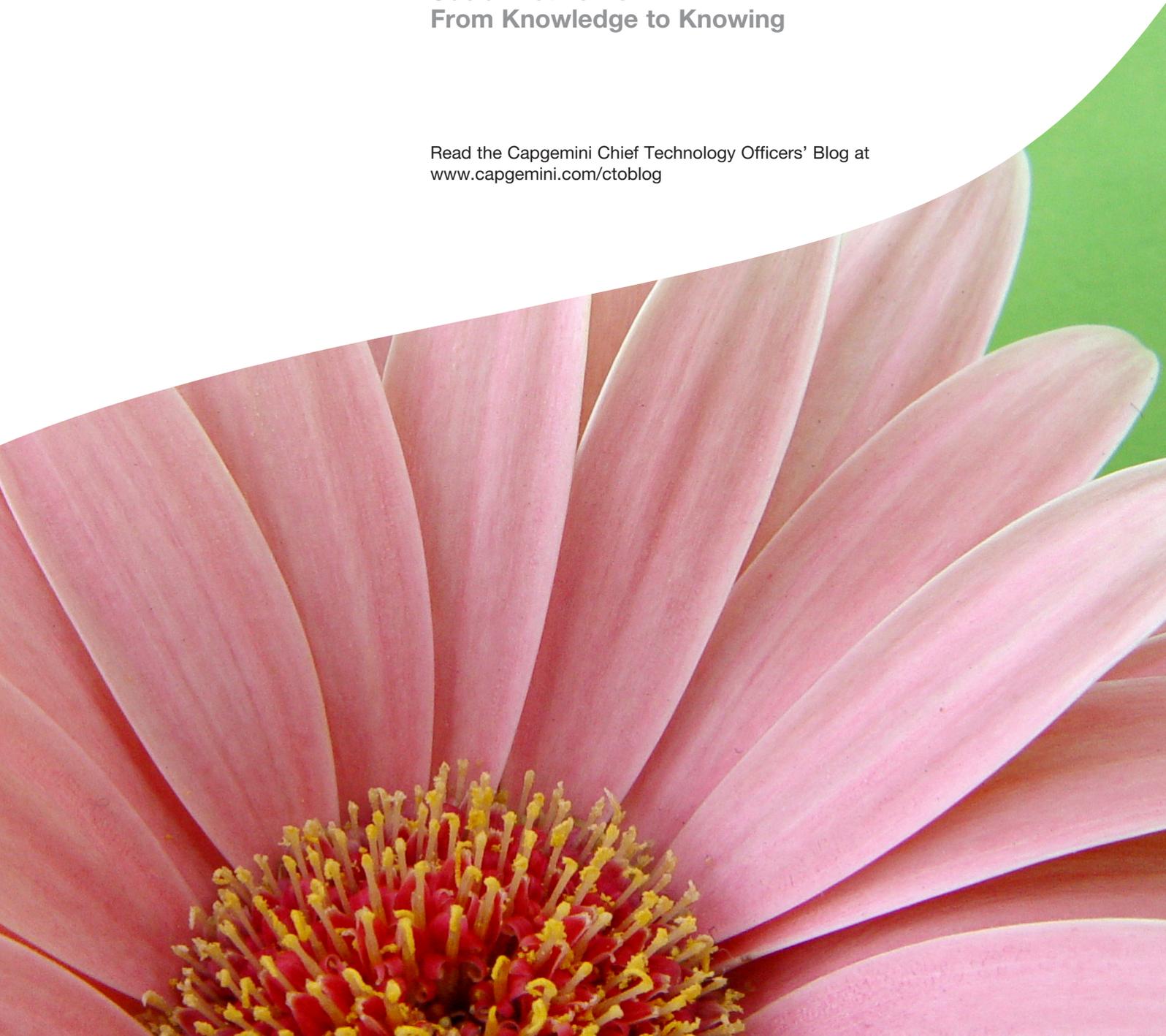


Changing The Game: Monthly Technology Briefs

December 2009

**Social Networks:
From Knowledge to Knowing**

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



Social Networks: From Knowledge to Knowing

The rapid spread of public and user-driven enterprise social networks is still a huge puzzle for most senior managers whose bewilderment at the topic and attempts to make some sense of setting policies for social networks is clear to see. Articles on various aspects of the changing nature of using 'real time' Business Intelligence also touch on the need for people to leverage 'expertise' through social networks as well as using the more conventional statement of 'access to the right information at the right time'. This then rapidly introduces working in a different manner, or 'collaborative working'. At the root of all of these statements is the difference between 'knowledge' and 'knowing'.

Knowledge can be defined as the capture of experience as 'data' that can be indexed and reapplied to similar situations when they occur to optimize the effectiveness of the response, and various tools exist for this such as, in recent years, Wikis and even blogs. In one sense a social network can be likened to the indexing process as people effectively tag themselves to their interests and can be located by this route. This creates the 'pool' of people with like minded interests and expertise to share but it is the method by which this is accessed and used that is the crucial element.

The challenge, in the constantly shifting event driven environment, is that more and more enterprises and people are finding themselves working in this pre-conditioning statement of knowledge. The experience that has happened before may not be true. Even if it is true then a large amount of reapplying the Knowledge will be different, but most of all 'we don't know what we don't know', needs help in interpreting the facts, or even to complete the picture.

The following is written in a personalized manner around human 'social interaction'.

As an example, try thinking of the value using the following as an example: you're hungry (event), and see what looks like a good restaurant (opportunity). Then you study the menu (knowledge), and subsequently decide to eat there (decision). The food is ok, but the evening is not great even if all the necessary parts were apparently present so the experience is poor (optimization).

Now consider what Twitter (Social Network)- which is up to a staggering number of users now - might bring to this. First, our friends (defined community) are offering continual insights to their activities so now we have the benefit of 'knowing' more about the whole current situation (real time). We could ask for feedback on the restaurant before we enter, or for recommendations of others nearby as a start. We might even see that we have a friend close by with whom we could share the meal, or maybe even change our whole approach to the evening and join up with some of our friends going to the cinema.

All of this would enable us to describe ourselves as being 'in the know' - a unique English phrase used to describe someone who always seems to have connections and experiences to be able to do better than most people. It could be reversed. We could say that we would never feel left out of knowing about what else is important to other members of our community too. This would ensure that we were optimizing any activity in light of being aware of the current situation. There is a perfect parallel to this in many enterprises around the 'community of smokers' who meet regularly in real time and share information from across the enterprise. It is perceived that they are more 'in the know' than their colleagues.

The whole topic has been explored in various management papers and books such as *Knowing Knowledge* by George Siemens, which bring out some key points.

Starting with this is not just about knowledge workers. In fact this group may be more linked to Knowledge than knowing, instead it is focused on those whose job contains a significant number of variables day by day. Many of these roles are more frontline and are being filled by younger people. This is a key difference from many managerial positions which are to some extent more abstracted from the 'churn' of activities and occupied by older more 'knowledgeable' people.

It is in this 'front line' staffed by usually younger and more technology comfortable members of the enterprise that social networking is flourishing. These are almost without exception based on external free tools and with no official standing. Seen from a manager's perspective these networks can be classified as distracting, or even dangerous, and certainly risk the destabilization of data and processes. Actually a lot of the concerns also come down to the simple managerial one of being 'left out' as their staff seems to know more than they do. The same situation occurred with the introduction of e-mail around user PC communities and the battle to decide if there was a corporate justification in the late 1980s and early 1990s.

The power of 'real time' sense and response that harnesses many individuals continuously creates expertise. This is opposed to periodically harvested and indexed knowledge. Collectively they provide an optimized 'intelligent' decision which is the role for social networks. It does not replace existing knowledge or processes. It merely provides a constant dynamic environment in which people can take the first level of action that should then direct the activity into the appropriate enterprise process.

So should enterprises adopt a centralized social network and roll it out to everyone with the necessary controls and management? There are two very separate schools of thought on this. Conventional business managers who take a top down view based on the 'management' of people towards knowledge and managed processes want to limit, or even stop, the free exchange of expertise and decision making. Such approaches are usually called 'collaboration as a workflow and knowledge management tool'.

The alternative approach is to recognize it as a people-driven structure and that there will be many different social networks and communities present in the enterprise and that, like e-mail, it is up to users to decide how to use it. This approach re-emphasizes the importance of the existing systems for actual operational activities. With an enterprise acting in a regulated market with many low skilled workers, the enterprise-driven approach with management control is likely to be correct, whereas for an enterprise in the services sector that wants its people to optimize its customer services then the use of people/community-driven in front of the existing processes is likely to be more successful.

The impact of this and other technologies is discussed in the [Capgemini CTO Blog](#).

Leading Company Results (Revenues)

Leading Company Results (Revenues)			
Full Year:	Accenture ↓ 8% @ \$21.58bn		
Q3:	SAP ↓ 9% @ \$2.5bn	Logica ↑ 2% @ \$862mn	Capgemini ↓ 9% @ €1.94bn
	Dell ↓ 15% @ \$12.9bn		
Q2:	Symantec ↑ 12% @ \$1.26bn	Salesforce.com ↑ 20% @ \$330.5mn	
Q1:	Cisco ↓ 13% @ \$9.0bn	Sun ↓ 25% @ \$2.24bn	

Movements by Industry Leaders

Cisco is acquiring ScanSafe, a provider of security protection as a 'service'. A **new Enterprise Collaboration Platform** that links people and content, internally and externally, has been introduced as a main stream platform on which Cisco will continue to build and expand with new products. www.cisco.com

Oracle PeopleSoft Enterprise Financials and Supply Chain 9.1 is now available with new features covering cash and liability management plus the automation of more compliance requirements. **Oracle Rapid Planning**, in addition to the Oracle Value Chain Planning suite, offers pre-integration to the Oracle eBusiness and Oracle ERP products. **Oracle Audit Vault** update supports more regulatory mandates and improves internal security management. **Oracle GoldenGate** is added to the Oracle Data Integration and Fusion Middleware suites to add real time data transformation and database updates with mission critical support. **PeopleSoft Enterprise CRM 9.1** adds a claimed 100 plus features complete with 20 new web based services. **Oracle Transportation Management** now has an embedded connector to the E2Open European Logistics Network to provide full integration to the logistics flows between all members of the industry information sharing network. **Oracle iReceipts on the iPhone** is an Apple application store download that plugs into Oracle PeopleSoft Enterprises Expenses. **Oracle Application Integration Architecture (AIA) Release 2** adds 10 new cross industry and six new industry specific Process Integration Packs (PIPs). The European Union (EU) which is currently **against Oracle's acquisition of Sun** has granted Oracle more time to make their case. www.oracle.com

HP Neoview Advantage data warehouse update aims to deliver real time insights and decision support as well as performance boosts at a lower price. **HP Converged Infrastructure Architecture presents** a clearly defined environment of HP products that can provide flexibility to the business model and cost reduction to the operational model of IT. HP is adding to its **'Total Care' offering for SME's** new desktop PCs, printer, and network switch which are all designed for 'services' management. HP has **acquired Network vendor 3Com** in a move that places them in direct competition to Cisco. **HP Extreme Scale Out (ExSO)** modular enterprise server platform has new additions of processors and storage blades. www.hp.com

Intel has unveiled a reference design for a new simple mini server designed for smaller companies that need to web host a low number of services. www.intel.com

IBM will make a major push into Business Analytics including building six new 'analytics centers' around the world. **Cognos 8 Mashup Service** allows data from Cognos to be exported and reused in Mashups built with the IBM Mashup Center. **Rational Software Delivery Services for Cloud Computing** is positioned as a 'ready to use' application life cycle management tool set for development and testing. **IBM WebSphere Commerce 7** supports end users with smart phones by providing them with integration to retail offers and vouchers.

The **IBM Smart Analytics Cloud offering for Business Intelligence Analytics** is based on a System Z 'mainframe' with more than 1 Terabyte of storage and Cognos 8 as a bundled solution. www.ibm.com

Microsoft Open Specification Promise is being used to release Outlook .pst specifications with the intention that any developed should be able to use the Outlook .pst format for their documents. Retail sales of **Windows 7** have been very strong, and Forrester Research suggests that 7 percent of enterprises are planning on updating to Windows 7 in the coming year. **Hosted versions of Exchange, SharePoint and Office Communications Server** are all being reduced in price and the online services are being introduced into a further 15 countries. **Microsoft and Samsung claim that 'green IT' benefits** in lower energy are a result of a partnership of using Samsung memory chips with Windows 7 and will promote each others' technology. **Dynamics CRM Online** update has a wide range of improved features but also will be the focus of a renewed campaign to sell Microsoft online services in competition to other online vendors. **Exchange Server 2010** has gone on general release together with **ForeFront Protection 2010**, the security package for Exchange Server, with a claim that cost savings will pay for its rapid deployment. **Microsoft Security Development Lifecycle (SDL)** methodology has been extended to offer guidance on best practice for **Agile Development**. Microsoft will acquire the assets of **Teamprise development tools** which supports Visual Studio Team Foundation Server development on Eclipse IDE. **Microsoft Bing Search tool will incorporate the controversial Wolfram|Alpha 'search' tool** to supplement and broaden its capabilities. **Windows Azure is formally announced for availability in 21 countries on January 1, 2010** but the billing engine at MS to charge for the use of services will not be online until February 1. There is also a roadmap for Azure as a strategy including adding new products such as **Windows Server AppFabric** - a new beta that contains integrated tools and capabilities to use with Azure. A beta download of the next release of **Office 2010** is now available as the first public version. **Microsoft Outlook Social Connector** will be available in early 2010 and will provide connectivity to social networks starting with LinkedIn. **Microsoft Dynamics is integrated on Azure** with Sites Services to allow users to stay in Dynamics ERP while using Web Based services. www.microsoft.com

SAP is setting up a joint company with Nokia to provide anti-counterfeiting services under the name of 'Original1'. A **collaboration with Microsoft** makes Business Objects Planning and Consolidation application embedded into the Microsoft platform to add new integration capabilities to Microsoft applications. **SAP EcoHub is now adding new solutions for sale** created in the SAP Co-Creation lab in India by third party developers. www.sap.com

Google Social Search starts with capabilities on Twitter but is intended to shortly cover Facebook, and LinkedIn. **Android 2.0 SDK is now available** adding support for Microsoft Exchange and multiple eMail accounts with Bluetooth and HTML enhancements. **Chrome 4.0 beta is now available** adding automation of synchronized book marking across multiple devices as well as a claimed 30 percent improvement in performance. A new **Google 'commercial' search tool to allow retailers** to provide internal searches of their site linked to the external Google search engine has been released. Google is to acquire **AdMob - a mobile device advertising provider** - that embeds adverts into mobile apps and web pages, and **Gizmo5 which offers telephone calls over SIP protocols** and will add to the Google Voice capabilities. www.google.com

Amazon has added a Sun MySQL relational database to its existing SimpleDB service. The **Amazon PayPhrase Authentication platform** allows buyers to use one simple 'login' phrase plus a four digit PIN number across multiple sites. www.amazon.com

Special Announcement: Cisco, EMC and VMware have formed the Virtual Computing Environment (VCE), announcing V-Block, a joint product ranging combining their technology into a single fully redundant unit that can fully create and manage tens of thousands virtual pools. www.cisco.com www.emc.com www.vmware.com

Open Source Update

Skype has stated that it is producing a Linux based Open Source version of its client software in which the user interface will certainly be open to aid different language versions but the blog post did not comment on the Skype protocol which is also being opened up. www.skype.com

Yahoo Traffic Server, the high performance manager of requests to the Yahoo Cloud, is to be offered as an open source version to enable companies to use it in building their own private or even public clouds. Yahoo Traffic Server is at the top end of the performance scale handling more then 30,000 requests a second and more than 400 terabytes of data a day. www.yahoo.com

RedHat Enterprise Virtualization for Servers provides a new virtualized server platform complete with management tools that is designed to optimize the capabilities of the recently updated release of Enterprise Linux 5.4 Operating System. **RedHat Fedora 12 Open Source OS** is now released and adds video, virtualization, mobile access, IPv6 and many other improvements. www.redhat.com

Mozilla Firefox 3.5.4 improves performance and adds security patches plus a reporting tool to report any browser crashes. The **Thunderbird 3 email suite** early release candidate was followed by a final launch during the month adding a claimed 2,000 improvements to the previous version. www.mozilla.com

Google is releasing four in-house tools through Open Source consisting of Closure Compiler, Closure Inspector, Closure Library, and Closure Templates. The four are designed to enable developers to rapidly assemble and check code. **Google Go is an 'experimental programming language** blending together Web scripting languages and formal languages including C++ made available as an open source contribution to try to both simplify developments for web use while also improving their run speed and security. www.google.com

Moblin v2.1 a free download designed for Web Books and specifically optimized for the Intel Atom processor, is now released by the Moblin project part of the Linux Foundation but heavily supported by Intel. www.moblin.org

Mandriva Linux 2010 desktop distribution is now available and is claimed to be the most advanced Linux desktop distribution covering user functionality through to security. www.mandriva.com

Samsung Bada is an open development platform for Mobiles and is designed to be 'developer friendly' to encourage wider capabilities for Samsung Smart phones. www.samsung.com

OpenSuse 11.2 Linux OS, a distribution of more 1,000 open source apps including FireFox, KDE, and OpenOffice 3.1 is now shipping. www.opensuse.org

Novell's involvement in the Mono project has resulted in Mono Tools for Visual Studio supporting using .Net and C# for Linux, Unix and Mac OS X development. www.novell.com

Oracle Berkeley DB Java Edition 4.0 release provides new updates as well as performance improvements in the capability to provide an embedded database within Java developments. www.oracle.com

Standards Watch

The Internet Governance Forum was used to limit the remaining supply of IPv4 addresses as the Number Resources Organization (NRO) distributed the remaining IPv4 addresses to each of the five regions. After these addresses are used all further development will have to use IPv6. www.intgovforum.com

RIPE, the European Regional Internet Registry 'How to act now', is a service aimed at differing groups from government through large enterprises to Subject Matter Experts to understand how to adopt IPv6 in their organizations. www.ripe.net

More Noteworthy News

ComScore World Metrix report on online usage placed Microsoft first with 15 percent of online time going on one or other of its sites and services, followed by Google and Yahoo with Facebook fourth but with the highest individual growth of 193 percent year-on-year. www.comscore.com

Gartner report that the unified communications and collaboration market is currently worth US\$7.4 billion and estimates growth at 22 percent for the coming year stating that the dividing line between unified communications and unified collaboration will disappear as the year progresses. **Gartner have introduced the market clock** to be able to use a new methodology to position the life span point of various technologies and the degree of commoditization. Gartner report that the **SaaS market grew by 18 percent** over the last year and is now worth US\$7.5 billion. www.gartner.com

Yahoo GeoCities site will close on October 29 after 15 years as something of an early landmark on the web. It has been overtaken by a wide variety of personal hosting and social sites. www.yahoo.com

Citrix Dazzle allows end users to self provision from an IT services 'store' to bring the flexibility of personalization and use of 'services' within the control of internal IT which can create a 'shop front' from which approved applications and services can be selected for use. www.citrix.com

Autonomy Arcpliance provides archiving indexing by building on the Autonomy Intelligent Operating Layer to create the necessary indexing and search functionality. www.autonomy.com

Apple iPhone becomes a one time password generator when using Deepnet Security MobileID authentication app which can be downloaded from the Apple App Store. www.deepnetsecurity.com

ATG Commerce Suite has been updated with many new features but there is a particular focus on multiple channels and geographies being managed into a single cohesive strategy. www.atg.com

Rackspace have added to its disaster recovery capabilities built around improved duplications and backup of their storage facilities. **Rackspace is offering self managed migration tools to move onto its hosted servers** by means of an extra icon on their clients' remote control panel, starting with a tool to move e-mail. www.rackspace.com

Adobe Connect Pro 7.5 web collaboration and meeting service has been updated adding a wide range of unified communication services as well as improved rich interfaces and more hosting options. Beta versions of **Adobe AIR2 and Flash Player 10.1** are now available. The **Adobe Acrobat.com hosted service** site has a new user interface and extended integration with other web services such as Google. www.adobe.com

Sybase Afaia 6.5 Mobile Management and Security Suite update particularly focuses on bringing support for the iPhone inline with other supported devices by providing remote management capabilities to configure and control use of an iPhone to comply with enterprise rules. www.sybase.com

Nokia Siemens Networks have announced a radical reorganization following heavy losses and the appointment of a new CEO which refocuses the current five business units into three: Global Services, Network Systems, and Business Solutions. It will reduce its 5,700 staff, or roughly 9 percent of the total headcount. www.nokiasiemensnetworks.com

Novell Pulse extends the functionality of Google Wave by adding enhancements for workgroups and task management. Although it has been announced it will not be available until early 2010. www.novell.com

InsideView for NetSuite is a 'social intelligence platform' formed by partnering NetSuite Cloud services with the InsideView sales intelligence product in a manner to blend many sources of information together with a community of professionals who both create and consume the results. www.netsuite.com www.insideview.com

VMware View 4 desktop runs on the vSphere Data Center platform and adds the ability to provision and manage virtual desktops using the 'PC over IP' protocol which will work for smart phones as well as PCs. www.vmware.com

RIM BlackBerry is adding to the developers capabilities a range of pre built applications for generics like advertising that can be built into their own developments. www.blackberry.com

Twitter plans to introduce paid for business services including closed enterprise accounts as well as marketing capabilities and other unspecified tools. www.twitter.com

SAS Business Intelligence products now offer real-time data extraction and processing from six different databases: IBM, HP, Teradata, Netezza, AsterData and GreenPlum. www.sas.com

Opera Browser Mobile 10 beta is released by Opera Software, the mobility software vendors and has the same user experience as the PC browser, to provide the same capabilities regardless of the device type. www.opera.com

Salesforce.com chatter is a new business collaboration platform connecting people, content and applications together around enterprise context and threads in a new imaginative manner. **BMC is providing an IT service desk support** function for SalesForce.com and Force Platform customers. www.salesforce.com



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 90,000 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