

**GigaOM Net:Work 2011  
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**Executive Summary**

This yet-another excellent event by Giga focused on the changing landscape being brought on by mobile devices, freelance and independent workers, and a flattened, or at least a spiky, world.

On the technology front, smaller agile software vendors have completely embraced the cloud and delivering relevant apps, often challenging traditional behemoth vendors.

On the politics and economy fronts, there has not been one *net* job created in the U. S. in the last decade and none will be created over the next five years. One-half of the types of jobs created in 2010 did not exist in 2004. Today, there are twice as many mobile phones in the world as there were people 50 years ago. Finns, Estonians, and Canadians are the top performers in science, the U. S. is 22<sup>nd</sup>. By 2020, two-thirds of the world's middleclass will live in Asia. What do all these mean to not just the U. S., but to the developed world in general?

**Business in the Mobile Moment**

Chris McClain, EVP Global Mobility Solutions, [SAP](#)

SAP, like all companies, must stay ahead of potentially disruptive technologies to remain at the top of its market. The internal Global IT organization has a strong focus on innovation, and is on the leading edge of many game-changing business and technology trends. SAP has embraced working in the 'mobile moment' internally and has enabled its employees to conduct business outside of the office with consistent, critical business data at their fingertips and flexible work policies. Chris emphasized what key things SAP has learned about harnessing mobility and broadband to make it work at work. SAP has 55,000 employees, with a highly global and mobile workforce.

SAP's mobility goals are to:

- Nurture a mobile mindset for all SAP employees
- Mobilize the sales force, enabling them to do business in the moment
- Mobilize lines of business to increase productivity
- Be a role model for our customers

SAP supports BlackBerrys, iPads, iPhones, Android tablets and phones, is evaluating Windows phones, and plans to roll out iPads for ALL Field Sales and Pre-Sales. By mobilizing its operations, SAP is able to provide targeted, personalized information for SAP operations team on weekly, daily, and real-time basis. The speaker claimed this is one of the many reasons that resulted in 32% year-over-year growth in license revenue.

What are the results and lessons learned?

- Adoption and employee satisfaction are incredible high
- Productivity has increased significantly.
- Minimal training required
- Device-agnostic strategy is critical
- Users will find a way to get the device they want – so be proactive
- Deliver quick wins via mobile BI
- Be prepare for rapid expansion of apps

### **Social Tools: Finally a Match for Complex Workflows**

Social tools are being deployed in greater numbers across the enterprise. Exciting patterns are emerging that demonstrate the effectiveness of these tools in supporting complex workflows that traditional IT systems and collaboration tools have had trouble supporting. In this session, with panelists Rhonda Lowry, VP, Emerging Social Web Technologies, [Turner Broadcasting](#), and Dennis O'Malley VP of Services, [Moxie Software](#), the discussion dwelt on their successes in supporting complex workflows with social tools.

O'Malley said collaboration is all about humans working together, but in the last 20 years American companies have dehumanized the working environment by stressing document management at the expense of human interaction. That being the case, how do you fill the gap between document-centric and human-centric environments? Without collaboration, scientists in one pharmaceutical company were spending 50% of their time searching for docs on the web, when they actually existed in the company. Rhonda gave a very interesting description of how Turner Broadcasting was able to broadcast on-demand every game during The March Madness.

### **16 Million and Growing: The Wave of Independence Swells Into a New World of Work**

Gene Zaino, President and CEO, [MBO Partners](#), stated the independent-worker genie is out of the bottle and not going back in. By 2013, it's expected that the number of independent workers in America will grow from 16 million to over 20 million, and 7 in 10 American workers will be "expert sourced" – experts offering their services to clients. By 2020, 65 million to 70 million of workers will be independent. He presented the results of a landmark national study that provides first-of-its-kind quantitative data about independent work and offers deeper insights into the pioneers driving this new way to work.

Independent workers are becoming a significant portion of the labor force. 75% of them in MBO's studies chose to be independent and 80% of them don't want to go back. As workforce becomes untethered, safety net – healthcare, vacation, retirement plans – becomes an issue. We need to overlay this layer over our existing workforce.

### **Secrets of the Linked**

Deep Nishar SVP, Products and User Experience, [LinkedIn](#)

LinkedIn has been described as the "social network for professionals." It encompasses 116 million people globally who use the system to connect and communicate. But what do they really do with it? What use cases are there for a "professional social network?" Where is social connectivity important for the way we work today? Deep provided insights on the opportunities for human networks collaborating on computer networks.

LinkedIn's claims:

- Has over 135 million members, with two new users signing up every minute, and 10 million groups.
- Users with 100% of their profile complete are 12 times more likely to get jobs.
- More than 10% of LinkedIn users access it from mobile devices (although iOS is still not supported).

*How much time do users spend on your website?*

We don't worry about time spent on our website, because we don't want to waste your time. We want you to spend quality time.

*I find people connect with me just before they are about to be fired; any comments?*

More and more people are their own entrepreneurs – not just starting new companies, but making their own destiny. So, LinkedIn helps them in their efforts. *LinkedIn Today* gives you comprehensive news so you don't have to go to multiple sources to get them. Nishar claimed CNBC is a bedside table and ESPN SportsCenter is an evening couch. We partially agree, but like our metaphor better: Facebook is your backyard barbeque; LinkedIn is your home office; twitter is a bar.

*Are we going to see any gamification on LinkedIn?*

Do you want features or gadgets?

### Remote Over-Workers: Stressed and Alone

For those who have never worked from home, the idea sounds ideal. Wi-Fi, slippers, and sitting on the couch are images conjured in their minds. The reality, however, is far from those blissful images. Are we, in fact, doing ourselves and future generations of workers a disservice by even allowing remote working? In this session, the speakers reported concerning results from a study conducted by Dr. Carolyn Axtell Institute of Work Psychology, The University of Sheffield, and [Barbara Nelson](#) CTO, [iPass](#).

How do you define mobile workers? It is those whose work doesn't end when they leave their office. Many workers are overstressed and can't seem to live without ubiquitous, always-on connectivity, not realizing they are stressed out *because* of constant connectivity. They may not be using their PC waiting in a doctor's office, but are busy checking their email or voicemail on their smartphone or a tablet. Sixty percent of workers are working extended hours because of mobility and ubiquitous connectivity, so they are not getting their 'downtime' and recovery. Sensible managers can't expect their employees to check their email at 2 AM, although most managers seem to be saying, "I'm giving you all the tools you need; you should be accessible 24x7."

### The New Workplace: The Office has Left the Building

A rise in remote and online work tools has triggered a tremendous shift in how we work. For both startups and established businesses, competition for talent is fierce, and the landscape of technology offers hiring options that extend far beyond the traditional 9-to-5 relationship. In this presentation, Gary Swart, CEO of [oDesk](#), shared the vision and the reality of developing flexible and strategic work relationships outside the walls of the traditional workplace.

He noted it takes 37 days to hire a new employee. His own company hired 37 employees this year, but 12 have left. It's expensive to hire talent. Work 1.0 was one job for life; those days are gone. Work 2.0 is WebEx and collaboration. Work 3.0 is globalization and access to talent wherever it is available around the world. In such a scenario, how do you measure worker productivity and pay them? Many independent workers are using [Elance](#), [oDesk](#), and [Thumbtack](#), to find and/or jobs.



### PowerPoint Poisons Meetings: The Tablet as Antidote

[Todd Barr](#) CMO, [Alfresco](#)

PowerPoint ushered in a new era of visual presentation where data, images and video could be combined into a story by anyone who could use a PC. It also ushered in mind-numbing, one-way, top-down meetings that are often a sad reflection of modern corporate culture where many users have become PowerPoint slaves. The tablet, the fastest growing computing device in history, is knocking down doors at corporations everywhere, bringing with it the opportunity to change corporate culture again. Todd discussed how the future of meetings and office collaboration will be shaped by an always-on, connected mobile device built for content.

Alfresco is the largest open source content management company, with 2,500 customers in 55 countries. "Death by PowerPoint, Resurrection by tablets," said Barr. Tablets are the fastest-growing compute platform.

“Getting to email on my MacBook Pro took 3m 17s; the iPad2 took 7 seconds,” said the speaker. Tablets rarely crash; there are at least ten reasons why computers do and none of these applies to tablets which rarely crash.



PPT presentations are rarely interactive and some topics are just not PowerPointable.

*“It’s dangerous because it can create the illusion of understanding and the illusion of control. Some problems in the world are not bullet-izable.”*

– Brig. Gen. H. R. McMaster, US Marine Corps

[“We Have Met the Enemy and He is PowerPoint”](#)

New York Times, April 26, 2010

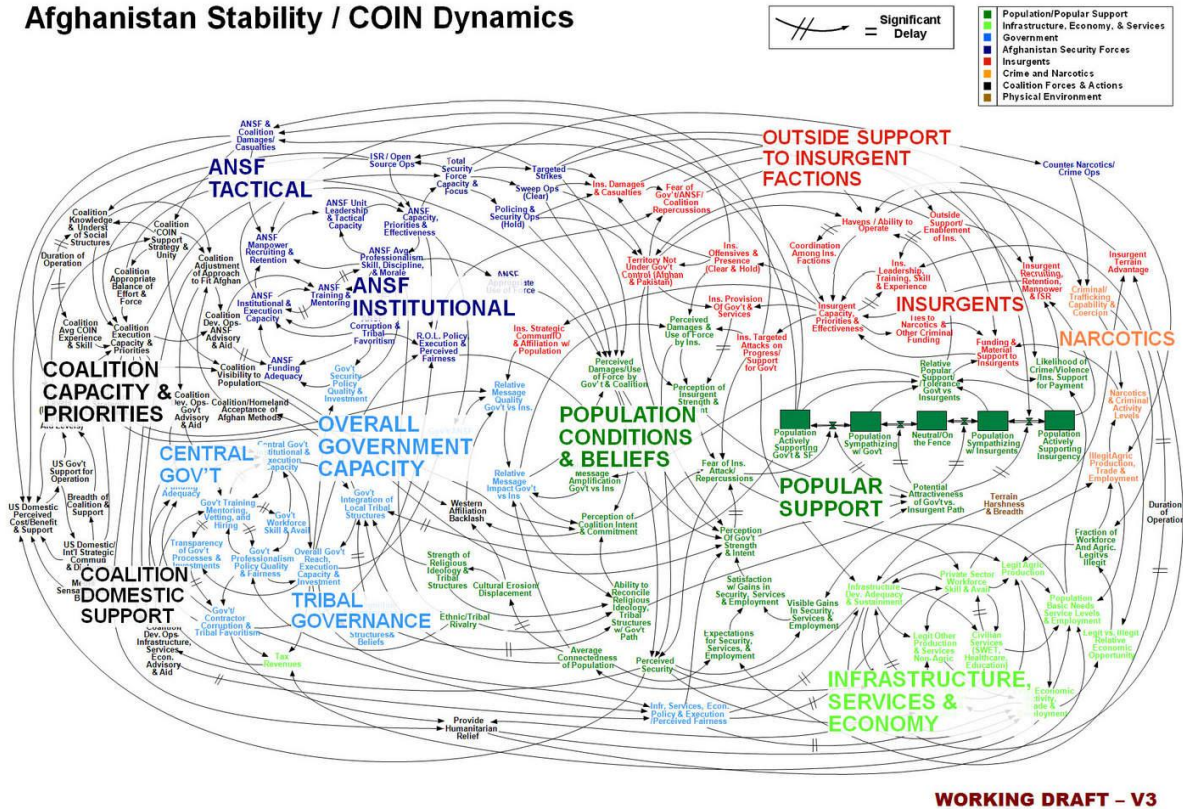
In its defense, PPT is just a vehicle; it is the stupid driver that doesn’t know how to drive it.



Pssst...wanna see a really PowerPoint overkill?



## Afghanistan Stability / COIN Dynamics



PA Consulting  
Group  
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So, what is Alfresco's advice to PPT addicts?

1. Democratize meetings  
2. Explore the data  
3. Focus  
4. Forget Technology  
5. Touch

Alfresco

Speaker: Todd Barr - CMO, Alfresco.

You are watching GigaOM Net:Work 2011 live from San

### Crowdsourcing, Meet Robotics...

Crowdsourcing has seen massive growth in recent years in an environment fueled by cheap and ubiquitous web access. In parallel, we are seeing a rise in the use of telepresence and robotics for collaboration and communication – again fueled by dropping costs and ubiquitous web access. In this presentation, [Anybots](#) Founder and CEO Trevor Blackwell outlined his vision for a way of working sure to provoke new direction in the way we work. He also passionately described the two robots Benji and Faith which deliver white-collar services. One can think of Faith as [Zipcar](#) for knowledge workers and Benji as a workplace safety robot.



### **Adaptive Social Computing**

Enterprise Social Collaboration systems are generating a mother lode of potentially useful data, but extracting business value from the stream requires a new level of intelligent filtering and context-aware analytic. Data is useless, unless you turn it into insight, which is priceless. [Jive Software](#) Chief Scientist, Dave Gutelius, described how Social Business platforms are addressing this issue with adaptive social computing and drew on case study examples from the Departments of Defense and Commerce.

There is an assumption that, put social media features in your products, deploy them in an enterprise, and they will work. This is far from true. Social is no guarantee of effectiveness in an enterprise. It often creates unnecessary friction and it is hard to get value-add from blindly taking social in the enterprise. Technologies like Siri will become more ubiquitous. Software should not be just social-aware, it has to be context-aware. Consumer software just drives ads and sales, but the enterprise is more complex. It is the right people working on the right thing at the right time. It is not just people relationship, but it is everything they are touching.

### **Building an Enterprise Software Company That Doesn't Suck**

A large part of disrupting the enterprise giants is building a culture that's more in line with consumer technology companies. Rather than building aggressive sales teams around locking customers into licenses ("elephant hunting"), new enterprise startups are taking a fundamentally different approach and focusing on product execution as the best means of acquiring (and retaining) customers. Aaron Levie, Co-Founder and CEO, [Box](#), had a lively discussion on how the new rules of enterprise software are about delivering substantially better products and services, and aligning customers and buyers in better ways. He said, "We are like SharePoint if it worked," and took swipes at Microsoft. He continued, "Enterprise software doesn't get much respect in Silicon Valley where all we do is worry about virtual cows, ads, birds, coupons, presence, and wasting time on worthless yapping."



A recent IDC/EMC study predicts 1.8 trillion GBs of data will be generated this year. How do you harness such a massive amount of data?

Common user complaints are:

I can't:

- Get to my information
- Integrate my apps
- Share outside the organization
- See what's being done

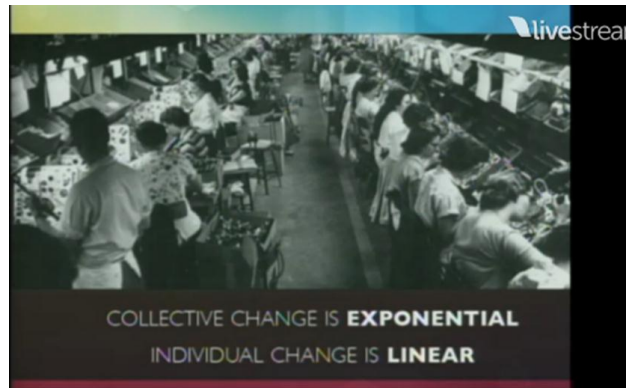
What we need is software revolution to build customer-centric software – a Zappos-like, and not Oracle-like, model. For every dollar customers spend on SharePoint, they spend \$8 on maintaining and running it. This model cannot sustain in the long run. Customers prefer best of breed, not from one big software vendor.

### **Proven Gamification Patterns for the Enterprise**

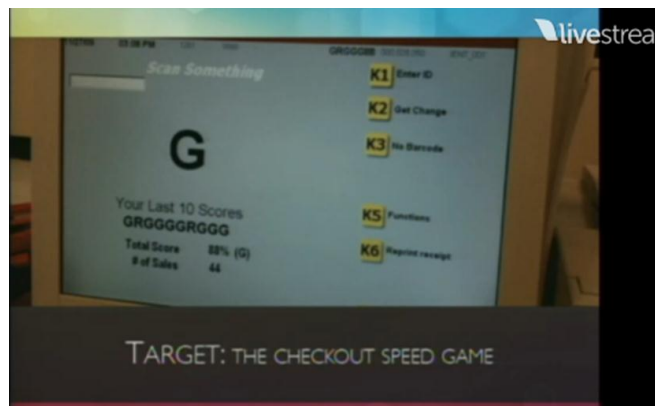
Companies are realizing the power of gamification to enhance work, reaping spectacular increases in productivity, engagement, innovation, and outcomes along the way. Gartner estimates by 2015 70 percent of the Global 2000 will actively use gamification. In this session gamification expert and author Gabe Zichermann, CEO, [Gamification.Co](http://Gamification.Co), delved into extraordinary trend, key successes and failures, and major design patterns that will enable organizations to take advantage of this tool set.

What is gamification? It is the process of using game concepts and mechanics to engage users and solve problems. Enterprises *have* to change to address the gaming generation and the millennials, just as the Industrial Revolution changed the work habits and gave new meaning to *change*.





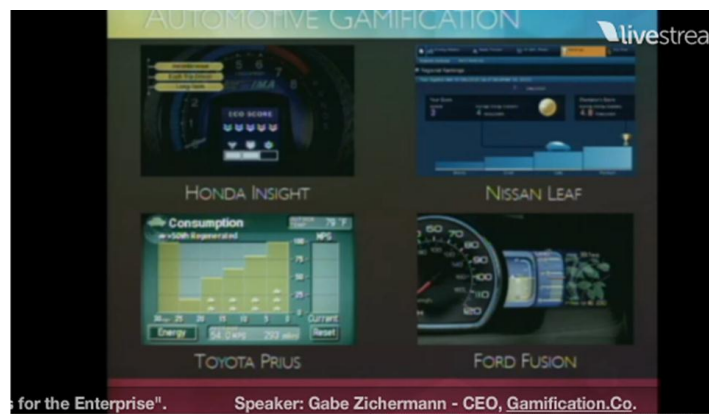
Our work lives resemble games because they consist of desire, incentive, challenge, achievement/reward, feedback, and mastery. If enterprises want to succeed, they should think of HIRE – Happiness, Innovation, Results, Education. Many retailers are using a checkout speed game to improve the performance of their checkout staff and reward them accordingly.



But, does rewarding always work? You are walking on a sidewalk and see an old lady falling down. You pick her up and help her get back on her feet. She gives you \$5 for helping her. You could react three ways:

1. Thank her, say, "I'm glad I could help you," and not accept the five bucks.
2. "Hey, c'mon lady, just five bucks?"
3. Make a habit of tripping older people and collecting money from them!

Gamification is also being used innovatively in cars, for instance, to indicate whether you are driving green-consciously.



[NextJump](#), founded in 1994, cares about its employee health and welfare. It started an incentive program awarding \$20,000 for its top five employees who did the most extensive workout and kept in good shape. The program was so successful that today over 80% of its employees work out regularly because of group rewards.



### **335,000 Collaborators - Across Timezones, Languages and Geography**

Tom Conophy, CIO of [InterContinental Hotels Group](#), (parent company of Crowne Plaza, Holiday Inn, Holiday Inn Express, InterContinental, etc.) talked about his successes and lessons learned using new collaboration tools in an old organization that spans the globe, has over 5,000 hotels worldwide (25 hotels are company-owned, the rest are mostly franchised), opens a new one every other day, employs 335,000 people, with 80 million members enrolled in its loyalty program. He covered insights from using new technologies, overcoming cultural shifts and deploying to team members at all levels. He claimed IHG was the first company to deploy mobile solutions on iOS and Windows 7. "I'm a raving lunatic, evangelist, sales person."

### **Science Fiction's Hand in Shaping the Future of the Work Desktop**

Will the next generation of workers eschew a mouse and keyboard to wave their hands and speak instead? We're transitioning to a future where the mouse and the keyboard will be met with the same novelty as a mechanical typewriter in a museum. But how will this future work? How will it impact the way we plan our workspaces? The mind that created the visual futurism for the 2002 film *Minority Report* has gone and created a desktop for the modern worker. John Underkoffler, Chief Scientist, [Oblong Industries](#), believes the next disruption will come in UI and we should do it in a virtuous way. We should effect a foundational change or a change to what we have. Computers are sons of math. Socialize not just your people, but the machines, and think about gestural computing.

### **Co-Working 2.0: The Implications and Applications of Co-Working for Larger Organizations**

Many companies are saying goodbye to the cubicle farm and creating what amounts to co-working spaces within their own four walls. Other companies are shedding real estate while encouraging employees to work from home or wherever they please. What works and what doesn't? Many Fortune 500 companies are locating teams in these spaces to encourage innovation, boost recruitment capabilities, and have access to emerging technology.

Co-working has physical (space) and cultural aspects that can lead to open, social, transparent, and consumerization of real estate. How does co-working affect the business model? 82% of Fortune's Best Places to Work have virtual, co-working strategies. Distributed network of professionals is changing the very nature of an enterprise. An interesting company in this space is [LiquidSpace](#).

### **The Truly Mobile Workforce: Smartphones, GPS and Crowdsourcing**

The smartphone is a powerful computer that's always connected, always on and knows a lot about its context. What if you could marry workers' desire to work with their availability and an employer's needs? You would create a new marketplace that matches availability and need on both sides: a win-win proposition. Ariel Seidman, Co-Founder and CEO, [Gigwalk](#), discussed the real-world impacts of his new service and how it will shape the way we approach work.

Mobile is the inflection point. Gigwalk takes advantage of this and has created a labor marketplace that connects individuals with flexible work and businesses with a skilled mobile workforce. Anyone with an iPhone can do a quick daily check-in; develop flexible Gigs; and develop a mobile résumé while earning money at the same time with skills developed on the Gig.

### **Conclusions**

As always, GigaOm put on a great show with excellent speakers and unmatched content.

With the explosion of mobile devices, tablets, and smartphones, the traditional concepts of office space, hierarchical management structures, and one-job-per-lifetime are imploding. Talent is where you can find it – worldwide.

This brings up many challenges:

- How do you equitably pay your employees?
- What does this mean to developed countries which are also slowly aging?
- Do always-connected employees seeking instant gratification have a private life of their own?
- Does mixing work and home make sense? How does this affect their family life and relationships?

Let us know how our newsletter and reports are being integrated into your operation. Also, at this time of year, we would like to thank our clients and our subscribers. May you have a great Holiday Season and have a foundation for a prosperous and exciting 2012!