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1 EXECUTIVE SUMMARY

Enterprise Social Networks (ESNs) are rapidly being adopted by businesses across the world, their prevalence steadily increasing. With this, a range of software tools and platforms are now available for businesses to choose from, ranging from ‘cloud-based’ systems to self-hosted systems. Depending on what your individual use case and scenario is, it is important to select the most appropriate tool in order to reap the benefits.

This paper acts as a follow-up to Dialogue Consulting’s research paper on the risks, benefits, and procedures for integrating an enterprise social network (ESN) into an organisation. It outlines the various vendors currently available on the market, their main features and prices.

If you would like to download the research paper, visit the link below:

2 INTRODUCING ESNs

An ESN is an online platform that allows for information sharing, knowledge management, and social technologies to function within an organisation, promoting increased productivity, collaboration, and bottom line revenues. ESNs have been well-received by many organisations throughout the world (both big, multinational companies, governments, as well as smaller organisations including non-for profits) and so have become a very competitive field for vendors. The number of offerings is overwhelming and in many cases confusing. With the ideas of ROI, ease of use, and non-hierarchical structure (three important features of an ESN) in mind, this article will outline what each vendor has to offer, the benefits and flaws of each.

3 OPEN AND CLOSED SOURCE

It is important to remember that not all ESN platforms are the same. The first differentiation to make is between open and closed source platforms. An open source platform refers to one where the source code is available to everyone. This means, developers can create their own add-ons/plugins for a particular platform in order to enhance a feature list, or customize the platform to suit their needs. However, the ability to develop add-ons specific to a company relies heavily on the knowledge/ability of their IT department and/or the funds available to pay a developer. It is important to note that the code being available to everyone does not make the system less secure - in many ways, having an active open source community can improve the security of platforms.

1 Note that for both open and closed-source solutions, there is usually an API (application programming interface) to allow basic integration such as single sign on (SSO).
Of the open source platforms on the market, they all offer the core products available on closed source platforms. A closed source platform, although possibly allowing organisations to customize the aesthetics of the platform, do not allow for the altering/adding of features that have not already been predefined by the ESN provider. Typically closed source platforms provide a higher level of customer support, while open source platforms require companies to acquire their own support systems (including IT developers). There are already some consulting companies specialising in providing support or development solutions for open source ESN solutions.

4 FUNCTIONS FOR COMPARISON

ESN platforms provide a varying range of functions. Below is a summary of the major features available on the market, and a brief description of each.

4.1 High level functions

4.1.1 Content Management System (CMS)

A CMS is a way of managing workflows by editing, creating, and setting tasks. Moreover, it is a form of knowledge-management or collective intelligence. It is the “creation, maintenance, sharing, transfer, and dissemination” of knowledge or ideas across a network [1]. A prime example of knowledge management is a Wiki page (detailed further below) where users create and update content collaboratively. Knowledge management has been said to be a quintessential part of an organisation’s success [2-4].

4.2 Customer Relationship Management (CRM)

CRM is not always included in an ESN as it refers to relationships and relationship maintenance with current, past, and future customers. However, more and more platforms are including website capabilities and system integrations with partners. Some platforms are even purpose-built for customer relations, such as creating a customer network using Ning.

4.3 Learning Management System (LMS)

A LMS is a tool for training, administration, and education records. Widely-used throughout schools and universities, LMSs assist in teaching and learning through file sharing, discussion boards, notifications, tutorials, and online lectures. Not all ESNs include a LMS, although it is available on platforms such as Saba People Cloud, elcomCMS, or the eXo platform.
An enterprise LMS can assist companies in coordinating employee training and education initiatives, such as eLearning modules for employee induction or ongoing professional development.

4.2 Detailed functions

4.4 Microblogs

Microblogging is a web application platform that allows users to send short text-based messages into a message stream. One of the most important features of microblogging is the ability for employees to comment and respond to each other’s messages. Users have the ability to create their own profile, follow other users of their choice, or have a select number who can view their posts. The most popular public microblogging software is Twitter, which allows users to post messages of up to 140 characters [5], either on public profile, or set to private and only allowing select users to view the content. Most platforms include a layout similar to the Facebook ‘News Feed’, providing employees with a stream of updates from others who they ‘follow’ or have otherwise connected with.

4.5 Forums

Also known as message boards, forums are online discussions around a particular topic. Users typically generate a discussion by posting a question. Muller, Ehrlich [6], found that the most common use of discussion forums within companies was in seeking collaborative solutions to tech support issues.

4.6 Tagging

As defined by Burns, Craig [7], “tagging provides a community-based mechanism to better and more fully categorize objects through unstructured short descriptions of the core abstraction objects.” Tags are able to capture relationships between two objects, or subjects which interest a user.

4.7 Employee Directory

The employee directory makes contacting employees throughout the organization very simple, and is usually integrated with existing systems such as ActiveDirectory. By merely clicking on the phone number listed an employee’s profile page one is able to contact them directly. [7]
4.8 Information or resource sharing

This encompasses a multitude of Web 2.0 features such as file sharing and document management, picture sharing, patent management, and bookmarking [2].

4.9 Wikis

Wikis are a type of very large knowledge management platform. A user can create content, add additional content to a page, or search and read about particular topics. Wikis provide a framework for teaching, learning, and project collaboration [8].

4.10 Groups

Groups refer to online communities of individuals or whole organizations that are connected by one or more relations or interests. In essence, groups make up the individual nodes of a network. People can create groups of friends, co-workers, specific project members, interests, and so on [9]. Individual features (such as document management or Wikis) may be provided for these private groups to use internally.

4.11 Real time chat and communication

Real time chat, also known as instant messaging (IM), is where employees can have text-based conversations with one another, over the organizations Intranet [10]. Public examples include Facebook chat, Skype, or in enterprise, platforms such as Microsoft Linc.

4.12 Idea collaboration suite

The idea collaboration suite refers to a feature whereby employees can propose and vote for new ideas such as product innovation or collaborative projects.

4.13 Praise or incentives

In addition to the idea collaboration suite, users or managers can offer praise or incentivise for good ideas. Managers or team members can send personalised thank you or congratulatory messages to valued contributors. These messages in turn, sometimes with the addition of a prize for the top employee, offer users an incentive to continue in a similar manner and improve their skills and level of involvement.

4.14 Mobility

Mobility refers to the ability to access your chosen platform from any of
your mobile devices (Apple, Android, or Windows devices). This platform can range from basic platform functions to the full feature set. Most ESNs offer mobility as part of the core product and for those that don’t there is usually an add-on at an extra cost.

4.15 Third-party integrations

Integrations are becoming a valuable part of ESN platforms as they allow organisations to customize their platform and only pay for what they need. In essence, integrations are the additional or add-on features of these products.

4.16 Intelligent search (expertise, information or document search)

Intelligent search is the ability to search for an item, whether it is another user, an expert in a particular field, documents, pictures, and/or anything else posted/created on the platform.

4.17 Decision approval

Decision approval is not yet available on all platforms, but encompasses the idea that decisions can be made without physical meetings. Groups can propose ideas that managers or moderators can either reject or approve based on the votes/comments provided by the other users or contributors to the idea or project.

5 THE MAJOR ESN PLATFORMS

5.1 Yammer

Yammer was one of the first ESNs, as well as one of the most successful, being used by more than 80% of the Fortune 500 [17]. Microsoft bought the company in 2012, with the phrase “Facebook for Business” being used as a product description [16]. On closer inspection, Yammer is evidently much more. Yammer is well known for its collaborative capabilities of connecting silo, multi-national companies through knowledge exchange. It allows businesses to see what is changing in the company and where as well as giving them a leg-up on competitive real-time [16]. Yammer incorporates many features in its platform.

Much like Facebook, there is an activity feed with posts (microblogging), real-time chat, groups, private messages, notifications, tagging, and file sharing [11]. However, unlike Facebook, there are also forums, Wikis,
document editing, voting/polls on ideas collaboration, feedback, online meetings, click-to-call functions incorporated into the staff directory. It is integrated with Sharepoint, Salesforce, NetSuite, and Twitter, allows for goal tracking, decision making, as well as intelligent search and expertise search [11]. By incorporating the Sharepoint software, document management is an important drawcard for Yammer.

The ability to collaboratively edit documents seamlessly through sharing, discussions, note compilation, and tracking project goals, makes Yammer a good choice for organisations of all sizes. There are four Yammer options available to businesses; Basic Network (free, great for smaller businesses that don’t require advanced controls, or enterprise integrations), Enterprise Network ($3 per user/month, all the of uses of Yammer apart from Sharepoint online and office 365), Sharepoint online + Yammer ($4 per user/month, same as Enterprise Network with the addition of Sharepoint online), Office 365 + Yammer ($8 per user/month, same as Sharepoint + Yammer with the addition of Office 365) [11].

5.2 Hexigo

Hexigo describe themselves as a “streamlined business collaboration into a team-based, collaborative decision-making process”. In other words, Hexigo helps businesses come to more successful decisions faster. Hexigo groups allow for employees to come to decisions through file sharing and discussions about a topic. Items can be proposed, declined, and/or approved in these groups. The platform allows for notifications, microblogging responses, the creation of groups, and file sharing. It is a simple, easy to use platform, suitable for businesses that want an ESN for decision-making purposes. The platform does not allow for webinars, Wiki pages, any social interactions, or real-time chat. Although an effective tool for business, its limited feature list makes it one of the least social of the social software platforms. If your organization requires a platform purely for decision making, without the use of other features, Hexigo is a very sensible choice. Its pricing is also varied depending on the number of users from $3-15 per user/month.

5.3 Jive

Similarly to Yammer, Jive is another leader in the social software industry. Launched in 2001, it’s integrated with Sharepoint and was one of the first to offer activity news feeds and notifications that incorporate “trending” [19]. Trending refers to the Jive Genius algorithm that assesses everything that is happening and posts items that have been very popular and/or that are relevant to the individual in their news feed [20]. In addition, much
like other platforms, Jive allows users to synchronize projects, participate in real-time chat, microblogging, create Wikis and blogs. It also has the capability to host organisations of more than 50,000 employees. Arguably, one of the most impressive features of Jive is the ability the user has to customize the platform. With the ability to choose who and what you are interested in and what is important to you, Jive allows for the “noise” that is so often associated with social media to be turned down by filtering out irrelevant content. Jive is also available on mobile devices (all except Windows phones) meaning you can stay connected to anyone, anywhere, much like public social software platforms like Facebook and Twitter.

Jive is also integrated with Sharepoint and utilizes Officesync to assist in seamless Microsoft Outlook integration. However, Jive does have some very evident drawbacks. Firstly, it is not very cost-effective for mid-range organisations as it requires an IT team on site for maintenance [21]. Furthermore, like many other social software platforms, Jive has invested heavily in the app marketplace and as such requires a series of apps to facilitate document sharing, instant messaging and project management. Although this may assist in mobile use of Jive, add-on apps can add additional costs for what are considered core features of a social software platform (i.e., document sharing, instant messaging and so on) [22].

5.4 Atlassian Confluence

Confluence was launched in 2003 as Atlassian’s enterprise Wiki for collaboration and content sharing. In a 2011 Forrester report [23] it was said to have the reputation of the “dominant vendor in the Wiki space”. With competitive pricing ($0.50-6.50 per user/month excluding apps) is a fantastic organizational platform for the enterprise market. Confluence can be hosted by Atlassian, or on any other platform running Java. Atlassian’s product suite (including the highly popular JIRA) is most popular with web or software development companies, where its capabilities to encourage collaboration on code initiatives can be best utilised.

Much like Jive, Confluence is made up of a number of different apps, all with a unique purpose and feature set. In addition, Confluence is an open source platform. The add-on apps for Confluence include Team Calendars ($0.25-1.60 per user/month), Sharepoint Connector ($6.00-16.00 per user/month), and HipChat ($2 per user/month). By itself Confluence offers a collaboration platform where users can create meetings and pages, set tasks, share documents, and comment on and add to offerings. The calendar tool allows for the integration of team’s individual calendars so that everyone involved in a project can see when other team members
will or will not be available. The team calendar can also be linked into individual project plans so that teams may see the timeline for that particular project every time they work on it.

Rather than downloading documents added to Confluence, altering them and then uploading the new version to your Confluence Wiki, Sharepoint Connector allows for the seamless editing of Sharepoint documents on Confluence pages. It also allows for users to edit Confluence pages, whilst using Sharepoint. Although more expensive than the other add-ons, Sharepoint Connector is a valuable tool for streamlining processes and allowing for increased collaboration and productivity. Finally, HipChat is an IMing add-on for Confluence. For $2 per user or month, it is a relatively cheap add-on app that allows for conversations between teams at anytime, no matter where they are located. For large, disparate companies, this feature is very helpful.

However, with the ability to comment on posts and add files on your Confluence Wiki already existing, there is a possibility it may add social noise and detract from efficiency. Confluence works best when integrated with Atlassian’s other product, JIRA, a bug and issue tracker.

Overall, Atlassian Confluence is a powerful tool for content creation and collaboration for any organization. With the add-on apps for added efficiency and seamless collaboration, in addition to separate products that can be integrated into Confluence, it provides a platform that can be personalized to any organization. Confluence also offers free licenses to non-profit organisations, as well as to open source projects.

### 5.5 Salesforce Chatter (SF Chatter)

SF Chatter was launched in 2010 to help people in the sales, marketing, and service industries to be more productive and achieve better time management. As suggested by its name, SF Chatter is a platform that offers real-time chat, collaboration, and following (whether it be a person, project, or document) features. The basic platform is set up in a similar way to Facebook and Twitter and relies on the user to follow people and projects that are relevant to them. Similarly to other platforms, SF Chatter allows users to comment on documents posted, vote for ideas, and bookmark or link to other websites and/or widgets. However, unlike other platforms, SF Chatter does not have the ability to alter documents as you go. Although users can comment of documents, in order to alter them users must first download the shared document, alter it, and then re-upload them to the platform. Salesforce Chatter is best suited to companies already using the Salesforce CRM platform.
5.6 Elgg

Unlike the platforms previously mentioned, Elgg is an open source social networking platform, designed from the ground up and made up of a series of Wiki pages. Like the other platforms, it gives organisations the ability to run their own, personalized, social networking site. As it is an open source platform it has the ability to be either external or public (similar to Facebook or Twitter), or like other platforms, run on internal servers only. However, organizations wishing to implement the system will need to either have some technical knowledge, or employ someone who does. Apart from features such as site management, social graphing, activity streams, conversations, and tagging, additional features may be added using plugins such as: blogs, forums, and bookmarks. Furthermore, organisations are able to develop their own plugins to suit their specific needs. Elgg is free to download and with the right know-how can be a very efficient/economical vendor choice.

5.7 Saba people cloud

The Saba PeopleCloud markets itself as an online learning management system (LMS), integrated with an enterprise social network. The platform is broken down into four offerings: social collaboration, performance management, learning and web meetings. These tools provide an organization with the ability to teach, learn, and work in a social way. The Saba People Cloud is a social collaboration device that allows for mobile access, real-time chat, blogs, discussions, shared Wiki pages, and a news and activity stream. The LMS provides a framework whereby instructors can teach groups of students using a variety of materials including virtual classrooms, online forums, and file sharing. Performance management is a tool that allows for peer review and sets out a timeline for projects, while also allowing for goal-writing and reviewing strategies. Finally, the web meetings platform allows for social forums, real-time meetings, file sharing/contribution (including editing of files), as well as an idea collaboration suite (where people can vote for the best ideas).

5.8 Bloomfire

Bloomfire sees the biggest problems facing businesses today as the inability to distribute news and information quickly and to the correct people. Their aim is to provide a platform that uses social software to add, share, create, and organize information. Bloomfire identifies that employees will find their own means of communications and collaboration if none is offered and that by integrating an enterprise social network everyone’s needs can be met. Similarly to most other platforms Bloomfire
hosts a wide range of features including the ability to share files, mobile accessibility, intelligent search (for files, discussions, people), integrated email, microblogging, Wikis, forums, dashboard analytics, as and integrated staff email and other social media websites. Apart from the long list of features, Bloomfire also offers free licenses to non-for-profit organisations, just like Atlassian Confluence. Unlike Atlassian Confluence, Bloomfire offers a single scale of economy price that includes all capabilities ($4-$8) instead of a scale of economy pricing for the basic platform and then extra for each additional add-on/plugin. Bloomfire also offers a 14-day free trial and is integrated with Salesforce.com, Microsoft, and Google. With the right know-how Bloomfire can be tailored to an organisation’s specific needs, whether it be as a learning management system (LMS), customer relationship management (CRM), or content management system (CMS).

5.9 Socialcast

Socialcast is a very successful ESN with a client base of over 17,000 organisations across the world [29]. They pride themselves on providing an ESN that can help all types of organisations become more collaborative and efficient in a secure environment. Socialcast recognizes that a satisfied employee is more productive and so through a praise function, employees can be appreciated for their work in this space. In addition to praising employees for their work, there is an ideas collaboration suite. This is where colleagues can vote and comment on each other’s ideas/proposals so that only they best are actioned [28]. There is a real-time chat function, which is helpful for any urgent questions or projects that are nearing their deadlines. Similar to most other platforms, users share any type of file, take the network to your mobile, integrate with Sharepoint, view advanced analytics of how the tool is being used, as well as a notifications function and active news feed. A feature that sets Socialcast apart from their competitors is the TownHall feature. This allows for virtual meetings to be held at any time, allows participants to view all changes and gives them an opportunity to discuss the content -- all in real-time. The TownHall feature is reminiscent of an interactive webinar (used by many platforms), but lacks the visual element of one. This is possibly due to the TownHall’s discussion-based nature compared to a webinar’s learning-based one. Socialcast is free for the full experience for up to 50 users. It then goes up to only $5 per user/month (minimum 100 users) [30].

5.10 eXo Platform

eXo Platform is an open source project, and is mobile and cloud-ready. It is either offered on a subscription basis (like most other ESNs) and run by
the primary developers of the platform, or it can be freely downloaded and installed on internal servers. The eXo Platform offers content collaboration, creation, and communication on three levels: Intranets, websites, and dashboards. Each user’s homepage is their dashboard and profile. From here the user can connect to anyone by any means. The dashboard is set up with an activity feed so that the user can post microblog updates, tag other users and/or add documents or news. Along the right side bar users can bookmark websites, see who else is online and take part in the most recent polls. On the left-hand side of the dashboard there are links to the user’s documents, tasks, and calendar. Finally, the ever-present toolbar provides links between users Wiki pages, spaces (groups), and dashboard, as well as a quick link to microblogging. The eXo Platform is a clean, easy to use platform that thanks to add-on apps has the same capabilities of the larger companies such as Jive and Yammer. With numerous integrations and apps, the eXo Platform is easily customized to your business requirements.

5.11 Sharepoint

“The platform used by other platforms.” Sharepoint is the core of almost all other ESNs, because it integrates with all Microsoft Office programs to allow for documents to be easily shared on an Intranet or the web. Sharepoint is a CMS, collecting, organising, and presenting information from ESN platforms so they are easy to understand [32, 33]. Sharepoint does have one main flaw: for a social platform, it isn’t very social. Despite the ability to upload documents and manage content, users are unable to discuss documents in real-time, or have a collaborative conversation. Other platforms, such as Yammer, Socialcast, and SF Chatter adopt Sharepoint and add their own, unique social elements. Sharepoint is quite expensive on its own ($3-7 per user/month), but is often already adopted within enterprise situations - perhaps with only some features enabled.

5.12 elcomCMS

elcomCMS is an Australian company, founded with the aim to provide Internet software solutions to organizations. elcomCMS is a content management system. It is marketed as being a “powerfully simple” platform that can help frustrated organisations become cost-effective by simplifying their organization, planning, and designing [35].

elcomCMS differs from other offerings in its pricing scheme. Instead of a monthly subscription, the purchase of elcomCMS is a one-off purchase of a license that allows unlimited user access. The base product alone costs $20,000 and does not include key features such as blogs, Wikis, profile/
home pages, or forums. These additional features are sold separately, or per site/URL for an additional cost. Elcom refers to this as being modular. Being modular means that all customers buy the base product and then, for an added cost, add any extras they require.

This modular pricing scheme is similar to what is offered by Atlassian Confluence and their add-on apps. However, Atlassian Confluence includes more features in their base product. The modular system can be beneficial as it gives organisations the ability to personalize or customize the platform to suit particular needs. Modules can be purchased in packs (e.g., the social pack that includes blogs, profile pages, Wikis, and forums) or individually. There is a staging/testing fee initially, and then a software purchase fee that does not include any additional services (setup, styling, or implementation). There are additional maintenance costs of approximately 20% of the initial software licence price. These maintenance costs cover the Elcom help desk, and any upgrade releases. Prices are situation-dependant, but typically cost just over $20,000 for the software licence, depending on the modules selected.

In order to make an effective decision on whether or not to choose elcomCMS, an organisation must first consider its size and the features required from an ESN. Depending on these factors, the elcomCMS pricing structure may prove more or less expensive than other platforms. elcomCMS may prove an expensive option for smaller organisations due to the start-up price, but produce noticeable savings for large, multi-national ones compared to a tiered pricing scheme.

5.13 IBM Connections

The IBM platform, Connections is functional, business-orientated, and clearly laid out. The homepage/dashboard looks similar to Socialcast -- crisp white groups and communities on the left, to do lists and recommendations on the right. However, IBM stands out from its competitors through a function called the embedded experience. The embedded experience allows the user to accomplish almost all tasks necessary from the homepage. For example, you can scroll down the activity stream and find a post about a picture, then by clicking on this post you can comment, download, like, repost, or see more information about the picture. Similarly, if a new order is placed, you can respond or make changes to it from the home page or, if a new document is added you can see who has received it before making your own changes.

From the homepage you can read or respond to emails and view or edit your calendar. IBM Connections is also integrated with Sharepoint, like
most platforms, giving it a social nature. IBM Connections is also similar to other platforms enabling collaborative work on documents and projects. IBM allows for offline users to lock a document they are working on so that other online users don’t make the same changes twice ensuring that the available document is always the most current. Idea collaboration is also important to the IBM Connections framework. An ‘ideation blog’ allows for users to comment, suggest, and vote on their favourite ideas and, similar to other platforms, the best ideas tend to become a reality.

IBM Connections is an open platform; meaning organizations are able to integrate third party applications into their Connections solution. Add-ons for IBM Connections include social analytics (a common optional extra) that maps out trends and progress as well as mobility. Mobility as an added extra is a considerable shortfall for IBM as most competitors are offering platform mobility as part of the base offering. Although IBM Connections presents as a concise, well-formulated, and easy to use platform, it is starting to appear outdated as it is not keeping pace with core offerings, such as mobility.

5.14 Ning

Ning is a community-based site with the capabilities comparable to other platforms such as Wikis, blogs, forums, file/photo sharing, activity feeds, microblogging and so on. Ning also offers members the ability to create their own webdesign and have their site or community closed or open to the public or other Ning members. Ning is also very cheap ($25 per month per 1,000 users to $98.33 per month per 100,000 users). However, entrepreneurs, large organisations, or clients after a high monetary ROI don’t usually use Ning. This is down to the issue of ownership. Any success built on members Ning communities/platforms cannot be sold as an asset as although Ning does not own the content, they do own the site. The only monetary return users can make off a platform like Ning is through advertising or redirection of customers to another website [39]. Ning is not usually used by larger organizations as it is more social, rather than business focused. In other words, Ning is more concerned with connecting to the wider community/consumers than internal productivity/collaborative work. However, Ning is a fantastic platform for fan clubs, grassroots organizations (HerFuture.com), clubs, or hub affiliations. It is quick and easy to use, cheap to set up and maintain and because of the Ning network that members are automatically part of, building readership is fast and simple.
5.15 NewsGator Social Sites

Founded in 2004, NewsGator is an ESN that provides enriched integration with Microsoft Sharepoint. Their social-sites product is modular, similar to elcomCMS and Atlassian Confluence in structure, with base features: groups, activity streams, social profiles, forums, and microblogging. Modular components include mobility, video streaming, intelligent search, praise/incentives, and an ideas collaboration suite. NewsGator is integrated with Sharepoint. NewsGator social-sites integrates with Microsoft Lync (real-time communication system) and Glassboard (a private messaging system). NewsGator social-sites is cloud-ready and supports Microsoft Office 365.
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<thead>
<tr>
<th>Vendor</th>
<th>Homepage/Dashboard</th>
<th>Activity Stream/Feed</th>
<th>Notifications</th>
<th>Microblogging</th>
<th>File/Photo sharing</th>
<th>File Versioning/Inc. content creation and collaboration</th>
<th>Intelligent search (Expertise Search, Information Search, Document search)</th>
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**Integrations** (inc. widgets, 3rd Party, and SharePoint, etc.)

**Price**
7 HOW DIALOGUE CONSULTING CAN HELP

Dialogue Consulting is a social media consultancy providing social media advice, training, content, analysis and risk management solutions. We help our clients build vibrant and loyal communities -- whether internal or external -- and focus on providing long-term solutions to your everyday problems. Our clients range from large private business, ASX-listed companies, government departments and not-for-profits and we work across Australia and internationally based from Melbourne.

If you’re thinking about implementing, selecting, developing, changing, reviewing, or auditing an ESN platform, feel free to get in touch with us to discuss how we can help you get the most benefit out of these tools for your organisation.

You can email us at info@dialogueconsulting.com.au or call 1300 846 768 | 03 9510 2938.

For more information, visit our website: http://www.dialogueconsulting.com.au.
8 REFERENCES


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ABOUT DIALOGUE CONSULTING

Dialogue Consulting assists our clients through one or more of the stages of what we call the Social Transformation process. Each client is at a different stage, has different needs or desires and requires a different approach – but through each of these five stages an organisation can become successful in initial and ongoing social media use.

Analyse
A key step to starting any social media process is the analysis of the conversations that are already occurring. This stage involves analysing both existing presences (if any) but also external presences, including international examples, competitors or similar organisations, community-driven presences and more. The focus of the Analyse phase is to get an overview of where conversations are occurring, who is talking, and why.

Consult
Key to the successful implementation of any new process or presence is consultation, both internal and external. The consultation process should be as broad as possible. Usually, this includes consultation with departments such as sales, legal and HR (especially for policy development), communications/marketing, customer service, community engagement and your executive team.

Develop
Every successful presence requires the development of supporting materials. This might include social media policy, social media strategy, risk management processes, training materials and more. Ideally all of these are developed in collaboration with key stakeholders (internal and external) through an open, transparent and inclusive process A key part of this is identifying the tools, budgets, resources and process involved in using social media effectively within your context.

Train
Often forgotten is the training required to implement your social transformation. This might include training about day-to-day use of social media; training about online professionalism; basic training for executives to understand social media and how it can impact your organisation; training in specialised areas such as evaluating social media or running online consultations and market research; or content development and planning.

Implement
Dialogue Consulting provides both implementation services (for your whole social media presence on an ongoing basis or just for a campaign), and support services for organisations currently implementing social media channels. This includes our 24/7 emergency support line, formal reviews with your social media team and ongoing advice on the best content or strategy to use to engage with your target audiences.

For more details, have a look on our website at http://www.dialogueconsulting.com.au/social-media-services/