COLLABORATIVE age

The Business Requirements of COLLABORATION

SIP, UC and WebRTC in the New Era of Business

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TODAY'S PRESENTER

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- Publisher/Editor, *Strategic Alliance Magazine*
- Principal, JW DeWitt Business Communications
- Business communicator and marketer deeply involved in partnering, collaborative business models, and collaboration technologies for 20+ years across industries and sectors

COLLABORATION

- THE emerging meta-context for SIP, WebRTC, UC&C, SMAC, IoT … and most everything else

- The emerging management discipline and enabling technologies of the new millennium

- A $100-billion+ market by 2020?

The World Is Our Oyster Now

COLLABORATION DEFINED

- "Collaboration is a purposeful, strategic way of working that leverages the resources of each party for the benefit of all. Effective collaboration coordinates activities and communicates information within an environment of trust, transparency, and respect." – *The Rhythm of Business*

PARADIGM THAT TRANSFORMS…

- How we organize economy and society

- How we work together

- How we manage organizations

- How we relate to nature

- How we use technology and other tools

COLLABORATION and TECHNOLOGY

- Buyers increasingly seek collaboration tools
- Collaboration enablement now critical feature in a vast array of technologies
- Buyers just now starting to understand needs

LEADERSHIP AGENDA

"Leaders are shifting from intra-enterprise efficiency and productivity to a new agenda led by the front office and focused on extra-enterprise engagement, transparency, collaboration, and dialogue with audiences and all the individuals within them."

– Virginia Rometty, 2014 IBM C-suite Study

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BUSINESS MODEL INNOVATION

"Companies have to very quickly discover, incubate, and accelerate new business models that open up new opportunities to make money." — *Scott Van Valkenburgh, SAS*

THE MILLENNIAL WAY

"Millennials are great at working in teams and reaching out to expand their networks to gather pertinent information and resources to fill in their knowledge gaps and they love, frankly feel responsible for, sharing their expertise. But hierarchies don't work well with this group. Millennials like partnerships."

— Susan Adams, Bentley University

BUSINESS CONTEXT

- Organizations seek collaboration at all levels
  - Internal and external—up, down, and across organizations, markets, sectors, ecosystems
- So what matters to now is
  - Collaborative management capability
  - Technology to enable collaboration management

COLLABORATION MANAGEMENT

- Inter-organizational collaboration
- Inter-personal (intra-organizational)
- Technology plays a pivotal role

INTER-ORGANIZATIONAL

- Partnering and strategic alliances
- Multiparty and cross-sector collaboration
- Collaborative networks
- Ecosystems
- **CUSTOMER RELATIONSHIP**

INTER-PERSONAL COLLABORATION

"Seventy percent of work in North America happens with two or more people. It's no longer about the individual worker."

—Ben Watson, Herman Miller

3 in 4 CEOs say collaboration is the #1 trait they seek in employees.

—IBM CEO Study

CUSTOMER IN CHARGE

"Customers and citizens expect to be treated as individuals. That, in turn, requires much closer collaboration between organizations and the people they serve."

—IBM 2014 C-suite Study

COLLABORARATION IN PRACTICE

"Collaboration is conceptually simple, but operationally very challenging."

— *Jan Twombly, The Rhythm of Business*

- SMART Technologies-Microsoft Lync
  - Integrated collaboration rooms & unified communications
- Accenture Private Cloud for SAP (with Cisco & NetApp)
- Genzyme-Alnylam
  - "Our deal with Genzyme took our balance sheet from $325 million to over $1 billion. It transformed our balance sheet, giving us financial independence all the way to becoming profitable." – *Alnylam CEO John Maraganore*

COLLABORATION CASES

- Smart Cities
- Linux and Open Source Communities
- Ebay, Craig's List
- Airbnb, Uber, Feastly

SOME BUSINESS REQUIREMENTS

- Collaborative leadership and governance
- Organizational structure and network design
- Intra- and inter-organizational processes
- Collaborative culture and relationships
- Business models and ecosystems
- Valuation and value/risk distribution
- Frictionless enabling technologies

INDUSTRIAL to COLLABORATIVE

	INDUSTRIAL MANAGEMENT	COLLABORATION MANAGEMENT
Organization Structure	Hierarchical	Flat
Leadership	Command-and-control	Influence
Decision making	Centralized, top-down	Distributed, egalitarian
Systems and Processes	Linear, predictable, mechanical, discrete	Chaotic, variable, organic, holistic
Business Objectives	Growth, Profitability	Efficiency, Sustainability
Marketplace organization	Vertical markets	Horizontal and vertical ecosystems
Bottom Line	Financial revenue	Diverse forms of value
Ends vs. Means	Results-Driven	Values-driven
Investment	Build and buy	Partner and collaborate
Communication and Interaction	Linear	Networked
	Broadcast	Narrowcast
	Monologue-unidirectional	Dialogue-multidirectional
Optimization	Discrete, relentless simplification	Holistic, embracing complexity
Customers	Large Groups/Segments: Consumers, Buyers, Markets, Demographics, Geographies, Departmental/Functional, Specialists	Individuals, Small Groups, Cross-Functional, Generalists
Natural Resources	Extract and consume	Reuse and Renew

COLLABORATIVE TRANSFORMATION

- How are you enabling extra-enterprise engagement and collaboration?
  - Especially with customers, but also partners, suppliers, and other audiences and stakeholders?
- How are you empowering seamless and efficient inter-personal collaboration?
  - with everyone, inside and outside of the business?

QUESTIONS?

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