

## **Is it possible to be more efficient while doing usual business?**

Technical- and non-technical  
opportunities

## **Skype offers a range of products for businesses**

SkypeOut, SkypeConnect, SkypeAccess, SkypeIn.

All very cost effective, they make your business more efficient.

## The savings are obvious

Decreased telco bill,  
smaller travel costs due to video capabilities, etc.

All easily measured.

## But how much will you save?

Not that much.

It adds up for a bigger enterprise but you are unlikely to see a  
step-function increase in business results.

## Let's talk about synergy

Synergy occurs when teams perform better than the individuals alone and is exponentially related to team size.

## So why don't we have a 200-strong team tackle the problem?

Ever tried to keep in close touch with 200 people?

There is also George Miller's Magic  $7 \pm 2$ .

G.A. Miller, "The magical number seven, plus or minus two: some limits on our capacity for processing information," Psychological Review, vol. 63, 1956, 81-97

## What if we could make communication easier?

Larger teams means more productivity per capita, i.e. efficiency.

This has a physical dimension: probability of communication drops dramatically with physical distance exceeding 30 feet  
(cite)

## These gains are very difficult to measure but potentially huge

It's largely inside our heads.

Effects are often subtle,  
with complex cause-effect relationships

This **could** mean a step-function in business results

## Which route to pursue?

Easy to control but limited or harder to control but massive?

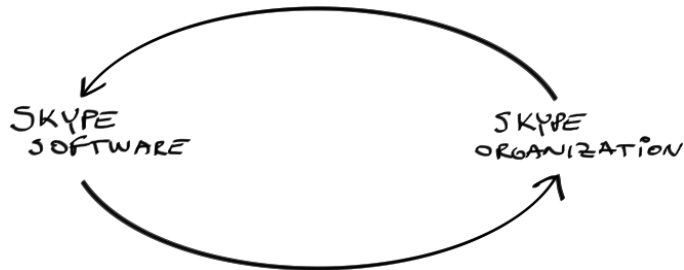
Normal business rationale favors the first.

## How did Skype become a tool for efficient communications?

A classic example of enforcing loop as described by Senge

Senge, P. M. (2006). *The Fifth Discipline: The Art & Practice of The Learning Organizati*. Crown Business.

## Innovation Feedback Loop



**Conclusion: the software you use has a profound effect on your organization**

The architecture of your information systems and the architecture of your organization is directly linked.

## Ergo, not all software suits all organizations

Damage to organizational culture is easily done.

Knowledge management is the most dangerous area: subtle processes that are not very well understood.

Be careful when chasing efficiency!

## Conclusions

- Efficiency gains can be non-obvious and hard to justify
- Do not mess with things you don't understand, not even for efficiency sake!
- Changes for efficiency need to touch all layers of your organization

Thank you!