Discussion Guide
Web 2.0 and the Corporation
June 19, 2007

The next generation of web applications is indisputably changing how our society functions. Google, Facebook/MySpace, YouTube, Wesabe, iTunes, and Wikipedia are changing how people live their lives, blurring lines and boundaries more easily, including between work and pleasure, producer and consumer, one and many. These web spaces share certain characteristics: participatory, rapidly changing, not hierarchical, persistent, distributed, relevant and simultaneously individual and community-oriented.

It's therefore not surprising that our business environment is increasingly impacted by Web 2.0 associated phenomena: blogs, social networking, user-generated content, software as a service, the transformation of video on the web, etc. These "tools" provide new opportunities and challenges. We will explore the potential internal and external use of Web 2.0 to enable global collaboration, the impact on marketing and customer / ultimate consumer engagement, the changing environment for corporate communications and human resources, and the challenges of governance of this phenomenon for corporations. We will also consider the phenomenon as a whole and what it means for corporate strategy, competition, and the relationship of the corporate entity to its stakeholder community. We have divided the day into four sessions, and provided some questions below to consider for each session.

Session 1: *Understanding the Phenomenon and the Strategic Implications (please come prepared to share how your company is thinking about Web 2.0 (nature of impact, opportunities, threats), your current state of dialogue and the anticipated impact in your industry).* This session will be about sharing a common understanding of the components of the overall Web 2.0 phenomenon, the characteristics/trends they bring, the strategic implications and the approach the companies present are taking to them. Specifically, we will discuss:

- How do we define the general Web 2.0 phenomenon? Blogs, social networking, user-generated content, peer-to-peer networking, software as a service, the transformation of video on the web, collective intelligence, wikis, mashups, RSS, podcasts?

- What is the spirit and essence of Web 2.0? Do we agree what the characteristics describing it and the trends driving it are: participatory, rapidly changing, not hierarchical, persistent, distributed, relevant and simultaneously individual and community-oriented? Which of are most important?

- What are the implications of Web 2.0 for corporations? Where are the biggest and most strategic impacts? What are the chief opportunities and challenges that Web 2.0 presents? Where do they lie? Internal processes and/or communication? Market facing interactions?

- What are people actually doing today? What functions/BUs in the corporation are most impacted and why? Is Web 2.0 so far more about increasing revenue or about cutting costs?

- What overall implications for corporate strategy does Web 2.0 have? Does Web 2.0 potentially enable competition from non-traditional quarters?
    - Do you see / can you imagine competition from non-traditional players in your industry?
    - Does it enhance the ability of emerging (geographic) markets competitors to reach your traditional markets and compete more effectively with you?
    - Does Web 2.0 enable millions of markets comprised of dozens of users (vs. current dozens of markets comprised of millions of users), i.e. truer mass customization?

Session 2: *External Engagement: Corporate and Marketing Communications (please come prepared to share a story of something that you've seen others do with Web 2.0 externally that you wish you had already done).* This session will be about the implications of Web 2.0 for external communications, including general corporate communications, investor relations, marketing communications and engagement with customers/consumers.

- How is Web 2.0 changing corporate communications different today? How are you pivoting toward this environment where everything is in the public domain and not as easily controlled?

- How is Web 2.0 changing the way your brand is built?

- Is it useful or even necessary for CEOs or other senior execs to blog? To date, is there more impact from internally facing or externally targeted blogs? Are there established dos and don'ts in each?

- What implications do today's search capabilities and user folksonomies have for how information is provided by corporations?

- How is the marketing function and marketing communications changing? Does Web 2.0 change the way you allocate your budget? Does it fundamentally provide new avenues to make marketing dollars go further (e.g., customers spreading the brand message for you)?

- What are the implications of Web 2.0 in engaging the customer community? Do they change channels of communication with customers? How?

- Are the same factors that are leading to user-created content also leading to user-created products? Whether content or products, what are the implications of this?

- How do we go to market with customers instead of marketing to them? Must we to thrive? To survive?

- What are you actually doing today in this space and how well integrated is it with your core efforts in marketing and communications to date?

- How is the impact of Web 2.0 communications measured? What are the metrics? How do you know what the real impact is?

Session 3: *Enabling Collaboration Internally and in the Value Chain/Network (please come prepared to outline your internal initiatives around knowledge sharing / collective intelligence, social networking, etc.)* This session will focus on the potential of Web 2.0 technologies and tools for collaboration, not just within the enterprise, but also in the extended enterprise or value chain/network, and how important this is or might be.

- At its core corporate impact, is Web 2.0 really about collaboration and harnessing the collective intelligence of the enterprise to improve the business?

- Assuming enabling collaboration is at least one of the important potentials of Web 2.0, where will it have the most impact? Internally? Between value chain partners? In certain functions or types of processes? Which areas/functions does this impact most?

- What are the most important actions we can take as corporate leaders to support the use and growth of Web 2.0 as a collaboration enabler in our companies? A receptive culture and managerial emphasis? Will its possibilities be adopted organically?

Thought Leadership Roundtable on Digital Strategies

- Can Web 2.0 technologies help negate some of the drawbacks of large corporations: scale, lack of navigability (re. people and information), impersonal nature, bureaucracy, etc., by directly connecting those who know with those who need to?

- How important is Web 2.0 to enabling the type of innovation through participation (who may not work in the same departments or even the same companies)?

- Do Web 2.0 capabilities/tools usher in a new era of knowledge management via wikis, tagging and social networking? If so, how do we take advantage of this, how do we harness the benefits?

- How are you integrating these new tools in with your operations to date? How are you measuring the impact?

Session 4: *The Organizational, Cultural and Integration Implications (please come prepared to share a story illustrating the chief impact Web 2.0 is having on your corporation, its culture, organization and people, and what you anticipate the integration issues to be)* This session will be about the implications of the Web 2.0 phenomenon for corporate culture, organizational structure and integration. We will thus discuss issues of Web 2.0 governance (is that an oxymoron?), talent hiring and retention, cross-functional and business unit integration, etc.

- What are the key implications of Web 2.0 for how corporations are run? What cultural changes do you anticipate and do you encourage them or try to temper them? How does this challenge the "command-and-control" nature of many corporations?

- Who in the corporation "owns" this space—who should be championing and/or providing governance? How interventionist should CIOs and other corporate leadership be be?

- What integration issues do your external initiatives and internal corporate responses to Web 2.0 raise?

- How do you wrestle with issues of identity and privacy? Should there be anonymity? Internally? Externally? Both?

- What are the implications for attracting and retaining talent? Are the generational differences suddenly more relevant?

- What are the globalization and cross-cultural implications of Web 2.0? Is it a unifying factor for disparate cultures or does it exacerbate differences? Does it enable or retard globalization?

- What do CIOs have to do differently? Can the Web 2.0 technologies coexist and even interact with older technologies? For instance, can they enhance current corporate tools such as e-mail and intranets? What will Web 3.0 look like?

- Where is the true business value of Web 2.0? Whatever we perceive today regarding the revenue increasing vs. cost savings impact of Web 2.0, will that stay the same or shift?

- What is your key take-away? What will you do differently or think about differently when you leave here?