Social Business Adoption and Digital Transformation
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Abstract: Today, Social business is evolving from a pure consumer phenomenon to a great systems of engagement which creates a layer with all systems of references to establish an effective way to collaborate and communicate across the ecosystem. Social Business re-imagination has shaped entire business around customer experience. The paper throws some light on pervasive social layer that not only enables collaboration among stakeholders of each systems of record but the entire focus moves towards the systems of engagement architecture to establish an effective way to focus on systems of record integration, context awareness and gamification mechanics required for each moment of engagement and collaboration. To truly capitalize on such transformation, the paper talks about the building blocks of social business transformation program that capture the value of social technologies. It also outlines the various levers to transform customer experience by understanding the customer behavior which play a catalyst role in the co-creation of business value.

Keywords: Social Technologies, Social Business Platforms, Social Business, Social Transformation, Social Culture.

1. Introduction
Social business has become a new paradigm that transforms how processes are defined and re-designed, how applications are created, how knowledge is leveraged to solve problems to get work done easily. There is an emerging trend for wide-spread adoption of social technologies in every walk of business to analyze behavior and it is mainly driven by the immense power of collaboration and communities. Social Business develops innovative new business methods and processes by applying social culture, social thinking, social strategy and digital technologies to everything that organization does internally and/or externally.

Digital technology has tremendous potential to value creation in every industry by reshaping their internal capabilities, business functions and services around customer experience. It addresses the need to drive organizational change in an effort to shift employee behavior, enhance interaction, discover and exchange information and draw inferences on the collective intelligence and cognitive analytics to take timely decisions.

Today, mobility is evolving to a broader set of digital devices that can be embedded in the customer products. To stay competitive and relevant to the customer, most technology companies are rapidly moving towards the digital engagement architecture supported by digital and social strategies and real-time collaboration among all stakeholders. It necessitates a pervasive social and cloud orchestration layer that spans many different system of records and departments within an organization.

2. Key Challenges - Digitization and Social adoption
It is always a challenge to create the high-impact value culture in the organizations which necessitates the need to break down lot of internal barriers by standing out new structures, teams, business models and digital culture. It is difficult to create a virtuous cycle where behavior change creates more digital innovation opportunities.

Fig.1. Key Challenges faced by organizations
The above diagram depicts a few key challenges faced by organizations in digitization and adoption of social business initiatives. The above diagram also highlights the key challenges in measuring Social Business ROIs across enterprises and they are further elaborated in below points -

- There is a major challenge in incorporating social metrics into traditional processes and structures. Traditional metrics are not able to capture the ways that people interact with social media. These metrics do not provide useful correlations/patterns around various measurement parameters like cost savings, cost per lead, conversion rates etc. Social Media has now brought in new categories of measurement like activity, engagement/interactions, brand awareness which are important in measurement metrics. Say for example, in case of e-mail marketing, it’s also important to find value in measuring click-through from specific URLs on social sites such as Twitter, YouTube, and LinkedIn etc.
- Social and digital culture change has become a major barrier in embedding social business initiatives and best practices in the organization.
- There is no single solution available in the marketplace to provide end-to-end visibility on right metrics and KPIs to track, measure and monitor for real-time business insights.
- Another ROI measurement gap is around brand and awareness. Traditional media might measure brand and awareness through reach and frequency; how many people have seen a blog post and how many times they’ve seen it. There are now social technologies available which not only measure the posts for positive and negative sentiments, but they also measure “share of voice” i.e. the number of articles, tweets, posts, etc. in which a specific brand is mentioned in comparison to its competitors.
- It is not feasible to truly prove the ROI of the social sales effort in lack of information on revenue generated or cost reduction planned v/s actuals. The metrics collected will be one factor, but need to track how prospects, followers, and other social connections are transformed into leads/prospects and then track when they convert into sales.
- There is a lack of effective tools which would help businesses to determine overall contributions of social marketing to the business such as new sales, cross and up-sales, increased market share so and so forth.

3. Integrating Systems of Record with Systems of Engagement
The system of record is data or process-centric applications that contain the business records, electronic documents and other artifacts. They are a critical element of enterprise business infrastructure and organizations may not rip-and-replace these systems in near future. In most of the organizations, intranet sites/platforms are more of a system of record rather than system of engagement. The systems of engagement can be seen as a “pervasive social layer” of interaction for the systems of record and it spans many different systems of records (CRM, Finance, HR so on) and departments within an organization.

The system of engagement is people-centric and it is architected around the relationships between people, with the data from the systems of record providing context for the collaboration between the people. Rather than being tied to one system, it enables collaboration between users of each systems of record. Systems of Engagement enable enterprises to communicate and collaborate better and use systems of records to make more effective, timely business decisions. Social Enterprise is just the beginning of new social systems of engagement model in the forms of internal social networks, crowdsourcing, online communities of interest and social business platforms. Going forward, enterprises will socialize their legacy environments and start looking at every system in the enterprise as a platform for collaboration, interaction and records.

4. Social Business and Digital Transformation at the edge of Enterprises
Despite the high adoption of innovative social software/platform and technology, most companies today still have a long way to go in their journey of social business transformation.

With the high traction of social business enablement, its potential to transform the business for enterprises has become truly demanding, say for example, global software product and services companies can create an engaging, highly personalized and integrated digital experience by dynamically rendering the videos, content and contextual product and promotion information based on user’s profile and multiple touch points.

In case of semiconductor companies, devices, machines and objects have become digitally smart that allows companies to act and react faster and improve their ability to take intelligent decisions at the edge.

In a truly digital enterprise, cross-functional, multidisciplinary teams are regularly formed to build successful digital customer experiences.

4.1 Digital Culture Change
Changing organizational cultures the biggest challenge for social business transformation. Such challenges relate mainly to lack of executive sponsorship, lack of sharing /co-operative culture. Social business efforts will
not achieve the expected benefits due to inadequate leadership and an overemphasis on technology. Social business initiatives require leadership and behavior changes.

Digital strategy can create a new level of social engagement by offering a most compelling, seamless, contextual, personalized digital experience across all customer touchpoints/channels.

Several global enterprises have created the structures and teams to harmonize the digital behaviors and cultural aspects that enable sustainable change and growth in their business. In order to reinforce those desired behaviors, they have embedded gamification techniques (such as game mechanics) in their business applications and legacy culture. Besides top-down culture change, they have discovered and nurtured the informal digital elements to drive the most positive cultural change. The ultimate goal is to re-imagine the business to transform into customer-centered organization where strategy formulation, social capabilities, culture and innovation are a few important steps to drive digital and social point of view throughout the organization.

A strong leadership and a well-articulated social business vision are required to drive culture change. And, such change demands a corporate mindset which -

- Values social interaction as a means to get closer to the customer
- Establish communities of purpose to drive customer value

4.2 Comprehensive Social Strategies

To truly capitalize on the transformation roadmap, organizations must develop a comprehensive social strategy-by collaborating, communicating, interacting and sharing in an enterprise collaboration platform. This will make the entire process more efficient, generate new ideas and make employees be part of the strategic goals and objectives which helps to achieve high employee motivation and satisfaction. Customers should leverage social capabilities throughout the enterprise, involving every department and employee in the social strategy.

4.3 Innovative Business Models and Processes

While launching social transformation initiatives, it is essential for Organizations to define social business capabilities. Organisations need to subsequently look at various options available to deliver value to the customer using High Level Business Model which reflects true value ecosystem. These capabilities and underlying Business Models align to ensure an enterprise ability to operate in the changing business environment. Moreover, it is equally important to assess the impact of business model on other levels of social business transformation program – technologies, operations and processes.

To realize an end-to-end social transformation, it is necessary to understand existing business processes and their current state. This helps to evaluate organization’s ability and value-stream to form a baseline for future-state processes and their definitions. For instance, socially-enabled CRM processes have facilitated bidirectional collaboration and information sharing between companies and their customers. On the other end, the pace of globalization forces Organisations to integrate business processes across fragmented value chain. This provides a good ground for process optimization by developing a unified view of customers and products.

4.4 Social Collaboration Communities and Platforms

Capturing the full potential value of social collaboration initiatives within the organization will necessitate social business transformation in rigid organizational structures, processes and laid-out practices. And, the maximum benefits would be realized by those enterprises that would develop social collaboration strategies based on open, non-hierarchical and knowledge-sharing culture of communities.

Building connections to customer is just a starting point, but the real digital value emerges when people engage, share, and build community with one another. In the same line of thought, the diagram below shows the typical features and capabilities of such collaborative platform of engagement at enterprise level.

![Diagram of Social Business Collaboration - Key Capabilities](image-url)
4.5 Analytics-based decision making skills
Organizations are facing challenges in acquiring the right technology skills internally, especially in areas like Social Analytics, business intelligence and Mobility etc. Such skills are in short supply.

4.6 Social Engineering Operating Model
Most of the organizations face challenges to define Social Reengineering Operating Model that introduce speed, responsiveness, effectiveness and agility in global business environment where command and control models will shift to support decision making at the edge.

4.7 Globalization of business value chain
Globalization has become the key driver for several software and technology companies. Such companies have a strategic need to expand their business value chain globally to generate relevant information, process agility and synergies across their global operations. They are clearly looking at capabilities to enhance their employee interactions, improve customer collaboration and get a wealth of insights from customer-centric conversations to empower business managers to take real-time decisions.

5. Digital and Social Business - Key Characteristics
Businesses are morphing from customer-product hierarchies to relationship-capability networks. Harnessing the disruptive force of social requires looking into the business functions holistically to create social strategy and an effective social organization models in which -

- Everyone adopts and makes people productive
  - Accelerate movement towards systems of engagement,
  - Operating model change and,
  - Digital and Social Innovation
- Single-point-to-go-to
- Layers with all systems of references – HR, IT, CRM, Finance, Sales and Marketing etc
- Orchestrate social culture change across hierarchy
- Technology to facilitate change and collaboration
- Embed context for each moment of collaboration
- Self-service system to learn adaptively from human experience
- Social business policies, guidelines rolled-up into a co-created governance model and,
- Leadership teams to exemplify shifts in behavior

In summary, successful social business efforts requires new processes, new skills, a change in culture, and strong leadership.

6. Social Business Roadmap – Key Building Blocks
Social business transformation is centered on evolving social as a great systems of engagement where all stakeholders – employees, customers, partners and suppliers play a vital role in the co-creation of business value. Companies have begun to integrate social software and platforms into the core enterprise applications such as CRM, ERP, HCM and CMS. Socially enabling the enterprise is no more a dream but a strategic initiative that is being implemented by several enterprises today.

![Transition from Social Media to Social Business](image1)

**Fig.3. Social Business Transformation Roadmap**

The above figure illustrates how social business roadmap becomes a ground for organizations to move towards social transformation moving across various checkpoint stages. The key phases of above roadmap are given below -
• Monitoring – This phase creates the Social presence and helps to understand how customer use social channels by listening social Buzz on areas of customer interest.
• Participation – It moves from “Sharing” to “Participating” Model using Social Collaboration platforms and social listening tools and link them to their business objectives
• Engagement – This phase leverages enterprise social networking platform and integrate social technologies into customer enterprise systems thereby setting rules and processes for engagement
• Governance – This phase defines governance for social and digital initiatives by creating right discipline and processes
• Scaling – This phase focuses on integrating social business initiatives across the line of businesses (LoBs) and capture KPIs/metrics around them
• Social Business – It fundamentally redefines organization-wide digital and social vision by digitizing products and services across business value chain. This phase not only create new business models but also integrate social into all lines of business. It also merges social with digital and other products.

7. Social Business Use-cases
Enterprise Social Business enablement has become vital for the success of enterprises in all industry sectors. Social Business mainly depends on the Business Leadership and their support to gain traction in the organization so that it would deliver benefits through strategic insights and execution.
The potential use-cases of Digital and Social Business includes the following –
• Theme-based Communities
  – Engage Clients, Employees and Industry Consultants/Experts
  – Customer Communities - Product co-creation & crowd sourcing
  – Employee communities (i.e. One-Stop-shop) to enable exchange of ideas, best practice, product innovation, achieving tangible efficiencies
  – Embedded Analytics and Knowledge sharing to enrich enterprise applications
  – Encouraging content co-creation
  – Project Status Insights/Real-time Dashboards (Plant Efficiency, Quality-levels etc)
  – Value-added Services – Contextual, Location-aware and Personalized
  – Self-service Collaboration Platforms
  – Seamless integration with Enterprise systems – Siebel, PeopleSoft, BO etc

• Voice of Customer Analytics
  – VOC Analytics - Customer intelligence through comprehensive Analytics
  – Analyze Customer Social conversations/feedback on services communities to understand clients’ needs, markets they operate in, trends spotting
  – Supply Chain and production status Insights
  – Customer Experience Management

• Digitize every product/services across the value chain
  – Books to eBooks, Digital Wallets etc

8. Key Takeaways
Many of the forward-looking organizations started articulating their strategy with “Social Mindset” thinking, being powered by both digital technologies and new business Models and processes. To truly capitalize on the social business transformation, organizations are required to develop a comprehensive social strategy across all lines of business (LOBs). ‘Winners’ will be those customers who would fully utilize the interactive and collaborative power of social technologies for continuously engaging with all stakeholders – Employee, Partners, Suppliers and Consumers etc. Different organizations are moving forward with social transformation at varying paces and experiencing varying levels of success. Some are transforming many parts of their organizations while others are still doing only the basics.
Social Transformation has led to shift in behaviour and thinking by incorporating social media into overall customer experience strategy. And, such strategy is empowered by both social software and business processes that become an integral part of enterprise best practices. A comprehensive social strategy must be created across all lines of business with an integrated vision on following lines
• Social Innovation
• Enterprise 2.0
• Social Marketing
• Crowd Sourcing
• Social-enabled CRM
• Social Media and Advanced Analytics
• Social Web and Interactive Customer Communities
9. **Conclusion**

It is imperative to develop a clear vision on how Social Business initiatives will connect with fundamental realities of an organization. And, it is not only the social strategy but a cultural shift towards social business is an important dimension in the co-creation of the business value and an overall success of social and digital transformation journey.

There is a paradigm shift in thinking to determine right approach to adopt social business initiatives throughout the organization to drive revenue, costs and ROI. To stay competitive and relevant to the customers, social software vendors and system integrators are rapidly integrating social softwares into the core enterprise applications like CRM, SAP, Case Management etc.

Now is the time to rethink the way organizations do their business. They are under immense pressure to equip their employees with right digital platforms and social tools to better understand the customer opinions, preferences and behaviors then scale-up the solution capabilities.

10. **References**

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**Author**

Jitendra Maan, a versatile IT Professional with a total of more than 18 years of experience spread across various domains in IT Industry and he is currently working with Tata Consultancy Services Limited in a leading role to drive Social Computing and Java and Open Source Solutions and Offerings to address customer needs in HiTech ISU. Jitendra practices technology consulting, enterprise architecture and evangelizes social computing initiatives within TCS and has successfully delivered technology solutions for globally distributed client. Jitendra is certified in Project Management (CIPM) by Project Management Associates (PMA) India and has successfully achieved the standards of TOGAF 8 Certification program. Jitendra has a proven track record of sharing technology thought leadership in various international conferences and also presented his research work in various international events/forums. Jitendra is also a member to professional bodies like PMA (Project Management Associates), IEEE (Institute of Electrical and Electronics Engineers), Computer Society of India (CSI) Delhi Chapter, Open Group AEA Delhi Chapter.