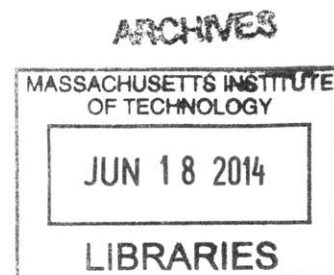


**Enterprise Social Networks:
Engaging Employees and Sustaining Participation**

By

Payal Sharma

Post Graduate Programme in Management
Indian School of Business, 2013



SUBMITTED TO THE MIT SLOAN SCHOOL OF MANAGEMENT
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Payal Sharma

Submitted to the MIT Sloan School of Management on May 9, 2014 in
partial fulfillment of the requirements for the degree of Master of
Science in Management Studies

ABSTRACT

Social relationships pervade every aspect of human life and development of social networks at work is inevitable. Enterprise social networking solutions provide a platform for employees to formally foster these professional relationships and put them to constructive use. Enterprise social network can be defined as a private social network of an organization that helps employees communicate, engage, and innovate across departments, locations and business processes. It serves as a problem solving space, conversation space, work tool, project management tool and awareness space across large organizations to break down silos. Enterprise social networks are very different from consumer social networks and their effectiveness needs to be measured with different metrics.

This dissertation evaluates the current positioning of social enterprise networking solutions, consolidates the issues in adopting this technology, and outlines guidelines for choosing and implementing enterprise social networks in organizations. Meta-analysis of global enterprise social networking market is performed using secondary research and successful case studies of major players in the space are discussed to provide context. This study uses data from primary research through interviews, focus groups, surveys, and cross tabulation analyses to explore employee expectations and engagement with enterprise social networks. The research concludes by providing a ten step framework for the effective adoption of enterprise social network.

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Chapter 1

Introduction

1.1 Background

The term “social” hit the knowledge management marketplace a few years ago and has since been hand in hand with Web2.0 or Management2.0. Google Trends shows search interest for term “Enterprise Social Network” started around January 2007 and peaked around May 2012. (“Google Trends - Web Search interest - Worldwide, 2004 - present,” n.d.) According to IDC (idc.com), the market for enterprise social network (ESN) will be more than \$4.5 billion by 2016. The market is complex and enterprise social network is only one of the many aspects social business markets which is estimated at \$10.5 billion. As names such as Yammer, Jive, Chatter, and Connections are catching attention, a number of large firms have invested heavily in social networking solutions.

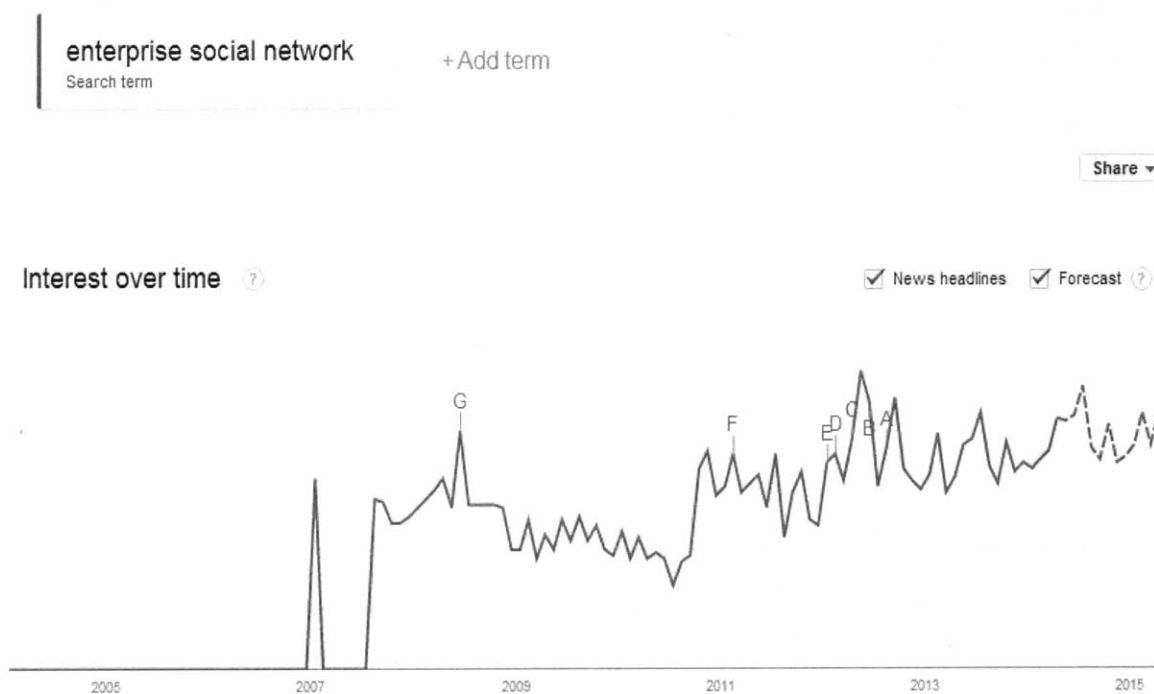


Figure 1 “Enterprise Social Network” search interest relative to the highest point on the chart

Altimeter Group defines “Enterprise Social Networks” as a set of technologies that creates business value by connecting the members of an organization through profiles, updates and notifications. (Li, Webber, & Cifuentes, 2012)

Enterprise social networks can be defined as private social networks of organizations that help employees communicate, engage, and innovate across departments, locations and business processes. These can be seen as modified corporate intranets that enable bottom-up collaboration by increasing awareness and breaking down silos across large organizations. Enterprise social network solutions assist in keeping the employees motivated by recognizing their contribution and increasing their visibility. Employees can grow their professional networks by researching their own company and understanding how what they do matters and fits in the bigger picture.

Initiated by employees as a part of “Bring Your Own Technology” movement, social networks are now being supported at corporate level. Slowly, social networks are being integrated with more business processes in the organizations such as sales, marketing and human resources. Providers are adding value to their solutions like bundling and integration with business software and infrastructure, deployment options, customization capabilities, low-cost or free subscriptions, high-touch service support, and depth of features. Though most enterprises are starting to use at least some form of social networking solutions for increasing employee and customer engagement, skepticism still exists regarding the effectiveness and adoption best practices of such solutions. We often see the use of such technologies being restricted to a few groups within companies, without successfully supporting business processes. Every organization needs to set realistic expectations and measure performance to make the implementation successful for their specific situation.

1.2 Thesis Objective

The main objective of this dissertation is to analyze the motivation and expectations of end users with regards to enterprise social networking solutions. By doing so, this research will develop a framework for adoption of enterprise social network to ensure successful implementation. The thesis aims to demonstrate that employees need relevant engaging content and independence in defining enterprise social network applications for an effective rollout.

This study aims at evaluating the current positioning of enterprise social networking solutions, consolidating the issues in adopting this technology, and outlining guidelines for choosing and implementing an enterprise social network in an organization. Enterprise social networking focuses on the use of online social networks among employees to engage, collaborate, communicate and innovate. It serves as a problem solving space, conversation space, work tool, project management tool and awareness space across large organizations to break down silos. The research and analysis is limited to internal social network solutions in enterprises. Customer facing social media is out of scope of this thesis.

1.3 Thesis Approach

The study will conduct a literature review on topics like differences between enterprise and consumer social networks, enterprise social network's effectiveness metrics, opportunities and risks associated with enterprise social network, and process of adoption. The research will borrow from meta-analysis of global enterprise social networking market and describe major players in the enterprise social network space.

The dissertation will carry out primary research by using interviews, focus groups, surveys, and cross tabulation analyses. Study of respondents that are users of the enterprise social network solution would be conducted. Pre-survey interviews and focus group discussion will be conducted with people employed in various industries at different levels to decide the survey

attributes. Surveys with demographic and psychographic questions would be conducted using Qualtrics. The independent and dependent variables would be analyzed for relationships using cross tabulation and user themes would be captured using scrubbing exercises.

To conclude the thesis, employee expectations and engagement would be examined and a framework for effective adoption and rollout would be provided.

1.4 Thesis Significance

This research formulates best practices recommendations for firms on how to choose and implement enterprise social solutions to increase productivity, collaboration and innovation at organizations. The conclusion of my thesis includes employee expectations from dissertation and framework for successful adoption of dissertation. In doing so, enterprise social network's effectiveness metrics and associated risk mitigation techniques are also explored.

1.5 Organization of Thesis

The study is structured as follows. First, a relevant literature review introduces the concept of enterprise social networking. Chapter 2 explores the social networks in organizations and their impact on business objectives. The next topic identifies the differences between enterprise and consumer social networks and establishes enterprise social network's effectiveness metrics. Opportunities and risks associated with enterprise networking solutions are demonstrated next. Finally, the process of adoption of social networks and gamification is discussed.

Chapter 3 provides a synopsis of the research methodology utilized in the research. The chapter first explains the interview, focus group, survey, and cross tabulation procedures that were employees to carry out primary research. This chapter also lists all criteria used to select attributes and levels and details the process of survey design and administration.

Chapter 4 provides a detailed explanation of the major results. These include the analysis of demographic spread, scrubbing exercises to capture themes from open ended questions, and cross tabulation analysis with independent and dependent variables. Lastly results are interpreted as actionable data which is followed by a discussion on findings.

Chapter 5 is a meta-analysis of global Enterprise Social Networking market which is followed by description of major players in the ESN space and their successful case studies.

Chapter 6 analyses and discusses enterprise social networking from user's end. This chapter examines employee expectations and engagement based on the primary and secondary research carried out during the study. The chapter then discusses implications of the research for adoption and rollout of enterprise social network.

Finally, a recommendations and conclusion section summarizes key findings and describes the 10 step enterprise social network rollout framework.

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Chapter 2

Literature Review

2.1 Introduction

In this chapter I seek to examine the relevant literature and current lines of thought regarding the concept of social enterprise networks and its potential adoption in the organizations. In doing so, I will first map social networks and their impact on enterprise's business objectives. Secondly, I will explore the differences between enterprise and consumer social networks and establish enterprise social network's effectiveness metrics. Thirdly, I look at the opportunities and risks associated with enterprise networking solutions and demonstrate how to mitigate the risks. Finally, I will consider the process of adoption of social networks and its critical role in shaping a positive social experience. I will also briefly discuss the role of gamification, an emerging technology, in increasing employee engagement over social networks at work.

2.2 Types of Social Networks

Humans depend on widespread, intricate, and diverse social relationships for survival. Social relationships pervade every aspect of human existence and development of social networks at work is inevitable. The characteristic feature of a social relationship is that two or more people harmonize with each other so that their actions, affects, or assessments are complementary. Social networks consist of nodes (individual members) and edges (relationships) and are characterized by properties such as density, centralization, homogeneity. The different social network relationships can be characterized by a multiple attributes such as social distance, semantic distance, geographic distance, temporal distance, driver, principles, membership, dynamics, outcomes, leadership and power.

The enterprises should examine and depict social network relationships to make them visible, clarifying roles, responsibilities and expectations, so that all players get the same understanding of the relationship and a better perspective on who is responsible for what. Social network analysis will enable knowledge workers discover others in their company with specific expertise or shared interests that can be helpful to them in accomplishing business objectives. This may be particularly important for multi-unit firms with silos. It will also help in confirming the equivalency of principles, leadership and desired outcomes from the social network relationships. Once the enterprise has examined the network relationships for possible positive or negative impact on business objectives, it will be in a position to design initiatives focused on evolving the relationship patterns to leverage the positive or neutralize the negative effects. (Dreyfuss & Rozwell 2009)



Figure 2: Types of Social Network Relationships

An enterprise's various social networks, with very distinct characteristics, have different effects on an enterprise's achievement of its business objectives. Four types of relationships can be observed in social networks namely opposing, neutral, cooperative or collaborative.

Relationship are opposing when a group of people, willingly or not, harm the enterprise in the achievement of its business objectives. Labor force on strike would be a classic example of opposing relationships. Some groups may not be active "players" with regard to their relationships with the enterprise, in which case they are neutral to the enterprise's business objectives. In a cooperative relationship, the two sides have a common goal, but they have different objectives. In collaborative relationships, both sides share mutuality and congruency, aimed at developing trust between the two sides. In addition to the common cooperative goal, social networks must want the enterprise to be successful as a basic requirement for the development of collaboration. Collaboration also depends on information that not only is shared by all, but is understood in the same way by all. As relationships slide from opposing to neutral, cooperative and collaborative, employees in a social network will generally improve the achievement of their individual and collective objectives.

2.3 Differences from Consumer Social Network

Enterprise 2.0 technologies enable enterprise collaboration that ensures more effective and efficient workflow among business. These capabilities get wider acceptance with introduction of terms like enterprise social networking, social intranet, and collaborative enterprise. Unlike traditional enterprise software, which was supposed to be used in pre-determined ways, enterprise social software encourages flexible adoption by every business. Enterprise social networking solutions arrange flow of information within organizations by leveraging social media for businesses. Full-suite enterprise social software solutions consist of

multiple Enterprise 2.0 capabilities such as user profiles, chats, communities, tagging, file share, presence, and activity streams. The term “Enterprise Social Networking Solution” is employed for business-grade solutions and distinguishes them from consumer social networking applications like Facebook, Twitter, and Google+.

Enterprise social networks not only have user profiles similar to those in consumer social networks, but also list work related associations and expertise such as teams, projects and skills. Unlike public social networks with places and brands as object profiles, enterprise social networks have activity streams associated with business objects like client accounts, documents and expense reports. Created by people, both networks include chat, video, group messaging, event planning, updates and activity streams. In addition to interactions among people, enterprise social networks constitute interactions among business objects and enterprise systems. People can completely control from whom they get notifications in case of consumer social networks whereas in case of enterprise social networks some updates may be required because of work associations such as updates from the CEO. Consumer social networks constitute two-way relationships, as well as one-way follow or subscribe, always controlled by the person. Enterprise social networks, on the other hand, might consist of relationships that are predetermined because of work associations such as departments, team, project or location. The nature of relationships in public social networks dictate permissions, so greater care needs to be taken to make sure that private information stays within the right circles. In Enterprise social networks employees understand that all updates can be seen by their employer, hence privacy becomes less of an issue. Permissions become a greater concern in terms of who has permission to see what information. (Altimeter Group 2012)

2.4 Enterprise Social Network's Effectiveness Metrics

Traditional engagement level effectiveness metrics such as number of logins, number of posts, and number of likes cannot be applied for enterprise social networks. Measurement of success of adoption of enterprise social network solution can begin by observing the percentage of active network members, contribution per user, most active users, non-contribution, social reach, non-engagement, and most valued users. Ensuring that more than 30% of users are contributing to 90% of total network activity is an industry benchmark. Inter-group connectivity can be measured to ensure the existence of strong connections between departments rather than isolated hubs of internal facing activity. This is by no means an exhaustive list and there is a clear a need for organizations to develop their own measures of effectiveness based on their business objectives. According to a report by Altimeter Group, most companies admit they measure enterprise social networks poorly and there is no pressure to provide concrete proof of value creation as the investments are low to begin with.

Currently Enterprise Social Networking is conceived of having only a moderate impact on business goals and much higher impact on collaboration. On the same lines top effectiveness metrics measure engagement, not progress against business goals. There is a need to start measuring gap closing instead of engagement. Effectiveness metrics should be tied to the business objective organizations are trying to achieve and not to engagement activity. For instance, it might be a good idea to find out if executives are getting better information about the concerns of employees if the business objective is to reduce distance in organizational structure. Similarly, organizations should be looking for meaningful conversations instead of frequency of interactions, number of posts or number of likes. Mapping out social and interest graphs of organization to locate the hotspots and private groups would help in accessing the value created by enterprise social network over time.

Before implementing the ESN, it is very important to outline the areas where the organization wants to create value and measure the state of things that are not working today. Some of the objectives that an organization can set out to achieve could be reduction of cycle time, faster onboarding process, faster customer complaint resolution, or diffusion of organizational barriers. This should be followed by clearly laid out trainings, initiatives, and incentives for the launch and evolution of enterprise social network. Organizations then need to patiently measure the achievement of goal, keeping in mind that transformation does not happen overnight.

2.5 Opportunities

Enterprise social network solutions offer companies numerous applications that allow them to exploit opportunities within the company for internal collaboration and decision support. The installed base of paid users will see steady growth as accounts are penetrated more deeply and widely. Key market drivers include enhanced communication, collaboration and business processes, improved information access and customer service, and innovation drive. Year-over-year growth rates for unpaid users will decline over time as users are converted to paid accounts and market becomes saturated. The penetration will increase as solutions are positioned for workers beyond carpeted offices and as the eligible work force gets younger. The more robust, scalable and fully supported paid offerings will remain more popular than what are less feature-rich and self-supported unpaid suites. Enterprise social network applications can be classified into seven major categories:

2.5.1 Information Sharing

Social network solutions in organizations can be used to disseminate information to employees. Employees can use them as internal Wikipedia for reviewing documents and sharing ideas, briefs, and best practices. An example of such application is Intellopedia, an online system for collaborative data sharing used by the United States Intelligence Community.

2.5.2 Communication

One of the important applications of enterprise social networks is to promote communication within organization and diffuse organization structure barriers. These can be used to solicit suggestions, collect feedback, reviews and ratings. Social network solutions in organizations help promote communication with colleagues from different business functions. Integration of communication services such as voicemail, email and telephone calls, called unified communications, can be combined with ESNs to improve the experience.

The blending of social networking and unified communications to create new classes of social communication applications has the potential to radically change how enterprise knowledge workers communicate. Enterprise social networking applications help employees build organizational collective wisdom and work more effectively by discovering implied relationships through shared social data. Unified communications applications provide suites of real time and non-real time communication enablers like click-to-call, click-to-IM, presence, and voice mail. Blending these two technologies permits text/audio/video conversations to be treated as social objects whose data and metadata can be stored, searched, tagged, and followed in social networking applications, just like other social objects such as people. In turn, exposing social data about conversations enables innovative new capabilities like recommending conversations for someone to participate in based on inferred interests, or finding and contacting an expert

based on knowledge about conversations in the social network. (Burns, Craig, Friedman, Schott, & Senot, 2011)



Figure 3 Application of Enterprise Social Network Solution

2.5.3 Innovation

Social network solutions promote innovation by enabling effective collaboration within organizations. Group of employees can collaborate on private networks for problem solving, content creation and joint product designs. Beehive is an internal social networking site that provides employees of IBM with a platform to engage in collaboration.

2.5.4 Knowledge Management

Activities such as idea generation, knowledge sharing, finding experts within company, and capturing expertise play an important role in knowledge management. Relevant internal networks of experts can be identified based on communication flows to leverage “collective intelligence” and create and maintain a huge knowledge base. Some companies have created private social networks for former employees who possess huge amounts of knowledge to allow retirees to connect with one another and the organization.

2.5.5 Training

Enterprise social networking solutions can be used for various learning applications such as product trainings, best practices trainings, corporate trainings, quality trainings, and personality tests. Companies can employ gamification (discussed later in detail) techniques such as progress bars and training via simulation to keep employees engaged. For example, Cisco has a popular virtual space called Second Life for meeting colleagues, doing business, and sharing knowledge.

2.5.6 Management Activities

Data collected in social networks can be analyzed to facilitate management activities by improving business processes. Relationship mining can be used to analyze managerial connection networks to facilitate identification of key performers and succession planning. Deloitte’s social networking application, “D Street” leverages innovative networking technology to strengthen employee relationships, enhance internal communications, improve retention efforts, and facilitate idea generation. (Turban, Bolloju, & Liang, 2011)

2.5.7 Professional Networking

Employees use ESN tools to grow their professional network by increasing visibility and enhancing reputations in organization. Common applications include researching own company, following C-level executives, researching new employees, and following company events. Employees view these tools as platforms where their efforts are recognized and rewarded.

2.6 Risks and Risk Mitigation

While enterprise social network solutions have numerous applications, they are prone to some risks due to user-generated content published on shared media and typical use of social networks. These risks can be categorized in three groups:

2.6.1 Security and privacy concerns

Enterprise social networks are predisposed to network threats such as virus, malware, phishing and cross-site scripting. Implementation of social networks also creates security risks such as introduction of malicious codes by hackers and privacy risks such as unintentional disclosure of confidential information on internally shared workspaces.

These risks can be mitigated by access control and monitoring and filtering the content on social network.

2.6.2 Enterprise risks

User-generated content might end up in legal threats like compliance violation, copyright issues and trademark violations. Use of inappropriate, inaccurate or obsolete data by employees might hinder the performance of social networks. Enterprise social networks are also susceptible to business risks such as identity theft, data loss, sensitive information leak, and loss of reputation.

Establishing a governance structure and communicating usage policies and consequences of policy violation to employees might reduce occurrences of such instances.



Figure 4 Risks of Enterprise Social Network Solution

2.6.3 Productivity Loss

As employees have limited bandwidth, extensive employee engagement in social networking may lead to brain waste. Enterprise social network might become a distraction at workplace and result in wastage of productive time. Employees might also misuse resources and harass their colleagues.

Firms may consider obtaining legal insurance to protect against the unforeseen consequences of the abuse of social networking. (Turban, Bolloju, & Liang, 2011)

2.7 Adoption

After knowing the opportunities available for any corporation considering social networking, they need to analyze their circumstances and decide on the adoption process. The adoption process would include deciding on the main purpose or goal of the enterprise social network such as improving productivity, improving collaboration, or soliciting user generated content. Organizations would need to prioritize applications and select technology based on criteria such as access alternatives, security mechanisms supported, ease of use, and integration with existing infrastructure. Companies also need to anticipate risks and have risk management mechanisms in place. These considerations will vary from one organization to another. A generic framework for adoption of enterprise social networks will consist of five essential elements:

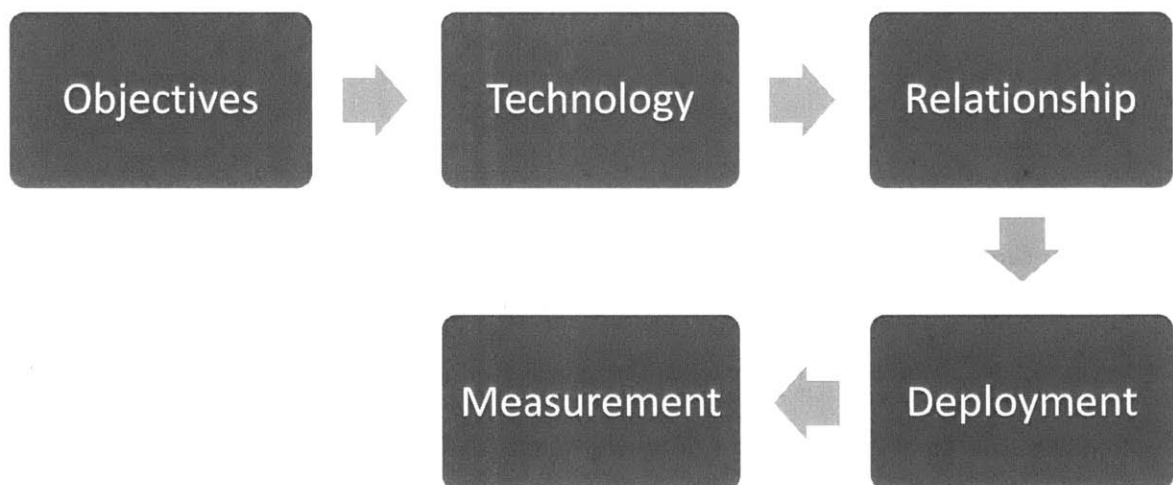


Figure 5 Enterprise Social Network Adoption

Adoption of social networks in organizations faces numerous challenges and CIOs implementing the enterprise social network need to make a number of crucial decisions. Resistance from executives and loss of control should be expected in the beginning of the

process. Employees usually have pre-conceived notions about using social platforms, from their external experience with e.g. Facebook, which need to be altered by proper guidance. Employees might also feel overwhelmed from the profusion of tools if enterprise social network is not properly integrated with existing enterprise applications. It also needs to be decided if the use of social network in your organization would be optional or mandated.

2.7.1 Objectives

The first step of the adoption process would be to determine the expectations firms have from a social network. Companies should observe the things that are not working in the organization before implementation, survey and interview employees for ideas, and map the tasks with their business goals to come up with a prioritized list of applications. Some of the important goals to consider when deciding to deploy an enterprise social network would be sharing of best practices, facilitate cross-department collaboration, improve employee information, evolve company culture, support strategic transformations, and facilitate collaboration within a team. This step requires careful study of corporate needs, priorities, and objectives and defining metrics that organization can measure to evaluate success.

2.7.2 Technology

One of the decisions for organizations considering enterprise social network adoption is to choose what type of product they want to adopt. There are pros and cons for vendors in every category. Collaboration platform companies and business application vendors are larger, with more resources, and thus can be assumed to be more stable. They can also offer the promise of broader software stacks that are natively integrated with their ESN components. However, they will inevitably approach enterprise social network from their own perspectives, and it's not clear to Larry Cannell, a Gartner analyst, which one will emerge as the most appropriate. "Is ESN an extension of other unified communications, collaboration and email products? Or is it an

extension of business applications," he said. "We don't know how that's going to shake out yet. There are credible arguments on both sides." Moreover, the smaller specialists not only focus exclusively on enterprise social network, but they also often find it easier to move faster when adapting their products to customer feedback and technology innovations. They don't have to comply with the competitive mandates of a larger corporate parent, and can thus be more agnostic in their partner relationships and third-party software integrations.

While talking to vendors, companies should discuss the objectives they want to achieve (listed in step one) and understand how different solutions can help attain their business goals. It is also necessary to determine whether a given project will be financially beneficial to the enterprise and to investigate the potential for and costs of its misuse or abuse before adoption. Companies also need to determine the proper level and mix of IT infrastructure (including security) required in order to successfully adopt social networking technology. Another key consideration for CIOs should be their organization's willingness to have their enterprise social network software running in a public cloud. IT leaders need to decide whether their enterprise social network deployments will be all on premises, all in the cloud, or in a hybrid scenario, and then look into what the different vendors offer. ESN is most effective when it becomes an underlying layer of social collaboration capabilities that are integrated into the applications employees use on a daily basis, whether its email clients, CRM software, ERP applications, office productivity applications or videoconferencing wares.

2.7.3 Relationship Management

Several human factors are crucial to the successful adoption of any technology, including employee training, user involvement, organizational culture, and potential power shifts. Staff and resources need to be budgeted appropriately for community management. Motivating employees to join and contribute to the network is also of the utmost importance. It is not only essential that the technology fits the task, but also that it is acceptable to the members of the organization. Organizational support for implementation, particularly from top management, is critical to the success of any new technology. Getting executives involved to not only support enterprise social network, but also be actively engaged is crucial.

The conversations of enterprise social network should reflect the culture of the organization. Open, honest and authentic conversations should be allowed and encouraged on internal social platforms. Recognition, rewards, and gaming elements should be used in ESN to engage employees and making it fun. This step in the adoption process of enterprise social network is the focus of research for this study and is analyzed in greater detail in subsequent chapters.

2.7.4 Deployment strategy

After deciding on the technology, companies need to decide how to introduce them into the organization. The implementation can be divided into several stages, including an experimental one, and it can be carried out in-house or outsourced to a professional vendor. Enterprise social network deployment should be flexible to let practice patterns emerge and users should be able to turn it into something that they can use. Employees should be allowed to explore enterprise social network and find use cases for them. Most active communities or groups focused on real business topics can be used to illustrate how other departments should be using the network.

ESN can be deployed as standalone solutions which can exist independently and can also be integrated into enterprise apps. It is a fast, easy and cheap deployment. Most vendors provide integration APIs such as Socialcast and Salesforce.com Chatter.

Second option is to deploy enterprise social network on a collaboration platform as there tends to be one major platform in each organization. ESN feature can be easily "turned on" for existing collaboration platforms that are already social and in-house. Examples include Cisco Quad, Jive, and Box.net.

Lastly, ESN can be deployed as enterprise application add-on and integrated into critical enterprise apps. While not inherently collaboration platforms, they can turn on or layer on social technology to make them enterprise social network. Examples are Lotus/IBM Connections and TIBCO/tibbr.

2.7.5 Measurement

Justification involves assessment of the business value of social networking activities and measurement of their contribution to performance. At a predetermined interval, business objectives, laid out during the step one of the adoption process, should be measured and evaluated. Because enterprise social networking may bring in potential benefits in many different aspects, thus performance measurement should be multi-dimensional and not restricted to ROI justification. A scorecard approach can be used to track criteria for measuring the performance contribution of enterprise social networking. Some of the business goals that can be measured include improved collaboration between teams, sharing expertise around the company, sharing best practices, and increased sharing.

2.8 Gamification

Games once used to provide new user interfaces or user experiences to explore and now customer applications have distilled these engagement techniques in their products. Enterprises are currently leveraging learnings from consumer products to introduce gamification into organizations. Effective application of gamification design principles in successful social solutions in organizations has been observed. Though this topic could be researched in greater depths, exploring gamification from a high level is relevant to this thesis.

Gamification market will grow from \$100M in 2011 to \$1.6B by 2015. It has been projected that 80% of Forbes Global 2000 organizations will gamify products by 2017. Gartner's 2013 Hype Cycle for emerging technologies maps out gamification at the peak of inflated expectations that will reach a plateau in 5 to 10 years. Gartner analyst Brian Burke said IT leaders should try at least one gaming exercise as part of their enterprise planning efforts this year. Challenged by poor design and lack of meaningful objectives, gamification solutions have not been able to achieve success easily. Iterative, collaborative and data driven approach is essential for successful implementation.

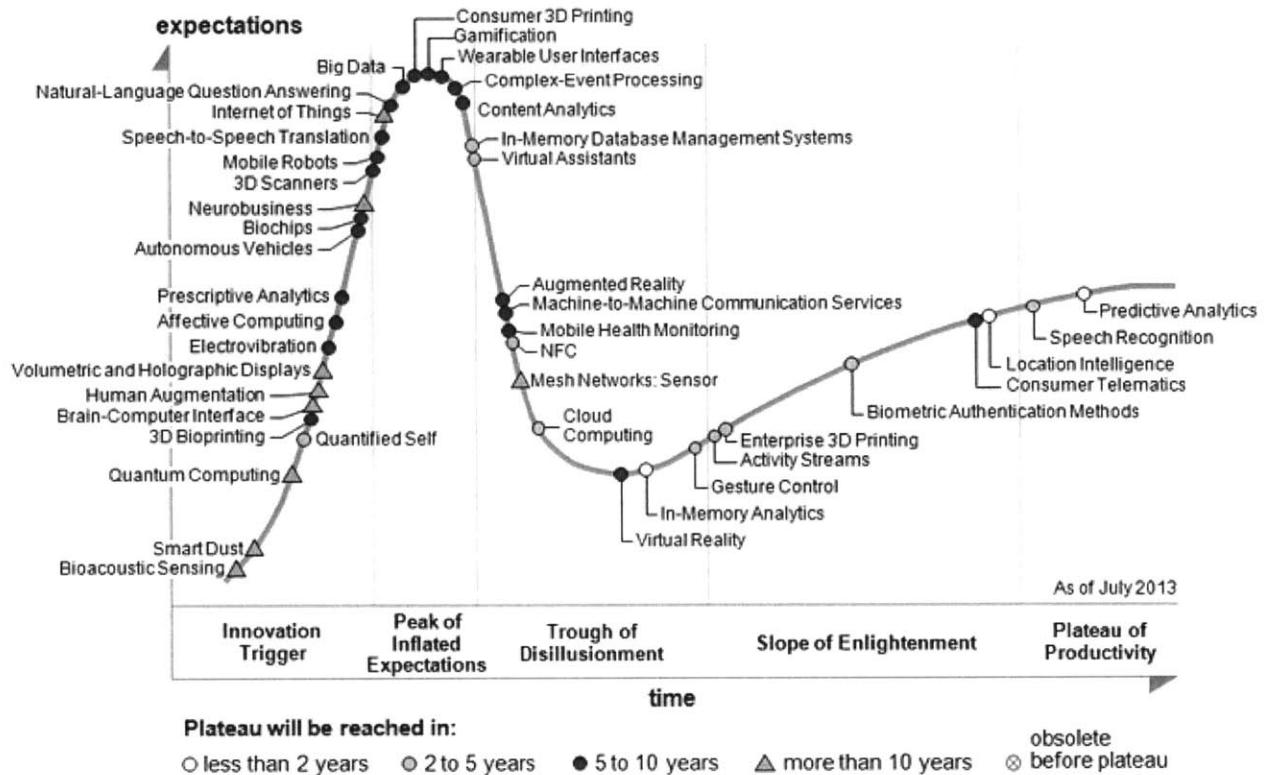


Figure 6 Gartner's Hype Cycle for Emerging Technologies

Research shows that people feel good doing routine tasks when they know they are being measured. Gamification design principles can be applied to support game mechanics for tasks to increase employee productivity and achieve business objectives. User engaging presentation of the information, no manuals, instilling a sense of confidence, and social having a meaning are some of the design principles. Employees are not intimidated by self-guided discovery and learning and it is more fun. Games give users an idea about where they are and where they are going which helps in instilling a sense of progress and momentum among employees. Users like feedback as it triggers happiness which can be elevated via user recognition and rewards.

Gamification has opportunities in consulting companies, IT firms (wedge offerings), advertising agencies, boutique firms, and management consulting such as NTT Data, Inc., Accenture, Ogilvy, Deloitte, and Undercurrent. NTT Data has been working to help some clients use gamification to boost customer loyalty, and get their customers spend more time

understanding their businesses. A banking client has also asked NTT to make data entry, a typically dull task, fun by creating several games around that. GF vendor & start-ups include licensed solution providers such as Bunchball, Badgeville, Big Door, and Gigya. Gamification of existing applications by integration of gamified design principles is being done by Microsoft SharePoint, and SalesForce.com. (Seaman, 2014)

Research suggests that impact of games is due to their ability to engage workers who consent to play the game. It has also been found that games, when consented to, increase positive affect at work, but, when consent is lacking, decrease positive affect and performance. With the increasing ubiquity of games in all aspects of life, and the harnessing of games at work through gamification, this topic will only grow in importance. (Mollick & Rothbard, 2013)

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Chapter 3

METHODOLOGY

3.1 General Methodology

A study of respondents that are end-users of the enterprise social network solution was carried out. Eventually, for the research to complete, the “network solution provider” side should also be studied and researched. However, this exercise will focus on only the “social network users” i.e. the employees. After identifying a suitable sample of respondents (college educated users of the social network platform), a well-designed survey was circulated with an objective of capturing the below details:

Demographic Information – Size of the employer, industry of employment, role in organization

Psychographic Information – Views about enterprise social networks

Enterprise social network engagement attributes – Frequency of use, motivation of use, purpose of use, suggestions for improvement

Once the above information about the respondents was captured, post survey evaluation was done using cross tabulation to come up with relationships among variables and understand different target segments.

3.2 Attribute Selection

After completing the secondary research and reviewing relevant literature, an initial hypothesis regarding how to engage employees and sustain participation over enterprise social network solutions was made. This was followed by 15 pre-survey interviews and one focus group discussion conducted with people employed in various industries at different levels. Around 12 interviews were telephonic and the rest three were conducted over Skype. The

questions asked were very open ended and helped in identifying attributes that were of major significance to the users of enterprise social network. The following gives a snapshot of some of the questions that were covered during the interview:

- Do you interact with your colleagues online?
- Why did you start using the social network at your work place?
- How often do you communicate with your co-workers over social network?
- For what purposes do you use the enterprise social network solution?
- What improvements would you like to see in the implementation of the enterprise social network?

The focus group discussion was conducted based on the applications of an enterprise social network solution from an employee's point of view. The analysis of these interviews produced interesting results regarding certain new attributes like professional networking, gamification of corporate trainings etc.

Based on the interpretations from these analyses, the following attributes and options were identified to be a part of the survey. An open ended option was provided in every question so as to include any new themes that might emerge during the surveys:

Attribute	Description	Options
Frequency	Frequency of use of ESN	<ul style="list-style-type: none"> - Hourly - Daily - Once a week - Once a month - Never
Motivation	Motivation behind start of	<ul style="list-style-type: none"> - Manager/ Organization mandate

	ESN use	<ul style="list-style-type: none"> - Used by colleagues - Excited by technology (Early adopter) - Active search for solution - Other (Open text option)
Purpose	Applications of ESN	<ul style="list-style-type: none"> - Information Sharing - Communication - Collaboration and Innovation - Knowledge Management - Training - Management Activities - Professional Networking - Others (Open text option)
Improvements	Suggestions to make ESN more engaging	<ul style="list-style-type: none"> - Engaging Content - Gamification - Active network - Organization mandate - Others (Open text option)

Table 1 Survey Questions

Additional demographic and psychographic questions were also part of the survey:

1. What is the total number of employees at the organization you work for?
2. Which of the following best describes the industry you are employed in?
3. Which of the following best describes your role?

4. What are your views about social networks within corporations? (This was an optional open ended question to keep looking for new ideas and suggestions.)

3.3 Survey Design and Administration

In order to understand the importance of various attributes listed in the above section, respondents were asked to answer the questions as per their experience. So, a pre-test survey was designed for this purpose that contained the survey questions. Pre-test survey was tested to ensure that the survey was respondent-friendly followed by which it was sent out to five external respondents. This was done in order to collect the feedback regarding the questions and descriptions as mentioned in the survey. Later, all the feedbacks were used to refine certain attribute levels and options in questions.

After properly formulating the problem that this study aimed to address, an optimal survey was designed using Qualtrics, which is an online survey platform. And the final survey link was regenerated and emailed to around 61 respondents. An effort was made to maintain diversity of respondents as far as possible in terms of gender, education level and geographies. All the respondents are college educated and hold at least a Bachelor degree. (Qualtrics 12,081, 2009)

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Chapter 4

Primary Research

4.1 Analysis of Data

Survey information from 61 respondents in the sample population was collected. Based on the respondents, the following demographic spread was observed:

Size of organization

Nearly half of the respondents were employed with large organizations with 5,000+ employees. Rest belonged to small and medium companies with a ratio of 2:3.

What is the total number of employees at the organization you work for?

#	Answer	Response	%
1	0-500	12	20%
2	500-5,000	18	30%
3	5,000+	31	51%
Total		61	100%

Table 2 Size of Organization

Industry

Majority of the respondents belonged to Technology and Telecom industries followed by Financial and Healthcare. Other industries included Mining and Aviation.

Which of the following best describes the industry you are employed in?

#	Answer	Response	%
1	Consulting	9	7%
2	Education	3	5%
3	Energy	2	3%
4	Financial	8	13%
5	Healthcare	5	8%
6	Manufacturing	2	3%
7	Real Estate	2	3%
8	Tech	19	31%
9	Telecom	11	18%
10	Other	5	8%
Total		61	100%

Table 3 Industry

Role

Majority of the respondents belonged to Manager or Associate roles.

Which of the following best describes your role?

#	Answer	Response	%
1	Entry Level	7	12%
2	Associate/ Analyst	25	41%
3	Manager	25	41%
4	Director	2	3%
5	Owner	2	3%
Total		61	100%

Table 4 Role

Data collected about implementation and usage of enterprise social networks provided a base for cross tabulation analysis to follow:

Frequency of ESN use

Majority of the respondents were using the enterprise social solution at least once a week.




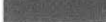

How often do you use the Enterprise Social Networking solution implemented at your organization?				
#	Answer		Response	%
1	Hourly		1	3%
2	Daily		10	25%
3	Once a Week		12	30%
4	Once a Month		9	23%
5	Never		8	20%
Total			40	100%

Table 5 Frequency of use

Purpose

Majority of the respondents used social network at workplace for information sharing, followed by knowledge management. Communication was the next most frequent use reported.



For what purposes do you use the Enterprise Social Networking solution at your workplace?				
#	Answer		Response	%
1	Information Dissemination and Sharing		24	75%
2	Communication		16	50%
3	Collaboration and Innovation		11	34%
4	Knowledge Management		19	59%
5	Training and Learning		9	28%
6	Management Activities		4	13%
7	Professional Networking		9	28%

Table 6 Purpose

The open ended data questions show the following trends that could be useful for organizations implementing the enterprise social network solution:

Motivation

Majority of the respondents tried the enterprise social application for the first time because their colleagues were using it. 34% of the respondents were early adopters and were among the first ones to try out the enterprise social network at their organizations.

What motivated you to start using the Enterprise Social Networking solution implemented in your organization?

#	Answer	Response	%
1	Your manager/ organization mandated using it	6	19%
2	Your colleagues were using it	13	41%
3	You heard about it first (word of mouth) and tried it	11	34%
4	Other	3	9%
5	You were actively looking for a social networking solution at your workplace	6	19%

Table 7 Motivation

In addition to the options listed in the survey, some of the new themes that emerged included following a company event. Respondents also reported starting using the enterprise social network as it was part of the onboarding induction program when they were hired. Others stated getting motivated to read views and ideas shared by their colleagues.

Improvement

Majority of the respondents stated that they will use enterprise social networking solution more actively if it had more engaging content and their colleagues were actively using it.

What would it take for you to actively use the Enterprise Social Networking solution at your workplace?

#	Answer	Response	%
1	Engaging content	25	63%
2	Gamification of monotonous activities	6	15%
3	Colleagues actively using the solution	26	65%
4	Mandate by organization/ your manager	3	8%
5	You have more suggestions!	5	13%

Table 8 Improvement

In addition to the options listed in the survey, respondents suggested integrating social platform with existing enterprise products and removing redundancies. Respondents also recommended that enterprise social solution should have easier intuitive user interface and content should be relevant to their routine job responsibilities.

Views

This was an open ended question to let respondents describe what they think about social networks at workplace. Majority of respondents expressed their views about enterprise social network solutions. Each of the response was transcribed in preparation for the analysis of the views by scrubbing. Each transcript was read and key statements that expressed important insights into respondents' needs, wishes, and experiences were highlighted. This process resulted in several important "voices" of the employees. These voices ranged from advantages of

enterprise social networks to doubts about the technology to implementation suggestions for social solutions at workplace.

Respondents described ESN as being helpful in engaging employees and increasing their productivity. They saw them as tools to share information, data, learnings, ideas and opinions with other employees. Some reported using them to communicate, collaborate and innovate across departments, locations and business processes. They were also describes as networking platforms that help respondents socialize with colleagues and keep up to date with what is going on in the company.

There was some skepticism such as social in workplace might be risky due to confidentiality issues. Some respondents believed that employees might end up using them for non-constructive purposes and waste time and resources. Lack of personal touch was also one of the drawbacks reported.

There was a general excitement about experiencing the social solution at workplace and many respondents reported the current email as boring. Respondents wanted enterprise social networks to be fun and suggested that employees should be provided autonomy.

Consumer Social Applications

More than half of the respondents, whose organizations had not adopted enterprise social software, used other applications to interact with colleagues. These consumer social solutions included AIM, Facebook, Google Hangout, Twitter, and WhatsApp.

Does your organization have an Enterprise Social Networking solution in place?



#	Answer		Response	%
1	Yes		40	66%
2	No		21	34%
Total			61	100%

Table 9 Enterprise Social Solution Implementation

Do you communicate with your colleagues over other online social network?

#	Answer		Response	%
1	Yes		12	57%
2	No		9	43%
	Total		21	100%

Table 10 Consumer Social Solution

4.2 Cross Tabulation Analysis

Cross tabulation was used to analyze the data collected by survey as it is the most basic and ubiquitous analysis tool to determine any relationship between two variables. Each variable had few values and the result could be used for concept selection, segmentation, targeting, and positioning decisions. Relevant variables were identified and categorized as independent and dependent variables. Crosstabs were then created with independent variables in the rows and dependent variables in the columns. The rule of thumb was applied that p-values of less than 0.05 would imply very strong relationship and p-values of more than 0.15 would imply no relationship between the variables.

Size by ESN

It was observed that implementation of an enterprise social network solution is more in larger organizations. 75% of small businesses were reported to not have a social platform in place while 80% of organizations with more than 5,000 employees had implemented enterprise social networks. Enterprise social networks might be a remedy for the “fat” companies with siloes.

		Does your organization have an Enterprise Social Networking solution in place?		Total
		Yes	No	
		3	9	12
What is the total number of employees at the organization you work for?	0-500	25.00%	75.00%	100.00%
	500-5,000	12	6	18
		66.67%	33.33%	100.00%
	5,000+	25	6	31
80.65%		19.35%	100.00%	
Total		40	21	61
		65.57%	34.43%	100.00%

Table 11 Size by ESN Cross Tabulation

Industry by ESN

It was observed that implementation of an enterprise social network solution is more in consulting, technology, and telecom industries. Close to 80% of the respondents employed in technology and telecom companies reported having an implemented enterprise social network. 50% of the respondents employed in financial companies and 60% of the respondents employed in healthcare companies reported not having an implemented ESN. 100% of the respondents employed in education sector stated not having a social solution at their workplace.

		Does your organization have an Enterprise Social Networking solution in place?		Total
		Yes	No	
			4	
Which of the following best describes the industry you are employed in?	Consulting	100.00%	0.00%	100.00%
		0	3	3
	Education	0.00%	100.00%	100.00%
		2	0	2
	Energy	100.00%	0.00%	100.00%
		4	4	8
	Financial	50.00%	50.00%	100.00%
		2	3	5
	Healthcare	40.00%	60.00%	100.00%
		1	1	2
	Manufacturing	50.00%	50.00%	100.00%
		1	1	2
	Real Estate	50.00%	50.00%	100.00%
		15	4	19
	Tech	78.95%	21.05%	100.00%
		9	2	11
	Telecom	81.82%	18.18%	100.00%
		2	3	5
Other	40.00%	60.00%	100.00%	
	40	21	61	
Total	65.57%	34.43%	100.00%	

Table 12 Industry by ESN Cross Tabulation

Size by Consumer Social Applications

Out of the respondents who reported lack of an enterprise application, majority of small businesses used consumer social applications to interact with their colleagues. Close to 78% of the respondents employed with small organizations not having enterprise social network, used public social platforms to communicate with their colleagues. Use of consumer social solutions to interact with coworkers is less prevalent in medium and large businesses.

		Do you communicate with your colleagues over other online social network?		Total
		Yes	No	
			7	
What is the total number of employees at the organization you work for?	0-500	77.78%	22.22%	100.00%
		2	4	6
	500-5,000	33.33%	66.67%	100.00%
		3	3	6
	5,000+	50.00%	50.00%	100.00%
		12	9	21
Total	57.14%	42.86%	100.00%	

Table 13 Size by Consumer Social Applications Cross Tabulation

Role by Frequency

Managers were seen using enterprise social network more than Associates. Close to 40% of the managers use the social platform at work daily while about 30% of associates never use them. Majority of the respondents reported using the enterprise social networking solution at least once a week.

		How often do you use the Enterprise Social Networking solution implemented at your organization?					Total
		Hourly	Daily	Once a Week	Once a Month	Never	
Which of the following best describes your role?	Entry Level	0	0	1	1	0	2
		0.00%	0.00%	50.00%	50.00%	0.00%	100.00%
	Associate/ Analyst	0	3	3	4	4	14
		0.00%	21.43%	21.43%	28.57%	28.57%	100.00%
	Manager	1	7	4	3	3	18
		5.56%	38.89%	22.22%	16.67%	16.67%	100.00%
	Director	0	0	1	0	1	2
		0.00%	0.00%	50.00%	0.00%	50.00%	100.00%
	I don't fit into any of these	0	0	3	1	0	4
		0.00%	0.00%	75.00%	25.00%	0.00%	100.00%
	Total	1	10	12	9	8	40
		2.50%	25.00%	30.00%	22.50%	20.00%	100.00%

Table 14 Role by Frequency Cross Tabulation

Role by Motivation

Top motivations of trying out an enterprise social solution for the first time were word of mouth and active colleagues on the network. 40% of the associates started using enterprise social network because their colleagues were using it and another 40% heard about it first and were the early adopters. Mandate by the organization and employees actively seeking a social solution were next most common reasons for starting using ESN.

		What motivated you to start using the Enterprise Social Networking solution implemented in your organization?					Total
		Your manager/ organization mandated using it	Your colleagues were using it	You heard about it first (word of mouth) and tried it	Other	You were actively looking for a social networking solution at your workplace	
Which of the following best describes your role?	Entry Level	0	0	2	0	0	2
		0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
	Associate/ Analyst	1	4	4	1	2	10
		10.00%	40.00%	40.00%	10.00%	20.00%	100.00%
	Manager	4	6	4	2	4	15
		26.67%	40.00%	26.67%	13.33%	26.67%	100.00%
	Director	0	1	0	0	0	1
		0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
	I don't fit into any of these	1	2	1	0	0	4
		25.00%	50.00%	25.00%	0.00%	0.00%	100.00%
Total	6	13	11	3	6	32	
	18.75%	40.63%	34.38%	9.38%	18.75%	100.00%	

Table 15 Role by Motivation Cross Tabulation

Industry by Purpose

Information sharing, communication and knowledge management were the most frequently reported uses of social at workplace. Vast majority of respondents employed in Technology and Telecom sectors stated using enterprise social networks for the purpose of disseminating information via reviewing documents, sharing product information, ideas, and briefs and managing knowledge via idea generation, finding experts, and capturing insights. Training exercises, learning, soliciting suggestions, collecting reviews, ratings, and feedbacks were the major use cases for enterprise social networks in consulting industry.

		For what purposes do you use the Enterprise Social Networking solution at your workplace?							Total
		Information Sharing	Communication	Collaboration and Innovation	Knowledge Management	Training and Learning	Management Activities	Professional Networking	
Which of the following best describes the industry you are employed in?	Consulting	1	2	0	2	2	1	0	3
		33.33%	66.67%	0.00%	66.67%	66.67%	33.33%	0.00%	100.00%
	Energy	2	2	1	2	1	0	0	2
		100.00%	100.00%	50.00%	100.00%	50.00%	0.00%	0.00%	100.00%
	Financial	2	1	1	0	0	0	0	2
		100.00%	50.00%	50.00%	0.00%	0.00%	0.00%	0.00%	100.00%
	Healthcare	2	1	2	2	1	1	1	2
		100.00%	50.00%	100.00%	100.00%	50.00%	50.00%	50.00%	100.00%
	Manufacturing	1	1	0	0	1	0	0	1
		100.00%	100.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
	Real Estate	1	1	0	0	0	0	0	1
		100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
	Tech	8	4	3	7	1	2	6	11
		72.73%	36.36%	27.27%	63.64%	9.09%	18.18%	54.55%	100.00%
	Telecom	5	3	3	6	3	0	2	8
		62.50%	37.50%	37.50%	75.00%	37.50%	0.00%	25.00%	100.00%
	Other	2	1	1	0	0	0	0	2
		100.00%	50.00%	50.00%	0.00%	0.00%	0.00%	0.00%	100.00%
	Total	24	16	11	19	9	4	9	32
		75.00%	50.00%	34.38%	59.38%	28.13%	12.50%	28.13%	100.00%

Table 16 Industry by Purpose Cross Tabulation

Role by Purpose

Information sharing, communication and knowledge management were the most frequently reported purposes of social at workplace. 93% of managers reported using ESN for the purpose of disseminating information and communicating via soliciting suggestions, collecting reviews, ratings, and feedbacks. Majority of analysts reported using ESN for communication and knowledge management.

		For what purposes do you use the Enterprise Social Networking solution at your workplace?								Total
		Information Sharing	Communication	Collaboration and Innovation	Knowledge Management	Training and Learning	Management Activities	Professional Networking	Others	
Which of the following best describes your role?	Entry Level	2	1	0	1	1	0	1	0	2
		100.00%	50.00%	0.00%	50.00%	50.00%	0.00%	50.00%	0.00%	100.00%
	Associate/Analyst	5	1	3	6	1	1	1	0	10
		50.00%	10.00%	30.00%	60.00%	10.00%	10.00%	10.00%	0.00%	100.00%
	Manager	14	12	6	10	6	3	6	0	15
		93.33%	80.00%	40.00%	66.67%	40.00%	20.00%	40.00%	0.00%	100.00%
	Director	1	0	1	1	0	0	0	0	1
		100.00%	0.00%	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	100.00%
	I don't fit into any of these	2	2	1	1	1	0	1	0	4
		50.00%	50.00%	25.00%	25.00%	25.00%	0.00%	25.00%	0.00%	100.00%
Total	24	16	11	19	9	4	9	0	32	
	75.00%	50.00%	34.38%	59.38%	28.13%	12.50%	28.13%	0.00%	100.00%	

Table 17 Role by Purpose Cross Tabulation

Industry by Improvement

Majority of respondents suggested more engaging content and active colleagues on the network to improve employee engagement.

		What would it take for you to actively use the Enterprise Social Networking solution at your workplace?					Total
		Engaging content	Gamification of monotonous activities	Colleagues actively using the solution	Mandate by organization / your manager	You have more suggestions!	
Which of the following best describes the industry you are employed in?	Consulting	2	0	2	0	0	4
		50.00%	0.00%	50.00%	0.00%	0.00%	100.00%
	Energy	2	0	2	0	0	2
		100.00%	0.00%	100.00%	0.00%	0.00%	100.00%
	Financial	2	1	2	0	0	4
		50.00%	25.00%	50.00%	0.00%	0.00%	100.00%
	Healthcare	1	0	2	0	0	2
		50.00%	0.00%	100.00%	0.00%	0.00%	100.00%
	Manufacturing	1	0	0	0	0	1
		100.00%	0.00%	0.00%	0.00%	0.00%	100.00%
	Real Estate	0	0	1	1	1	1
		0.00%	0.00%	100.00%	100.00%	100.00%	100.00%
	Tech	11	5	10	2	4	15
		73.33%	33.33%	66.67%	13.33%	26.67%	100.00%
	Telecom	4	0	7	0	0	9
		44.44%	0.00%	77.78%	0.00%	0.00%	100.00%
	Other	2	0	0	0	0	2
		100.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		25	6	26	3	5	40
	Total	62.50%	15.00%	65.00%	7.50%	12.50%	100.00%

Table 18 Industry by Improvement Cross Tabulation

Only respondents employed in technology industry suggested gamification of monotonous tasks as a way to bring employees back to enterprise social networks. Close to 78% of employees in telecom industry stated that they will use ESN more frequently if their colleagues were more active on the network.

Role by Improvement

Close to 90% of the managers suggested that they would use the social network solutions at workplace more if other employees are more active. Associates equally supported both more engaging content and active colleagues on the network to improve employee engagement.

		What would it take for you to actively use the Enterprise Social Networking solution at your workplace?					Total
		Engaging content	Gamification of monotonous activities	Colleagues actively using the solution	Mandate by organization / your manager	You have more suggestions !	
Which of the following best describes your role?	Entry Level	1	0	1	0	1	2
		50.00%	0.00%	50.00%	0.00%	50.00%	100.00%
	Associate / Analyst	7	3	7	1	1	14
		50.00%	21.43%	50.00%	7.14%	7.14%	100.00%
	Manager	12	3	16	2	3	18
		66.67%	16.67%	88.89%	11.11%	16.67%	100.00%
	Director	2	0	1	0	0	2
		100.00%	0.00%	50.00%	0.00%	0.00%	100.00%
I don't fit into any of these	3	0	1	0	0	4	
	75.00%	0.00%	25.00%	0.00%	0.00%	100.00%	
	25	6	26	3	5	40	
Total		62.50%	15.00%	65.00%	7.50%	12.50%	100.00%

Table 19 Role by Improvement Cross Tabulation

4.3 Interpretation of Results

From the cross tabulation analysis above, following inferences can be made:

1. Enterprise social network solutions have penetrated the large businesses more. Small and medium sized businesses have been slow to adopt social networks at workplace. It seems like smaller businesses might not have a need to participate in enterprise social solutions or ESN might be costly.
2. Consumer social networks are used in small businesses as a substitute to enterprise social solutions. Public social applications are less used in medium and large organizations.
3. Enterprise social network solutions have successfully penetrated the consulting, energy, technology, and telecom industries. Financial, healthcare, and education sectors have been slow to adopt social networks at workplace. Presence of enterprise social network in manufacturing and real estate industries could not be established due to small sample size.
4. Frequency of use of social network solutions at workplace varies with the role of employees. Frequency of use increases as one goes higher up in the organization chart and then reaches a plateau above the middle management role.
5. Employees start using enterprise social solutions due to word of mouth or are motivated by other active colleagues on the network.
6. Motivation behind starting to use a social network at work varies with the role of employees. Majority of managers are early adopters and they try enterprise social network as soon as they hear about it. Associates however are equally motivated by what their colleagues are doing. Significant motivations behind trial by C-level executives could not be established due to small sample size.

7. Enterprise social networks are most frequently used for information sharing, communication and knowledge management at workplace.
8. Purpose of social network solutions at workplace varies with the industry and the level of employee in the organization chart.
9. Technology and Telecom sectors use enterprise social networks primarily for information sharing via reviewing documents, sharing product information, ideas, and briefs and knowledge management via idea generation, finding experts, and capturing insights. Enterprise social networks are also used vastly by technology industry for professional networking, company research, following C level executives, increasing visibility, and following company events. Prominent uses in manufacturing and real estate industry could not be established because of small sample size.
10. Managers use enterprise social networks primarily for information sharing, communication, and knowledge management. Professional networking and collaboration and innovation are the next most common uses of ESNs by managers. Associates use enterprise social networks for knowledge management and information sharing. It seems they often lack the vision of big picture. Prominent uses by C-level executives could not be established because of small sample size.
11. Companies should provide more engaging content and mobilize the networks to ensure that the employees actively use enterprise social network.
12. Suggestions to improve the employee engagement vary with the industry and the level of employee in the organization chart.

13. Managers want that the social networks at workplace should be used more actively. Associates want more engaging content on the network to improve employee engagement.
14. Gamification is an emerging technology and can be used to engage employees over social network.

4.4 Findings

From the survey results, it was established that large businesses with more than 50,000 employees should be the target segment for enterprise social solutions. Small and medium sized businesses, though viable, are not a lucrative segment. This might be due to lack of foreseeable benefits or lack of available capital to invest by small businesses with less than 5000 employees. Consulting, energy, technology, and telecom industries have been well penetrated and can be used to create successful case studies, use cases and best practices for other sectors like financial, healthcare, and education.

It was also recognized that enterprise social networks are most commonly used for information sharing, communication and knowledge management at workplace. Frequency, motivation and applications of social networks in various industries vary with different level of employees and providing provisions to customize ESN to employees is essential. Most of the employees start using enterprise social solutions due to word of mouth or are motivated by other active colleagues on the network. It has been observed that three invitations from close colleagues are more effective than twelve from the company management. Managers are found to use the enterprise social network more frequently.

Mobilizing the network and providing relevant content is essential. Employees want enterprise social network to be fun and engaging and they view it as a refreshing change from

dull emails. From scrubbing exercise results, it can be recommended that managers should be encouraged to be the early adopters and influencers in their teams and help users customize their enterprise social networking experience.

It would be interesting to examine whether adoption of ESN affects performance. As it cannot be spoken to with this data, meta-analysis of successful case studies of major ESN players are explored in the next chapter to establish the usefulness of enterprise social networks.

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Chapter 5

Meta-Analysis

5.1 Global Enterprise Social Networking Market

The market for enterprise social software includes vendors whose software products support people working together in teams, communities or networks. These are used to support a variety of collaborative activities within enterprises. Adoption of enterprise social networking is already widespread and is not as nascent as many casual observers of the market would perceive. According to a Frost & Sullivan report published in Jan 2014, there are currently about 2 billion workers worldwide who can benefit from enterprise social technologies across numerous industries, organizations, locations, and job roles. The global enterprise social network market consists of numerous providers with less than a million users and more than ten providers with subscriber base of multiple million users. The total number of full-suite enterprise social platform subscribers increased by 29.5 percent year-over-year to 208 million in 2013. (Arnold, Turek and Popova 2014)

Number of competitors has been stable last year and no new company entered or exited the market. The market share is concentrated among the top four providers including IBM, Jive, Microsoft and Salesforce. Smaller rivals such as Atlassian, Igloo, MangoApps, NewsGator, SocialText, SocialCast, and TIBCO have 20 percent of total enterprise social network market share. Top four providers together owned 79.8 percent on the installed user base and 86.5 percent of paid users in 2013.

The total Enterprise Social Networking market is at an emerging stage with a predicted CAGR of 20.8 percent from 2014 to 2018. Customer is highly price sensitive and technology is rapidly evolving. A number of enterprise social network providers have launched “freemium”

licensing model to boost sales and about 11 percent of the total installed base is unpaid enterprise social software users. Nearly 40 percent of organizations have already deployed ESN as a cloud solution.

5.2 Major Players

Organizations in the market are looking for virtual environments that can engage employees to create, organize and share information. Products in this market include both applications and platforms to help participants find, connect and interact with each other. Business use of these products varies in terms of degree of formality and openness — from communication, information sharing and project coordination within small teams, to the sharing of best practices within a business unit, as well as the encouragement of communication, networking and information exchange among employees across the whole organization.

Companies that make enterprise social network software fall into three categories: collaboration platform companies, business application vendors and specialty players. Microsoft falls into the first category, along with others like IBM with its Connections product and Cisco with WebEx Social. These are big software vendors that have other collaboration and communication products. Then there are enterprise application vendors that have added enterprise social network complements for their core ERP and CRM suites. That's the case of Salesforce.com with its Chatter product and of SAP with Jam. Middleware vendor Tibco has an enterprise social network product called Tibbr. There are the niche players like Socialtext and NewsGator which focus mainly on their own enterprise social network products. (Perez, 2013)

Gartner evaluated enterprise social network solutions that are packaged, marketed, sold and used to support teams, communities and networks within an organization and depicted them in magic quadrant. These products support user profiles, group spaces, activity streams, search,

wikis, blogs, content sharing, and discussions. All of the products have among its paying customers at least 200,000 licensed users actively using the product. Criteria of evaluation were ability to execute and completeness of vision. Ability to execute comprised of measures such as service functionality, product viability, sales execution, marketing execution, customer experience and operation. Aspects such as marketing strategy, sales strategy, offering strategy, business model, innovation and geographic strategy came under completeness of vision. Leader quadrant consisted of well-established vendors with widely used social software and collaboration offerings. Challengers offer solutions that have a strong market presence and they have the market position and resources to become Leaders. Visionaries demonstrate a strong understanding of current and future market trends, as well as the value of mutual reinforcement of tools that encourage user contributions and tools that encourage bottom-up group formation. Niche Players provide useful, focused technology and strive to evolve their products' capabilities. However, they are held back by a narrow range of functionality or a lack of clarity in their road map about how and when they will remedy this shortcoming. (Drakos, Mann & Gotta, 2013)

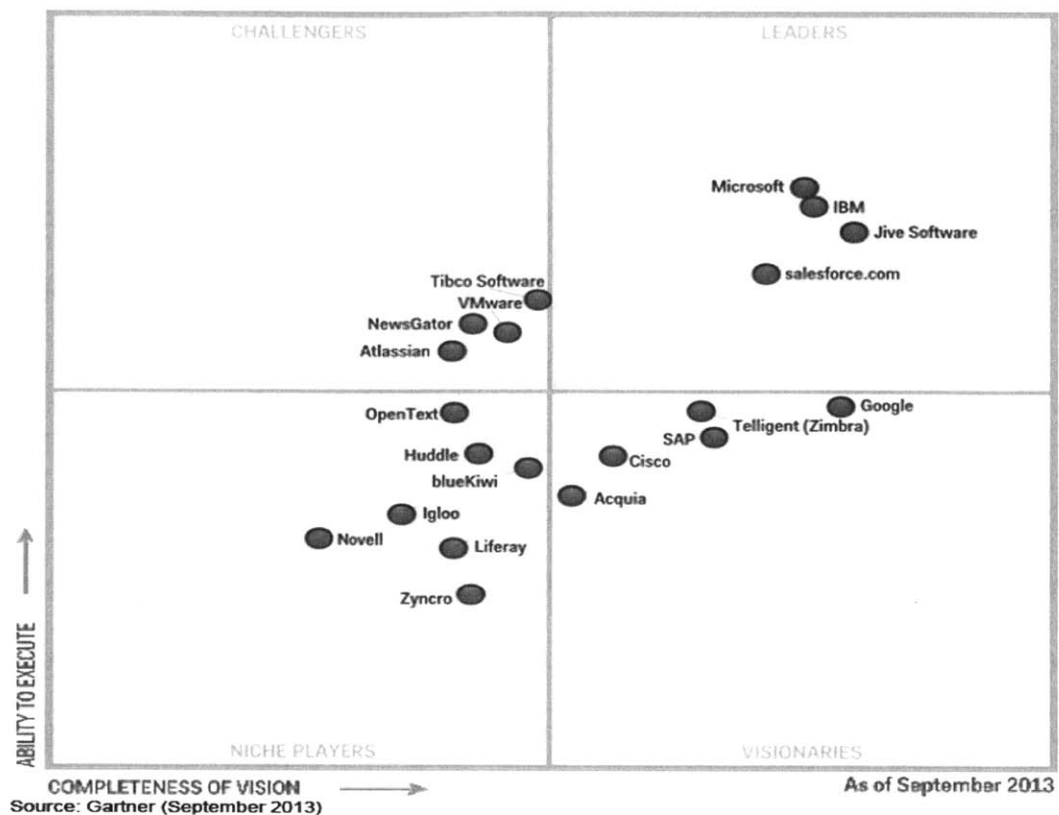


Figure 7 Magic Quadrant for Enterprise Social Software

5.2.1 IBM

IBM Connections was one of the first enterprise social products and it painlessly integrates with other IBM products such as Sametime, IBM Notes, IBM Domino, FileNet Content Manager, and WebSphere Portal Server and Microsoft applications, such as SharePoint, Windows Explorer, Outlook, and Office. It has developed a program, combining its expertise in services, consulting and technology implementation, to help clients and prospects in different industries create social business strategies and adopt social technologies. Connections is increasingly being used as an expertise repository which lets users seek out and find the answer to their questions or else quickly discover who might have the answer based on profiles. Ed Brill,

director of IBM collaboration solutions, also noticed a decline of 30% to 40% in his inbox traffic as a result of using Connections.

Though IBM has a leverage of existing relationships with user organizations and partners, only a small fraction of its core user base has accepted the SmartCloud delivery platform

Successful Case Study

CEMEX, one of the world's largest building materials suppliers and cement producers, had over 47,000 employees worldwide in 50 countries. They wanted to shift the culture of the company with an internal social network. They launched Project Shift using IBM Connections to establish a platform for open collaboration and bring global community closer together. After one year, they observed fantastic results with 17,000 adopters around the world. They started with five innovation initiatives which grew in number in no time. The platform was opened to everyone and more than 400 communities grew organically in less than a year. Communities, with around 600 participants, helped get the products to market faster. Technical experts collaborated on wikis, blogs and communities and changed how products can be successful in other markets. For example, a global brand of ready-mix product developed in Germany was now being used in Mexican market too. IBM connections provoked a massive internal change at CEMEX by providing more agility and connectivity. Gilberto Garcia, Innovation Director, CEMEX thought that it has transformed the company by providing a new way to collaborate and exchange ideas. He rightly quoted, "It can make a big company look like a small company."

(CEMEX - Becoming a social business with IBM software, 2012)

5.2.2 Jive Software

Jive was the first platform specialist that established a timely presence and attracted early adopters. It can complement existing intranet, integrate with SharePoint, and monitor Facebook and Twitter. This social integration gives it an edge in helping manage connections or analyzing user generated behavioral metadata. Jive has a well-developed ecosystem of consultancies, technology partners and an active marketplace.

Unlike the incumbents, Jive is unable to bundle business applications such as document management, business intelligence and real-time communications.

Successful Case Study

Alcatel-Lucent, a global telecommunications equipment company, focusing on fixed, mobile, and converged networking hardware, IP technologies, software, and services entered a new era of enterprise collaboration with Jive software. Jive helped a venerable technology company fresh from a major transcontinental merger build bridges among disparate cultures and break down organizational walls to better leverage expertise. Internal community, known as Engage, was a virtual workplace where more than 77,000 worldwide employees converged to share information, tackle projects, and stay in touch with coworkers. The rollout was smooth and the adoption was viral, which was a surprise for the management given their mature workforce. Company had to invest very little to publicize it. A study by a top-three global business consultancy determined that employee productivity at Alcatel-Lucent had risen 7.5% after the implementation. The system also improved top-down communications and employees felt they had a real dialogue with the senior leadership.

Employees continue to join Engage very rapidly (500-1,000 per week), and as the community grows, its impact multiplies. Enterprise Community Manager at Alcatel-Lucent says

they are reaching out to some of the less active members, showing them how they can benefit from various capabilities. They are focusing on communications follow-up, getting people to answer questions properly, mark answers as correct, and close the loop. Engage has become a social intranet, dissolving old barriers and allowing a new level of enterprise-wide collaboration. (“Alcatel-Lucent - a Jive Software Case Study,” 2013)

5.2.3 Microsoft

After acquiring Yammer, Microsoft has clearly become a leader in social software with two offerings in the market. While both products possess collaboration and social capabilities, SharePoint also provides document management, application development, and web content management. Microsoft’s current customers with existing Enterprise Agreements view these as the most rational option.

Pre-integration between SharePoint and Yammer and with other Microsoft products for example, Office 365, Dynamics, Lync/Skype, and Outlook/Exchange is improving but it is harder to achieve with Yammer in cloud.

Successful Case Study

Enterprise Social Networking is an increasingly common phenomenon whose nature, benefits and proliferation are not yet fully understood. In the Case Study of Yammer at Deloitte Australia, Professor Kai Riemer investigated enterprise social network communication at the micro-level. At The University of Sydney, they focused on the role of the group feature in structuring and providing context for communication in large ESNs.

Enterprise social network engagements were investigated at the micro-level with a focus on the role of the group feature in providing local context for communication in large networks. Yammer at Deloitte was analyzed and a qualitative coding of messages at the thread-level was

undertaken. These threads were analyzed around the social aspects of communication and research focused on intentions of individuals.

The analysis uncovered the importance of information sharing as a fundamental practice that underpinned the majority of conversations in the enterprise social network space. It was established that groups provide a focused environment for topic-centered information sharing and problem-solving. Four group models that exhibited different kinds of communication patterns were discovered: groups with conversational focus, solution-oriented groups, people-focused crowdsourcing groups, and information sharing groups. (Riemer & Tavakoli)

5.2.4 Salesforce

Chatter leverages a pure SaaS model with a mature development environment that already provides access to a rich set of CRM applications. Chatter can be used independently, but its value increases when used in combination with salesforce.com's other business applications.

Despite signs of success as a networking tool, Chatter is still not perceived as a general-purpose collaboration tool and gaps in integration with third-party repositories and real-time co-editing are being addressed.

Successful Case Study

Virgin America, Inc. is a United States-based airline that is dedicated to making flying good again. To overcome the challenges caused by rapid expansion and maintain its fun-loving and people-oriented culture, the company implemented Salesforce Chatter social network to keep everyone connected. Although 90 percent of the airline's employees never sit at a desk or in front of a PC, they interacted and communicated regularly using mobile phones and tablets.

Teammates communicated with coworkers, shared information, solved problems, and worked together to provide the best possible experience for guests. Chatter groups—like those created

during recent storms on the East Coast of the United States—allowed users to quickly share information on weather-related issues and delays.

David Cush, Virgin America's CEO says, "Chatter was the solution to keeping our teammates connected. It's a great way for us to strengthen our culture. Salesforce will put us well above where our competitors are. It's an integral part of our future." ("Virgin America's Success Story," n.d.)

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Chapter 6

Analysis and Discussion

6.1 Introduction

Researching enterprise social networking from a user's end, it has been observed that there is still some confusion, uncertainty, and misconceptions on part of employees. From a user's perspective, enterprise social network is a place where they chat with their colleagues, share their ideas, look for experts, or follow company events. Technologies are usually presented in form of tools, which are built for a specific purpose, solve a problem and aim to constrain the users, or infrastructure, which enable new practices to emerge. Enterprise social networking technology should be viewed as infrastructure that is general purpose, open, flexible, creates new possibilities and whose usage is hard to predict. Traditional IT rollout of planning and execution is not the best approach to rollout enterprise social network. Companies need to choose enterprise social networks based on determining their goals and how these tools can help people do their jobs more effectively. They also need to understand that the new relationships created by enterprise social networks are the source for value creation.

6.2 Employee Expectations and Engagement

Employees are using the Enterprise Social Networks for information sharing, knowledge management, and communication within organizations. Employees expect relevant and amusing content that can make their routine tasks enjoyable by incorporating gaming design principles. They look at ESN as a fun retreat, a break from heaps of boring emails. Employees prefer integrated enterprise social network as opposed to stand alone solutions because they do not like to juggle with numerous enterprise tools. Employees also expect intuitive user interfaces and autonomy to define the way they use enterprise social network.

Enterprise social network is most popular among the managerial roles and consulting, telecom, and technology industries are the most penetrated. Different organizations and different levels in same organizations adopt ESN differently. Large enterprises are among the early adopters of enterprise social network and employees engage in discussions and conversations about what is going on in the organizations. Employees engage in task coordination conversations on enterprise social network at work group level.

6.3 Implications for adoption and rollout

The main pain points of enterprise social network management exist around emergence, platform governance, measurement, and management buy-in. Organization and technology need to co-evolve with ESN while it is being defined by the users. Companies have to rely on self-organization and let things emerge with leadership and guidance. Users will enjoy exploring the enterprise social network and find a place for it and any prescription or mandate might shut them down. To make place for a new social system, employees have to learn how to use the system and it should be promoted from top management. Existing work practices such as emails will change and purpose of ESN is defined along the way.

Social network emergence process is a typical sense making process. When enterprise social network is implemented in a company, employees start talking about it and early adopters get excited to figure out the use cases. But as initial excitement wears off, influencers are needed to take the ESN through the trough. As these key users start experimenting and reporting successful use-cases, followers start replicating these behaviors and promoting it. As the enterprise social network is adopted widely, policies need to be developed to let the users know what is appropriate. As things become mature users start thinking about coping with amount of data and discussions start to branch out in smaller groups. Conversations evolve from talking

about the technology to sharing productive use-cases. (Keynote on Enterprise Social Network Adoption, 2012)

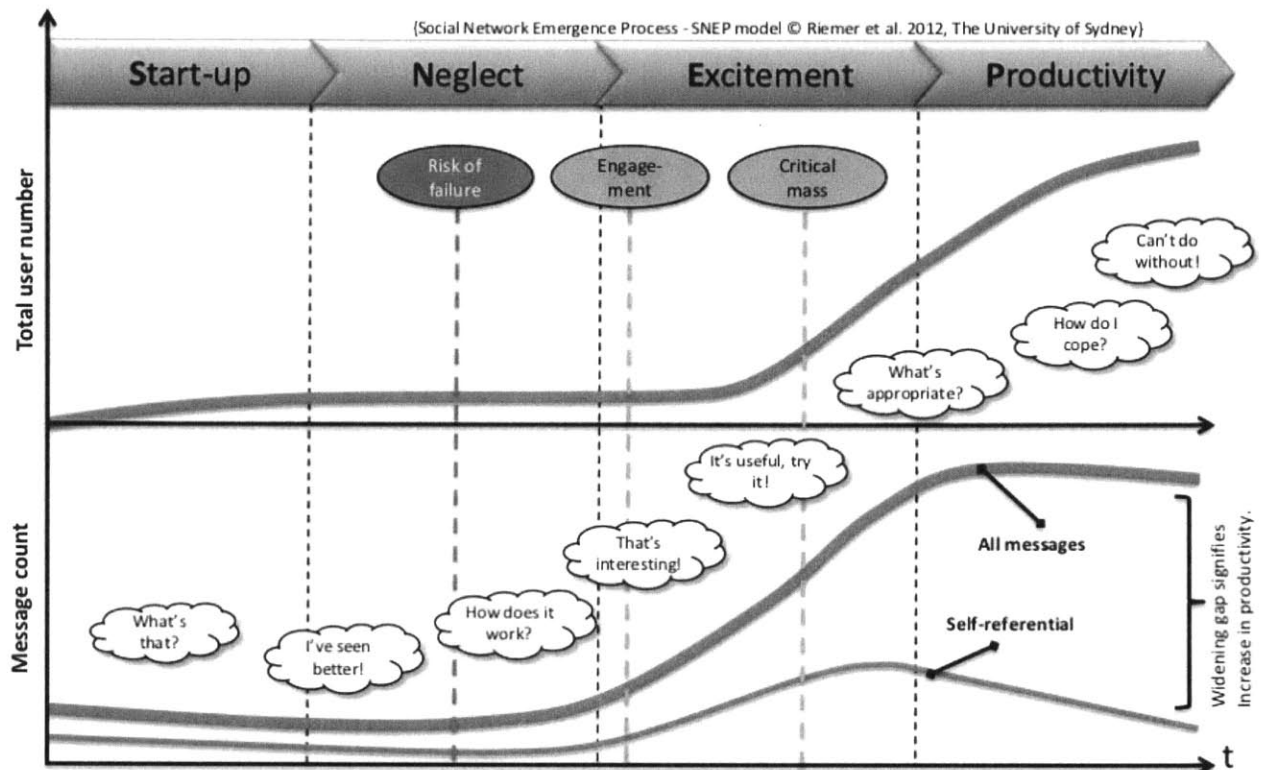


Figure 8 Social Network Emergence Process

The social experience can be shaped to make enterprise social network adoption a success by:

Mentoring

Helping people to learn how to use enterprise social network and reducing barriers to engagement by nudging them in right direction are key to successful rollout. Reverse mentoring, as in trying to onboard older employees onto the social space, has been proved effective in forming positive social experience. Deloitte has been successful with 20 years olds mentoring 50 year olds.

Promoting

People who can envision the change and see where enterprise social network would fit in should be engaged in developing use cases bottom up that fit organization's business context. These use cases can then be shared companywide by the people who take ownership of the initiative, so that others can make sense of the technology.

Policy-Making

A simple but crystal clear policy about what is appropriate and what not is essential to reduce barriers to engagement. Policy is important, not to restrain the employees but to enable them in using enterprise social network in an assured manner. People are happy to engage if they know what company thinks is appropriate as they are no longer afraid of doing something that might be wrong. Enterprise social network should be legitimized through management participation. Managers get a great value out of ESN once it is fully adopted and early management buy-in is very important to ensure complete acceptance.

Moderating

Dedicated community managers from business side should look after the social networking space and point people in the right direction. Leadership in use can be cultivated by setting positive examples. Most effective way to mobilize networks is to attract the attention of early adopters and let them be influencers as they lead their way by example in promoting use of enterprise social network.

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Chapter 7

Recommendations and Conclusion

Based on the findings from meta-analysis, secondary research via literature review, and primary research through interviews, focus groups, surveys, and cross tabulation analyses, several conclusions were formulated:

Enterprise social network solutions have penetrated the large businesses more. Small and medium sized businesses have been slow to adopt social networks at workplace. Enterprise social network solutions have successfully penetrated the consulting, energy, technology, and telecom industries. Financial, healthcare, and education sector have been slow to adopt social networks at workplace.

Managers are most excited about enterprise social network solutions and they get the most value out of enterprise social network once it is fully adopted. In general, employees have a positive view and excitement about enterprise social network solutions and look at them as a refreshing change from routine. Employees start using enterprise social network because their colleagues are using it. Majority of people use enterprise social network for information sharing and knowledge management. Employees expect pertinent and engaging content on enterprise social networks. They expect content to continuously evolve and remain relevant.

Through this dissertation, the question “How to engage users and sustain participation over enterprise social networks” has been answered and a process for effective rollout of social networks in organizations has been formulated. A 10-step framework for successful adoption of enterprise social network in your organization is described below:

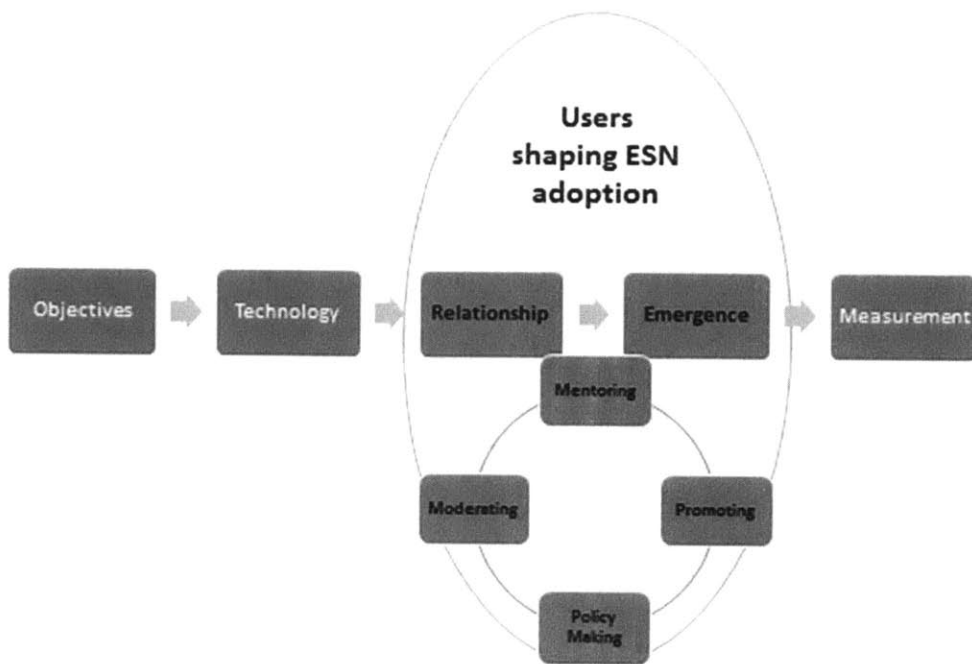


Figure 9 Enterprise social network adoption framework

1. Determine the ESN objectives by carefully studying your corporate needs, priorities, and business goals. Define metrics to measure and benchmark the success.
2. Decide the ESN deployment technologies keeping in mind the objectives (from Step 1) you want to achieve. Determine if the product would be a standalone solution, collaboration platform, or enterprise application add-on and if the deployment would be on premises, in the cloud, or a hybrid.
3. Encourage early adopters to explore and experiment with ESN and report successful use-cases.
4. Engage key employees who can envision where ESN would fit in to develop use cases bottom up that fit your organization's business context. Allow influencers to

share these use cases companywide for followers to start replicating these behaviors.

5. Get early management buy-in and engagement to ensure full adoption.
6. Help people learn how to use ESN by implementing mentoring programs.
7. Formulate a simple but crystal clear policy about what is appropriate and what is not.
8. Engage dedicated community managers from business side to moderate the social networking space and nudge people in the right direction.
9. Let the organization and technology co-evolve with ESN while it is being defined by the users
10. Assess the business value of social networking activities and measure their contribution to performance (using the metrics defined in Step 1)

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Appendix A. Survey Questions

The surveys, which were the main source of the data for primary research, involved employees at different roles in many organizations in various industries.

The questionnaire is as follows:

Employment Data

1. What is the total number of employees at the organization you work for?
 - 0-500
 - 500-5,000
 - 5,000+

2. Which of the following best describes the industry you are employed in?
 - Consulting
 - Education
 - Energy
 - Financial
 - Healthcare
 - Manufacturing
 - Media
 - Real Estate
 - Tech
 - Telecom
 - Other

3. Which of the following best describes your role?
 - Intern
 - Entry Level

- Associate/ Analyst
- Manager
- Director
- Vice President
- C level executive (CIO, CTO, COO, CMO etc.)
- President or CEO
- Owner
- I don't fit into any of these

Enterprise Software Solution Data

4. Does your organization have an Enterprise Social Networking solution in place?

- Yes
- No

5. Do you communicate with your colleagues over other online social network?

- Yes
- No

6. Which social networking tools do you use to interact with your colleagues?

7. How often do you use the Enterprise Social Networking solution implemented at your organization?

- Hourly
- Daily
- Once a Week
- Once a Month

- Never

8. What motivated you to start using the Enterprise Social Networking solution implemented in your organization?

- You were actively looking for a social networking solution at your workplace
- You heard about it first (word of mouth) and tried it
- Your colleagues were using it
- Your manager/ organization mandated using it
- Other

9. For what purposes do you use the Enterprise Social Networking solution at your workplace?

- Information Dissemination and Sharing (Review documents, Share product info, Disseminate ideas and briefs)
- Communication (Solicit suggestions, Collect reviews, ratings and feedback)
- Collaboration and Innovation (Content creation, Problem solving, Joint product-design)
- Knowledge Management (Idea generation, Knowledge sharing, Finding experts, Capture insights)
- Training and Learning (Training exercises, Tech support)
- Management Activities (Relationship mining, Identifying key performers)
- Professional Networking (Company research, Follow C level executives, Increase visibility, Follow company events)

- Others

10. What would it take for you to actively use the Enterprise Social Networking solution at your workplace?

- Engaging content
- Gamification of monotonous activities
- Colleagues actively using the solution
- Mandate by organization/ your manager
- You have more suggestions!

11. Would you like to share your views about social networks within corporations?

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