

***Publication of the research report  
"Corporate directories are becoming enhanced"***

*A Boostzone Institute research project on corporate directories, backbone of corporate social networks in World 2.0*

The Boostzone Institute ([a Research and consulting Institute specializing in future management trends](#))\* has just published the results of its research on "enhanced" corporate directories, carried out among major French and foreign companies through interviews and an online survey. As Boostzone Institute President Dominique Turcq recalls, although "know yourself" is the basic strategic principle of Sun Tzu or Socrates, most companies do not have an internal directory that enables them truly to know the people who work there.

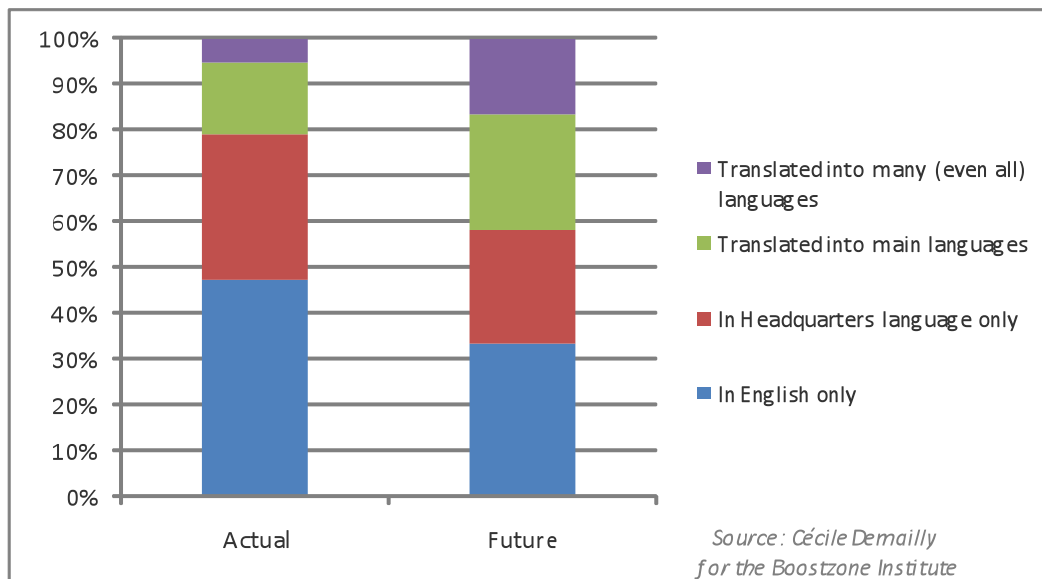
Whereas only a limited number of major companies today have an enhanced corporate directory, the study reveals a clear trend toward increased adoption of this kind of tool. According to Tarik Lebtahi, Manager of Communities and Social Media Projects at Dassault Systèmes (a pioneer company in the field of industrial 3D conception systems, that has rolled out an enhanced corporate directory among its 10,000 workforce), "it's become a necessity for retaining industry leadership".

Indeed, an enhanced corporate directory is far more than a mere corporate directory. It has become the backbone of any corporate collaborative system. It is a resource, a "dynamic corporate reference" that serves to identify expertise, potential, internal (or external) partners, and to get a better appreciation of an organization's structure. "For Dassault Systèmes, it enables the company to take advantage of the strength and the value of individuals by belonging to communities".

And yet, there is no single or universal enhanced corporate directory solution; its origin and its implementation will vary from company to company. Even if the directory is not the object of a specific company project, but more often wrapped into projects for refashioning an intranet or rolling out a collaborative environment, it should be noted that such projects are a great deal more complex than they may at first appear. They require the collaborative effort of different functions: human resources, communication, IT, legal, as well as communication with such external organisms as Data Protection Agencies.

According to Pascale Leclercq, Director of Strategic Planning at MMA (an insurance company) and President of MM@cadémie, the three letters "K.C.C" sum up the success of the mutual's approach: "Knowledge, through a willingness to transfer knowledge between generations of employees; Confidence, the basis for exchanges both between employees and at the heart of the group's communities, such as at headquarters; and finally Competitiveness, since this collective change has become a major issue for MMA."

Most professionals questioned expect a marked increase in the use of enhanced directories over the next five years, whether as collaborative tools (see the graph below) or in the form of an integrated directory. Today, they represent 20% of directories; tomorrow, they will overtake traditional directories and represent a 70% share.



This growth will take place regardless of whether or not all the risks and good practices have been exhaustively identified (the study lists a good many), and they will evolve just as fast as practices, technology, and the economic environment. According to Bruno Lamouroux (overall manager of a project that involves 200,000 employees at BNP Paribas), one of the most significant good practices is ensuring that the system is centered around users, so as to encourage adoption and usage. The Boostzone study illustrates this need by showing, for example, what expectations are in terms of the ability to access the directory via smartphone and to view the corporate hierarchy and personal networks.

In sum, the enhanced corporate directory is a necessary condition for companies in dynamizing both the intranet and internal communication, for developing internal social networks and communities, and for strengthening a modern system of knowledge management. It's also the first step toward real policies for internal mobility, for formalizing succession plans, and for assembling ad hoc project teams, and it is above all the basic tool for developing collective intelligence.

## **Study content:**

- 68 pages, 13 figures; description of the study and online purchase:

[www.Boostzone.fr/publications\\_new](http://www.Boostzone.fr/publications_new)

- Individual version 300€ incl.; intranet version (pdf) 900€ incl.

- French or English

## **Summary:**

**Foreword:** Prospective hypotheses on enhanced directories, Dominique Turcq, President of the Boostzone Institute – pages 7 to 18

**Main body of the study:** CORPORATE DIRECTORIES ARE BECOMING ENHANCED, – Introduction, methodology, research team, Boostzone Institute – pages 19 to 21

**Part 1** – Good practice, good questions – pages 22 to 47

An ABC of enhanced corporate directories, Why an enhanced directory, What makes a directory “enhanced”, What starts a project, Conception, Content, Problems encountered, Risks and limitations, Legal aspects, Good project practice, Choice of technical solution and adoption.

**Part 2** - Concepts & ideas for the future – pages 48 to 55

Directory and corporate culture, A new lease of life for Knowledge Management, Two approaches: Humanist or “Structuralist”, Ideas for the future, Managing the exponential growth of information, Transforming the intranet.

**Part 3** – Results of the online survey – pages 56 to 68

What directories are used, Usefulness of existing directories, Pivotal and other data, User-interface languages, Advanced uses, Graphic enhancement, Connections with professional social networks, Search engine, User charter, Directory boundaries, Success criteria, Involvement of HR and people managers, Major challenges.

## **About the authors**

The study was conducted by a team of the Boostzone Institute: Cecile Demailly, Bruno Favaletto and Dominique Turcq.

## **\*About The Boostzone Institute**

The Boostzone Institute, founded in 2004, is a center for research, training, and consulting. It is dedicated to understanding the impact of economic, technological, and social issues on the world of work and corporate strategy. The Institute has a public website [www.boostzone.fr](http://www.boostzone.fr) and a private site, *Le Cercle*, reserved for its members. It publishes research reports and other documents, offers training and lectures, and runs seminars for professionals of management on various topics relative to the future of management.

Press Contact: [maryline.gerlach@boostzone.fr](mailto:maryline.gerlach@boostzone.fr) – Tel [+33] (0)6 77 11 34 48