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Introduction to Implementing Enterprise Social Networks

Research Report



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1 EXECUTIVE SUMMARY

Enterprise Social Networks (ESNs) are rapidly being adopted by businesses across the world, their prevalence steadily increasing. In an economic era where businesses are looking to cut costs, employees, and still manage to be ever more productive, Enterprise Social Networks are providing a platform to increase collaboration, productivity, and bottom line revenues. With a clearly defined purpose and their non-hierarchical, bottom-up structure, employees feel empowered to share, create, and interact with one another on an equal level. Through the use of Web 2.0 features such as microblogs, forums, and tagging, organizations are seeing a rise in employee engagement, productivity, innovation and improved knowledge management. However, when implemented by management, without a defined purpose and lack of transparency, a range of concerns may arise including legal and ethical issues. This paper explores the benefits and risks of Enterprise Social Networks as well as providing recent case studies and an action plan of what to consider and how to implement an Enterprise Social Network within an organization.



2 ABOUT THIS REPORT & DIALOGUE CONSULTING

This report is based on an analysis of the available literature (both academic and background research) about ESNs available as of February 2013. This report was primarily written by Dialogue Consulting staff Mary Uccellini, Research Coordinator, in conjunction with Hugh Stephens, Director.

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, 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> .**



3 INTRODUCTION

An Enterprise Social Network (ESN) is a tool for implementing a bottom-up approach to the creation and maintenance of digital relationships within an organization. They work in short, as in-house social networks used exclusively among team members to facilitate professional communication characterised by collaboration. It is a flexible organisational system that allows employees to connect with one another, share information, and manage available knowledge using Web 2.0 features [1, 2]. According to Erol, Granitzer [3], Enterprise Social Networks can be broken into two parts, Social Software (SS) and Social Production (SP). SS refers to the Web 2.0 features used to facilitate SP and social interaction that “raises the level and scope of the interaction facilitated by computer and computer networks.”[4]. SP refers to the product of SS, the artefacts created through collaboration and collective intelligence. Wikipedia is a primary example of how SP can be successfully executed outside of a professional environment [3]. There is currently limited research regarding the implementation of ESNs in Australia. Most research has been done in the United States, United Kingdom, and Europe. However, the experience of these companies around the world demonstrates the principles and guidelines for implementing an ESN within any organization.

3.1 ESNs and ‘Intranet 2.0’

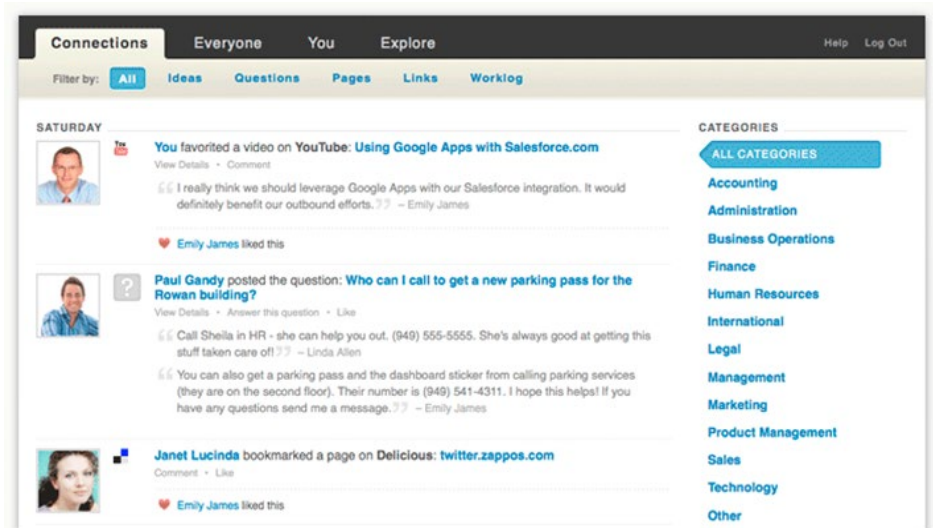
An often-considered issue is the relationship between an ESN platform and other internal communications tools including intranets (on the enterprise level) and email (on a personal level). While the distinction between an ESN and other platforms, web tools and communications channels may be complex, it is important to define the roles of each tool within the organization to assist staff in best identifying which tool to use for a particular purpose. In addition to this, while some organisations may replace an intranet with an ESN platform altogether, others may use it for smaller, more specified functions such as collaborating on projects across business units. These applications will be discussed throughout the report.



4 FEATURES OF ESNs

ESNs can be made up of a variety of Web 2.0 features. Across a number of organizations the most popular ones noted in the research included: real time chat, wikis, blogs, microblogs, forums, information/resource sharing, tagging, employee directories, document management, groups, idea collaborations suites, and relationship discovery graphs [2, 3, 5-7]. Now that there is a vast number of platforms available, ranging from corporate targeted software-as-a-service (SaaS) or cloud-hosted tools, to platforms that are installed on internal servers as well as even open-source solutions allowing a high degree of customisation. Organisations are best served to undergo a full vendor selection process to identify the best tool for their circumstances. This is discussed later in 'Implementing ESNs'.

4.1 Microblogs or Social Feed

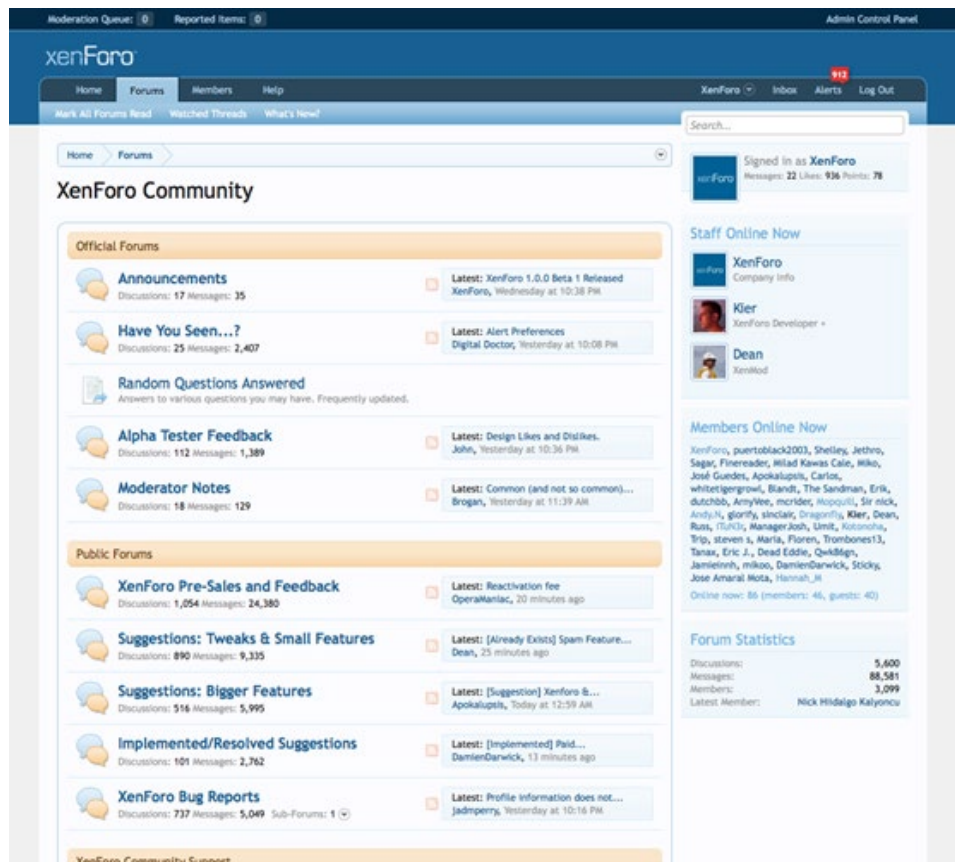


Microblogging platform example [32]

The most popular public microblogging software is Twitter, which allows users to post messages of up to 140 characters [8]. Microblogging is a way for 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 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. Microblogging can be public or private, or shared only within specific secure groups.



4.2 Forums

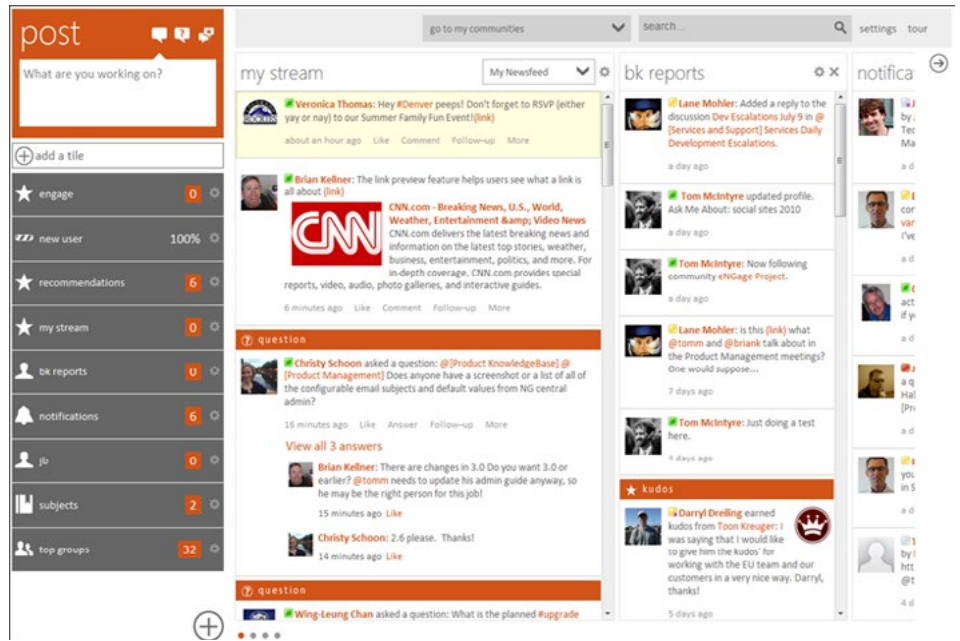


Forum platform example [33]

Also known as message boards, forums are online discussions around a particular topic. Users typically generate a discussion by posting a question. Muller, Ehrlich [9], found that the most common use of discussion forums within companies was technological support. Quora is the most popular example of a collaborative message board environment.



4.3 Tagging



Tagging platform example [34]

Tagging content is a simple and effective way to group like kinds of information or topic areas of discussion within larger conversations. 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.” In addition, tags are able to capture relationships between two objects that interest a user.



4.4 Employee Directory

The screenshot shows an employee directory interface. At the top, there is a navigation bar with 'Tagged Employees' on the left and 'My Profile | View Employees | Advanced Search' on the right. Below the navigation bar, there are two employee profile cards. The first card is for Michele Sowdon, a VP of IT in the ITS Department with phone number 210-555-3314. Her status is 'I am out of the office attending the TedGlobal 2011 conference in Palm Springs (lucky me!)'. The second card is for Ryan Pelo, a Support Services Manager in the ITS Department with phone number 210-555-8890. His status is 'No status'. To the right of the profiles, there are search filters for 'Name' and 'Department' (set to 'technical'). Below the filters, there are tags for 'mentor' and 'technical'. At the bottom right, there is a 'My Workspace' section with links to Profile, Wall, Colleagues (5), Alerts (2), Widgets, and Bookmarks.

Employee Directory example [35]

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 employees profile page one is able to contact them directly. [7]



4.5 Information/resource sharing

The screenshot displays the Yammer interface for the 'Alpine Style' group. The main content area shows a document titled 'Branding Guidelines' with a rich text editor. The document text includes: 'The Alpine Style logo should be used only if you are going to use the PNG-formatted logo. Keep adjacent graphical elements clear of the logo. Use the following guidelines: Logo Formats: Depending on if you are going to use the logo in different image formats, use the following guidelines: • Use in Electronic Media: When designing for electronic media, use the PNG-formatted logo. • Use in Printed Media: When designing for print or Flash, use the following guidelines: Logo Margins: Please include a margin around all sides of the logo's height, e.g. if the logo is 30 pixels high, use a 10-pixel margin on each side of the logo. Keep adjacent graphical elements clear of the logo. Logo Colors: ...'

Below the document, there is a section for 'CURRENT COLLABORATORS' listing: Steve Johnson (Currently Editing), Linda Fong (Currently Editing), Joe O'Malley (Currently Editing), and Jim Parker (May 8 at 10:11am).

At the bottom, the 'Files' section is active, showing a table of shared files:

File Name	Type	Shared By	Added
Q2_Budget	XLSX	Alan Turning	Tuesday
Corporate_Logo_RGB	PNG	Marshall Sellers	Monday
2012_competitive_Analysis_Evaluation	PDF	Simone Apton	Monday
Messaging_and_Positioning_Doc	DOCX	Charlotte Witmer	Monday
Marketo_List_Import	JPG	Reese Burns	April 18
2012_Corp_marketing_CONTENT_PLAN	PPTX	Gene Orr	April 13
Member_and_Customer_list_Q2	CSV	Lorraine Kolowich	April 12
iCal-20120124-171856	ICS	Joe Couture	April 12
SC_QuoteRequest	TYT	Kenny Glavin	April 11

Information or resource sharing example [36] [37]

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



4.6 Wikis

CONFIGURATION OF SHAREPOINT FOR WECONNECT


Expand chapters New chapter

► 1 General Information on Sharepoint Installations Revisions 2

created by [Hugo Leijters](#) 4 months ago modified by [Hugo Leijters](#) 4 months ago Views 59

Installing Sharepoint is not an easy task to complete. Every system administrator and architects has a different way of setting up Sharepoint. This is one of the challenges when implementing Sharepoint Solutions and applications like weConnect.

This wiki will describe the Microsoft best practices to implement Sharepoint 2010 and the dependencies of Sharepoint for weConnect. It is crucial for weConnect that the whole Sharepoint system has been setup properly without any issues. In order to help our customers to get online quicker, this wiki will describe the options that should be set.

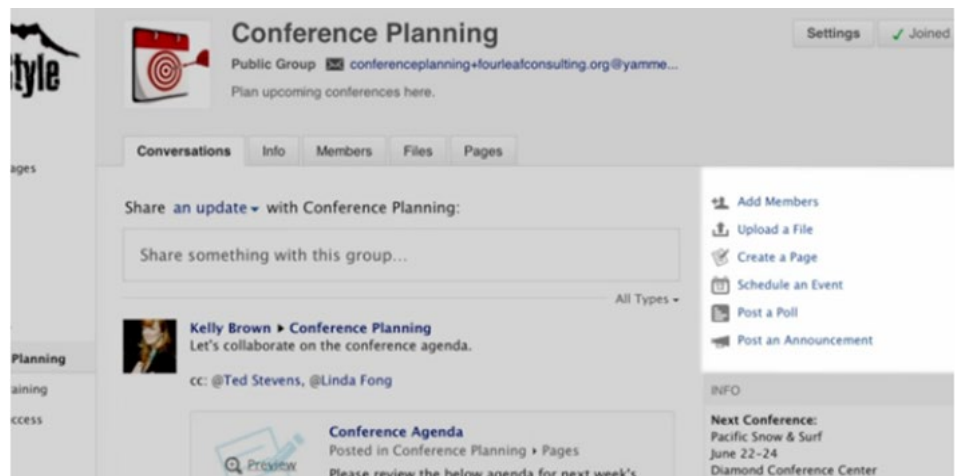


Wiki platform example [38]

Wikis are a type of 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 [10].



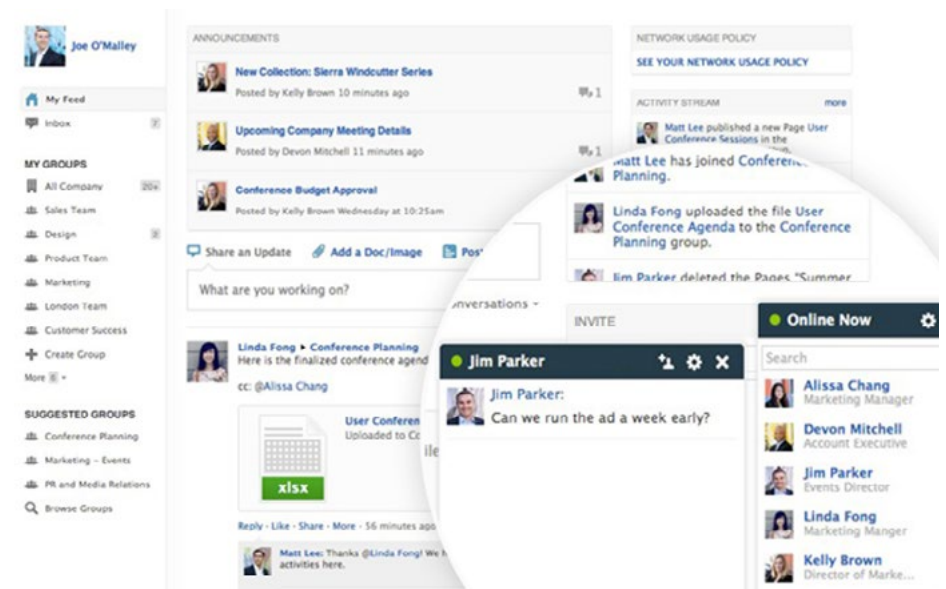
4.7 Groups



Groups example [39]

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 and so forth [11]. Individual features (such as document management or wikis) may be provided for these private groups to use internally.

4.8 Real time chat and communication

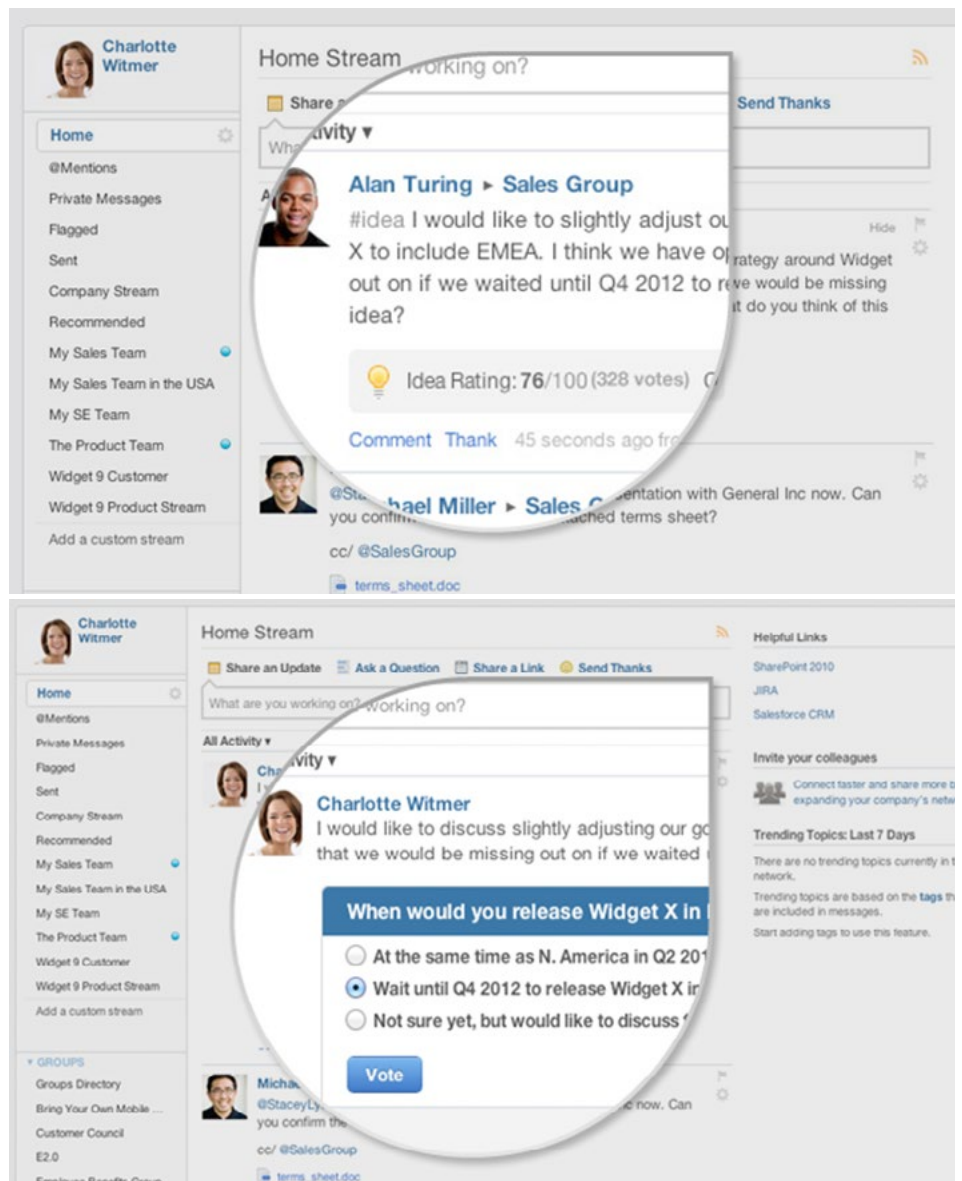


Example of realtime chat platform [40]

Real time chat, also known as instant messaging (IM), is where employees can have text-based conversations with one another, over the organizations Intranet in real time[12]. Public examples include Facebook chat, Skype, or in enterprise, platforms such as Microsoft Lync, Yammer or Apple's iChat.



4.9 Idea collaboration suite

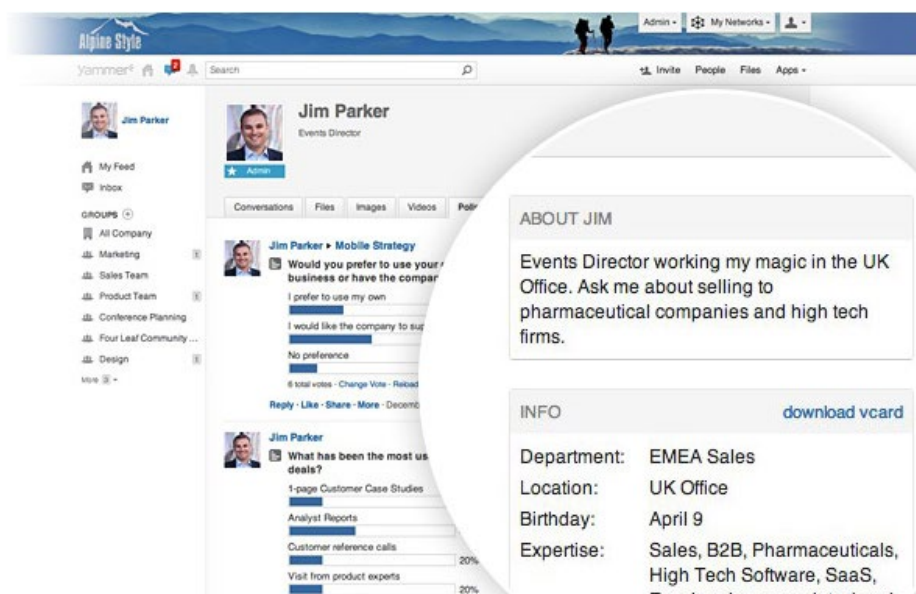


Example of idea collaboration suite [37]

The idea collaboration suite refers to a platform whereby employees can propose and vote for new ideas for product innovation or collaborative projects. These are integrated into project management tool suites like Basecamp and Google Docs and Groups.



4.10 Relationship discovery graphs



Relationship discovery example [36]

Relationship discovery graphs allow users to identify and find other users who share similar interests, and associations with them by searching tags, groups and other profiles information, as on LinkedIn. [7]. This facilitates intra-organisational discovery and builds connections between staff – and is particularly useful when building connections between senior management (through 'personalising' them as a leader, for example) and other employees.



5 KEY BENEFITS OF ESNs

Social technologies are extremely powerful tools for connecting people across complex and disparate communities, particularly in professional settings in allowing for the open sharing of information that prevents the duplication of work, and makes more simple and clear the goals of a collaborative project.

"Social technologies are the fastest growing sector in the enterprise software industry," [13] and from the available literature, it is clear that there are several benefits of ESNs. ESNs are best known for connecting employees, by either sharing the most valuable information with all employees, reducing the duplication of work, promoting relationship discovery, enhancing or harnessing collective intelligence, and promoting employee engagement, which in turn leads to increased productivity and innovation.

5.1 Connecting employees

ESNs connect employees throughout an organization [5, 14, 15]. Whether employees are looking for experts on a particular topic, or searching for employees with similar interest to bring their input to a collaborative project, the Web 2.0 features of ESNs are able to connect employees across all distances [5]. Although the benefit for larger disparate companies is clear, smaller companies can also benefit from this social connection, especially if they are in a fast-moving industry or have had to undergo structural transformation due to economic circumstances [16]. For example, many businesses have had to downsize, leaving employees with the workload of what would usually take two or more to complete. In these circumstances there are usually several graduates hired and the time-poor managers are expected to mentor or train these new, inexperienced employees [15]. ESN's ability to connect these employees through various Web 2.0 features allows for collective intelligence and knowledge management to assist in the training and mentoring of all employees and consequently can lead to greater innovation and productivity [17].

5.2 Knowledge management

Knowledge Management, also known as "collective intelligence" refers to the "creation, maintenance, sharing, transfer, and dissemination" of knowledge or ideas [17]. Many researchers have suggested that knowledge management is a quintessential part of an organization's success [2, 18, 19]. Although knowledge management was possible before the introduction of ESNs, the open and flexible environment promotes participation through social, or informal interactions and compiles these interactions into a structured, searchable database of knowledge, beliefs, and attitudes [2, 20].



5.3 Relationship discovery

In Cook's [1] book *How Social Software Will Change The Future Of Work*, he states that ESNs have the "ability to facilitate interactions and conversations between people, resulting in the formation of networks made up of digital relationships". Relationship Discovery (RD) encompasses the search for support and expertise, as well as people with similar interests in order to build new relationships across an organization [21]. It is suggested that the drive behind RD is to promote career advancement, to gain support for ideas, as well as interaction with colleagues on a personal level. However, unlike Facebook, employees are more likely to connect to people they don't know but who have similar interests or the ability to assist in their career goals [22]. RD, although undertaken for individualist reasons, benefits not only the employee, but also the entire organization. DiMicco, Geyer [22] BeeHive study, implemented in IBM, found that employees that used BeeHive for relationship discovery not only had a closer bond to their colleagues, but an interest in connecting globally, as well as a greater willingness to contribute and engage with the company.

5.4 Employee engagement

Employee engagement is fuelled by the horizontal structure of ESNs, where employees are instrumental in the decision-making process. Sharing employee expertise and opinion not only humanizes large corporations, but also encourages further employee engagement and so enhanced productivity. Humanization is important for corporations as it portrays them as accessible and made up of a collection of equal individuals, rather than a monolithic entity whose only concern is profit [1]. A study from the Aberdeen group [23] revealed that of all organizations currently using an ESN, there was a 26 percent increase year-to-year in employee engagement. Given recent Gallup findings [24] that up to 21 per cent of employees are disengaged across Australia, costing \$42 billion per year in lost productivity. A further 61 per cent stated that they are 'not engaged' in work. ESNs have the capacity to significantly increase productivity within an enterprise. This increase of engagement benefits the company, especially when communication is global, by saving time and money on communication modes and the collaboration of ideas.



6 INTERNAL REQUIREMENTS AND CULTURE

However, all of these perceived benefits rely on two things [14]. Firstly, a horizontal, non-hierarchical structure is necessary [3, 25]. To ensure engagement, an ESN must be fuelled by the employee, not the employer [8]. The grass roots, or bottom-up approach to an ESN allows employees on all levels to communicate their ideas equally. There are no 'elites' making decisions, rather a collective intelligence, ensuring the capture and re-use of knowledge as suggested by Koplowitz, Brown [5] and Erol, Granitzer [3]. Secondly, the tools used need to be simple, transparent, and user friendly [14]. A grass roots movement will not take place unless employees like the interface they are using and are not already using a similar one [7]. It is currently estimated by employers that 85% of employees use some form of social software at work and that 50% of all US businesses currently utilize ESNs, 31% believe that it is crucial to the business [25, 26]. As a result of these issues it becomes essential to have a dedicated rollout strategy developed, including how the tool will be rolled out across the organization and ways to measure its success and accountabilities for its maintenance and support.

7 RISK MANAGEMENT IN ESNs

Despite what seems like an overwhelming amount of good, if not implemented with transparency, a clear purpose and defined structure, ESNs are a high-risk product [6, 14]. The biggest issue with ESNs are the many legal concerns over intellectual intelligence and privacy, a lack of employee involvement, and misuse of the product (including malicious and unintentional misinformation) [3, 26].

7.1 Legal and ethical implications

Legal risks occur when improper language is used, a company or employee fails to obtain permission to share information, and/or there is unintentional or intentional disclosure of confidential or sensitive information, or individuals or entities are defamed. [17, 26]. Legal and ethical issues may include breaches of intellectual property, copyright law, and the invasion of privacy [17]. It is paramount to know and follow the appropriate communications and IP laws in the country/countries that your organization operates. Potential solutions to avoiding the copyright issues includes implementing a rights management tool like Creative Commons [7]. Creative Commons is a licensing tool that allows a user to apply differing degrees of copyright and usage rights to a work or idea. [27]. As a result, this kind of internal policy can clarify employee expectations and the boundaries necessary for how the ESN and the content created within it is to be used. This may be an internal communications policy, or part of a social media policy or broader risk management plan. The risks associated with internal social media platforms differ from those of Facebook or Twitter, and so employee guidelines for the use of the ESN must be clear and concise.



7.2 Misuse

As the content of social software is available to all users to review and change, reliability is one of the major risks of ESN. Misinformation takes place on ESN when malicious users purposefully post falsities, and/or users overestimate their expertise on a subject and post misinformation by accident. Trust and reputation play an important role in the maintenance and success of an ESN within a corporation [3]. Misuse also takes place when employees use the ESN for recreational, non-work related communications. Although some may believe this is counterproductive [28], recreational use should not always be considered a risk as it has been found in some cases that participants that are involved in these recreational interactions create stronger bonds with their co-workers and subsequently have a greater willingness to contribute to the company overall [22].

7.3 Lack of employee involvement

One of the biggest risks with ESNs is that all the perceived benefits presume a high involvement from employees [3]. As already discussed, the best way for an ESN to work is by a bottom-up approach where the employees initiate the interaction with the ESN [8]. However, this type of interaction does not always occur. There are two main reasons employees do not take to ESNs. Firstly, a form of social software is already in use within an organization and as such, adoption of the new software is seen as redundant and ineffective as all employees are already communicating in another way [7, 8, 26]. The second reason employees are slow to adopt an ESN is because it has been enforced by management. This does not allow for the open, flexible and horizontal structure of the ESN to develop. In order to attract reluctant early adopters, organizations have found that they must offer incentives, although the effect is short lived [29].

7.4 Importance of strategy

In order to achieve employee involvement it is crucial to have a rollout strategy. Part of this early strategy should be focused on empowering early adopters and identifying avenues for reaching the critical mass point as well as identifying early outcomes that demonstrate the value of the tool to the wider organization to facilitate further uptake.



8 CASE STUDIES

With two-thirds of the world's Internet users logging into social software (including for personal uses) and 85% of employees are estimated to use social software at work, it is unsurprising that several organizations have implemented some sort of ESN [26, 30]. This paper will briefly look at an IBM case study, the case of Capgemini, and Commundaro.

8.1 IBM

In 2005, DiMicco et al. implemented the ESN BeeHive at IBM. BeeHive was built to support employee connection and information sharing, there were no limitations placed on the way it could be used. It was launched to see how employees interact with one another within the IBM intranet. They found that the main use for beehive was relationship discovery, where employees wanted to build relationships and get to know their colleagues on a personal level. However, unlike other social software like Facebook, employees were befriending colleagues who they did not already know on a personal level. Rather, colleagues befriended people who had similar interests or could help with their career goals. The main benefits that IBM experienced in the early stages of BeeHive were increased employee involvement and greater willingness to support and contribute to the company. DiMicco et al. (2005) found that the more an employee was involved in relationship discovery, the more willing they were to contribute to the company.

8.2 Capgemini

In 2008, Capgemini, a large international consultancy business with over 100,000 employees, implemented the Enterprise Social Software (ESS), Yammer [8]. Yammer is set up to look like a combination of Twitter and Facebook, where the posts are the central part of the system and anyone can create a network by using their corporate email. It took two years for Capgemini's network to grow to 18,000 and is now one of Yammer's largest platforms. Capgemini's primary benefit from the network has been the creation of company transparency through information sharing and employee connection.

8.3 Commundaro

Riemer and Richter [31], conducted a case study on Commundaro, a medium sized software company, with 180 employees based in Germany. At Commundaro employees generally work in teams to complete projects that stretch across any number of months. In order to facilitate a need for work coordination, they developed Communote, an ESS. Communote is used for the coordination of all projects; delegation of tasks, problem-solving questions, updates about various products, and to-do lists. Unlike other ESSs, Communote is not used for general opinion or social communication because, as Commundaro is a medium sized company, employees find it easy enough and more enjoyable to communicate face-to-face [31].



9 RECOMMENDATIONS FOR IMPLEMENTING ESNs

As social software is presently the fastest growing product in the industry, it is important for businesses to accept that they are on demand within the business setting [1, 13]. Moreover, if businesses do not provide a ESS platform, employees will create or find their own [6].

The first thing to consider when deciding to implement an ESN is the type of ESS that best suits your organization. Unless you are a software company or have specialist needs, there is probably no need to create your own ESS, rather it is more cost effective to use a platform that is already available [6].

9.1 Requirements and needs analysis

Begin by gathering requirements and evaluating your needs. This should involve consulting with a broad range of staff members from senior executives to line staff, asking questions about what their current communication 'pain points' are, how they are using existing platforms, and what they would like to see out of a new platform. This should occur prior to discussions with individual platform vendors.

9.2 Vendor selection and RFQ

After requirements and needs have been defined, identify a list of potential vendor tools that provide the features you have outlined as required. Approach these vendors to ascertain the suitability of their tool to your needs – most vendors will do a 'run-through' of the tool with you via web conference to allow you to ask any questions that you may not find answers to on their website or elsewhere. An important part of vendor selection is identifying the cost-benefit of the different tools – ESNs can become costly (either due to development or integration costs, or due to the platform itself) and the cost-benefit of particular options should be carefully weighed. Depending on the complexity of the tool you are looking for, a request for proposal or request for quote process may be required. Keep in mind when discussing with external consultants or vendor groups that many vendors have 'partner programs' that may cause the consultant or group to recommend one tool over another for commercial reasons rather than based on your requirements.



9.3 Pre-implementation and strategy development

After selecting the vendor is then important to create a strategy for how the tool will be implemented within your organization. This process should involve workshops with key stakeholders from a range of business units to define the purposes for the platform, identify potential uses, and determine how success will be evaluated. Risk management processes will be required, including developing the terms and conditions for employee use so that you do not breach any laws or raise ethical issues, and to ensure staff will feel confident and empowered to use the tool [3, 26]. Dialogue Consulting provides a general Social Media Policy & Strategy 101 whitepaper that discusses the role of policy and strategy in social media (both internal and external). You can download the whitepaper free at <http://dlgcns.lt/policystrategy101>.

9.4 Launch

Once all this preliminary work is complete, it is time to launch the network. It has been largely documented that employee initiation, or a bottom-up approach, is the most successful way to launch and ESN [3, 8]. Given that your employees do not already use their own form of ESN, attracting the early adopters can be simple or difficult. Adoption may take no effort from management, with early adopters curious to see what they can do with the ESN [22]. On the other hand, adoption may be slow, in which case incentives may need to be offered [25]. Although the effects of incentives tend to be short-lived, they may give your ESN the boost it needs [25, 29]. The best way to ensure engagement is to have consulted with all stakeholders meaningfully in the lead up to implementation to ensure they are engaged with and enthused about the new tools before they are rolled out.

9.5 Growth

After the ESN is up and running, it will continue to grow. With frequent analysis to see that the defined purpose is being met, and that there is no legal or ethical issues present an organization may experience increased employee interaction, heightened productivity, along with an array of other benefits associated with ESNs [6, 7, 22]. Ensure that there is a detailed evaluation strategy for the ESN, cross-checking with objectives identified through the strategy process. This may include measurements such as internal email use, employee satisfaction or productivity alongside basic metrics of network size and frequency of use of the platform. Dialogue Consulting provides a whitepaper on Growth: How Social Networks Grow over Time that discusses how social networks (internal and external) grow, and the resourcing implications of changes in network composition. You can download the whitepaper free at <http://dlgcns.lt/dcgrowthsocial>.



10 CONCLUSION

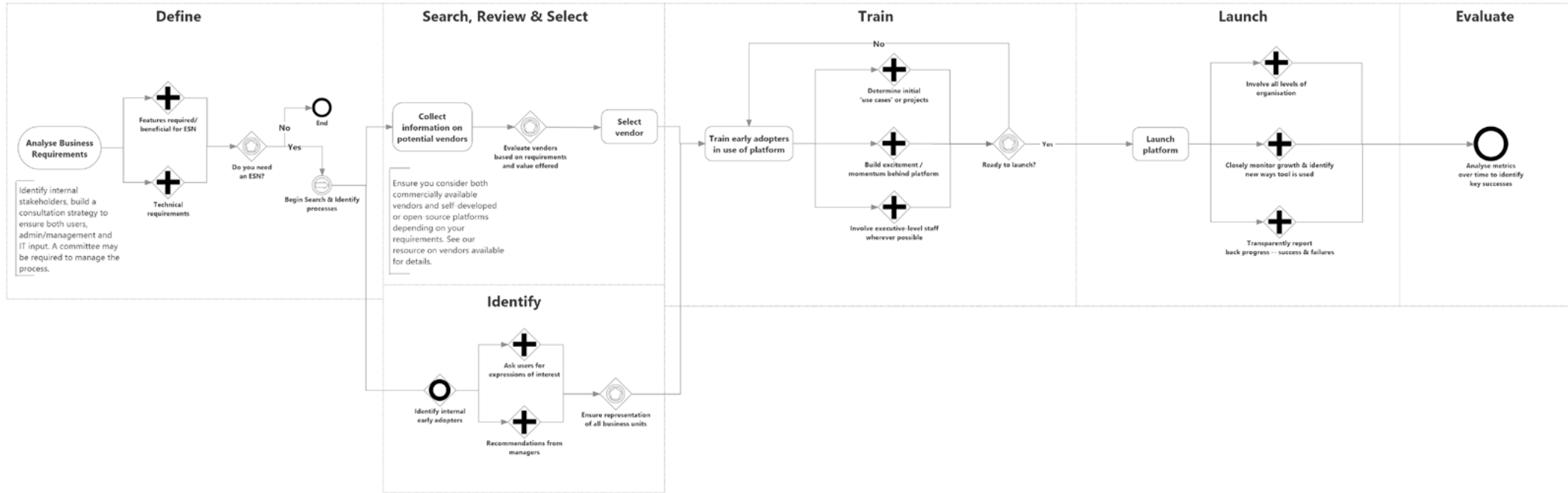
This paper has reviewed a range of articles documenting the benefits, risks, applications, and implementations of ESNs. It has been found that both large organizations, wanting to connect their employees over vast distances, and smaller organizations in fast-moving industries benefit the most for the implementation of ESNs [14]. The benefits of ESNs include relationship discovery, employee engagement, knowledge management, and increased productivity and innovation [3, 6]. The bottom-up, horizontal structure of ESNs ensures that all employees are able to participate equally as well as encouraging ongoing employee engagement. This non-hierarchical structure, along with a well-defined purpose is the recipe for a successful ESN [25].

However, this paper then showed that if not implemented correctly, ESNs can have many risks, ranging from lack of employee engagement and misuse to legal and ethical issues [26]. Three successful cases of ESN implementation were then presented, showing a range of different benefits an organization might experience, depending on the defined purpose and nature of the company. Finally, ways of introducing an ESN within an organization were discussed with consideration of key steps in the process. With currently 50% of US businesses using some kind of ESN and social software being the fastest growing product in the industry, it is undeniable that ESNs are important for every business to review and consider its value [13, 25]. Australian companies would be well served to utilize ESN style tools to receive similar benefits including connecting employees, improved knowledge management, relationship discovery, and employee engagement.

With the right planning and risk assessment, ESNs can be a powerful and valuable integration within your company's existing communication structures.



11 ESN IMPLEMENTATION PROCESS DIAGRAM



This diagram is best viewed either in PDF format or when printed in A3. High resolution versions are available for download on our website.



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13 GLOSSARY OF TERMS

ActiveDirectory	A directory service created by Microsoft for Windows domain networks
Basecamp	A web-based project management and collaboration tool
BeeHive	An example of an enterprise social network (ESN)
Blog	A Web site on which an individual or group of users record opinions, information, etc. on a regular basis
Bookmarking	Recording the address of a Web site, file, etc. for quick future retrieval by a user
Cloud hosted	Internet-based storage where shared resources, software, and information are provided via online rather than physical storage
Communote	A microblogging tool and service launched in December 2008
Employee Directory	A list of contact information regarding employees
Enterprise Social Network (ESN)	The use of online social networks or social relations among people who share business interests and/or activities
Enterprise Social Software (ESS)	The software associated with an enterprise social network
Facebook	A social networking website launched in February 2004
Facebook Chat	A service offered by Facebook whereby users can instantly communicate online in real time
Forum	An internet message board where users can post and reply to content
Google Docs	A Web-based word processor, spreadsheet, presentation, form, and data storage service offered by Google



Groups	Online communities of individuals or whole organisations that are connected by one or more relations or interests
iChat	An instant messaging software application developed by Apple Inc
Idea collaboration suite	A platform whereby employees can propose and vote for new ideas for product innovation or collaborative projects
Information/resource sharing	The ability to easily share files online via ESNs
Intranet	A local or restricted computer network that uses Internet Protocol technology to share information, operational systems, or computing services within an organisation
Knowledge management	Refers to the “creation, maintenance, sharing, transfer, and dissemination” of knowledge or ideas
LinkedIn	A business-oriented social networking site launched in May 2003
Microblog	A broadcast medium in the form of blogging with content typically smaller in both actual and aggregate file size
Microsoft Lync	An instant messaging client used with Microsoft Lync Server
Open-source	Of or relating to or being computer software for which the source code is freely available
Quora	A question-and-answer website created, edited and organised by its community of users
Real-time chat	Also known as instant messaging (IM), where employees can have text-based conversations with one another, over the Internet in real time
Relationship Discovery (RD)	The search for support and expertise, as well as people with similar interests, in order to build new relationships
Relationship discovery graphs	Systems which allow users to identify and find other users who share similar interests and associations, done by searching tags, groups and other profiles information
Skype	A software application that allows users to make voice calls over the Internet
Social Feed	A data format used for providing users with frequently updated social content



Social Production	A mode of production where the creative energy of large numbers of people is coordinated (usually with the aid of the Internet) into large, meaningful projects
Social Software	Applications which facilitate social interaction, such as communication and interactive tools, often based online
Software-as-a-service (SaaS)	Software delivery model in which software and associated data are centrally hosted on the cloud
Tagging	The process of attaching a 'tag'; a non-hierarchical keyword or term assigned to a piece of information which helps describe an item and allows it to be found again by browsing or searching
Twitter	An online social networking and microblogging service that enables users to send and read text-based messages of up to 140 characters
Web 2.0	A term coined in 1999 to describe web sites that use technology beyond the static pages of earlier web sites
Wikipedia	An online encyclopedia built collaboratively using wiki software
Wikis	A Web site developed collaboratively by a community of users, allowing any user to add and edit content
Yammer	An example of an enterprise social network (ESN)



ABOUT DIALOGUE CONSULTING



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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/>