

A photograph of three people walking on a wooden boardwalk. On the left, a man in a light blue button-down shirt and dark jeans looks at a smartphone held by a woman in the center. The woman is wearing a red, white, and blue striped t-shirt with stars and sunglasses. On the right, a man wearing a white shirt, a red and white checkered scarf, and a matching checkered cap also looks at the phone. They are walking past a metal railing with tall grass behind it. A red rectangular box is overlaid on the top right of the image, containing white text.

Social collaboration and knowledge sharing

Pal Bhusate & Josh Knight
May 2013



Making a **social** online
workplace to encourage
collaboration and sharing

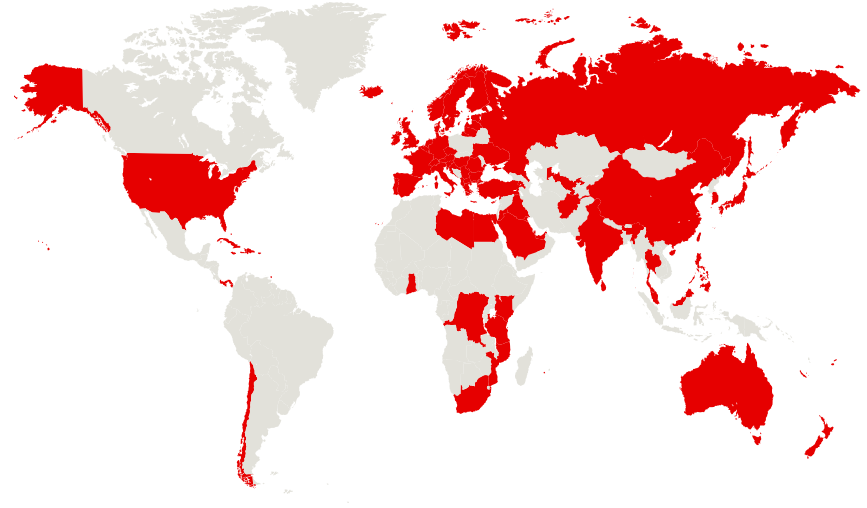


About us



About Vodafone

- World's second largest mobile phone company by subscribers (**403 million**) - behind only China Mobile
- Market capitalisation of £90 billion
- Listed as one of the top ten brands worldwide, with a brand value of **£20 million**
- **1 in 5** mobile phones worldwide are connected to Vodafone
- **150 million** customers in India alone
- We're changing from a pure mobile operator to a **total communications provider**



1.5bn global social
networking users
and 80% of online users
interact with social
networks regularly



Any time, any where:

74%

of enterprise employees think a social platform
would improve their performance





Attracting talent:

3/5

of graduates ask employers
about their social media policies

What did we do?



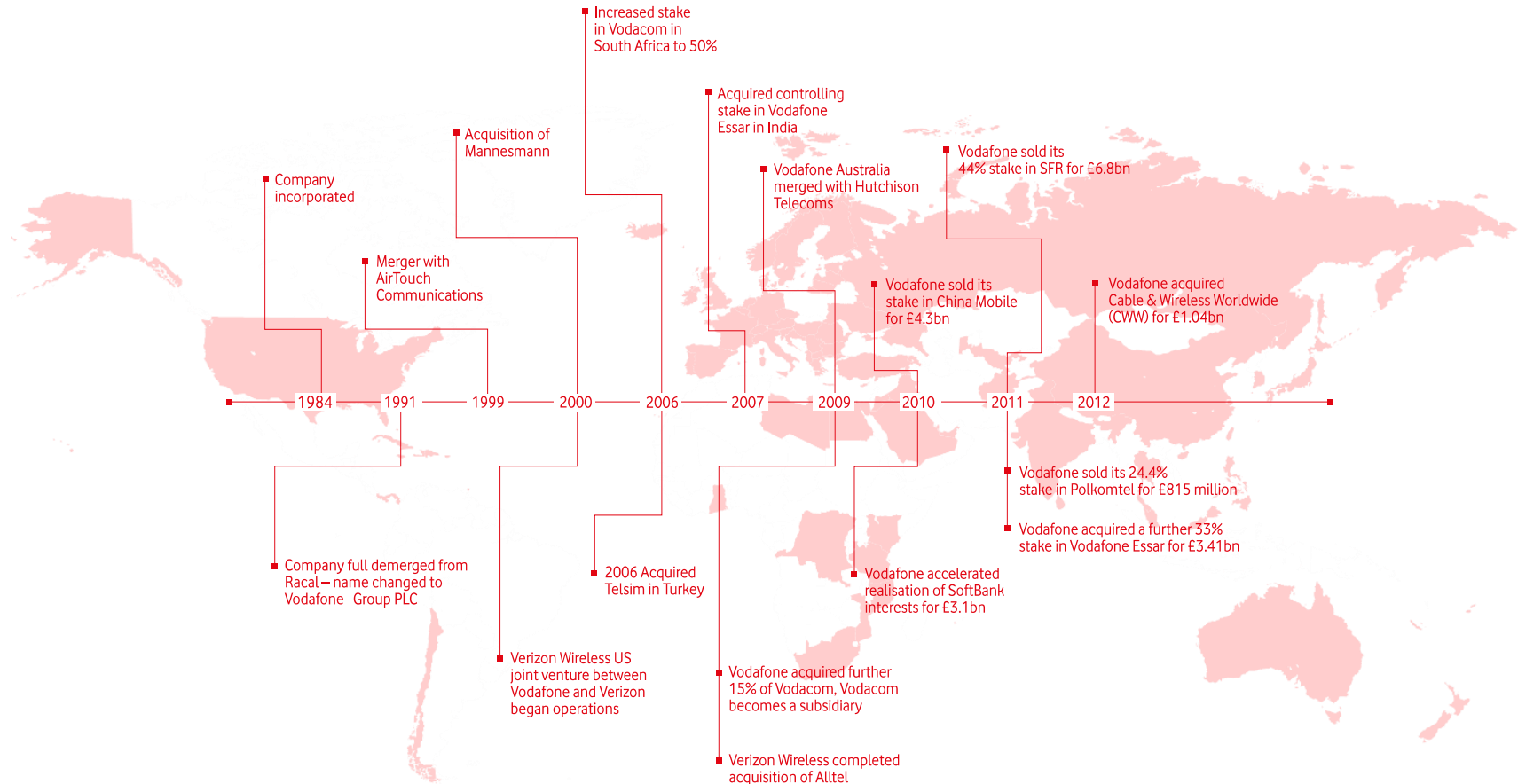
Substantial ROI... in less than 10 months

- **Online community** capability to simply connect with, find and share what's important
- One **standard** intranet – greatly reducing operational costs
- A **culture** of “internal building” – reducing spend with 3rd parties

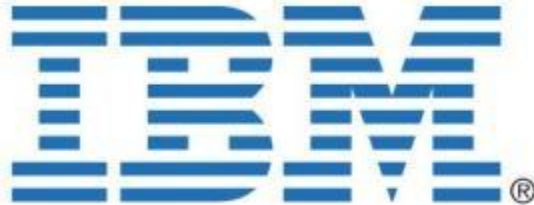
For a total cost saving of
£2.9 million



Vodafone Operating markets – common issues but isolated solutions



Motivations and inspiration

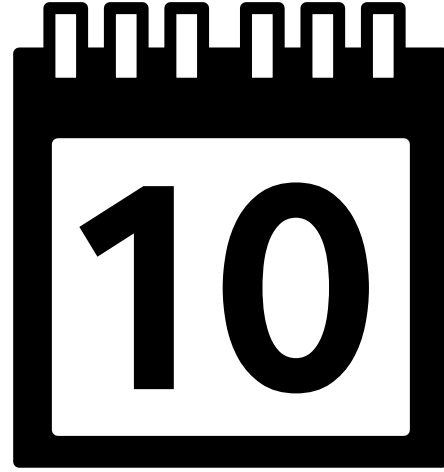


-
- Productivity savings of **\$80m**
 - 52% staff are more satisfied
 - Created a happy work place
 - Reduced **staff turnover** from **60% to 10%**
 - Use internal resources instead of contractors
 - **\$40m savings**





+



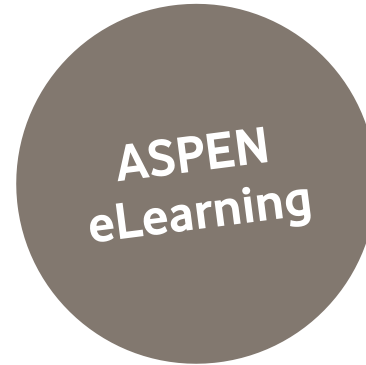
=

£3 million

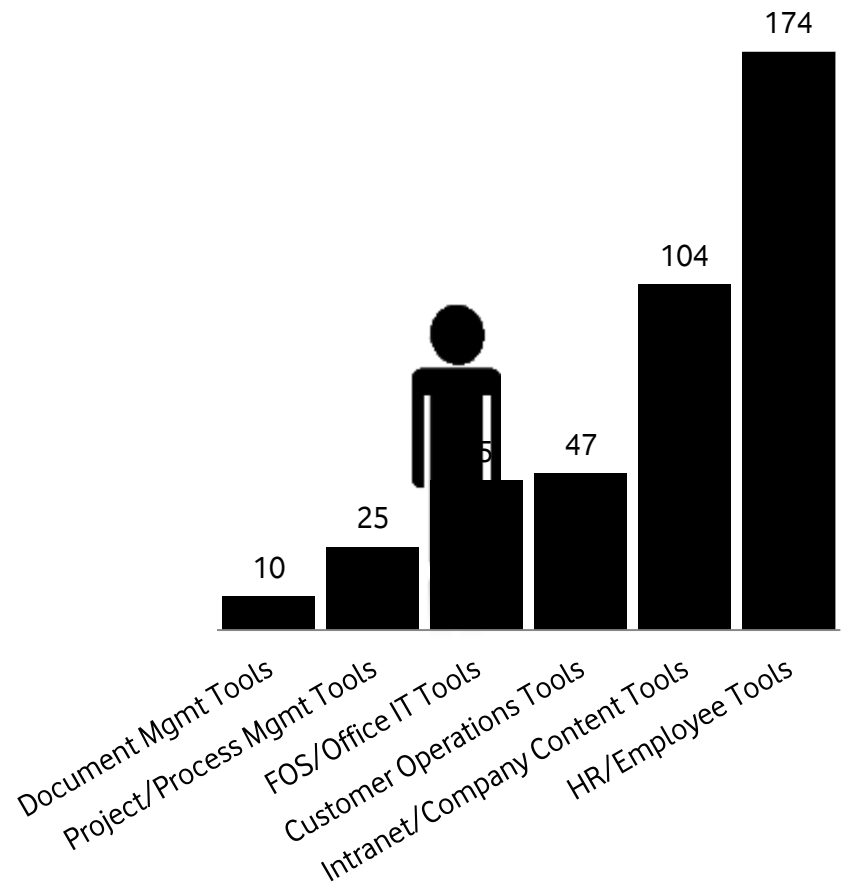
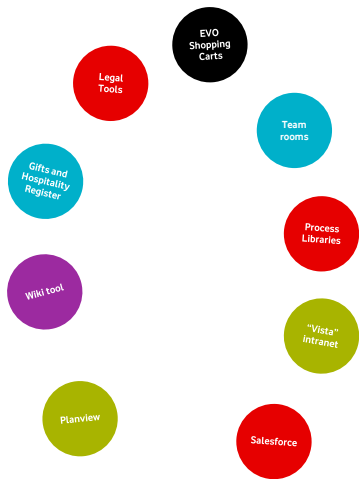


How we got there









€33m



We make it
simple to find
what or who
you need...

... we make
sharing what's
important fast
and easy...

... in a modern,
open and
personal online
workplace...

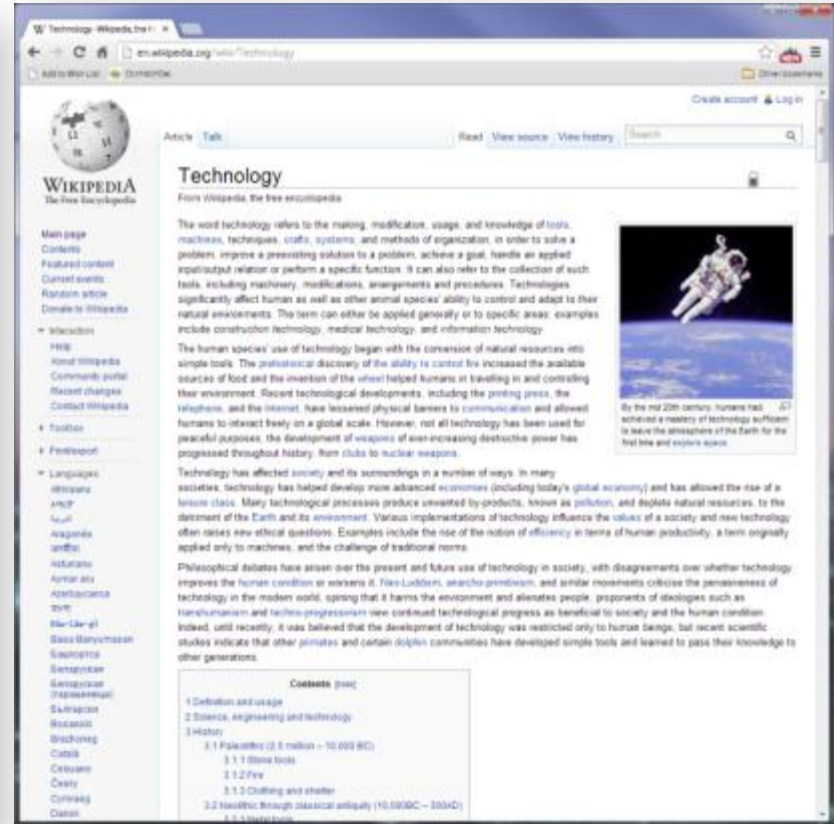
... while
remaining
proudly
Vodafone



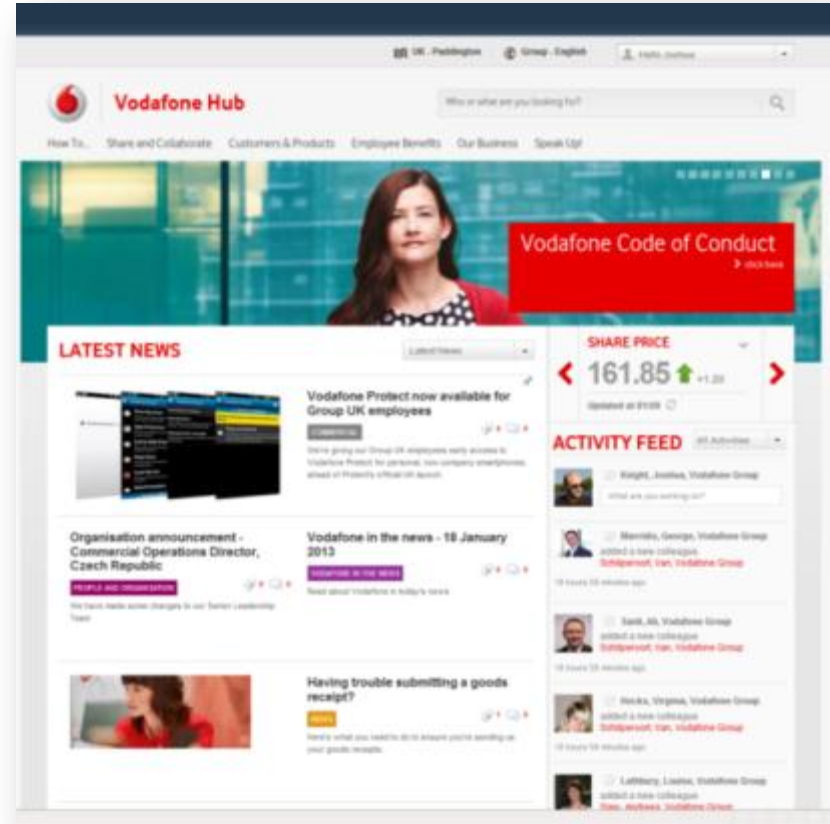
1 - Hub



Taking inspiration from what we use already



Building a familiar, relevant online workplace



2 - Circle



My personal social networking space




My business networking space

The screenshot displays the Vodafone Circle web application, a business networking platform. The interface is divided into several sections:

- Header:** Includes the Vodafone logo, a search bar, and navigation links for Communities, Town Halls, and Help.
- Left Sidebar:** A navigation menu with sections like "My Town Halls" (listing Customer Obsession Zone, OCE Demo Town Hall, etc.), "My Communities" (listing AMAN Region, Apple Users, etc.), and "Inspire" (listing various groups).
- Main Content Area:**
 - Post Header:** Shows a user profile picture and a text input field with the placeholder "What are you working on?".
 - Activity Feed:** A list of posts from users. Visible posts include:
 - Werasaniya, Ryan, VF SouthAfrica: "when I played Call of Duty: Modern Warfare I was absolutely blown away!!! The graphics, storyline, gameplay, suspense, it was like I was in a movie, for me the best!!! Oh and used to love Tetris. I remember playing it on my Golden China Console."
 - Werasaniya, Ryan, VF SouthAfrica: "This is a brilliant idea!!! Absolutely love it!!! Its Doom, I remember being so scared as a kid that when I got to certain stages I would give the control to my dad. With concentrates on what colour keys to collect when theres flame throwing and invisible monsters in your face. What a game!!!! Whats the greatest game you ever played? In the 24 years I have been on this planet, I have played many many many many and never played FPS games but when I played Call of..."
 - Fenny, Philip, Vodafone Group: "For those that are interested - Free #Microsoft #Training days later this month: #OOOCC> target=blank class=vinbody href=http://www.microsoft.com/en-gb/techdays/ventura/79/techdays-online-2013?http://www.microsoft.com/en-gb..."
 - Vieira, Maria, Vodafone Portugal: "Hi Chiara and Sherry, great call this morning, all topics were very clear. Just one question that occurred to me afterwards: will it be possible for the local markets to trade a specific global product or service? Thanks."
 - Cacciat, Chiara, Vodafone Group: "this is the mock up (wireframes) of what the refreshed zone will look like"
- Right Sidebar:**
 - Quick links:** Create a new Community, Manage Requests, Create a new Town Hall, Manage my Town Halls.
 - Discover communities:** Most active, Recently created. Lists communities like "Technical Support Team Hungary", "Vodafone SmartPass in the UK", and "Campus-Community".
 - Our Town Halls:** Upcoming, Open now. Lists events like "Internal Communications Virtual Meeting" (April 18) and "Security Tech Talks" (April 25).




Vodafone Townhall – our first custom social “application”



Town Hall

Support | Search




Vittorio Online

look out for details of the next event!


July 30, 2012, 11:00 to 12:00 UK time

Vittorio is offline but he looks forward to more of your short, concise questions next time.


All questions | Answered | Unanswered | Flagged



Ismaeli, Gamil, Vodafone Egypt asks
hi vittorio , Is there is a real enhancement process regarding the outsourcing staff for non Vodafone employees working in vodafone egypt .thanks for your reply in advance.
July 30 2012 | [Unflag](#) | [Like](#)



CREPALDI, ANDREA, VItaly asks
Hi Vittorio,
what do you think about Google Fiber initiative? Do you see any real threat for those markets wher Vodafone is approaching Fixed NGN services or to the overall business/service model for Service Operators?
thanks
cheers
andrea
July 30 2012 | [Flag](#) | [Like](#)



NYTRIL, FERNANDO, VItaly asks

Activity

54 QUESTIONS
43 ANSWERED
23 COMMENTS
165 LIKES

Speakers and moderators

- Colao, Vittorio, Vodafone Group **SPEAKER**
- Bhusate, Harpal, Vodafone Group
- Russell, Anna, Vodafone Group


Latest attendees

[Attend](#)

- Zublena, Mirco, Vodafone Italy
- Oler, Erkan, Vodafone DE
- SATAPATHY, MANOJ RANLIAN, VIndia
- 650, UAT, VGSIL
- Mandani, Laila, VIndia
- Suryawanshi, Vitthal, Vodafone Group
- Gersl, Jakub, Vodafone CZ

Trusted sites | Protected Mode: Off | 100%

Vodafone Townhall – our first custom social “application”



Town Hall


Support

Search

Klan, Stephan, Vodafone Group

Information Services

Online Town Hall



December 13th, 2012, 10:30 to 11:30 UK time for 15 All Hands


Town Hall is in-active.

All questions

Answered

Unanswered

Flagged




Scullion, Danny, Vodafone Group asks

Hi Albert, following on from Andrea Fumagalli's question about Data Centre Strategy, do you have an opinion on whether the current Data Centre estate is capable of supporting Vodafone in it's Journey from Good to Great, addressing the reduction/removal of Legacy systems, increased use of Cloud technology, use of the latest technologies today and the next generation?

13 2012 | [Flag](#) | [Like](#)

1 reply



Hi Danny, this is a very timely question as the teams have been reviewing the data centre estate, both facilities and servers / storage etc. The recent outage in Ratingen showed us that we need to make some investments to improve the power plant. The data centre consolidation in southern Europe concluded around 5 years ago so we have a lot of hardware there which is reaching end of service life. An investment plan is being prepared an ultimately in the current economic climate with scarce funding these investments will have to be considered alongside other initiatives. The key thing for us to do is to highlight the potential risks that we are running today and the consequences if these risks materialise and then try to strongly influence the investment decisions at the most senior levels.

Price, Douglas, Vodafone Group

14 2012

Activity


76 QUESTIONS

76 ANSWERED


63 COMMENTS

290 LIKES


Speakers and moderators

 Bennett, Carl, Vodafone Group


SPEAKER

 Blakey, Lindi, Vodafone Group


SPEAKER

 Cottrell, Steve, Vodafone Group


SPEAKER

 Hitchcock, Albert, Vodafone Group


SPEAKER

 Littlefair, Bryan, Vodafone Group


SPEAKER

 McKeown, Ian, Vodafone Group

SPEAKER


 Price, Douglas, Vodafone Group


SPEAKER

 Santambrogio, Renato, Vodafone Italy

SPEAKER

Latest attendees

 Allend


 Johnson, Paul, Vodafone UK


Done

Trusted sites | Protected Mode: Off

100%

Vodafone Townhall – our first custom social “application”

Town Hall



Rosemary Online

A Townhall event for the global Legal community

October 17, 2012, 09:00 to 16:30 UK time


Town Hall is now closed. Questions will continued to be answered in the following 24 hours.

All questions

Answered

Unanswered


Flagged



AbuBakr, Ayman, Vodafone Egypt asks

Hi Rose, May this question finds you well. In light of Worldwide Financial challenges and mandatory needs for optimizing our OpEx vs. Net Profit to maximize Vodafone Renewal and Return On Investment (ROI), please may I ask if there is a Vodafone Group intention to plan an investment by selling part or whole OpCo's shares to be migrated to other markets of better investment opportunity to Vodafone. Thx.

October 17 2012 | [Flag](#) | [Like](#)




Sambyal, Bhanu, VIndia asks

What do you like best about the Vodafone?

October 17 2012 | [Flag](#) | [Like](#)

1 reply



There are lots of good things about Vodafone. Best of all I like my colleagues. I also like the fact that mobiles really are for good, I like the fast pace and sometimes unpredictable things that happen in the industry. I like the fact technology is at the heart of the business (and we need to make sure the customer is there too, always!), and I really like Vodafone's multi-nationality... I could go on...

Martin, Rosemary, Vodafone Group | October 17 2012

Activity


40 QUESTIONS

39 ANSWERED


22 COMMENTS

121 LIKES

Speakers and moderators




 Martin, Rosemary, Vodafone Group SPEAKER




 Ward, Katharine, Vodafone Group


Latest attendees




 Attend




 Craciun, Lucian, Vodafone Romania




 GULEC, AYSEL, Vodafone Turkey




 Kautz, Ulrike, VFGermany




 Ranjan, Parul, VIndia




 MARINI, ANDREA, VItaly



 GOMEZ, MARIA JOSE, Vodafone Espana



 De Angelis, Adriano, Vodafone Italy



 Pergolini, Francesco, Vodafone Italy

Done

Trusted sites | Protected Mode: Off

100%

Vodafone Townhall – our first custom social “application”

Browse Page

Klan, Stephan, Vodafone Group

Town Hall

Support Search

Group Internal Communications Townhall

Virtual Meeting 5-7 November 2012 - Ask your questions below

Town Hall is inactive.

Activity

- 165 QUESTIONS
- 54 ANSWERED
- 39 COMMENTS
- 214 LIKES

Speakers and moderators

- Al-Khatib, Raja, Vodafone Group **SPEAKER**
- Nelson, Elizabeth, Vodafone Group **SPEAKER**
- Russell, Anna, Vodafone Group **SPEAKER**

Latest attendees

- Attend**
- Inwood, Catherine, Vodafone UK
- Farouk, Sarah, Vodafone Egypt
- O'CANSEY, NAOMI, Vodafone Ghana
- Gandhi, Yogesh, Vodafone Group
- ZANON, CLIO, VFItaly
- Vieira, Maria, Vodafone Portugal
- TERUGGI, ALESSANDRA, VFItaly

All questions | Answered | Unanswered | Flagged

Hussein, Laia, Vodafone Egypt asks
Thank you for the virtual idea as it gave us a great opportunity to share in such great meeting with the comms people from the different opcos. We say it from the heart. Thank You.
November 7 2012 | [Flag](#) | [Like](#)
3 people like this

Maher, Nuala, Vodafone Ireland asks
Well done folks - very useful. Shorter and more frequent will be even better. N.
November 7 2012 | [Flag](#) | [Like](#)
2 people like this

Nabil, Mona, Vodafone Egypt asks
I really liked everything during the past two days, very informative. Thank you and Liz. Well done for organizing this great event
November 7 2012 | [Flag](#) | [Like](#)

Done

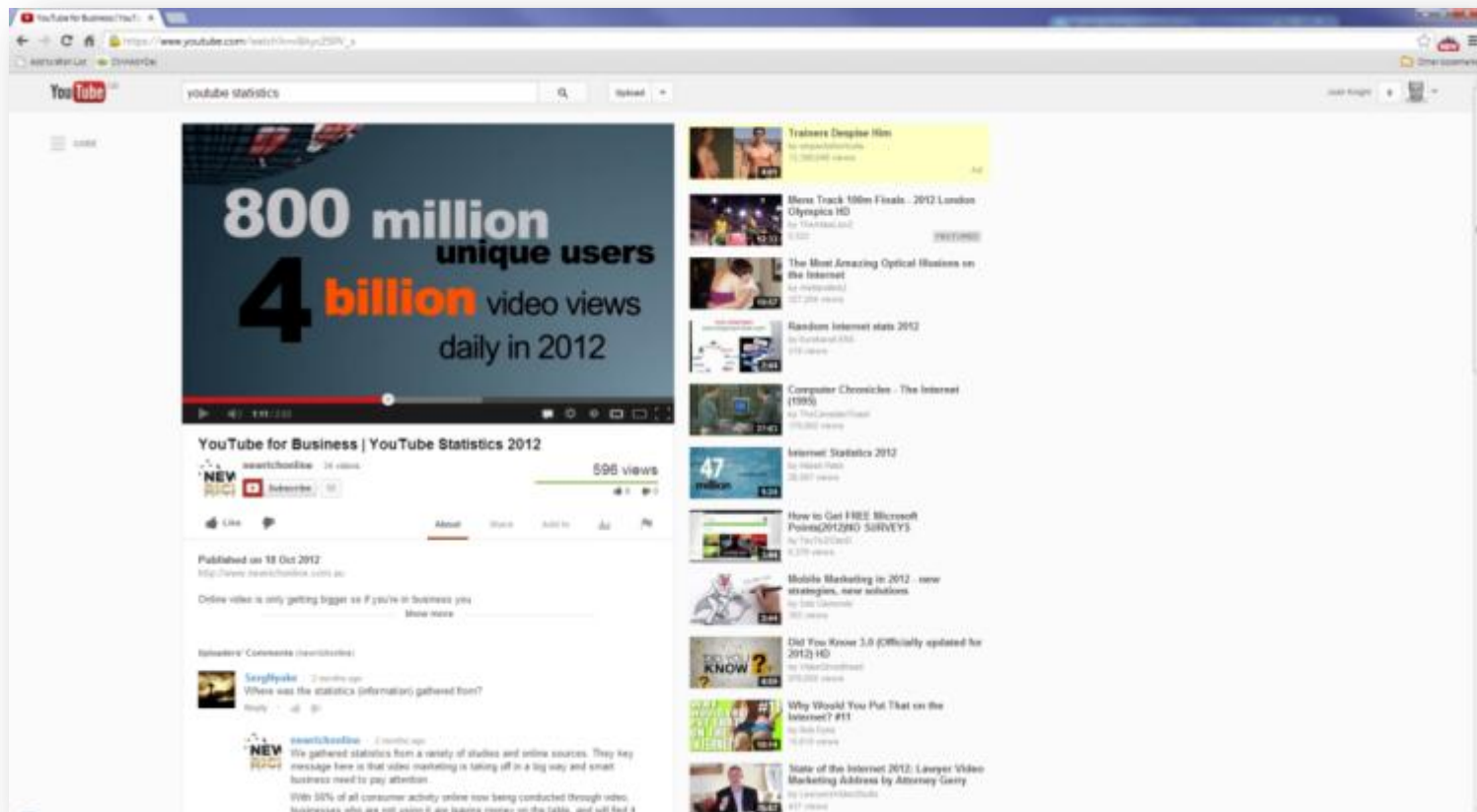
Trusted sites | Protected Mode: Off

100%

3 - Tube



Bringing sharing and learning to life



The screenshot shows a YouTube video player with the title "800 million unique users 4 billion video views daily in 2012". The video is by the channel "search4online" and has 596 views. The video player shows a progress bar at 1:11 / 1:12. Below the video player, the video description reads: "Published on 18 Oct 2012. http://www.search4online.com.au. Online video is only getting bigger so if you're in business you should be using it. More video." The video is also featured in a list of recommended videos on the right side of the page, including "Trainees Denigrate Him", "Men's Track 100m Finals - 2012 London Olympics HD", "The Most Amazing Optical Illusions on the Internet", "Random Internet stats 2012", "Computer Chronicles - The Internet (1995)", "Internet Statistics 2012", "How to Get FREE Microsoft Points(2012) SURVEYS", "Mobile Marketing in 2012 - new strategies, new solutions", "Did You Know 3.0 (Officially updated for 2012) HD", "Why Would You Put That on the Internet? #11", and "State of the Internet 2012: Lawyer Video Marketing Address by Attorney Gerry".



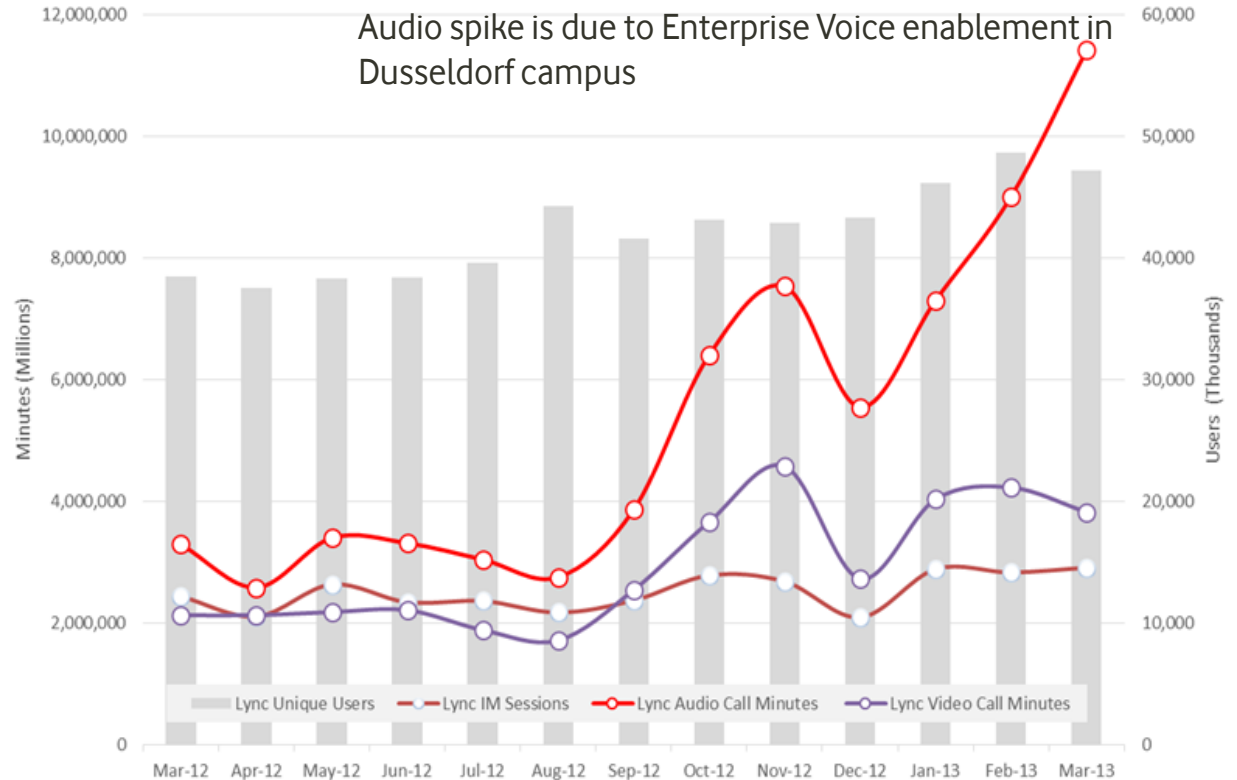
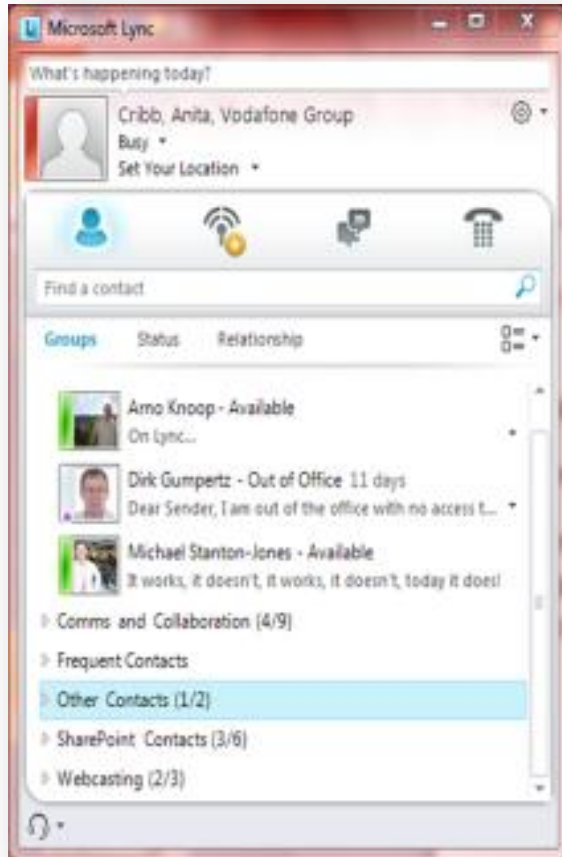
Bringing sharing and learning to life



4 – Unified Comms



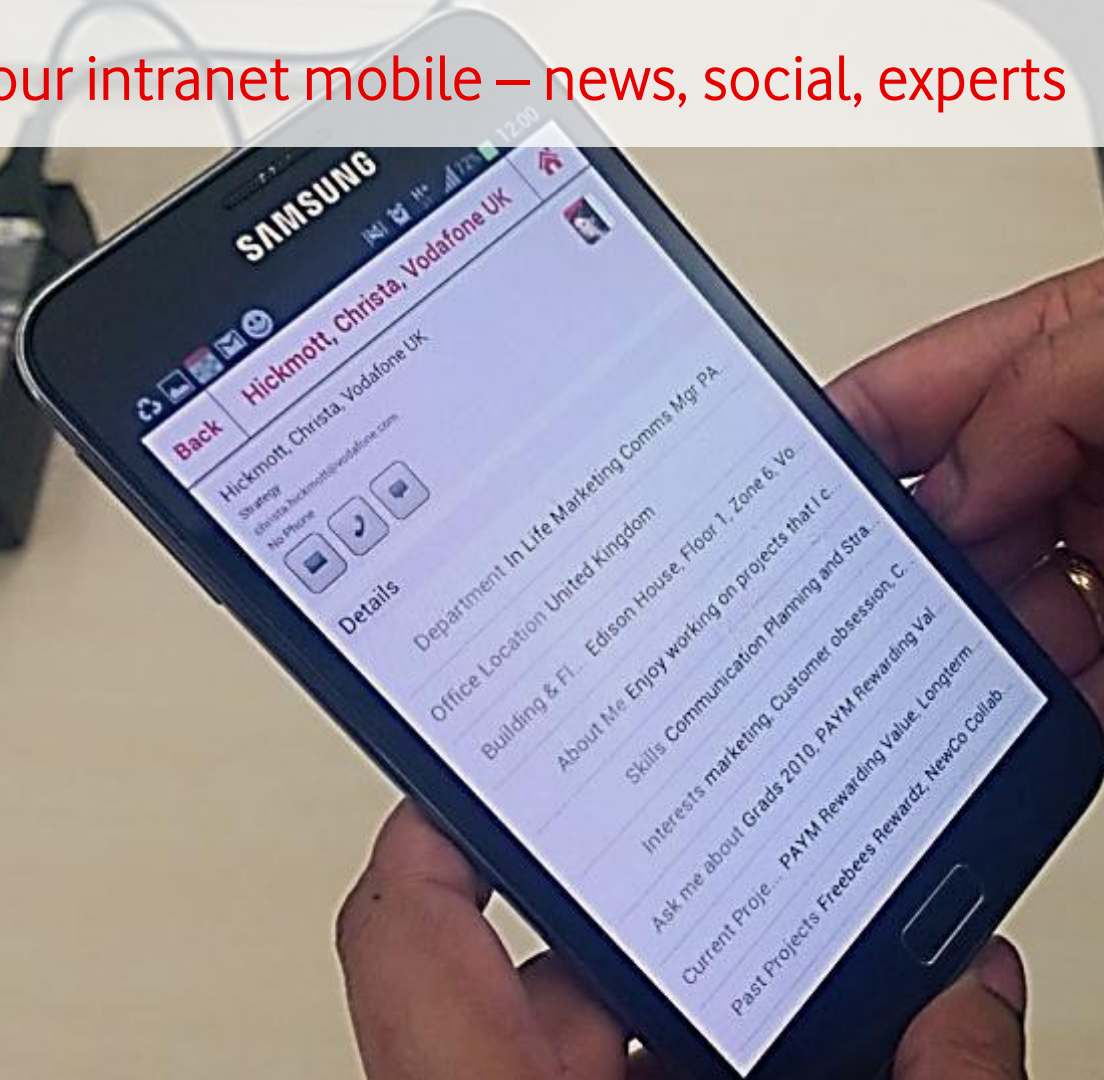
“Lync”-ing employees worldwide



Mobile



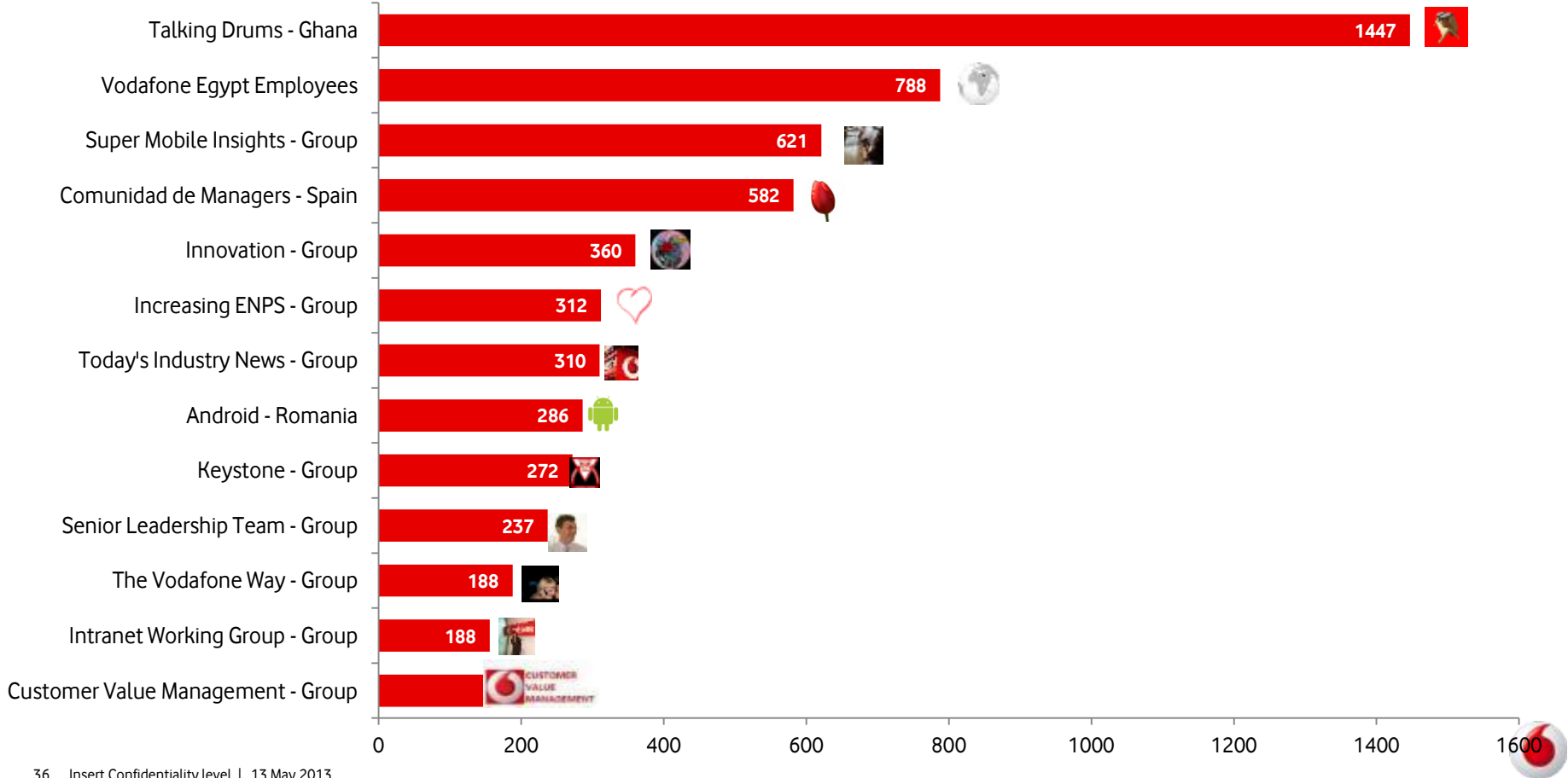
Taking our intranet mobile – news, social, experts



Measures of success



Sharing what's really important



Solving problems 80,000 people at a time

How do I get
work email on
my iPhone?

Joost, Vodafone Netherlands

Nice and easy –
here's how!

Josh, Vodafone Group Technology

Helpdesk SLA



48h

Vodafone Circle



11mins



Uncovering hidden talents

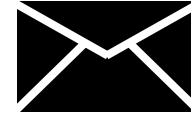
utilities



Past experience:
utilities



90 minutes



“Here’s your answer!”



Employee engagement in a social way

- Last St. Valentine's day, Vodafone launched an international campaign called **Red Hearts day**
- Focus was on philanthropy, charity and goodwill
- To support this, we launched “**Send a red heart**”
- Employees could send a “virtual red hart” to other employees as thanks or recognition
- In one day alone:

27,000 red hearts

were sent **from and to every country and team**

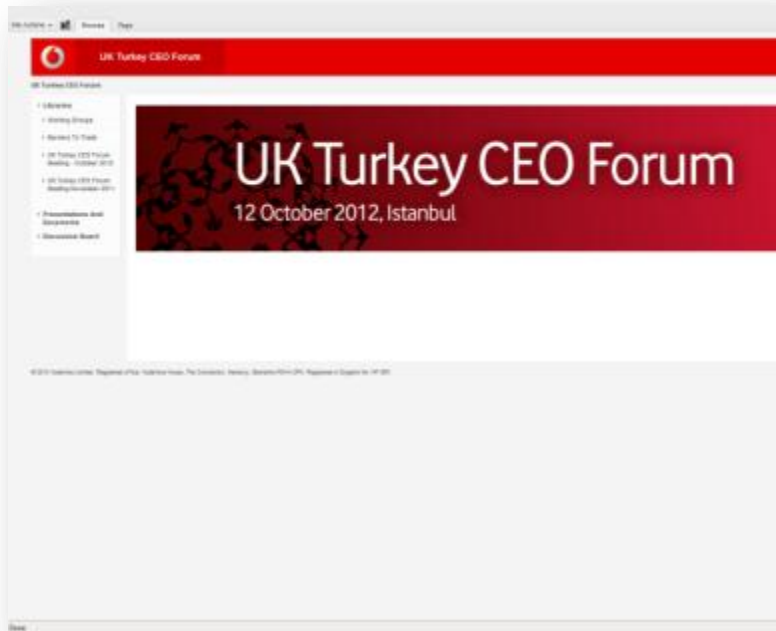


Deeper financials



Real, measurable savings

Avoided external spend

A screenshot of the 'Vodafone gifts and hospitality register' declaration form. The form is titled 'Declaration form' and includes a sub-header 'My Declaration' with links for 'Previous' and 'Help / FAQs'. The instructions state: 'Please fill in the form below. All fields are required except for the comments field.' The form is divided into several sections: 1. Vodafone employee details (Employee email, Enkly, Employee department), 2. External party details (Action taken with gift/hospitality, Company, Person, Are you in a line for a RFP process with the external party?), 3. Details of the gift or hospitality (What was given/received?, When was it given/received?, What is the total market value?, Do you have the required approval?, Was the gift/hospitality to/from a government official?, Was the gross event cost exceeded?). Each section contains input fields and dropdown menus.

£613,375

£0



Real, measurable savings

Standardisation & reuse (avoid customisation)

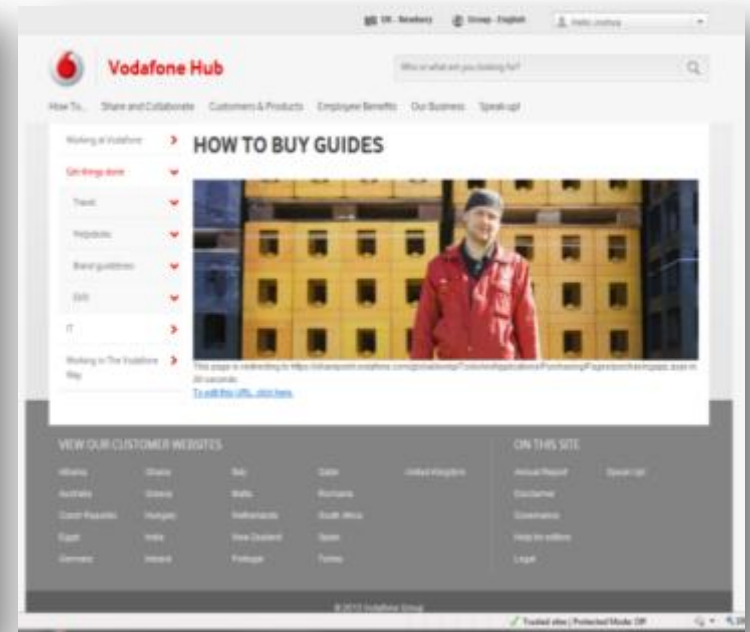
SELECT YOUR MARKET

Albania Shqipëri	Greece Ελλάδα	Netherlands Nederland	Test Market
Australia	Group	New Zealand	Turkey Türkiye
Czech Republic Česká republika	Hungary Magyarország	Portugal	UK
Egypt مصر	India भारत	Qatar قطر	
Fiji Matanitu ko Viti	Ireland Éire	Romania România	
Germany Deutschland	Italy Italia	South Africa	
Ghana	Malta	Spain España	

SELECT YOUR LANGUAGE

English Deutsch Italiano español

Selecting a market other than your own may mean that some links are unavailable.



+ €317,750

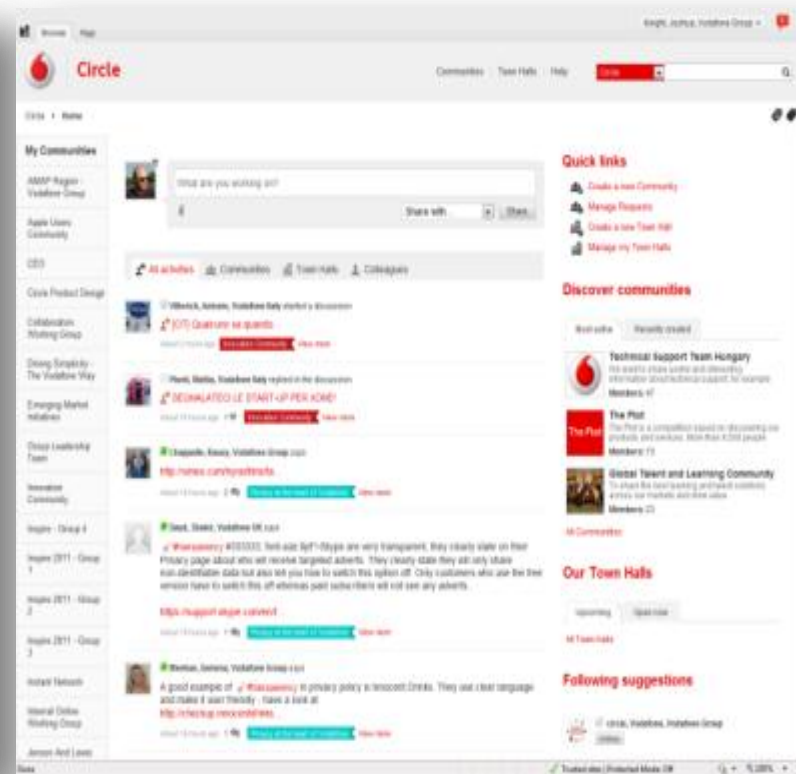
£0



Real, measurable savings

One global solution

+ £1,800,000



£0

Real, measurable savings

The screenshot shows the YouTube channel page for 'Kardashev's Universe'. The channel banner features a red and white graphic with the text 'SELF DESTRUCT'. The channel description reads: 'Kardashev's Universe is a channel dedicated to the study of the universe and the search for extraterrestrial life. We explore the latest scientific discoveries and theories, and we provide a platform for scientists and enthusiasts to share their ideas and research. Our content is based on the latest scientific research and is designed to be both informative and entertaining. We hope you will enjoy our videos and join our community of space enthusiasts. Thank you for watching!' The channel has 1,234 subscribers and 123 videos. The video list includes 'The Search for Extraterrestrial Life', 'The Latest Discoveries in Space', and 'The Future of Space Exploration'.

The screenshot shows the Windows Task Manager Performance tab. At the top, it displays 'System' and 'CPU' usage. Below this, a list of system metrics is shown with corresponding progress bars and numerical values:

- CPU:** 1.0% (1.0% of 4 cores, 4.0 GHz)
- Memory:** 1.0 GB (1.0 GB of 8.0 GB)
- Disk:** 1.0 MB/s (1.0 MB/s of 10.0 MB/s)
- Network:** 1.0 MB/s (1.0 MB/s of 10.0 MB/s)
- System:** 1.0 MB/s (1.0 MB/s of 10.0 MB/s)
- Power:** 1.0 W (1.0 W of 10.0 W)
- GPU:** 1.0 MB/s (1.0 MB/s of 10.0 MB/s)
- Storage:** 1.0 MB/s (1.0 MB/s of 10.0 MB/s)
- Audio:** 1.0 MB/s (1.0 MB/s of 10.0 MB/s)
- Camera:** 1.0 MB/s (1.0 MB/s of 10.0 MB/s)
- Microphone:** 1.0 MB/s (1.0 MB/s of 10.0 MB/s)
- Bluetooth:** 1.0 MB/s (1.0 MB/s of 10.0 MB/s)
- Wi-Fi:** 1.0 MB/s (1.0 MB/s of 10.0 MB/s)
- Cellular:** 1.0 MB/s (1.0 MB/s of 10.0 MB/s)
- Location:** 1.0 MB/s (1.0 MB/s of 10.0 MB/s)
- Background apps:** 1.0 MB/s (1.0 MB/s of 10.0 MB/s)
- System services:** 1.0 MB/s (1.0 MB/s of 10.0 MB/s)
- System Idle:** 1.0 MB/s (1.0 MB/s of 10.0 MB/s)
- System Active:** 1.0 MB/s (1.0 MB/s of 10.0 MB/s)
- System Total:** 1.0 MB/s (1.0 MB/s of 10.0 MB/s)

At the bottom, there is a section for 'Performance' with a list of system metrics and their current values:

- CPU:** 1.0% (1.0% of 4 cores, 4.0 GHz)
- Memory:** 1.0 GB (1.0 GB of 8.0 GB)
- Disk:** 1.0 MB/s (1.0 MB/s of 10.0 MB/s)
- Network:** 1.0 MB/s (1.0 MB/s of 10.0 MB/s)
- System:** 1.0 MB/s (1.0 MB/s of 10.0 MB/s)
- Power:** 1.0 W (1.0 W of 10.0 W)
- GPU:** 1.0 MB/s (1.0 MB/s of 10.0 MB/s)
- Storage:** 1.0 MB/s (1.0 MB/s of 10.0 MB/s)
- Audio:** 1.0 MB/s (1.0 MB/s of 10.0 MB/s)
- Camera:** 1.0 MB/s (1.0 MB/s of 10.0 MB/s)
- Microphone:** 1.0 MB/s (1.0 MB/s of 10.0 MB/s)
- Bluetooth:** 1.0 MB/s (1.0 MB/s of 10.0 MB/s)
- Wi-Fi:** 1.0 MB/s (1.0 MB/s of 10.0 MB/s)
- Cellular:** 1.0 MB/s (1.0 MB/s of 10.0 MB/s)
- Location:** 1.0 MB/s (1.0 MB/s of 10.0 MB/s)
- Background apps:** 1.0 MB/s (1.0 MB/s of 10.0 MB/s)
- System services:** 1.0 MB/s (1.0 MB/s of 10.0 MB/s)
- System Idle:** 1.0 MB/s (1.0 MB/s of 10.0 MB/s)
- System Active:** 1.0 MB/s (1.0 MB/s of 10.0 MB/s)
- System Total:** 1.0 MB/s (1.0 MB/s of 10.0 MB/s)

[illegible]


Vodafone Surveys

[Home](#)
[About Us](#)
[Help](#)
[Login](#)

Welcome to Vodafone Surveys

Vodafone Surveys is a mobile platform that allows you to access surveys on the go. You can access surveys on the go by using the Vodafone Surveys app or by visiting the Vodafone Surveys website. The app is available for download on the App Store and Google Play. The website is available at [vodafone.co.uk/surveys](#).

You can also access surveys on the go by using the Vodafone Surveys website. The website is available at [vodafone.co.uk/surveys](#).

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Sign in / Register / Log out

Sign in / Register / Log out

Sign in / Register / Log out

Sign in / Register / Log out

name	category	requester	status	date
VAVS-Request	VAVS-Request	VAVS-Request	open	2019-01-01

The screenshot shows the Twitter profile of @BBCWorld. The header includes the profile picture, the name 'BBC World', and the bio 'The world's most comprehensive news and current affairs channel on Twitter'. The main content area displays a list of tweets, including one about a 'Newly a partnership' and another about 'Pebbles of the north'. The right sidebar features a 'Tweets by @BBCWorld' section with a 'Follow' button and a 'Retweets by @BBCWorld' section with a 'Retweet' button.

Real, measurable savings

£2,901,125

Total savings to date

£0

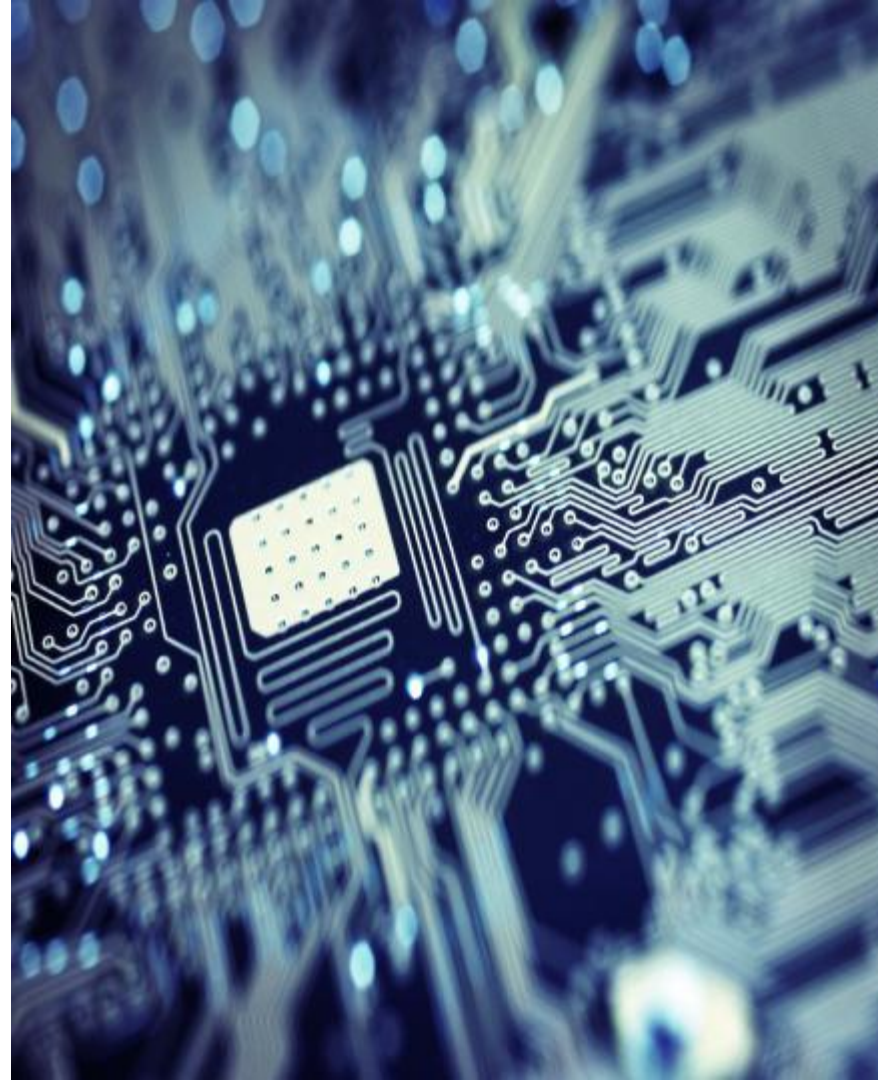


Lessons we learned



Technical decisions

- One size **does not fit all**, but for us...
- **On-premise installation**, not SaaS or Cloud
 - To be flexible in design and approach
- **Integrated, consistent user experience**
 - Integration, not pixel-perfect branding
- Using the **Microsoft Enterprise Stack**
 - The right tool for us – simple beginnings, lots of flexibility



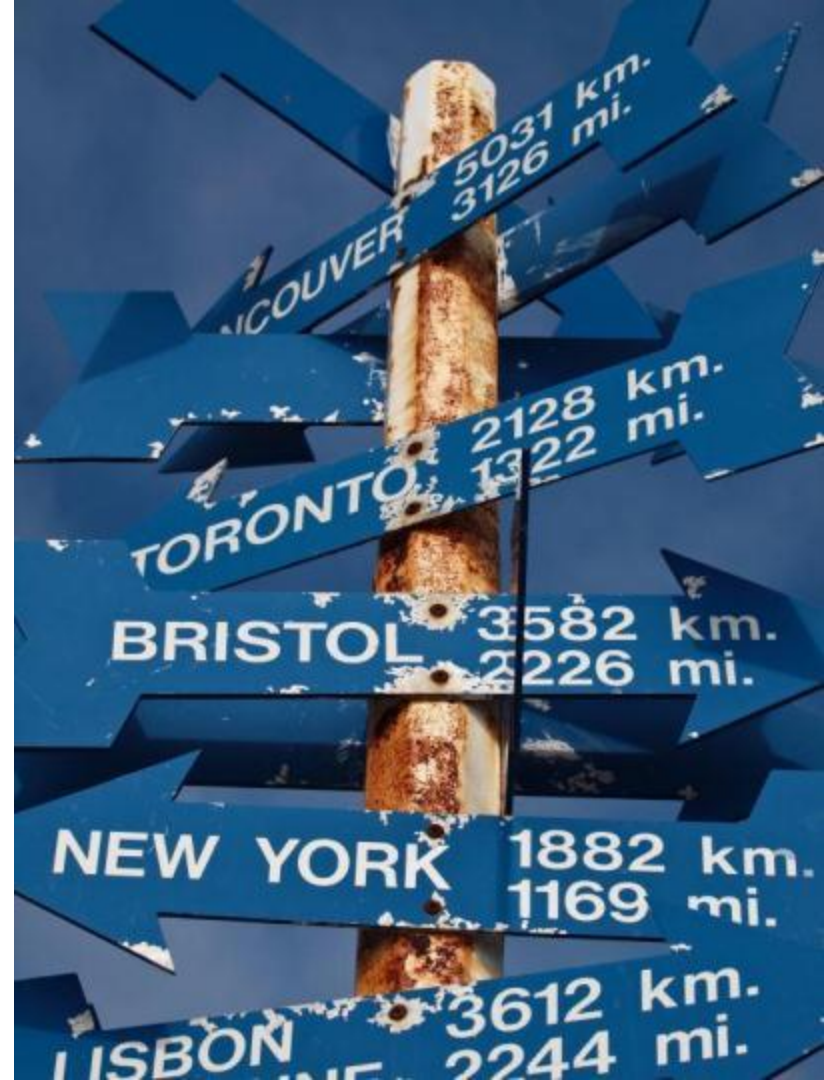
Content

- Content is king
 - Garbage in, garbage out
- Choose channel and media carefully for each and every piece of information
- Take charge of your design: don't be held to ransom



Structure and organisation

- Relevant not restricted
 - Is your content *really* confidential?
- Break down silos
 - Make “Portal” or “Team shopfront” dirty words
- Let users control their own experience
- Integration is everything
- User design is owned by the business



Governance

- Self moderation works – exploit it!
- Embrace true “Social”
- Aim for medium-term releases
 - Not too short and confusing
 - Not too long and unengaging
- Community leadership is vital



Where are we going next?



Where are we going next?

What's coming?	What does it give us?
Gamification	Encouraging employees to adopt particular behaviours, and rewarding them without the need for cash or physical incentives.
Environmental integration	Bringing the culture of sharing into everything employees do and see: live social feeds on office walls, QR codes for live votes on posters, and more.
Semantic analysis	Understanding our “workforce emotion” – are messages positive? Negative? Energetic? Burnt out?
Knowledge maturity	Building “our own wikipedia” – drawing the deep knowledge out of teams, and presenting it in a searchable, shareable format.





If you don't share it, it **doesn't exist**



Thank you

