![IDC Analyze the Future]

Harnessing Corporate Knowledge in a Time of Digital Disruption

CORPORATE KNOWLEDGE IN THE CONTEXT OF DIGITAL TRANSFORMATION

The entry to the market of disruptive "born digital" companies has both changed consumers' expectations and disrupted incumbents' business models, paving the way for a generalized Digital Transformation momentum across companies worldwide. At the heart of this disruption lies a superior ability to analyze data and to continuously deliver actionable information and superior customer experiences. This is the reason why 94% of European IT and Line of Business leaders say they understand today the value of information.
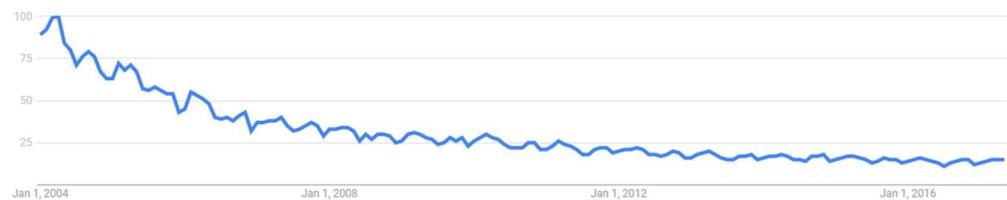
To continuously deliver superior customer experiences, companies are trying to change the way they work and collaborate, having recognized that it is paramount to align the corporate knowledge and the actions of the enterprise to the outcomes they strive for.

Yet, two facts stand today:

1) Only 24% recognize that they can adequately exploit the information they generate, which underlines a struggle to transform it into a sustainable competitive advantage.

2) Knowledge management, as a discipline, has been attracting less and less attention from companies and workers in general. This is shown by Figure 1, which assumes the google search trend for "Knowledge Management" as a proxy for the interest in the "Knowledge Management" discipline.

In the last 15 years, the importance attributed to Knowledge Management has steadily decreased, which is paradoxical because it has never been as critical as it is in the current context of Digital Transformation

FIGURE 1

Google search interest over time for "Knowledge Management", 2004 – present

Source: Google, 2017

These facts are paradoxically strange because in the current context of Digital Business Transformation, in which speed and agility in meeting changing customers' and employee expectations are vital, being able to harness the corporate knowledge that is generated at an increasing pace matters today more than it mattered 15 years ago.

![IDC Analyze the Future]

Why Knowledge Management Matters

There are five main reasons why leveraging the corporate knowledge matters in today's Business:

The Digital nature of Business: online customer and partner relationships that were static and informational 10 years ago, have become much more personalized, interactive and transactional on an ongoing basis, not just one-off transactions. Also, the venues channeling information are digital, multiple and from many sources, including emails, messaging apps, collaboration applications and content management systems. Many organizations are embarking on Digital Transformation initiatives to capitalize on this changing nature of Business, and the physical filing cabinet is becoming increasingly obsolete, which brings the need for better management of digital knowledge.

The Mobility of Business: Broadband and mobile devices commoditization mean that many more people are working away from their offices. According to IDC's research, 86% of Western European workers are using smartphones to work and 62% of Western European workers are using tablets at work. Nonetheless, they still need access to the collective intelligence of the company, wherever they are and whatever the device they use.

The Globalization of Business: More and more companies work within a geographically distributed ecosystem of employees, customers and partners. This globalization has changed the requirements for the readiness to attend business needs. Waiting 8 hours for someone on the other side of the world to start their working day and answer a question is highly inefficient. Therefore, global companies need to organize their knowledge and make it available, regardless of the time zone they are in.

The Continuity of Business: An Enterprise, as a collective whole, supersedes individuals. Unfortunately, many companies are not able to retain critical knowledge when an employee leaves, suffering delays and, in the worst cases, losing business opportunities. So, companies, need to be able to capture that knowledge when it is created to ensure they enable seamless transition for new employees and prevent corporate amnesia.

The Regulation of Business: For companies in some industries, the retention of information and knowledge is a legal and compliance requirement. It is, therefore, essential to report accurately what was decided, under which conditions, who said what to whom and when. Moreover, this capability is often conducive to steps leading to key contentious or juridical decisions or transactions.

In this digital, mobile, global, continuous and regulated business context, the winners will be the organizations who adopt digital technologies to work more efficiently and meet changing customer and employee expectations. To do so, managing, growing and exploiting their corporate knowledge, while remaining compliant with legal requirements, are paramount capabilities.

To better understand the challenges companies are currently facing, we need to look at Digital Transformation.

Knowledge Management matters because today's Business is Digital, Mobile, Global, Continuous and Regulated

Winners in Digital Business Transformation will be the ones able to manage, grow and exploit their corporate knowledge

DIGITAL TRANSFORMATION... BY WAY OF DIGITAL DISRUPTION

In just a few short decades, information technology (IT) has moved from the back office, IDC's 1st Platform, to the front office, the 2nd Platform, and finally, embedded itself into nearly every aspect of people's business and personal lives, fueled by Third Platform technologies including mobile, social business, cloud, and big data and analytics (BDA). We're entering an era where the technologies and processes that businesses deploy are so tightly linked to their customers and markets that the boundary between the internal operations of the enterprise and its external ecosystem (e.g., customers, markets, competitors, partners, regulators) is rapidly disappearing.

Business leaders are challenged to move their enterprises to the next level, that of digital business transformation, employing digital technologies coupled with organizational, operational, and business model innovation to create new ways of operating and growing businesses.
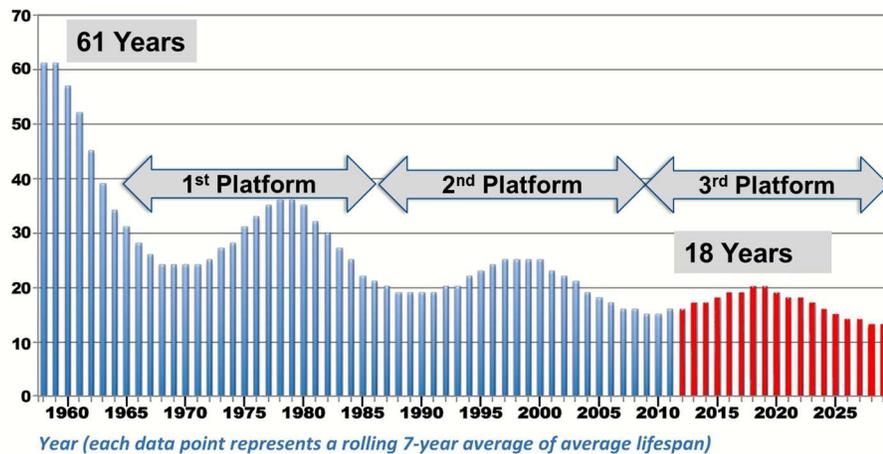
IDC defines Digital Transformation as the continuous process by which enterprises adapt to or drive disruptive changes in their customers and markets (external ecosystem) by leveraging digital competencies to innovate new business models, products, and services that seamlessly blend digital and physical and business and customer experiences while improving operational efficiencies and organizational performance.

The business model innovation advocated by Digital Transformation lies in the inversion of the business model from its traditional make-sell orientation to one more dependent on developing the ability to engage with its external ecosystem (e.g. customer, markets, partners, competitors, regulators) in a continuous process of adaptation to changing business conditions.

The reason Business leaders are challenged – actually, forced – to move their enterprises to the next level is Digital Disruption. INNOSIGHT, Richard N. Foster and Standard & Poor's have, as shown by Figure 2, provided data that encapsulates Digital Disruption in a systemic and clear perspective: in 1960, the average lifespan of a S&P 500 company was 61 years; today, that lifespan is 18 years. This means that 75% of the current S&P 500 will have been replaced by 2027.

Digital Transformation: adapting or driving disruption in markets, depending on each company's strategical stance and maturity

Digital Disruption: 75% of the current S&P 500 will have been replaced by 2027

FIGURE 2
Average company lifespan on S&P 500 Index (in years)

Source: INNOSIGHT / Richard N. Foster / Standard & Poor's

Underpinning this Digital Disruption is the shortening of cycles of innovation. Today, innovation takes much less time to yield disruptive technologies in the market, meaning everything happens at an increasing speed in business and in consumer spaces. Companies that cannot act at such speeds face serious survival threats. It is a "survival of the quickest" world.

The agents of this disruption are well known worldwide (Uber, Airbnb, Google, Amazon, Facebook, etc.). These companies do not represent Digital Transformation. They represent Digital Disruption, because they were born digital. They didn't have to transform their own operations and business models. They are greenfield enterprises that have not only mastered new and emerging technologies, but have also, and especially, disrupted the business models of incumbents in many industries as well as the expectations of their customers. This is the key concern for established companies/incumbents: the change that is being brought to their business models and the subsequent change in customers' expectations.

Digital Transformation is more than a mere technological investment – it is the Business Strategy

Therefore, Digital Transformation has become much more than just a technology investment – it has become a Business Strategy for established enterprises, meaning it has become a Board priority for companies worldwide.

Throughout this undergoing transformation of Business, one foundational domain of corporate knowledge has been deeply impacted – the workplace. It no longer is a fixed physical space; it is mobile and, most of all, it is digital.

THE DIGITAL WORKPLACE

Digital Transformation has had impactful consequences on the workplace of today

The impact of Digital Transformation in the workplace is evident, as the traditional desk setup seems to be fading away (with traditional desktop units shipped worldwide in the consumer segment forecasted to decrease at a CAGR -6,5% from 2016 to 2021). Gone are the days of the traditional workplace consisting of desktops, hard-wired phones, filing cabinets, printers, photocopiers, and meeting rooms all in a confined fixed space called the office. Advancements in cloud computing and unified communications and collaboration (UC&C) solutions, as well as the need to embrace mobility, have transformed the workplace.

The workforce has also changed, impacting the workplace. In this sense, two factors standout:

Millennials: an already large and growing number of millennials constitute the workforce of today; they are proficient with technological evolution and are well equipped with faster and more flexible ways of consuming and sharing information and resources.

In 2021, 63% of the total workforce in Western Europe will be mobile

Mobile workers: IDC's research estimates that the Western European mobile worker population will grow at a compound annual growth rate (CAGR) of 3% over the next five years, increasing to 120 million workers in 2021 from 97 million in 2016. In addition, the mobile worker population share of the total workforce in Western Europe is expected to increase from 53% in 2016 to 63% in 2021.

Despite the shift from a desktop-based to a mobile-centric workplace environment, it is necessary to stress that practically every employee should now be considered a connected information or knowledge worker (per the definition of Peter Drucker in his 1964 book Managing for Results), and thus a producer and a consumer of enterprise knowledge.

Also, our experience as consumers has changed significantly in recent years. We look online, check recommendations, and get items delivered to our doors. To deliver against the expectations of customers, companies need their employees to have alignment in processes, self-service capabilities, and seamless collaboration with other colleagues.

Collaboration and communication are now key enablers for workforce productivity

In fact, IDC's research shows that organizations appear to understand that driving digital will require the radical reengineering of how people work together, with Collaboration being pointed out as a key initiative by European companies in IDC's European Digital Transformation Survey of 2016 – as illustrated by Figure 3. IDC believes it is equally important for organizations to focus on the employee experience to enable informed decision making and collaboration throughout the organization.

FIGURE 3
Top 5 Digital Initiatives

Source: IDC, 2016

The workplace of today has shifted from a desktop-based to a mobile-centric environment…

This means that competitive efforts to reduce business lag time and be more responsive to customers, partners, suppliers, and colleagues are driving enterprises to try more aggressive ways to reach customers and have a faster turnaround time to respond to customer demands.

Enterprises are responding with a "mobile-first" strategy, by offering remote work locations, enabling employees with new tools for collaboration, and empowering them by facilitating new trends such as bring/choose your own device (BYOD/CYOD). In fact, IDC's research indicates that 62% of European companies have plans to adopt BYOD policies now or in 12 months.

In summary, the requirements for the workplace of today have changed: indeed, the digital workplace should support a geographically distributed workforce, should support both remote and office-based activities, and should be available on both the desktop and mobile devices, as illustrated by Figure 4.

FIGURE 4

The Digital Workplace

Source: BroadVision, 2017

In this scenario of workplace transformation, of rapid adoption of new technologies and liberalization of tools, companies might think that their goals of improved productivity are within grasp, but IDC's research shows otherwise.

But issues abound

IDC's research indicates that the top three expected benefits of mobility by companies are: productivity improvement, employee satisfaction and enrichment of customer engagement. It also shows that, despite these expectations and deployments, 64% of these companies have not reengineered any workflow or business processes into their mobility strategies, thus failing to capitalize on the added generation and exchange of knowledge by their workforce and failing to implement the necessary structure and accountability to ensure that knowledge is preserved in a "company-first" fashion.

There are other signs that companies still haven't reaped the benefits they expected with the modernization of their workplaces:

1) **Search**: IDC has found that U.S. knowledge workers spend an average of 2 hours and 16 minutes per week searching for documents.

2) **Content Extraction**: IDC has found that most U.S. knowledge workers reportedly spend from 20 to 29% of their time per week (480 to 696 minutes) extracting information from multiple documents to get their job done.

3) Additionally, Knowledge workers are most frequently using Email to share and extract information – for distribution of documents, and for content extraction.

Thus, old habits and issues abound, only amplified by a fragmentation of the various tools that are being used by the workforce.

…But the productivity gains companies hoped to achieve are still far away. Structure and accountability are lacking through the workflows

Extraction of information from documents is a major time consuming information for knowledge workers

Email still trumps all other tools for information and content exchange, by far…

The usage of Email and other "traditional" ways by the workforce

Despite the wide availability of new tools (networks, apps and communication platforms), Email is still, and by far, the most used medium to exchange content. Figure 5 illustrates this point:

1) Most Knowledge workers (88%) are mainly utilizing email to distribute information to internal and external stakeholders, as well as, to extract content to integrate into new documents.

2) Additionally, the other most frequent ways or mediums to exchange content are in-person meetings and paper.

3) Despite the growing number of millennials in the workforce and the availability of new tools, content exchange hasn't shifted towards more modern platforms, not even the internal exchange, which would naturally be the exchange channel most ripe for change.

... Even though Email's shortcomings for content exchange and knowledge gatekeeping are widely known

FIGURE 5

Top 3 ways used for exchanging information in the enterprise

Source: IDC, 2016

This means that none of the new tools has provided a higher level of convenience to users than Email has, which is even more striking if we consider Email's shortcomings in several critical dimensions:

Accuracy: When extracting information from documents, the biggest challenge for knowledge workers is locating the correct information within documents. Email is certainly not the most efficient way to ensure workers locate the right information (for instance, in the most common of cases in which multiple versions of a document have been produced and exchanged by Email).

Efficiency: Using Email to extract data is not the most efficient way. It creates *ad hoc* workflows, limiting productivity.

More than BYOD, companies have adopted BYOA, further fragmenting the corporate knowledge generation and retention

Security: Email is not the most secure way to share information. Using email as the primary means to distribute materials can pose as a security risk to organizations' document workflows, especially within highly regulated industries.

Accountability: Email is not a process management tool, and has very limited capabilities to enforce accountability in the workplace.

Therefore, organizations need to invest in the right technology to improve document workflows, document collaboration and communication, while maintaining security as a top priority.

Use of unsanctioned tools

Besides the widespread use of Email as a content and knowledge gatekeeper, much of the effort and inefficiency in the usage of content and knowledge across enterprises is related to the use of unsanctioned tools by the workforce.
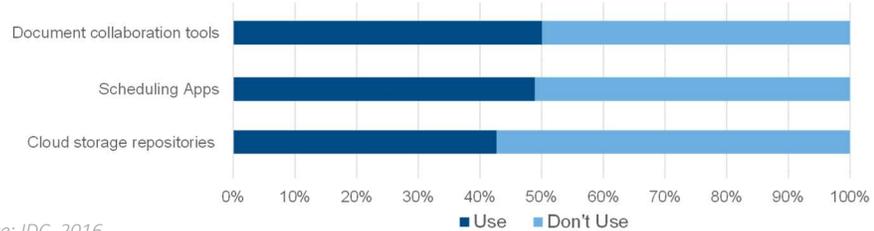
Indeed, users no longer behave. They have changed the way they learn about a product, problem or decision and have a limitless set of online resources to empower them and change or magnify their expectations. These users will rely on the combination of tools like application messaging, SMS, file sync and share, or other collaboration modes that suit their needs in any given situation

This is why, even if inadvertently in some cases, many companies are moving past BYOD and have adopted Bring Your Own App (BYOA) formal or informal policies, further aggravating the problem of how to capitalize on the content and knowledge that their ecosystem generates daily.

Figure 6 shows the 3 most used unsanctioned tools in the enterprise: document collaboration tools are used by 50% of the workforce; scheduling applications are used by 48% of the workforce; cloud storage repositories are used by 42% of the workforce.

FIGURE 6
Top 3 unsanctioned tools used in the enterprise

Source: IDC, 2016

These results show that knowledge workers are taking document processes into their own hands by downloading and using unsanctioned solutions that help them complete tasks faster.

On the other hand, there is a theme among the tools being downloaded: collaboration. Knowledge workers are downloading document collaboration tools, scheduling applications, and cloud storage repositories (ex. Box or Dropbox) to help improve speed of completion and collaboration.

Evidently, using unsanctioned tools poses a serious security risk to organizations' document workflows. But the data shows knowledge workers need and use these tools, creating a tension between the pressure to innovate and produce at speed and the need to secure and comply.

Therefore, decision makers will need to invest in technology solutions that allow for improved document collaboration and accessibility via cloud deployment, while also maintaining content and information security.

In summary, the combination of old and persistent patterns of behavior and the availability and usage of unsanctioned tools has led companies to a state of information overload, lack of accountability, and fragmentation of corporate knowledge. This state has, in turn, impeded companies from turning their knowledge into a continuous source of competitive advantage.

Companies in a Digital Transformation process face a balancing act between the pressure to innovate and the need to secure and ensure compliance

Companies need to ask themselves basic questions regarding their ability to leverage the corporate knowledge that they generate

THE FRAGMENTATION OF CORPORATE KNOWLEDGE

With more inboxes to check and more passwords to remember, with many BYOA services not suitable for business and corporate data often ending up in personal accounts, without any cross-service search, and without audit trails, companies need to ask themselves if all the changes that have been made in the workplace for the sake of agility, speed and customers' needs are producing the desired results.

Companies need to ask themselves basic questions, such as:

1) The Business is changing, but has the organization worked to internally enable this transformation, beyond a reactive and narrowly-scoped adoption of new tools?

2) Is the knowledge that is both generated inside the company and introduced in the company by its ecosystem of partners, customers and competitors, being kept, easily available and extended, and is it being continuously used to fuel our operations as well as our strategy?

IDC recognizes that digitally mature and maturing companies continuously ask themselves these questions, framing their analysis in the context of business outcomes, and can continuously produce industry superiority based on the integration, transformation and extension of knowledge that they perform.

Nonetheless, every company has to deal with three types of information:

In a changing Business context, unless companies adopt a new stance towards corporate knowledge, the structural situation of their information tends to aggravate

"Information you can find": this is the information companies manage to keep and have access to, and upon which they typically operate the core of their business, notwithstanding the difficulties companies have in the accuracy of information. But, in a Digital Business Transformation context, with time, and following the practices and patterns of behavior previously described in this document, the percentage corresponding to this type of information tends to diminish, even if the absolute amount of information that companies can find increases.

"Information you've kept but can't find": this is the first type of information that represents companies' innability to retain knowledge in a way that is easy to exploit. It is the information that companies generate but, cannot then find, resulting in business delays and, eventually, in lost business opportunities. It also represents a wasted effort by companies, albeit in a lesser degree than in the case of the third type of information. With time, and maintaining the practices and behaviors previously described in this document, the percentage corresponding to this type of information tends to increase.

"Information you've lost": this is the second, and most penalyzing, type of information that companies have to deal with; it is information that they have lost and cannot recover; it can conduce into cases of illegality; it certainly represents a wasted effort by the companies and can probably result in lost business opportunities. In a Digital Business Transformation context, with time, and following the practices and patterns of behavior previously described in this document, the percentage corresponding to this type of information tends to increase, aggravating all of the negative risks associated with it.

Beyond the empirical evidence provided by the data related to the time companies loose while searching for information, there is a broader challenge for companies with respect to struggle with their corporate knowledge: in the short term, they are compromising on security and compliance in favor of agility; in the long term, they are compromising on sustainable knowledge management.

HARNESSING CORPORATE KNOWLEDGE IN DIGITAL TRANSFORMATION

IDC's definition of Digital Transformation (shared in a previous section of this document) points to a "continuous process", to "leveraging digital competencies" and to "improving operational efficiencies and organizational performance". Likewise, any strategy for capturing, retaining and growing the corporate knowledge in a company should be governed by these key principles.

Continuous process: The capture of knowledge should be continuous – and seamless. It should be embedded in the activities of the workforce without being an added task.

Knowledge management should be a continuous and seamless process, should leverage digital competencies and should help improve efficiency and performance, while ensuring enterprise-wide security

Digital Competencies: The capture of knowledge should be driven by a platform built on digital capabilities, such as cloud and mobility, while ensuring security.

Improving efficiency and performance: The merit of any knowledge management strategy or solution should be measured by the improvement of a company's efficiency and performance. Knowledge management should optimize the productivity and flexibility of both internal and external contributors to organizational value; it should facilitate relationships and maximize the productivity of interactions; and it should result in a connected network of intelligence that maximizes a company's readiness to attend business needs.

Digitally mature organizations are able to drive positive business outcomes by leveraging tools and processes that create an agile structure and facilitate relationships to achieve both superior outcomes and superior governance of work.

IDC's research states these organizations typically:

1) Have a continuous link between internal and external channels of communication (e.g., Email or messaging) and their business processes and strategy.

2) Have an enterprise-wide solution for content synchronization and share and have instilled widely accepted and followed practices for various types of collaboration.

3) Foster the use of messaging, albeit standardized on a very small number of apps and with use policies generally accepted

4) Leverage an integrated solution to create an organization-wide expert connected network.

BroadVision's Vmoso

Vmoso provides an office regardless of the type of device used. Vmoso's secure, cloud-based platform for digital transformation lets employees stay in touch with co-workers, business partners and customers, regardless of location.
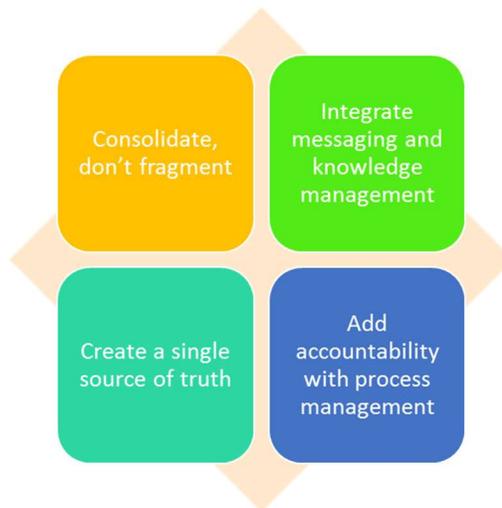
Vmoso is a cloud-based mobile-centric platform for empowering digital transformation. A platform that brings together knowledge management, enterprise communication, workplace collaboration and business engagement. Unifying short and long form communication, content sharing, workflow and social networking in one tool with the added benefit of enterprise-level security features, Vmoso is used across all areas of business to save time and simplify getting work done.

The fragmentation of the corporate knowledge in many companies can be attributed to behavior patterns that rely on the fact that knowledge workers use and do what is most convenient for them. Instead of fragmenting business communication across incompatible consumer apps that were never intended for business use, consolidating it all in Vmoso removes the risk of losing valuable corporate knowledge.

BroadVision has, therefore, defined one basic and fundamental premise for Vmoso: it should make it easier for knowledge workers to do the right thing than the wrong thing.

Four key principles follow this basic premise behind Vmoso, as shown in Figure 7.

FIGURE 7

Vmoso Key Principles

Source: BroadVision, 2017

All of this means Vmoso captures connections between content at source between employees, customers and partners, retains it and makes it easily available for future use; it builds a web of corporate knowledge that evolves at the pace of knowledge generation and allows companies to have a clear vision about which knowledge is being generated, how is it being generated, who is generating it, who is extending it, and how is it being used.

VMOSO is a device-independent platform that unifies collaboration and knowledge management

VMOSO unifies several important workplace activities into a single platform, allowing deep integration of knowledge through the enterprise

"…Everyone on the team recognized that without Vmoso it would have been much harder, probably even impossible to deliver on the goal we had set…"

Vmoso Client in the Software Industry

"…We communicate a lot and need to keep track of all of it…We were wasting a lot of time …now we are not "

Vmoso Client in the Tourism Industry

Vmoso achieves this by unifying five important workplace activities in one platform that supports both mobile and desktop devices – social networking, chat, content sharing (and referencing), workflow and Email integration.

Vmoso allows the workforce to collaborate more effectively regardless of location, work more efficiently, increase productivity, save time and protect corporate knowledge, whilst also enhancing employee and customer engagement. Thus, driving major benefits:

Big Knowledge: capturing and cross-referencing the knowledge generated in discussions between employees, business partners and customers, retaining a central repository of collective intelligence for future use whenever and wherever it is needed.

Collaborative Processes: bringing structure, discipline and accountability to collaboration. Process flows can be started from a list of pre-prepared templates for the organization, or created from scratch to suit the task in hand.

Enterprise Integration: enabling the systems of record that power the business to form the context of all collaboration across the enterprise.

FIGURE 8

Comparison between old way of Communicating and Collaborating and Vmoso

Old Way Of Communicating And Collaborating

- Multiple tools
- Different platforms
- Constant switching between applications
- Information overload
- Time wasted hunting for documents
- On the go? Laptop dragged everywhere
- Information trapped in employee devices or minds

Vmoso

- One universal inbox
- Communication that is organized
- Single source of truth
- Documents, assets and information – organized and archived
- One platform
- Cloud-based solution – seamlessly move from desktop to laptop to mobile
- Works with your current email platform
- Corporate knowledge easily accessible by everyone who needs it

Source: BroadVision, 2017

Customer Experience Management: Vmoso combines internal and external collaboration to elevate the customer experience, leading to increased customer satisfaction, loyalty and advocacy.

Single Source of Truth: eliminating fragmentation and bringing communication together into one easily accessible, auditable and manageable source of information. Everyone has the most current document and most recent revision. Vmoso's public and private spaces keep intellectual property secure without stifling creativity or suppressing the exchange of knowledge.

Connect Anywhere: seamless integration of desktop and mobile applications enables consistent, unified workflow from any location and any device.

Empowered Employees: giving users a greater sense of focus and control over their daily tasks by conducting all business in one place, with immediate access anywhere and anytime.

Mobile Security: BYOA (bring your own app) and BYOD create IT threats. With Vmoso, organizations benefit from an easy-to-use mobile app without compromising enterprise security. Vmoso's federated, private cloud option allows a company's data to be hosted locally and reside in the company's own country, governed by local laws. Sophisticated enterprise administration features control access to dedicated private collaboration spaces, ensuring company data is secure when third-party participants are invited into the network.

Vmoso fosters alignment of collaboration, content and enterprise action with business needs

CONCLUSION

Digital Disruption is changing the way we work. As companies embark on digital transformation projects that change the nature of their products, their workforce and their offices, they need a digital workplace to support these new methods of doing business, and a platform for digital engagement with today's connected customer.

IDC's research shows that companies have realized that collaboration is key to thrive in this revolution that is changing people's lives and businesses. But companies also need to realize that collaboration stems from the corporate knowledge they continuously generate, thus being paramount to be able to integrate and preserve this corporate knowledge in a way that puts corporate goals first. Vmoso builds on BroadVision's experience of software development expertise focused on creating tools that, as shown in this document, make work easier and more efficient while ensuring alignment with business needs.

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About IDC

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