The Computerworld Honors Program

Honoring those who use Information Technology to benefit society

Final Copy of Case Study

Year:
2013

Status:
Laureate

Organization Name:
3M

Organization URL:
http://www.3m.com/

Project Name:
Use of Social Technologies to Enhance Customer Experience

Please select the category in which you are submitting your entry.
Collaboration

Please provide an overview of the nominated project. Describe the problem it was intended to solve, the technology or approach used, how it was innovative and any technical or other challenges that had to be overcome for successful implementation and adoption. (In 300 words or less.)

3M, ranked as the third most innovative company on the planet by Strategy+Business, leverages emerging and current enterprise social technologies to develop and execute advanced product roadmaps. This fuels global innovation, supporting the company's public commitment to deliver over $10 billion of annual revenue from its new product portfolio globally. This goal places 3M in the highest echelons of corporate performance for sustained excellence in identifying and successfully executing new product programs. 3M designed a customer experience initiative that implements the use of social technologies to enhance its customer experience. The company's goal was to pioneer the use of social technologies because social technologies are becoming

a key factor in customer experience and satisfaction. 3M measured its success through eCommerce revenue growth and customer satisfaction improvements, both of which increased since the program was implemented in 2010. The improvements were directly measured by the impact of implementing social technologies like intelligent chat and user behavioral analysis.

When was this project implemented or last updated? (Please specify month and year.) Has it incorporated new technologies and/or other innovations since its initial deployment? (In 300 words or less.)

The program was implemented in 2010.

Is implementation of the project complete? If no, please describe the project's phases and which phase the project is now in. (In 300 words or less.)

Yes.

Please provide at least one example of how the technology project has benefited a specific individual or organization. Feel free to include personal quotes from individuals who have directly benefited from the work. (In 300 words or less.)

Social technologies allow 3M customers and employees to have a greater voice in the product development cycle. By incorporating greater input of the people closest to supply and demand, the business case for investment in enterprise social technologies is supported by lower rates of product failure, faster ideation, and more successful launch of products and services. Many 3M product teams use private and secure online communities to engage with customers in the co-creation of new versions of industrial, healthcare, consumer, and electronic solutions that deliver accelerated sales in high-growth segments. Social technologies are highly disruptive to traditional brand building and sales channel management paradigms. Through real-time engagement, and the highly personalized and viral nature of Social engagement, 3M's marketing and sales communities have a new genre of analytics, social dashboards and market penetration metrics to guide their business development and competitive strategies. Previous product management and channel collaboration models have been redefined as a result of such technologies. 3M's social program resulted in an eCommerce average order increase of 13.3% and a conversion rate increase of 42.5%, and lines per order increased by 11% and cart abandonment rate dropped by 10%. All of these factors combined resulted in a 61% increase in eCommerce. Customer satisfaction measures improved by 12-15 points over the past year, as measured by ACSI and Foresee metrics.

Would this project be considered an innovation, a best practice or other notable advancement that could be adopted by or tailored for other organizations and uses? If yes, please describe that here. (In 300 words or less.)

3M is known for innovation, which has been the driving force behind the company. Innovation is bred into our culture and has been the hallmark of the company's success for more than 100 years. The company's executives have prioritized consumer and customer "closeness" and "engagement," placing emphasis on feedback and conversations at the center of operational and strategy decisions within channel sales, R&D, marketing, and customer support. Although the initial steps were rooted in finding innovative ways to engage with customers, 3M now has a set of best practices to follow. Social technologies allow 3M customers and employees to have a greater voice in the product development cycle. By incorporating greater input of the people closest to supply and demand, the business case for investment in enterprise social technologies is supported by lower rates of product failure, faster ideation, and more successful launch of products and services. Many 3M product teams use private and secure online communities to engage with customers in the co-creation of new versions of industrial, healthcare, consumer, and electronic solutions that deliver accelerated sales in high-growth segments.

If there are any other details that the judges should know about this project, please note them here. (In 300 words or less.)

The program has grown in the past two years and provided enormous results in business segments throughout the company. The program is continuing to expand and adjust according to customers' needs, which is key to the program's success. 3M chose to use Moxie Service Chat, Click to Call and CoBrowse to increase its customer satisfaction. With these three products, 3M was able to stand out as a visionary in customer satisfaction with social technologies.