
Web 2.0 and New Workplaces for Innovation and Success:

*Change the way we think and
Change the way we work*

Yeona Jang, Ph.D

**Vice President;
Chief Information Officer &
Chief Knowledge Officer;
A member of CEO Advisory Office
Samsung SDS**





I Key Change Drivers

II Impacts of Web 2.0

III Benefits of Web 2.0

IV Are We Ready?



- Key Change Drivers**

- Impacts of Web 2.0**

- Benefits of Web 2.0**

- Are We Ready?**

There is uneasy feeling that it is not business as usual.....

Increasing business competition, globalization, standardization, commoditization, amount of information & change

Generation C ([Appendix A](#)) for whom technology is a normal life skill

Globalization – partners & competitors
People – capabilities & expectations
Technology – is it different to IT?

Convergence of communications, content, media, games, and devices at home and at work

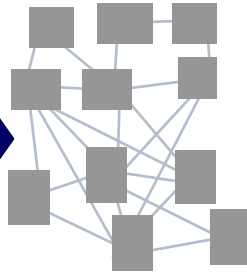
New competitors, new markets, and new products

Technology acceleration of Internet, Web 2.0, SOA, Semantics, Knowledge, and many other technologies

Long-term profitable growth requires... but....

**SUSTAINABLE
PROFITABLE
GROWTH**

**GROWTH
REQUIRES
CHANGE**



**Long-term profitable growth
requires
continuous change
and innovation.**

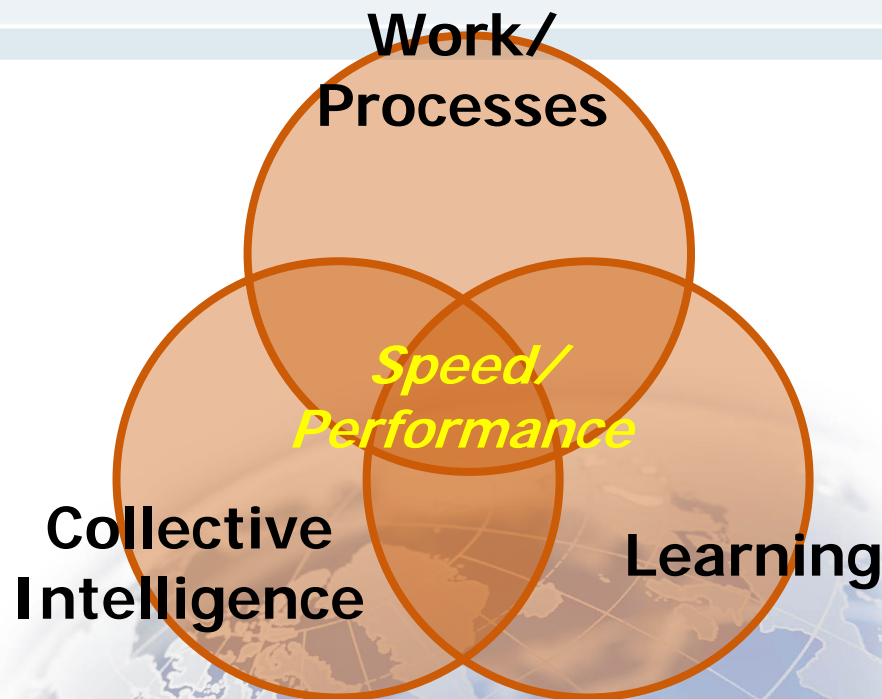
**B
U
T**



**일 따로, 프로세스 따로,
시스템 따로,
역량 개발 따로, 지식 경영 따로...**

Need More Holistic & People-Centric Approach

- towards IT and Knowledge Management for Continuous Innovation and Success



일 따로, 프로세스 따로,
시스템 따로,
역량 개발 따로, 지식 경영 따로...

Open, Flexible, Interactive...
Turning collective intelligence
into business results

Key Change Drivers

Impacts of Web 2.0

Benefits of Web 2.0

Are We Ready?



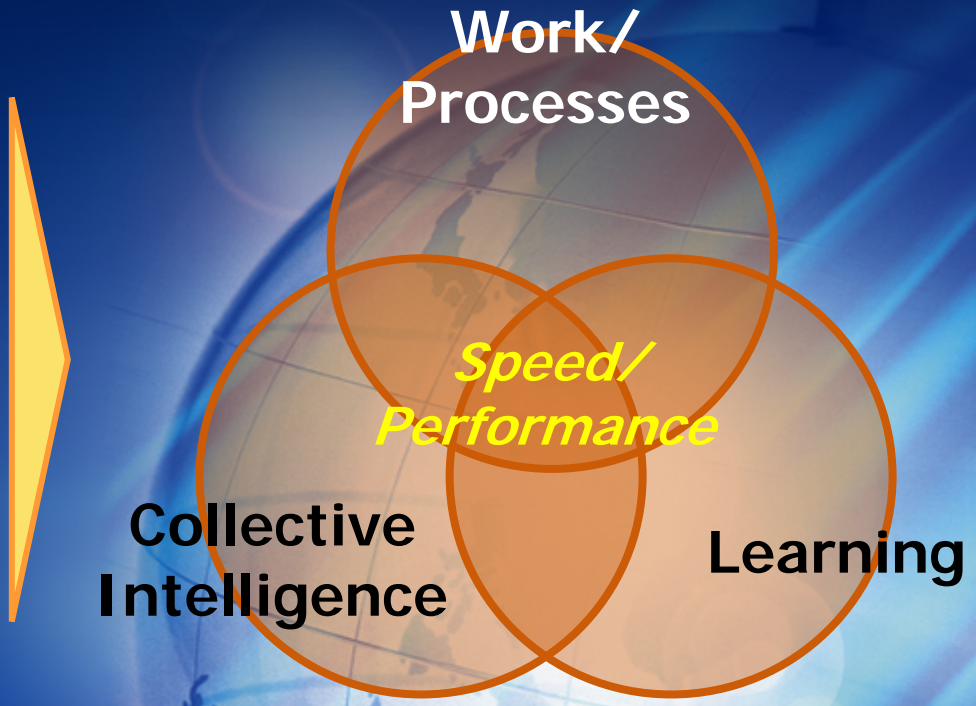
Shift of Web

from a tool of reference (Web 1.0) to one of collaboration (Web 2.0)

unlocks knowledge-based collaboration capacity, while simplifying communications

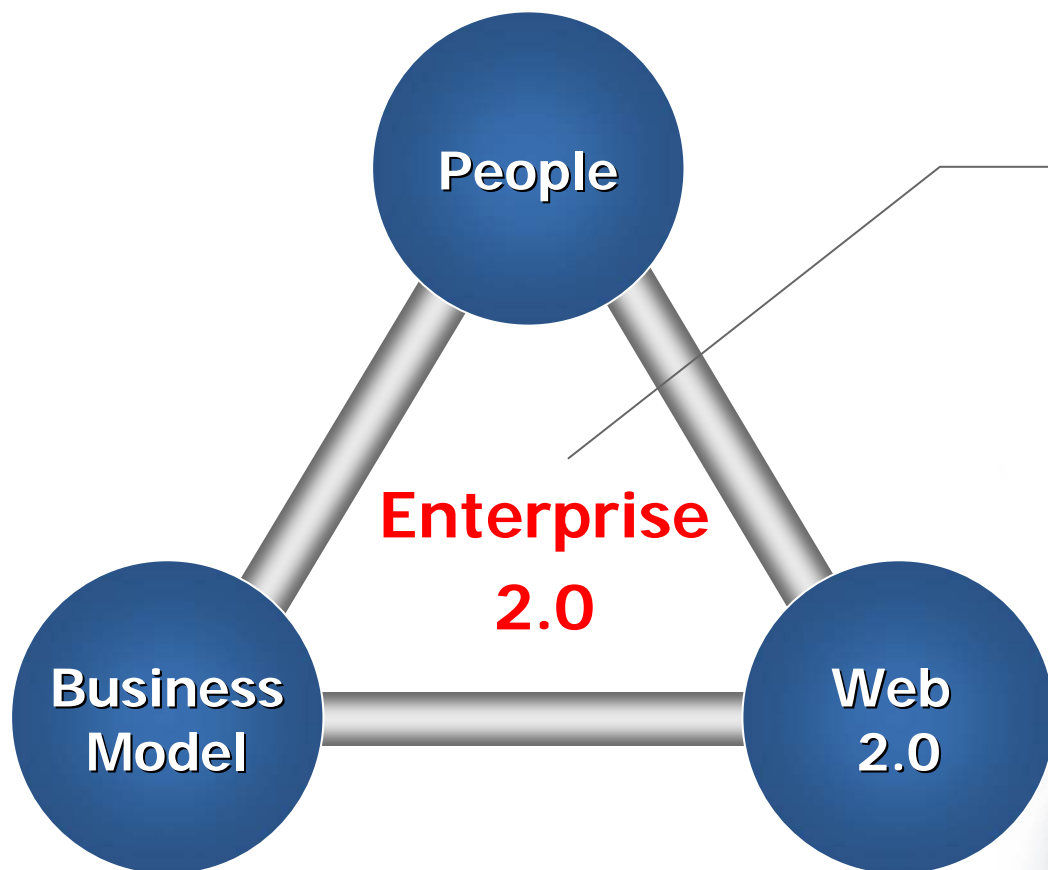


Using Web 2.0 as Communication and collaboration Tool



Open, Flexible, Interactive.... Turning collective intelligence into business results

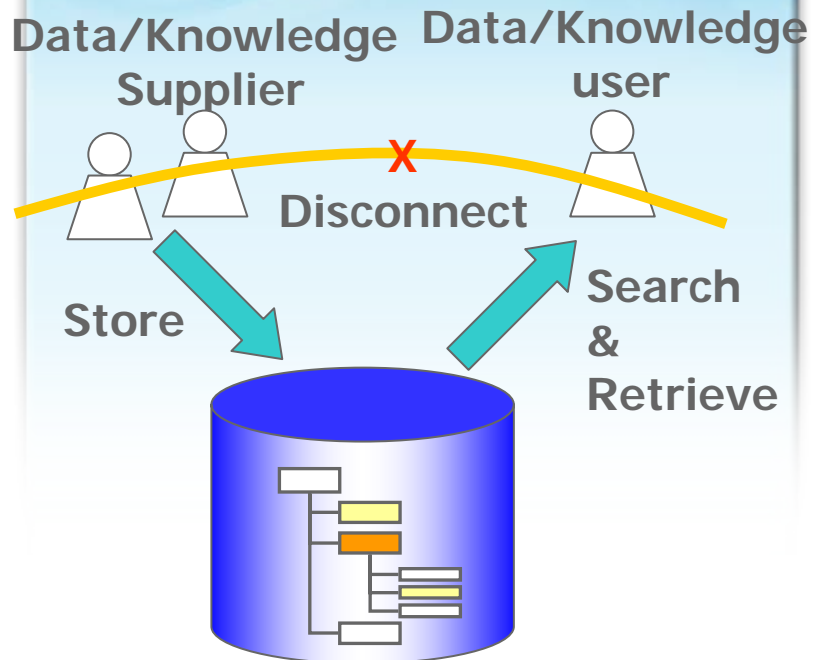
So, the question is "What is Linked and How to Create Business Value?"



**People-centric
technology:
Redefining how
we work.
Open,
Sharing,
Participation &
Collaboration**

Service to Employees

As Was



- Storing and searching
- Individuals
- Closed

People



Process



Techn

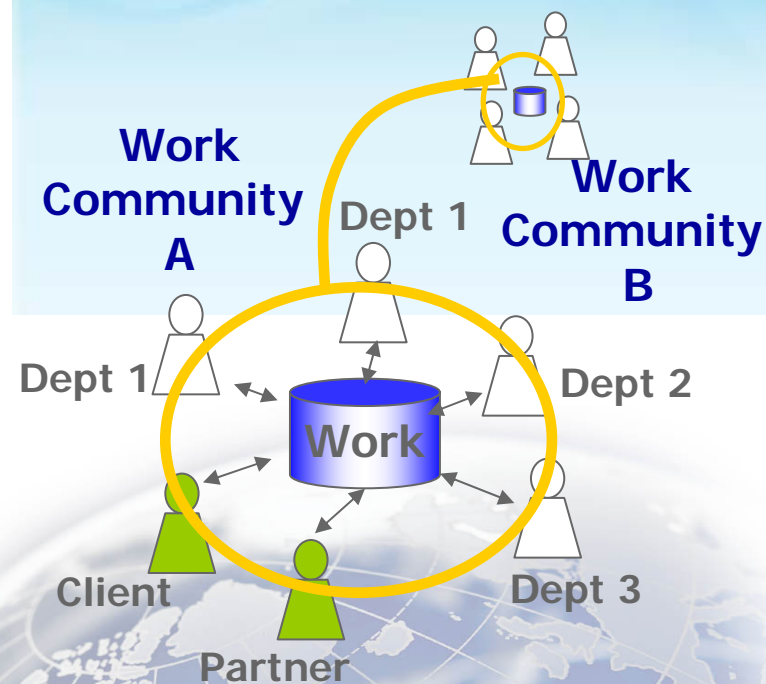


Governance



Culture

As Is



- Working smarter
- Communities
- Open to harness intellectual capital within org and extended network of customer, partner and supplier relationships

Knowledge-embedded Business Processes

As Was



- Disconnect between business process and knowledge
- Additional time and effort to reflect changes

People



Process



Technology



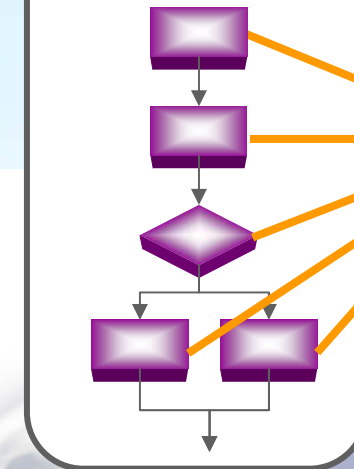
Governance



Culture

As Is

Business Process

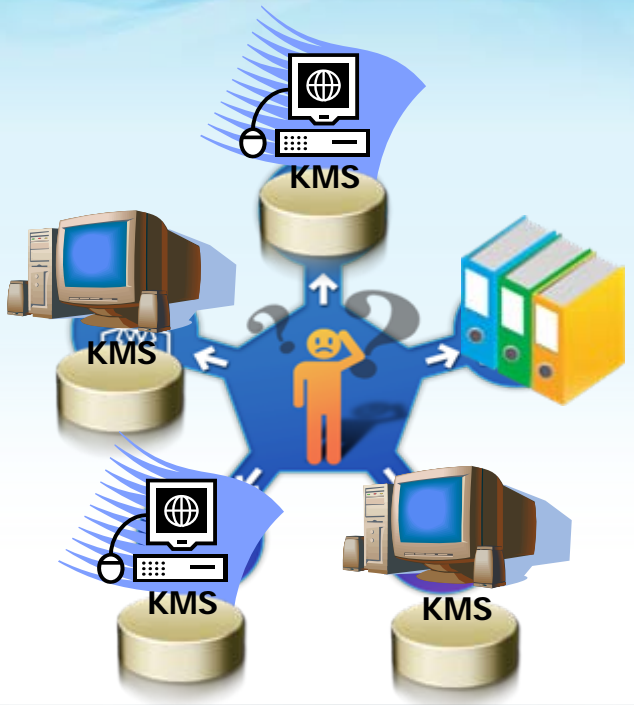


Info Systems & Knowledge

- User-driven
- Knowledge-embedded business processes, enabling working smarter and more efficiently

Web 2.0 Technologies as an enabler for knowledge-based collaboration

As Was



- Multiple information systems and KMS, creating silos of data and information
- Complex and difficult to use, unmanageable, unsecure, and unscaleable

People



Process



Technology

Governance



Culture

As Is



- Integrated into Web 2.0-based work portal
- Easier to use, flexible, manageable, faster to respond to change

Putting users in Control

As Was



- Centralized
- top-down
- From data/knowledge delivered

People



Process



Techn



Governance



Culture

As Is



User

Procedure

Knowledge

- Federated
- User-centric
- To Data/knowledge shared

Open, Sharing, Collaboration, Co-creation

As Was



- Reluctant to share knowledge
- Fear of, and lack of trust in, sharing

People



Process



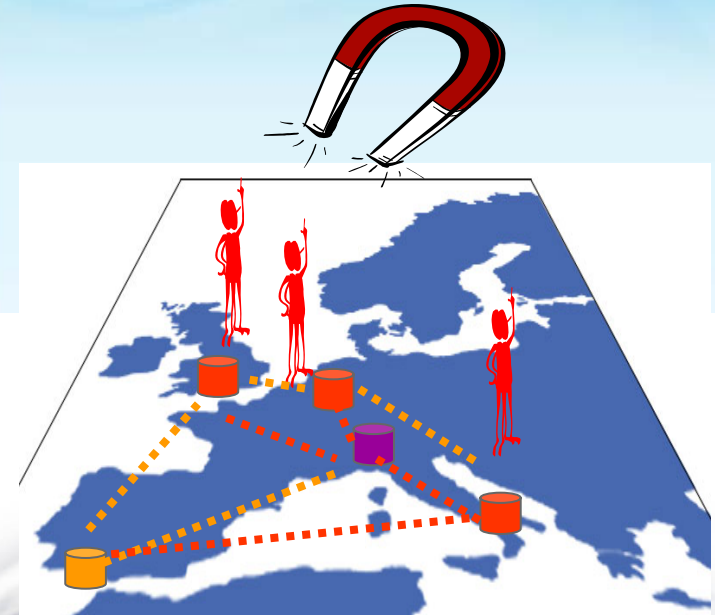
Technology

Governance



Culture

As Is



Home Work Field

- Open, Sharing, collative
- Enabling just-in-time knowledge transfer
- Empowering others

Key Change Drivers

Impacts of Web 2.0

Benefits of Web 2.0

Are We Ready?



Benefits of using Web 2.0 as a knowledge management tool (1/2)

Tacit Knowledge
(*i.e.*, chats and email messages sent around)

Explicit Knowledge

Information Overloading



- **Explicit Knowledge (Blog and Wiki)**

- **Interactions (Commenting on a blog)**

- **Dynamic Filtering, Effective Tagging/ Folksonomies**

**Can organize
Information
much better**

- **Blogs can be tagged, and thereby information can be organized much better**

**Can present
information in a
more concrete way**

- **A wiki provides a snapshot where things are at a given time.**
- **Don't need to look through lots of emails or blog threads. Just look through revisions**

**Increased
Transparency &
Accountability**

- **Blog: Replace collaboration via emails with blog (no problem with ccing people, everyone can see content and comments)**
- **Wiki: you can see who contributed how much to it.**

*Working smarter and smarter
rather than
working cheaper and harder
is really the only strategy
for a developed society...*

(Thomas Friedman,
in the special edition on “The Knowledge Revolution”,
Newsweek, Dec 2005 – Feb 2006, p.12)

- Key Change Drivers**
- Impacts of Web 2.0**
- Benefits of Web 2.0**
- Are We Ready?**



But Are We Ready for Web 2.0... ? Facing Technology Innovation in Internet Time

Or The Gutenberg Syndrome?

"Dear Gutenberg, Wonderful butwhat else can we do with it apart printing the bible?"

A Gutenberg friend after the first disclosure of its revolutionary invention for Publishing, 1490

1895: "Dear Marconi, good thing you managed to transmit letters over the air...but this seems a rather useless technology to solve the problems we have in our Postal Ministry here in Tuscany"

1980: "Why should salesmen use mobile phones if we have a phone box every corner?"

1990: "Why should employees use emails if they can fax on papers?"

2000: "Why should finance operators use SMS text messaging if they can talk to each other by phone?"

2004: "Why should I bother to develop learning contents for Ipods & Blackberries if kids and workers don't even access eLearning on their desks?"



Key Lessons Learned: Change Management

- **It is about changing organizational culture: the way we think and the way we work**
- **Change management is not one-time campaign: It is a journey**
- **Assign a full time change management team whose job is to create collaboration and communication.**
- **Start change management from the top**
- **Change focus of training to community-building, leadership, followership, role/responsibility clarity, decision rights, conflict resolution and other people-centric issues**
- **Encourage, recognize and reward**
- **Align performance evaluation system**
- **Communicate, communicate, communicate: Use all channels**

The image features two hands, one on the left and one on the right, holding a glowing, spherical orb in the center. The orb is bright white and yellow, with a soft glow that fades into the dark background. The hands are positioned as if they are supporting or presenting the orb. The text 'Architect for Innovation & Success' is centered over the orb. A horizontal dotted line with an arrowhead pointing to the right is positioned below the word 'for' and above the words 'Innovation & Success'.

Architect for Innovation & Success

Appendix A: Characteristics of Generation C (wikipedia)

Generation C

- ❑ Generation C was first documented in detail on Trendwatching.com in March 2004.
- ❑ Then and subsequently, Trendwatching.com has identified C as standing for creativity, content, celebrity and control.
- ❑ Generation C could be said to comprise the people who use Web 2.0 to create user-generated content and participate in the co-creation of products and services.
- ❑ What the C stands for is currently under debate, particularly given the lack of direct research on the subject.

Currently, C noted to refer to

- ❑ C - Cusp
- ❑ C - Caring
- ❑ C - Culture
- ❑ C - Control
- ❑ C - Content
- ❑ C - Channel
- ❑ C - Criterion
- ❑ C - Celebrity
- ❑ C - Cynicism
- ❑ C - Character
- ❑ C - Connected
- ❑ C - Consensus
- ❑ C - Complexity
- ❑ C - Collaborative
- ❑ C - Code (internet coding)
- ❑ C - Community/Communication
- ❑ C - Creativity/Creative/Creators