



**From Roman Chariots to Wireless Palmtops:
Lessons Learned Implementing eCollaboration @ DuPont**

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Overview

Introduction

- Introduction
- Four phases of eCollaboration
- Future View
- Conclusion



the
fusion
of style,
color,
and
power.



Goals

Introduction

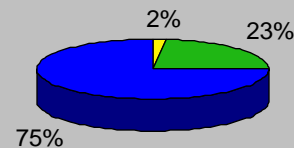
1. Purpose is to share ideas that you can understand and use.
2. Need you to identify specific action items for your organization.
3. We prefer jazz to solo performances.



Five “Terms” You Should Know

Introduction

- Pioneer vs. Champion
- Internet, intranet, extranet
- eBusiness vs. eCollaboration
- SBU
- Help Desk



Two Biggest Challenges

- Presenting collaboration as a solution
- Meeting the WIIFM for variety of groups

Staff users

IT

Management

Workgroups

IS

Disclaimers

Introduction

- We're not here to recommend software
- Successful integration means that people adopt new tools to add business value, not just writing a PO for upgrades
- You've got to be able to measure your successes quantitatively and/or qualitatively
- It takes a lot of work to bring about change -- no easy answers, but we can all learn from each other

Roadmap

Introduction

V2K	eCollab	C3PO	eBusiness
Vision 2000 – shared widely in department, pursued by a small group of early adopters	eCollaboration journey for entire Engineering division.	Communications and collaboration initiative across divisions and involving joint partners.	Company-wide initiative that embraced quicker, faster, cheaper principles for all internal and external customers.

Phase 1: Vision 2000

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V2K

Scope	Engineering Division Development Group (small teams – 6 to 10 individuals)
Objectives	<ul style="list-style-type: none"> • Share creative thought processes • Gather viewpoints to understand problems • Improve process
Environment	DuPont Campus
Measures of Success	Are projects being handled better, faster, cheaper?

Technology solves business problems

Introduction Phase 1 Phase 2 Phase 3 Phase 4 Future View

- Luxembourg plant
- Real time collaboration required between 3 groups in US, Germany and Luxembourg
- Achieved design in 9 vs. 18 months



Critical Factors

Introduction Phase 1 Phase 2 Phase 3 Phase 4 Future View

- Feasibility proven when new ideas are shared
- Learn file attachments in SMTP/POP and get better info sooner
- Example - quick turn-around on specs

Examples

Introduction Phase 1 Phase 2 Phase 3 Phase 4 Future View

- Sharing the digital photos of the plant problem in Japan via e-mail
- Digital pictures of failed vessel allowed right experts to work on problem immediately

The diagram illustrates a collaborative problem-solving process. It features a sequence of images: a glowing blue vessel, a technical drawing of a vessel, a group of people in a meeting, a hand holding a printed document, and a map of the United States. A FedEx logo is crossed out with a red 'X' over the bottom part of the diagram, indicating that the process bypassed traditional shipping methods.


Lessons Learned

Introduction Phase 1 Phase 2 Phase 3 Phase 4 Future View

- Working with motivated, technically confident, early adopters generates a success and excitement
- Knowledge transferred through informal peer mentoring
- When groups are small and unstructured, practice variances are high and difficult to reproduce; access based on relationships and serendipity
- No leverage to improve infrastructure
- Allies were pioneers in departmental IT staff

What You Can Do

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Assignment:

- Identify your pioneers and champions
- Build informal alliances and networks

Consider:

- Customize your training and education effort
- Share what works between groups

Phase 2: eCollaboration

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Future View

eCollaboration	
Scope	Wider Engineering Division (design group, ops, maintenance, partners,...)
Objectives	<ul style="list-style-type: none"> Accelerate success More efficient project management Design gets to bottom line faster Operations gains greater access to external resources
Environment	DuPont campus plus external, well-connected remote sites
Measures of Success	Percent of organization ready to run? Can we connect and collaborate? Direct and indirect project metrics.

Critical Factors

Introduction Phase 1 Phase 2 Phase 3 Phase 4 Future View

After buy-in at VP level:

- Bottom up planning and execution facilitates rapid adoption
- Address the culture change issues as part of design
- Share measures of success with all participants

Lessons Learned

Introduction Phase 1 Phase 2 Phase 3 Phase 4 Future View

- Target group becomes more diverse; different approaches needed to succeed.
- Formalized custom learning tools created to introduce, educate, orient, and evaluate
- New position of CCT established the value of the program and acted as force multipliers
- Each participant's level of skill attainment opportunities was set in line with responsibilities; options provided

Examples


Introduction Phase 1 Phase 2 Phase 3 Phase 4 Future View

- Seaford Plant Design Reviews
- Parlin / Wilmington R&D Collaboration
- Troubleshooting Extruder in Portugal



What You Can Do

Introduction Phase 1 Phase 2 Phase 3 Phase 4 Future View



Assignment:

- Collaboration must be shared to be effective, so share widely
- Grapple with the infrastructure issues

Consider:

- Develop new positions, not just committees, who may have created the problem

Phase 3: C3PO

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C3PO	
Scope	All SBU's (business units)
Objectives	To disseminate technology and best practices widely throughout Company.
Environment	Campus-to-Campus globally
Measures of Success	<ul style="list-style-type: none">• Benefit from awareness, tools, techniques.• Avoid redundant efforts.• Synergy.

Critical Factors

Introduction Phase 1 Phase 2 Phase 3 Phase 4 Future View


After buy-in at CIO level:

- Full Organizational support necessary to extend reach and benefits of program
- Upgrade to next level in a way that can be further expanded upon successful demo
- Share knowledge to make the best decisions rapidly

Examples

Introduction Phase 1 Phase 2 Phase 3 Phase 4 Future View

- Virtual C&C Network involved all global regions to prioritize needs; used discussion databases (planning-implementation- training-roadblocks)
- Harvest “Low Hanging Fruit” to Overcome “IT Dinosaur thinking” of cheaper = better
- Remote spontaneous conferencing/screen sharing




Lessons Learned

Introduction Phase 1 Phase 2 Phase 3 Phase 4 Future View

- Each organization has to decide “when it’s time” to move to new way of collaborating.... Skeptical energy must be overcome.
- Creating a DuPont Collaborator’s “Support” Network provided access to information and relationships that were vital. (Examples)
- Measure Progress: Even on a larger scale, successes come one step at a time.
- Infrastructure First: Getting IT support (or special sections assigned to an initiative) makes all the difference in adoption. Identify how your IT group measures its successes.
- Overcome anxieties: Strive for “overcommunication” to let all interested parties stay in the loop: can rally support to counter cost constraints.

What You Can Do

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Assignment:

- Is there currently a need for a cross-functional, multi-site collaborator's network?
- Is IT holding you back? What are your upcoming needs? (Better, Faster, Cheaper, Outsourcing, JV's)

Consider:

- Create a larger vision for eCollaboration's benefits
- Gather success stories to help make the case, implement changes and achieve "real" gains

Phase 4: eBusiness

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eBusiness

Scope	Companywide, including any/all external business partners connected w/SBUs. New relationships – alliances, IVPs
Objectives	<ul style="list-style-type: none"> Sell more Bond with customers, partners Exploit the brand Centralize and operationalize
Environment	Global community
Measures of Success	Revenue – costs = Profits Is this leading to sustainable growth? Use six sigma to measure where applicable.

Critical Factor

Introduction Phase 1 Phase 2 Phase 3 Phase 4 Future View

After CEO Buy-in:

- Can we get customers, suppliers, & partners to buy into our eBusiness/eCollaboration systems to facilitate business and foster relationships?
- Can we respond fast enough?
- Can we protect our assets?

Examples

Introduction Phase 1 Phase 2 Phase 3 Phase 4 Future View

- Enhance preferred customer experience (Corian™ Order via Web vs Fax)
- Larger customer base .. DuPont Direct.com (5+ languages, 6+ currencies)
- Integrate publishing and cultivate evangelism part of the program
- Internal focus groups and educational seminars required to change the culture


Lessons Learned

Introduction Phase 1 Phase 2 Phase 3 Phase 4 Future View

- **Expand Pilots:** Multiple projects lead to multiple successes (DuPont Direct S.A -> N.A. & A/P)
- **Web Enabled:** Use the lowest common denominator in terms of technology; low barriers to use are required
- **Lock data in not customers out:** Conflicts between secure and spontaneous still arise

What You Can Do

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Assignment:

- Review objectives, recommend improvements, remove obstacles
- Scan for new potential partners/alliances

Consider:

- Build on your brand names for rapid recognition
- Start at the beginning - no assumptions

Future View

Introduction Phase 1 Phase 2 Phase 3 Phase 4 Future View

Sample of the challenges ahead for DuPont:

- Getting buy-in on use of Knowledge Intense Tools
- Revising Help Desk to keep pace with technical capacities
- Spontaneous security while connecting remotely
- Inbox Clog / Spam management practices
- Re-useable libraries and increased user skills w/i groups
- Content management both Push and Pull
- Move to wireless formats

Future Measures of Success

Introduction Phase 1 Phase 2 Phase 3 Phase 4 Future View

Satisfy Each Group's Needs:

<i>Staff users</i>	— <u>Easy to use; web-based</u>
<i>Workgroups</i>	— <u>Spontaneous collaboration</u>
<i>IT/IS</i>	— <u>Self-sufficient toolkits</u> — <u>Corporate knowledge secure</u>
<i>Management</i>	— <u>Business value at all levels in all areas</u>

Conclusion



Assignment:

- What have you learned?
- What can you apply in your situation?
- What are your next challenges?

Consider:

- Share with your Champions
- Brainstorm with your Pioneers
- Get support for a small pilot program
- Educate...Excite...Empower & Have Fun !!

STARCOMM

LearnWell.com

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