

Avery Dennison



Uniting A Global Workforce — One Step At A Time

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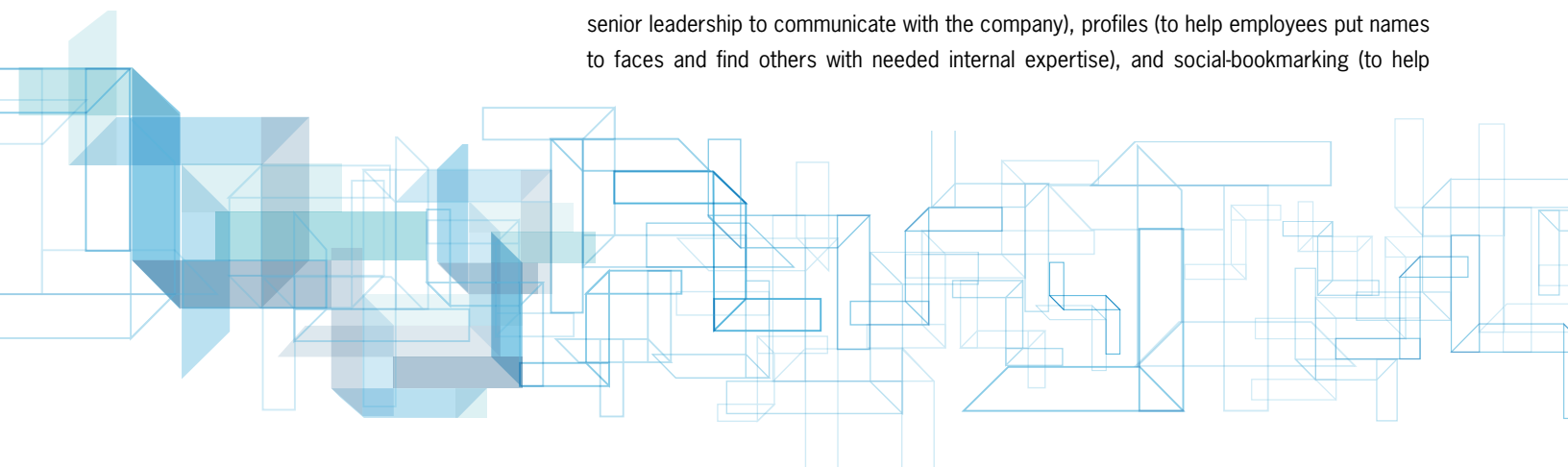
For 75 years, Avery Dennison has been a global leader in pressure-sensitive technology and materials, retail branding and information solutions, and organization and identification products for offices and consumers. A Fortune 500 company with sales of \$6 billion in 2009, Avery Dennison is based in Pasadena, California.

Enterprise 2.0 Technologies are Providing the Glue to Unite its Global Workforce

Avery Dennison needed a way to bring together more than 30,000 employees spread across 300 locations. The company wanted to help employees make decisions faster, help them locate specific expertise in different areas of the organization, and, ultimately, help increase morale by making their jobs easier. Social technologies are providing an open-communication medium to accomplish these goals.

Avery Dennison was pursuing a portal strategy for its intranet. Unfortunately, a portal strategy is an idea rooted in theories and technologies from the late 1990s. When it came time for final approval, after years of pursuing the program, the company realized that the new portal would only accomplish half of what it needed to unite all employees.

“Avery Dennison, historically, has been a fragmented company.” As a result, in early 2009, the company launched a proof-of-concept social platform to fill the collaboration gap. But the team at Avery Dennison realized that rolling out all of the social capabilities at once would overwhelm employees and turn them away from the idea of collaboration. Instead, they unveiled a few pieces at a time, starting with blogs (to allow senior leadership to communicate with the company), profiles (to help employees put names to faces and find others with needed internal expertise), and social-bookmarking (to help




employees find and share relevant internal and external websites). Once employees started to become familiar with the tools, the team launched wikis, files, activities, and communities — and completed a rollout of the full portal and social software suite in January 2010.

“We knew people would be overwhelmed if we launched all at once.” This broad, staged approach stands in marked contrast to how many companies approach social software rollouts. The typical approach is to launch pilots with full capability on a robust platform among a small group, in order to test capabilities and gauge interest. But according to the team at Avery Dennison, many of these pilot programs have it backwards and risk failure. By making limited capabilities available to all employees at once, the team could slowly ramp everyone up while determining what was needed next.

By giving employees time to focus on limited functionality, the team did not have to conduct extensive mass-training programs. Instead, employees were given time to familiarize themselves with each tool individually—similar to how most consumers adopt Web 2.0 tools (i.e., after becoming familiar with Facebook, they might turn to Twitter, which may open their eyes to blogging). This approach has worked for Avery Dennison. Eighteen months post-launch, more than 8,000 of Avery Dennison’s 12,000 full-time, non-contract employees participate—with more than 500 communities already formed. The next step? Rolling out access to all employees, including contract workers, temporary employees, and interns.

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