



### Case Study

**Industry:** Manufacturing — Consumer Products

**Use Case:** Collaboration and Ideation

## Kimberly-Clark Relies on Saba Cloud to Support Innovative Growth Ideation Mini Jam

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### Todd Yost

Director of Corporate Strategy  
Kimberly-Clark

### Challenges Before Saba Implementation

Transcend organizational and geographic silos to help current and future leaders collaborate to find and cultivate innovative solutions addressing current business challenges and building a foundation for growth.

### Benefits

- Brings together leaders from various geographic and functional areas, enabling them to participate in idea sessions synchronously or asynchronously
- Allows participants to contribute ideas, ask questions, or endorse content through topic groups and moderated discussions
- Relies on social features such as dynamic people profiles, groups, discussion forums, and ideas to enable and track brainstorming and collaboration
- Engages and inspires people and lets them know that their ideas have been heard and their contributions are valued
- Provides actionable ideas and takeaways that can be of significant benefit to the organization

Every day, nearly a quarter of the world's population trusts Kimberly-Clark's global brands and solutions to enhance their health, hygiene, and well-being. Among the company's best-known brands are Kleenex, Scott, Huggies, Pull-Ups, Kotex, and Depend. In 2012, total sales reached \$21.2 billion.

Kimberly-Clark operates across 175 countries with 58,000 employees, and their management and learning and development model is an innovative combination of local and global. They create a high degree of local autonomy, control, and decision-making.

Being both global and local presents Kimberly-Clark with distinct sales and market advantages as well as some management challenges. The ability to get ideas and input from the global organization becomes critical, allowing management across hundreds of countries to leverage solutions others have shown to be effective, while not reinventing the wheel.

With Kimberly-Clark's 150th anniversary just nine years away, the company wanted to more efficiently and effectively tap into its talent to identify solutions to current challenges, develop breakthrough ideas

for future growth, and create the long-term vision for who it will be in 2022. To engage employees across organizational and geographic silos, Kimberly-Clark selected Saba Cloud — an innovative social collaboration solution — for a four-day online conversation it called the “K-C 150 Mini Jam.”

“We wanted to understand where our global organization was at on a number of issues and engage employees in a discussion of what we need to accomplish over the next 10 years,” said Todd Yost, director of Corporate Strategy for Kimberly-Clark. “We hoped to get valuable ideas and input and create alignment at the same time.”

### Global, Multi-Generational Ideation

From senior leaders to millennials, the company chose approximately 260 current and future leaders to participate in the Jam. The select group hailed from its businesses and functions around the world, making it essential they use a solution to provide real-time collaboration and interaction.

During the Jam, the company focused on addressing needs, challenges, and opportunities to fuel continued growth. They wanted to brainstorm where future growth would come from, and how best to achieve it. Many of the top executives at Kimberly-Clark were actively involved — with Thomas J. Falk, Kimberly-Clark’s CEO, blocking out several scheduled hours during the week when he could be online and drive engagement by participating in live collaboration sessions.

Executive buy-in was essential to the success of this project. “Not only was our CEO highly engaged, but so too were many other senior leaders around the world,” said Tina Busch, Global Learning and Development Director.

“It’s pretty amazing what this type of technology can do, giving participants access to people that they typically wouldn’t have access to, not just because of different leadership levels but also because of the natural silos of business units and regions in such a large multinational company.”

### Taking Full Advantage of Saba Cloud

To host the K-C 150 Mini-Jam, Kimberly-Clark relied on Saba Cloud. The company felt that it needed a platform that was socially collaborative, intuitive, and adept at efficiently connecting people synchronously or asynchronously.

The intuitive design and familiar tools of Saba Cloud made it easy for the multinational participants to learn and use with little or no training. Saba Cloud is highly configurable, so Kimberly-Clark was able to structure the discussion by using social tools and turning on or off the various functionalities to ensure ease of use. Participants could share ideas, vote or follow favorites and pose a question or comment. Moderators ensured that the topics remained relevant and focused.

Saba Cloud’s universal people profile and easy-to-edit home page were key to the jam’s success. In the K-C 150 Mini Jam, every contributor had a people profile prominently displayed in Saba Cloud. This profile included not only formal data such as their region, contact details, profile picture, and organization, but also informal content such as their membership in topic groups, comments shared, connections within the system — and most importantly — contributions to the ideation session.

Organizers used Saba Cloud’s intuitive editing tools to update the home page several times a day so when participants logged in, they instantly saw the upcoming live jam sessions, current topics under discussion, the top 10 ideas sorted by subject area, and those that had been most recently added.

“Saba Cloud was very well received,” noted Yost. “It was easy and intuitive to pose a question, comment on topics, or vote for good ideas. Overall, the functionality was great and the solution was a big element in how effectively people engaged.”

### Gaining Valuable Information and Takeaways

When the K-C 150 Mini Jam concluded, Saba provided the comprehensive data needed for review and analysis through its system engagement trends report and social report. The people profile allowed for delivery of both a high level and a granulated look at the participation across the jam. Overall, the company’s busy executives and future leaders were highly engaged. Over the four days of the ideation exercise:

- 74% of the users were active contributors
- Nearly 750 comments were gathered
- The typical participant made between four and five comments

### Participation and Engagement is Further Broken Down in a Number of Ways

- Who generated specific ideas or pointed to specific URLs or files?
- What organizations were they a part of?
- How did the data break down by group and region?

This enables Kimberly-Clark to conduct an in-depth analysis to glean actionable ideas from the exercise. Top participants across particular demographics, thought leaders on certain topics, and the most popular growth areas can be examined any time.

Kimberly-Clark was also pleased with the qualitative content and takeaways from the Jam. They met their goal of determining areas for growth, how to strategically address these areas, and best practices in maintaining their high standards and customer- and consumer-centric approach. Early results will help the company improve how knowledge is shared internally, develop programs to enhance company-wide capabilities, and devote attention and resources to emerging digital opportunities.

“The Saba team was creative, flexible, and committed to our success. Kimberly-Clark shared a vision for how we wanted to use Saba Cloud to solve a business need, and the Saba team dedicated the resources required to ensure flawless execution.”

**Tina Busch**  
Global Learning and  
Development Director  
Kimberly-ClarkBanamex University



Saba delivers a cloud-based Intelligent Talent Management™ solution used by leading organizations worldwide to hire, develop, engage, and inspire their people. Intelligent Talent Management uses machine learning to offer proactive, personalized recommendations on candidates, connections, and content to help your employees and organization lead and succeed.

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