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ENTERPRISE SOCIAL VALUE CHAIN: AN INNOVATION LEADING TO POWERHOUSE ENTERPRISES

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ABSTRACT

Innovation becomes an imperative when problems are getting worse, when systems are not working or when institutions reflect past rather than present problems. In today's marketplace, social media and an enterprise's' online brand architecture and social media footprint is arguably, the most important business process affecting the entire Enterprise Value Chain. Poor implementation of a solid online & social media platform strategy & tactics directly impacts a company's ability to market, sell and extend its brand reach, globally. Failure to effectively implement an integrated social media strategy & tactics across the entire Value Chain could potentially lead to lower revenues (read, shareholder value), slippage in market share, increased financial exposure, risk, and more. One way to fight such a situation these days is transforming an existing organization into a social organization. This paper deals with understanding of the basic requirements of converting into a social organization, maintaining it throughout and leading a corporate environment where curtailing business problems can be achieved by involving more people present in the value chain.

KEYWORDS

Social value chain, powerhouse enterprises.

INTRODUCTION

We all know stories of startups that begin with a handful of people working together in one room, in daily contact with each other and with customers, users, suppliers and anyone else important to their success. Everyone within the board room has a say in every small decisions which are taken to enhance the productivity of the organization which leads to success and prosperity. With this success and prosperity, more people are required to operate and therefore the value chain increases which leads to strict hierarchies and responsibilities. Proper policies and procedures are required to compete with maintaining people at work place. Human resource always takes care of recruiting people with the best competent quality in the market. But what if an organization also takes into account the competency of everyone who falls in their value chain and not only their employees. When a manufacturing company starts with an idea and finally launches a final product, then the product is actually used by the prospects and the customers. Then how can we leave behind the most important aspect of our value chain.

Think of the possibilities and the excitement, if your organization, like that start up could tap into full talent, creativity, experience and passion of all the people it touches-employees at all levels and locations, customers and prospects, and any other in your value chain. What if all can give their opinions, becomes a part of the organization output.

Broadly speaking, it is what social media is doing nowadays. No wonder so many companies around the world are rushing to use it. Developed in last few years, social software is allowing what has never before been possible-the ability of vast numbers of people spread around the world to work together productively and to contribute the full range of their talent, creativity and energy.

A social org. is one that successfully applies the concept of **mass collaboration** to deal with the crucial business challenges and opportunities. The top management of the org. knows that becoming a social enterprise involves incremental improvement by involving the concept of mass collaboration throughout the value chain.

LITERATURE REVIEW

Social consciousness or awareness of society is inseparable from self-consciousness, because we can hardly think of ourselves expecting with reference to social group of some sort, or the group except with reference to ourselves. The two things go together and what we are really aware of is a more or less complex personal or social whole, of which now the particular. Now the general aspect is emphasized. In general, then most of our reflective consciousness, of our wide awake state of mind, is social consciousness, because a sense of our relation to other persons, can hardly fail to be a part of it. (Charles Horton et al. 2004). We often argue that, reducing complaints has traditionally been equated with improved service, in actuality, the surest road to customer-focused culture is through increased complaints. Social organization is a key to envisioning the encouragement of complaints as the route to greater contact between buyers and sellers and hence increased sales opportunities. Offers methods of generating complaints; of measuring feedback from customers; and finally, of increasing opportunities (Jerry Plymire et al, 1984). Now the question is that how to include this directly dormant but indirectly active part of the whole structure. We can neither recruit customers nor can pay them for their value addition. The solution is, what now a days is known as social organization where contribution is not limited only to few people but to all areas or rather the points which an organization can touch. Corporate world today is focusing more on extracting knowledge from the untapped points in a value chain and so this innovative step is admired by most of the corporates across the world. Innovation events – the introduction of new products or processes – represent the end of a process of knowledge sourcing and transformation. They also represent the beginning of a process of exploitation which may result in an improvement in the performance of the innovating business. This recursive process of knowledge sourcing, transformation and exploitation comprises the innovation value chain (Stephen Roper et al, 2008).

Social media maturity, coupled with an integrated online, SEO, SEM and Social Community Marketing strategy replaces one-way communication with dialogue. Participation by customers, suppliers, employees, the industry, the market, etc., and feedback from them all, must be listened to because it has the power to make or break your enterprise or enterprise function. Social media tools allow us to observe the conversations, measure, monitor, track and quantify the online & social media reach and influence. It allows us to assess and re-assess the correct strategy & tactics from the bottom up to increase revenues, open new markets, capture greater market share, lower costs and in general, improve the bottom-line ROI (Richard Norman et al, 2003).

DRIVING FORCES OF SOCIAL ORGANIZATION

To understand the concept of utilizing one's brain and that too in a healthy manner leads us to conceptualize the meaning of a social organization first. Social organization is made up of the organization redirected from the use of few or more social media. The use of internet has made it possible. The Internet makes it dramatically easier to work together from different locations - and take advantage of talent wherever it is. No matter you are the part of organization or organization really pays you a handsome salary, but if you are able to contribute some good and relevant, thought provoking ideas to an organization, you automatically becomes the part of the same organization that is known as social organization.

Driving forces behind such innovation includes:

- Explicit support and encouragement by organizations to work anywhere, which includes the responsibility and accountability to work independently.
- Choice in whether our work is 30-40-50-60-70 hours a week so we can fit our work to our life, not the other way around (with the understanding that we also choose our compensation levels accordingly) - and that working less does not result in working on less important and interesting tasks.

- School schedules that more closely resemble work schedules and expectations... or work schedules that can be adjusted to school schedules (see above)
- Radically different view of education, hiring and employee training.
- Companies that start with a purpose and then find the business model(s) that support that purpose.(Rachel et al, 2012).

We may therefore say that the Social organizations are one that strategically applies mass collaboration to address significant business challenges and opportunities. As a result, social organization is able to be more agile, produce better outcomes, and even develop entirely new ways of operating that are only achievable through mobilizing the collective talents, energy, ideas and efforts of communities.

INNOVATIONS IN VALUE CHAIN ACROSS SOCIAL ORGANIZATION

Social Organization process starts with a mass collaboration often known as crowd sourcing. We may call it a collaborative community as well. It is through communities built around mass collaboration that a social organization is able to enlist the interests, knowledge, talent, and experience of everyone along its value chain to create results that exceeds those possible using traditional processes and small group collaboration. Mass collaboration can be made productive only when directed with full and fruitful efforts. It should have a well-defined objective wherein role of whether it is an employee or customers should be properly defined. A social organization cannot be created just by providing a platform of social media such as in face book, twitter and you tube but technology should be transformed in such a manner that it comprises of an arrangement of group communication, authoring and organizational tools that make it possible for large groups of people to collaborate-including such technologies as wikis, blogs, microblogs, and social feedback, discussion forums, idea engines, answer marketplaces, prediction markets, and virtual worlds.(Bradley,Mc.Donald,The social organization.)

When FORD Motor Company introduced SYNC technology (Ford SYNC is a factory-installed, integrated in-vehicle communications and entertainment system that allows users to make hands-free telephone calls and control music and other functions using voice commands)they recognized the need for a customer support mechanism that was as sophisticated as the technology itself. So they successfully engaged a community of customers to help each other answer questions on how to use and get the most out of SYNC's capabilities.

The Schwab Trading community gets active traders to share information and help each other trade more effectively, with the goal of increasing the wealth of individual participants. Although Schwab doesn't directly target revenue generation with this social media effort, its new customer engagement creates the opportunity for competitive differentiation.

Another milestone was established by Bharat Vikas Parishad in India, whose Mission is to organize the elite, intellectuals and the well-to-do citizens and to motivate them to serve the poor, disabled, illiterate and ignorant brethren not as an act of charity but in the true spirit of the cultural tradition of service as duty. For this they identify and establish personal contacts with such persons who will enroll themselves as members to accept responsibility and render effective assistance in Parishad's activities.

These pioneering examples of social organizations don't simply ends here. There are numerous such examples. But the real question is to understand the right time, place, process and planning to start a social organization.

Mass collaboration extends beyond social media to enable your employees, customers, suppliers and all other stakeholders to participate directly in the creation of value. "That, in broad strokes, is the promise of social media," declare Anthony J. Bradley and Mark P. McDonald, authors of The Social Organization, which reveals how executives from CEOs to managers can make mass collaboration a source of enduring competitive advantage in their enterprise.(Anthony J. Bradley and Mark P. McDonald,)

A HOLISTIC APPROACH TO INNOVATION TO THE ORGANIZATIONS

As stated earlier, becoming a social organization requires a full proof study. It is not always feasible to go social. The lack of proper knowledge and expertise may lead to unwanted results. The latest, we found about the Australian tourism board, spokesperson said, "A few months ago, Tourism Australia's new \$150m advertising campaign launched. Using the slogan, "There's nothing like Australia", Aussie nationals were crowd sourced in an effort to create compelling verbal and visual snapshots of the country. Yet, within a matter of hours, the campaign had been hijacked, with a spoof blog emerging.

Although this in itself could be potentially crippling to any campaign, what makes this partly worse is the lack of digital execution by Tourism Australia, namely by not registering the variation URLs of their website. Only holding the .com address ensured that nothinglikeaustralia.net was able to be registered by some suspect."

So developing social organization or often known as mass collaboration community requires special technical knowledge also.

Evaluating this concept with the help of Michael Porter's five forces model we find that the business would be able to develop a market which would be attractive by virtue of each of the five forces being in favor of the business:

Segment Rivalry: The first is completion. Competition will definitely augment to a great extent. Innovative way of connecting with people will provide a competitive advantage over the other players. Being able to develop as a market driving company will establish the credentials of the company as a market leader and diminish the adverse impact of segment rivalry. Competitors will be forced to adopt the concept, after the increased positive impact towards the reliability and adaptability.

Bargaining Power of Suppliers: Integrating the suppliers into the value chain of the business and making them a permanent and integral part of the business process would immensely reduce the bargaining power of the suppliers. They will feel more involved and their hidden potential can then use to upgrade functioning and more of the emotional ad on will lead to reduced supplier prices in the market.

Bargaining Power of Buyers: Providing products at a lower price through innovative value networks and providing value addition through innovative value proposition strengthens the perceptual position of the product in the minds of the customers, enhances their preference of the company's products and loyalty towards its brand and thus virtually eliminates their bargaining power.

Threat from New Entrants: Creating a strong value network both within the organization and outside the organization leads to strong bonding with the enterprise leading towards no room for the new entrants in the markets.

Threat from substitutes: An improved product as demanded by consumers, and offers value for money tremendously cuts down the threat of substitute products as well. Retailers, suppliers, customer's feels at ease after seeing their ideas transforming into realities, and therefore connecting them more with the organization, leading to no risk from the substitutes in the market.

DIMENSIONS TO BE COVERED IN AFTER LAUNCHING A SOCIAL ORGANIZATIONAL COMMUNITY

MONEY & ALLOCATION AND MASS COLLABORATION

Nothing is free in this era of technology and so is technology. Any social organization rests upon a community of people having a common and shared goals and a technology which may be a social media or social platform. Be always realistic on money count. Controlling the cost is an important and unavoidable issue. Every organization going social will require adequate funds and so the justification for such cost should be ready. Don't forget the value addition done through such collaborations will add revenues in the long run. These community or mass collaborations will provide additional and improved ways of doing organizational tasks resulting into achieving more in terms of moral targets.

DEALING WITH PERSONNEL RESOURCES

It is quite challenging for the management to control all the social media activities related to their organization .Face book, the largest social networking site in the world, has even an open group available 'Fired by Facebook'. The members of this community are people who have been fired because of their comments and posts on face book or on other social or their organizations' website. There are many who have paid because of their social media mistakes. **Kimberley Swann**, an avid Face book user, was sacked after saying her first day at her new job was "dull". Her boss discovered her comments about three weeks later and immediately fired her, say that if she's not happy with her job it's probably best if she doesn't come back in.

A nursing home employee from Minnesota was fired after posting pictures of herself with the home’s patients. Unfortunately for her the home’s privacy policy stated that this behavior was against its terms. Always check whether you are allowed to post pictures, or discuss anything related to your workplace before you actually do it. Most companies enforce strict action when someone breaks their rules. Sharing confidential information is a big ‘no – no’ anywhere, especially on Face book, as **five nurses from California** found out. The five nurses were dismissed after they were found to be sharing patient’s private and confidential information on the social site. Sharing confidential information is risky at the best of times, but to do it openly on Face book is simply asking for trouble and can even lead to legal action. Employee Samuel Crisp, a "Genius" at the Norwich Apple Store, posted various angry updates about his iPhone, apps and other aspects of Apple, expressing his displeasure on the social network. Crisp’s profile was set to private, but the comments reached Apple management from a friend who passed them on. Apple terminated Crisp, saying his remarks breached the company’s social media policy against negative comments, and the tribunal upheld the company’s decision. The case is the latest illustration of the conflicts between employees, employers, and the use of social media to discuss work-related issues.

EVALUATE PERFORMANCE AND REWARD

A good social organization is one which is always ready to assess the performance of its employees and guide them to improve their performance on the social media networks. It is the responsibility of the community collaboration manager to enhance the ideas and concepts related to the technology and providing all updates about new arrivals in the field of mass collaboration. It also becomes important to reward the customers or prospects, employees or retailers or any individual or party in the value chain who is responsible for the value addition in your organization through the mass collaboration so that the feeling of reward will increase the productivity of genuine ideas on the social media sites. It can be in the form of increasing competition on your organization’s website to attract the more traffic of customers. As evidenced by Foursquare, a mobile phone application, users flocked to the location-based app because of the appeal it held by using a leader board and creating competition among its user base. Competitions are another tried-and-true way of engaging new customers and rewarding existing consumers. While giving away free prizes can be a great way to reward your customers, content-creation competitions have recently become a popular way for brands to **use social media and digital technology to involve consumers, while achieving free publicity.**

MANAGING TECHNOLOGY GAME

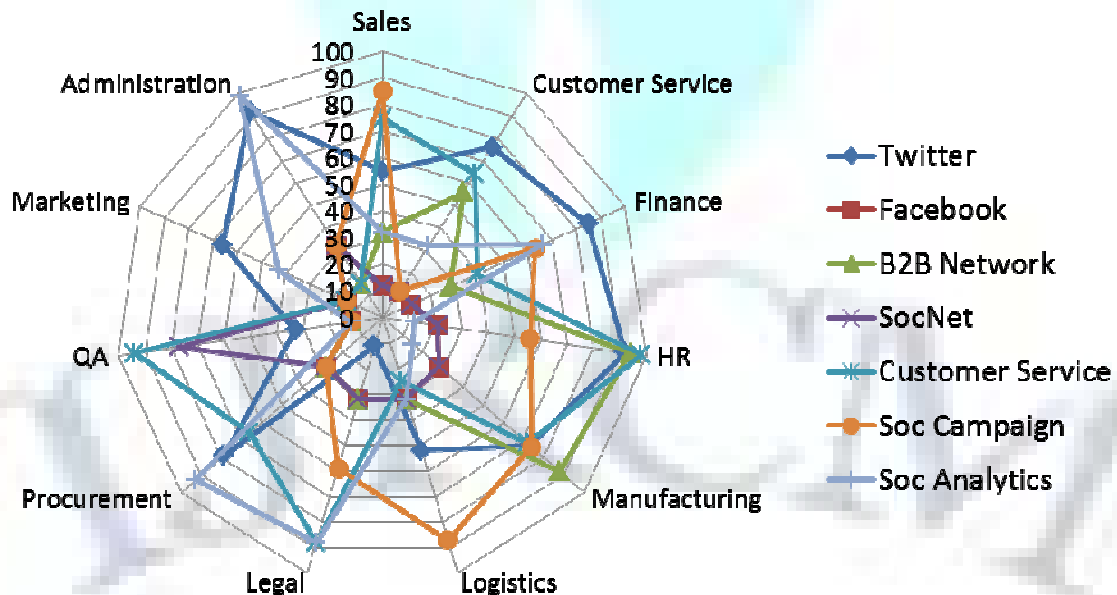
Companies at different adoption stage needs to select the kind of the need required at their end. At each stage a company has different challenges and there are different best practices to follow. The company can master this group at the early adoption stage. It becomes difficult for the companies in their early majority or late majority stage. At Dell, Manish Mehta, Former Vice President, had a weekly teleconference with managers throughout the organization responsible for the hundreds of social applications the company deploys; from the Twitter feed @Dell Outlet that promotes overstock computers to Idea Storm, the online community that solicits ideas for new Dell products.

There are many organizations adopting this fashion or rather the culture and adding value in their routine activities. There is hardly any business sector untapped or location untouched.

Ford took many initiatives like, Ford story, where consumers are invited to provide their stories about how Ford has impacted their lives over the years and portals like **WeddingRoadTrip.com** where couple drove cross country to see everyone they would have invited to the wedding to get advice. Gained media coverage and social media exposure. They go married and are then known as Mr & Mrs. Ford.

American Express OPEN is the company’s division dedicated to helping small business owners succeed. It has based its marketing strategy around the social web, realizing that social media has become a priority for small business owners. Since 2007, AMEX OPEN has relied on its Open Forum to provide business advice and insight. The social site includes a blog with frequently updated content, and a large collection of videos that users can rate and share via other social networking channels. In the site’s “Idea Hub”, forum members can network with one another and with industry experts, as well as customize topics to their specific interests.

MEASUREMENT TECHNIQUE TO JUDGE THE EFFECTIVENESS OF SOCIAL ORGANIZATION



(Source: Ytzik Aranov, Managing Partner, Social2B)

One of the most effective measurement techniques to measure enterprise social media effectiveness, both pre- and post-implementation, is to diagnose the “Social Media Maturity Index” (see graphic), which establishes a recognizable industry-specific metric with which to assess the social media value, influence,

depth, and footprint of an enterprise's value chain components – combining both departments and business processes. Moreover, the social media maturity Index in its very essence is a barometer of how the value chain is capable of moving at the speed of (digital & social) business today.

So, when looking for added revenue stream, cost savings, internal value, constraints, and external interfaces with the world, then social media maturity acutely identifies the lack of, or plethora, of business excellence in sync with today's pace of commerce. How do we drill down into the Enterprise Value Chain and establish Social Value Chain Maturity & Scalability? Let's break it apart into pieces. Look at the following chart that defines touch points throughout selected departments throughout the enterprise, and their social media impacts.

The same goes for every other vertical silo, and, every business processes. Each and every business process running across – horizontally – the enterprise has multiple social media touch points.

Social media maturity, coupled with an integrated online, SEO, SEM and Social Community Marketing strategy replaces one-way communication with dialogue. Participation by customers, suppliers, employees, the industry, the market, etc., and feedback from them all, must be listened to because it has the power to make or break your enterprise or enterprise function. Social media tools allow us to observe the conversations, measure, monitor, track and quantify the online & social media reach and influence. It allows us to assess and re-assess the correct strategy & tactics from the bottom up to increase revenues, open new markets, capture greater market share, lower costs and in general, improve the bottom-line ROI.

We may therefore interpret that social organization requires proper identification of resources, compatibility with the existing environment which may lead to involvement of all avenues within a value chain curtailing huge investments on research.

- Creating a more aligned and more cohesive internal organization (whether vertical silo or horizontal business process) involved with social media and its offshoots;
- Developing a cross-enterprise social media policy as hundreds of employees across the value chain are uncontrollably blogging & tweeting about the company without any filters – to manage the social media impact;
- Channeling the endless volume of Content across the enterprise that is not “curated”, re-purposed or managed effectively throughout the enterprise, thereby losing SEO and ranking power;
- Implementing a solid, instantaneous, Reputation Management process .
- Hiring – training – more targeted and experienced human resources to effectively channel the enterprise's social media assets and better utilization of current ones;
- Mapping out a better-defined path to enterprise success by assessing the maturity of the organization and its readiness to embrace a new channel affecting the entire value chain – from customer service to distributor relations to marketing;
- Establishing a quantifiable and actionable ROI.

The Social Media Maturity Index provides an immediate snapshot of where every Value Chain component of the organization is today is with respect to social media & market acceleration and what can be expected in terms of performance based on the overall social media maturity of the enterprise. It also maps out where each Value Chain component is lacking and what can be done to accelerate it and better sync it to the other Value Chain components thereby creating a powerhouse enterprise.

CONCLUSION

World today is moving in a direction where there will be no boundaries outside the organization and within the organization, where ideas will not be restricted within a team or a gossip discussion, where customers will feel as a part of the organization and where hierarchies will play important roles only inside the organization. So time has come to step outside the traditional way of handling resources and utilizing best of their talent which is rarely uncurtained. Organization demands gargantuan change where they can unleash the potential of all available value providers and so a social change in the process is required to transform it more successfully.

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