The Business Requirements of COLLABORATION

SIP, UC and WebRTC in the New Era of Business

Presented by John W. DeWitt
CEO and Editor in Chief, COLLABORATIVE AGE Forum & Expo
Publisher, Strategic Alliance Magazine
TODAY’S PRESENTER

John DeWitt
CEO and Editor in Chief
COLLABORATIVE AGE

• CEO/Editor in Chief, COLLABORATIVE AGE
• 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
• 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
• Buyers increasingly seek collaboration tools
• Collaboration enablement now critical feature in a vast array of technologies
• Buyers just now starting to understand needs
“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
“Companies have to very quickly discover, incubate, and accelerate new business models that open up new opportunities to make money.” – Scott Van Valkenburgh, SAS
“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
• Partnering and strategic alliances
• Multiparty and cross-sector collaboration
• Collaborative networks
• Ecosystems
• CUSTOMER RELATIONSHIP
“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
“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
“Collaboration is conceptually simple, but operationally very challenging.”

— Jan Twombly, The Rhythm of Business
CASE EXAMPLES: ALLIANCE PARTNERSHIPS

• 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

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

COLLABORATIVE

John W. DeWitt
CEO and Editor in Chief
COLLABORATIVE AGE Forum & Exposition
978-544-1866
john@jwdewitt.com | www.CollaborativeAgeExpo.com