Leveraging the Extended Enterprise with Social Software

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Outline

■ Tools & MITRE
■ Overview of Handshake
■ Business Value Assessment
  – Usage Metrics
  – Case Study Interviews
  – Survey
■ Take Aways
The MITRE Corporation

- MITRE is a private, not-for-profit organization chartered to work in the public interest
- Founded in 1958 to provide engineering and technical services to the U.S. Air Force
- Currently manages 6 Federally Funded Research and Development Centers
  - Department of Defense
  - Federal Aviation Administration
  - Internal Revenue Service/Department of Veterans Affairs
  - Department of Homeland Security
  - Federal Judiciary
  - Center for Medicaid and Medicare
- Supports a broad and diverse set of sponsors within the U.S. government, as well as internationally
## Tools at MITRE

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<th>Info/Expertise Finding</th>
<th>Store Content and/or Receive Alerts</th>
<th>Collaborate co-create/publish</th>
<th>Network Community/Interaction</th>
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As of 2010
State of the Practice in 2009 …

- Social networking tools were proliferating on the internet
- Most enterprises were deploying social networking tools for *internal use only* or for *consumer product users*
- It is difficult to measure objectively how social tools impact individuals, communities, and the enterprise
State of the Practice since 2009 …

- Social networking tools were proliferating on the internet
- Most enterprises were deploying social networking tools for *internal use only* or for *consumer product users*
- It is difficult to measure objectively how social tools impact individuals, communities, and the enterprise

- Deployed a single open source platform (Elgg) to support both *internal* and *cross-organizational networking*
- We are now entering our 7th year after performing a *longitudinal business impact evaluation*
Handshake: Social Business Networking

Groups create spaces for communicating on topics and collaborating on files / wiki pages

Home page provides awareness of users’ network activities

Profiles allow users to share information at item-level access control
Handshake on our Intranet Homepage
Handshake Uses

MITRE Organizations

Social

Project Pages

Application Support

Affiliation or Network

Industry Engagement

Academic Engagement

Communities of Practice

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Hypothesized that business networking tool use:

- **Social capital**
  - Reinforces existing business connections
  - Fosters development of new business connections (enhancing innovative behavior)
  - Expands access to technical/domain expertise (internally and externally)

- **Intellectual capital**
  - Increases staff’s awareness of emerging technology and new industry trends
  - Exposes staff to new and innovative ideas

- **Ability to collaborate** more effectively
  - Across distributed project teams – span distances
  - With MITRE’s partners and other stakeholders

- **Crowd sourcing**

- Instrument the platform for activity and social demographics over time
- Usage metrics reporting
- Handshake value survey
- Social and intellectual capital survey baseline
- Use case studies, over time
- Anecdotal stories from end users
- Visualization of key networks over time
Case Study Interviews

- 63 interviews with internal and external members of Handshake, face-to-face or on phone
- Focus of interview was on perceived benefits from participating in Handshake groups

Perceived Benefits

- Facilitates cross-organizational communication and collaboration
- Improves situation awareness of critical project information
- Consolidates multiple types of information in a single location
- Enables crowd-sourced support for innovative ideas and product features
- Helps expand and strengthen business relationships
- Enhances product quality and team productivity
Survey Analysis Results

- Active contributors realize more benefits
- Even consumers, however, report benefits

354 respondents

Support for Business Networking

- Handshake helps me:
  - Strengthen Existing Ties
  - Expand Connections
  - Access to knowledgeable staff
  - Market own skills and knowledge

Support for Collaboration

- Handshake supports me when I engage in:
  - External Collaboration
  - Internal Distributed Collaboration

Support for Situation Awareness

- Handshake helps me follow:
  - Industry Trends
  - Relevant MITRE projects
  - Connections' activities
Recent Use Cases

“Transparent Engineering”

“Colorado Springs Fire Crisis Response Support”

“The quick set up and operational support Handshake provided was very valuable... We could keep a wide audience informed about evacuations etc without risking leaving anyone out.” - COS Site Leader

“You can do more on Handshake, such as upload photos and maps, and categorize things” - COS HR

“It was a great meeting place,” she says. ”For the folks who were being evacuated, it was a comfort, knowing they could go to one place for information on who could house them or their pets or horses, without having to go through tons of emails. - COS Office Coordinator
Take Aways

■ Think about the networks that you want to build in your enterprise and across the extended enterprise

■ What processes do you have today that would benefit from being “social-enabled”?

■ Do not read/post to the same people all the time

■ Develop on-boarding work & human resource development practices that focus not only on project success, but also relationship building

■ Make employees aware of the social tools and the potential benefits

■ Social media ROI is crucial and requires some creativity

■ Activity streams – Event Recommender

■ Rich user profiles – TechStature

■ Forums – Innovation Zone (likes and ability to comment)
Great articles in no order

■ **11 Rules for Creating Value in the Social Era**
  by Nilofer Merchant; Harvard Business Press Books
  88 pages. Publication Date: Sep 12, 2012. Prod. #: 11386E-KND-ENG

■ **Pinterest helps Navy meet non-traditional audience**
  by Molly Bernhart Walker; Fierce Government.com, March 28, 2013

■ **SLA’s Information Outlook Online** allows for searching the many articles that deal with social media

■ **McKinsey Quarterly, 2013 Number 1**
  – Six social-media skills every leader needs. Roland Deiser and Sylvain Newton, p. 62
  – Social technologies: Crossing the next threshold. Jacques Bughin and Michael Chui, p. 76.