Self-organizing Knowledge & Skill Management with an Enterprise Social Network

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Self-organizing Knowledge & Skill Management with an Enterprise Social Network

MASTER THESIS

for the acquisition of the academic degree

Magister rerum socialium oeconomicarumque

within the scope of the studies

Computer Science Management

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Erklärung zur Verfassung der Arbeit

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Ich möchte hier die Gelegenheit nutzen mich bei meinen Eltern und Großeltern zu bedanken, die an mich geglaubt haben und durch die mein Studium überhaupt erst möglich wurde.

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Abstract

Social network is a well-known term for a communication form in private environments. Since several years this technology is used increasingly in the business sector in order to support the employees by enhancing communication with colleagues, supporting the user to find, learn and organize knowledge and also to show personal skills in a more transparent way.

The purpose of this master thesis is to evaluate how promising and successful an implementation of such a technology in a business environment can be. Also part of this work was the question about what kind of forecast for adapting social networks as an internal business communication tool can be derived is.

As a representative business social networking tool My Site, as part of the Enterprise Content Management (ECM) SharePoint, was chosen. The evaluation itself was carried out with the people of the YPP group by answering six surveys using the survey feature in SharePoint. For a proper analysis of the data a suitable tool had to be evaluated. Eventually the analysis was performed with the QlikView application SPSurvey Dashboard.

The content of the surveys is about the use of SharePoint, their opinions on business social networks as well as the functionality and usability of the My Site software.

The data analysis shows that the benefits of business embedded social networks were clearly recognized by the participants. Therefore social networks are a promising communication tool to be implemented in a company and may very well succeed in business environments.

Kurzfassung

Das Soziale Netzwerk ist ein bekannter Begriff für Kommunikationsformen im privaten Umfeld. Seit einigen Jahren wird diese Technologie auch im Geschäftsbereich verwendet um die ArbeitnehmerInnen zu unterstützen. Dies erfolgt dadurch indem die Kommunikation unter den MitarbeiterInnen verbessert wird, die BenutzerInnen dabei unterstützt werden Wissen zu finden, zu lernen und zu organisieren sowie ihre eigenen Fähigkeiten transparenter darzustellen.

Das Ziel der Diplomarbeit ist es zu evaluieren, wie vielversprechend und erfolgreich die Implementierung einer solchen Technologie im Geschäftsumfeld sein kann. Weiters ist auch eine vorrauschauende Aussage über die Integration von sozialen Netzwerken als internes Kommunikationsmedium Teil dieser Arbeit.

Als repräsentatives soziales Firmen-Netzwerk wurde My Site als Teil des Unternehmenscontentverwaltungsprogramm SharePoint ausgewählt. Die Evaluierung selbst ist mit Personen aus der YPP Gruppe durchgeführt worden. Dabei wurden sechs Fragebögen evaluiert welche mittels der Fragebogen Funktion von SharePoint erstellt wurden. Ebenso musste ein passendes Tool zur Analyse der Daten gefunden werden. Schlussendlich wurde die Analyse mit der QlikView Applikation SPSurvey Dashboard durchgeführt.

Der Inhalt der Umfragen dreht sich um die Verwendung von SharePoint, die Meinungen der Teilnehmer zu sozialen Firmen-Netzwerken sowie auch über die Funktionalität und Handhabung von My Site.

Die Analyse der Daten hat gezeigt, dass die Benutzer durchaus die Vorteile eines sozialen Firmen-Netzwerks erkennen. Daraus lässt sich schließen, dass soziale Netzwerke vielversprechende Kommunikationswerkzeuge sein können, die sich auch für die Verwendung in einer Firma eignen. Dadurch haben sie ebenfalls gute Chancen in einem Firmenumfeld erfolgreich zu sein.

Table of Contents

1 Introduction

1.1 Problem statement

Social networks were introduced at the beginning of the '80s with CBBS (Computer Bulletin Board System), which was a simple online meeting place. However, starting with the website Friendster in 2002 and followed up by his successor Facebook in 2004, Social Networks became a well-known term in the WEB. (Goble 2012)

Social Networks focus on collaboration, knowledge sharing and present user information via profile on the web. (Boyd and Ellison 2007) Therefore they influence our way of life and the way we communicate. Not surprisingly Social Networks are a very large and successful business. For example Facebook has more than 1.1 Billions of monthly active users and the revenue in 2012 was over $5 Billion. (Statistic Brain 2013)

Companies are trying to implement this concept to raise "their effectiveness, market value, and sales revenue." (Fidelman 2013) Therefore they have to change their business into a so called Social Business. In order to be a social business it is not only important to be represented via social media to the customer, for example by using Facebook as a platform for business purposes, but also to use social networks for internal purposes of the company. This means to use social networking tools and concepts to support the communication and knowledge transfer between employees in the company. The last task is hard to accomplish as it means to also change and transform the way companies are leading their employees.

This leads to the following scientific questions:

> *Is the employees' approval of the pilot social network platform sufficiently promising to consider implementing this technology into the business processes? Furthermore, what kind of forecast can be derived for adapting this concept of social communication, self-organizing knowledge and skill management in an intranet business environment?*

1.2 Expected result

The aim of the master thesis is to evaluate the applicability and advantages of social networks in a business environment. The final goal is to understand the benefits for the employees in using such tools for knowledge transfer, business communication and for finding people with the right skills in a company environment.

The evaluation is done by means of a quantitative questioning method, called surveys. It should identify the acceptance of Social Networks in a business environment by using a suitable tool of an ECM (Enterprise Content Management System). Therefore the surveys also take the business context of the participants into account to determine whether their background has any influence on their opinion or experience.

With these surveys additional information is collected on how this technology enhances the way users gather, distribute and become aware of knowledge. By the following analysis, this new way of transferring knowledge throughout the company will be evaluated. In general it means to evaluate how employees can enhance the way they learn and benefit from each other by using Social Networks in a business environment.

1.3 Structure of the master thesis

This work is divided into seven chapters. Chapter 2 describes the state-of-the-art in communication in a business environment, Enterprise 2.0, emerged collaboration as well as Enterprise Social Networks. This is followed by the methodological approach of this thesis in Chapter 3.

Chapter 4 and 5 are dealing with the practical part of the master thesis:
- *Preparation* – Explains the six surveys and where the data is coming from. Additionally the process to choose the right tool for the analysis of the surveys is also shown here.

- *Analysis* – Evaluation of the surveys with the QlikView SPSurvey Dashboard solution.

After the survey data is analyzed the results are summarized in chapter 6 *Summary & Results*. Additionally a conclusion focusing on answering the scientific question is given in this chapter. Finally the last chapter 7 *Outlook* provides a prospect of the future of social networks in a business environment as well as possible next steps.

2 State of the Art

Business, as well as the way we communicate, has dramatically changed over the last 100 years. This time period can be subdivided into five modern business stages (Fidelman 2013) as described below and additionally shown in Figure 1.

1. *Industrial Age and Emerging Communication Technology (1850-1910) Telegraph + Railroad = Smaller World* – In this age the first "instant message" was sent. Business was generally conducted in a very small regional scale by using a "closed social network".

2. *Mass Production Age and Broadcast Communication (1910-1950) Radio + Telephone + TV = Broadcast Messaging to the Masses* - Through mass production in 1934 in America over "1.5 million cars were equipped with radios". This adds up to a 60 percent availability of radios in private homes and led to a real potential for companies to reach the customer "across great distances". Furthermore in 1940 the telephone started to revolutionize the way of communication by "extend[ing] ... individual's social networks … over vast distances".

3. *The Strategic Management and Telecommunications Age (1950-1990) Management = Social Networks – Digital* – Starting with the previous age, the demand to lead and manage those "complex and interdependent business ecosystem" arose. This was also the time of the breakthrough of telecommunication.

4. *The Information Age (1990-2010) Success = (content + commerce) / Internet* – With the development of the personal computer and the internet the unrestricted transfer of information and knowledge expanded dramatically. Out of this new business segment companies like Google, Facebook or LinkedIn emerged. Starting in 2010, combined with internet capable tablets and phones, social communication was possible almost everywhere.

5. *The Social Age (2010 – Unknown) Social Business = Internal Social + External Social + Social Culture* – In this age people are overwhelmed with the available content of the internet, so they increasingly turn to their online social networks to

control the information flood. Business had to adapt and integrate Social Networks to reach the customer again. But it doesn't stop there; also "… the same social network concepts could be applied within their organizations to increase employee productivity".

Figure 1: Summarizing the business ages (Fidelman 2013)

2.1 Enterprise 2.0

In modern companies there is an overwhelming flow of information. "The intranet is mostly helpful, but sometimes it is too helpful", because it stores useful and "wrong, obsolete or irrelevant" information. (Morgan 2012) In order to assist the user in his search for knowledge many so-called social software platforms promise help. Some of them are listed in Figure 2. This attempt to aid the user is consolidated in the term *Enterprise 2.0*. One common definition states: "Enterprise 2.0 is the use of emergent social software platforms within companies, or between companies and their partners or customers". (McAfee 2006) There are also other terms used to describe a social enterprise, like *emergent collaboration* which means "new ways of working with people to create things and solve problems". (Morgan 2012) Eventually they all try to describe a more social-orientated and controlled business environment where the users can store, find, share and acquire knowledge with modern collaborating tools.

Figure 2: Tools to find, share and acquire knowledge (Gustaffson and Berg 2008)

2.2 Strong and weak ties in enterprise social networks

Social networks, also illustrated in Figure 2, are an accumulation of communication channels between people, groups or organizations in order to transfer information and knowledge. (Wasserman and Faust 1994) These channels or ties could be either a weak or a strong connection between the participants. Strong ties define relationships between well-known people like close co-workers, family or friends. By contrast, weak ties are bounds between rather unfamiliar people, meaning for example childhood friends or people which have a different thought basis or colleagues working in a different knowledge area. Figure 3 shows this concept by visualizing strong ties, weak ties and group or networks as well as their members. (Porter 2007)

Figure 3: Strong and weak ties (Porter 2007)

Weak ties are especially interesting in a working environment because "Studies indicate that weak ties are useful for job search, access to technical advice, innovation and new product development". (Cooper 2008) They "lead to a diversity of ideas", meaning the possibility of being more creative. (Berg 2008)

2.3 Enterprise social networks

An enterprise social network is basically a social network existing in a company intranet to be used by the employees. It provides a "shared social space" for not collocated employees to improve communication, find meaningful contacts especially via internal borders, and enable fast sharing of important knowledge. Additionally it offers employees a way to present themselves throughout the company by showing personal and business relevant skills in an individual profile. Therefore enterprise

social network software can help significantly to detect weak ties, explained in the previous section 2.2. (Gustaffson and Berg 2008)

2.4 Evaluation of experience

In order to evaluate the usefulness of such an enterprise social network an evaluation method is required, based on the state-of-the art in empirical research. To provide a summary the section is based on (Bortz and Döring 2003).

Empirical research searches for knowledge through systematic evaluation of experience. The expression *empirical* is originally Greek and means *based on experience*; therefore by gathering already available information or experiences new knowledge can be generated. Another definition states that empirical research basically collects relevant answers from a varying kind of group of participants by a previously determined concept. (Mayer 2013)

Before doing an empirical research a scientific hypothesis has to be stated. The word hypothesis also comes from the Greek language meaning assumption or speculation. In general hypotheses are used to validate a question or statement, using an empirical research to determine that answer.

There are several different research methods to evaluate a scientific hypothesis. None of these methods are a priori good or bad. The quality of the question in the present context is important. The idea is to search for a method that fits the setting of the environment in question best, which is why the key of having meaningful answers is to choose a suitable method to examine the hypothesis.

Empirical research offers two different data acquisitions types. The first one is the quantitative method such as surveys and the second is the qualitative method for example guided interviews. (Mayer 2013) Table 1 shows a short summary of both methods.

Table 1: Evaluation of experience - Quantitative vs. Qualitative

(Schmidt and Brown 2009)

The different data acquisition types are explained in detail in the following sections.

2.4.1 Quantitative method for collecting data

The quantitative method "is conclusive in its purpose as it tries to quantify the problem and understand how prevalent it is by looking for projectable results to a larger population". (Mora 2010) There are several quantitative data collection methods, for example oral and written surveys, audits, observations and counting.

2.4.2 Qualitative method for collecting data

On the other hand the qualitative method is "by definition exploratory, and it is used when we don't know what to expect, to define the problem or develop an approach to the problem. It's also used to go deeper into issues of interest and explore nuances related to the problem at hand". (Mora 2010) Some qualitative data collection methods are uninterrupted observations or interviews.

3 Methodological approach

A good knowledge basis on empirical research, Enterprise 2.0, emerged collaboration and especially Enterprise Social Networks serves to create, implement and analyze the surveys to answer the scientific questions stated in section 1.1. These surveys are based on the evaluation of the social networking software My Site from the Microsoft ECM tool SharePoint.

The methodological approach of the master thesis is described by the following section

3.1 Create a concept for the content of the surveys

First step is to get a clear picture of the information the survey should acquire. Then a concept for all questions and answers in the surveys is required accompanied by the preparation of explanatory documents to ensure that the interviewee is able to provide a suitable feedback.

3.2 Evaluating a platform for creating the surveys

After determining the concept of the surveys a suitable way for presenting the questions, adapted to the participants, is needed. For this thesis the YPP (Young Professional Potentials) group was chosen to answer the survey-questions.

YPP is a group of people from all parts of the cooperative company. The main purpose of the group is to represent all different branches as well as people with various skills in the company. The task of the group is to contribute and also to validate the newly introduced intranet system, which is why this group is perfect for this evaluation.

Because the new intranet platform in the cooperative company is the Enterprise Content Management System Microsoft SharePoint, this platform was also selected to create surveys for evaluating the social networking component My Site.

3.3 Evaluate an appropriate tool for the survey analysis

A suitable analysis tool to visualize and present the answers given by the participants needs to be evaluated. The evaluation focuses on the analysis capabilities of SharePoint and the QlikView application SPSurvey Dashboard. These two solutions are presented in the master thesis *Analysis of Surveys from an Enterprise Content Management System*, on the subject of SharePoint survey data analysis (Paulhart 2014).

3.4 Create learning materials

In addition to the surveys, supplementary material to properly introduce the social networking feature of the chosen ECM is required. These documents should provide a basic introduction to certain topics and also work as training material for the participants before the survey takes place. This way it can be ensured that everyone can answer the questions properly.

3.5 Implement and roll out the surveys

The next step is to implement the surveys in the chosen ECM and arranging a suitable timetable for deployment of the training material and the surveys. According to the predefined timetable, the surveys and the supplementary material will be rolled out for the participants.

3.6 Evaluate the data

Finally the data has to be analyzed with the selected analysis tool to find an answer on the scientific questions of the master thesis.

4 Preparation

Six surveys were created to capture the opinion regarding social network in a business environment. In order to collect this information SharePoint 2010 was used to present the questions and also to gather the answers from the surveys.

Section 4.1 describes data acquisition. Additionally the purpose of the surveys as well as their content is explained. Section 4.2 presents the process of selecting the adequate tool for data anlysis as well as the conclusion. The last section 4.3 describes the chosen analysis tool, its structure and how the data will be analyzed.

4.1 The data

The data used in this thesis is provided by the SharePoint 2010 Collaboration Room YPP (Young Professional Potentials). Collaboration room is a virtual room for interacting with colleagues, exchanging ideas and storing data. (Paulhart 2014) The main purpose of this Collaboration Room is to gather people across the company. The participants are from various departments, which should reflect the different business backgrounds, their prior knowledge and varying demands. These people were asked to contribute to the tasks offered through the collaboration room in order to evaluate SharePoint 2010 as a valid intranet platform.

For better analysis results the participants were divided into seven different groups, representing the working area of the participants:
- *Business* – People in the business with less knowledge of IT systems
- *Core Team* – Intranet team members. These people administrate Knowledge management systems
- *GPMO (Group Project Management Office)* – People working on project management activities
- *Human Resources* – Colleagues from the human resource department
- *IT* - People developing or operating IT software

- *Marketing* – People from the marketing department
- *Staff Council* – People working directly for the staff council

During August 2011 and Mai 2012, while the YPP Collaboration Room was actively used, six surveys have been carried out by the author of this thesis. These surveys are required to evaluate two different topics:

- Social Network in a business environment
- My Site feature in SharePoint 2010

Before going any further, the My Site software requires introduction. It is explained as "…a personal site that gives you a central location to manage and store your documents, content, links, and contacts. My Site serves as a point of contact for other users in your organization to find information about you and your skills and interests. Content providers can use My Site as a method of customizing the information they present to users." (Microsoft, Introduction to My Site)

All questions of the surveys are about the My Site or are built around it like the topic social network in a business environment. Therefore the data set extracted from these surveys is called the My Site data or My Site data set. The term data in the remaining document is always referring to the My Site data.

4.1.1 Social Network in a business environment

The first survey topic is the participants' opinion on a social network in a business environment. This should capture the current state of mind on how people feel using a social networking in a company environment. Additionally it should provide a view on how this could have an impact on communicating and sharing information in future.

The following questions, asked in the surveys, should especially contribute to an understanding of this topic:

- How intensively are you using other social networking products like Facebook, Twitter or Xing?
- Overall, how do you rate the acceptance among your colleagues of My Site?

- What do you consider as strong or weak spots of social networking in SharePoint?
- Do you think that social networks like My Site will succeed in a business environment?
- Do you think it pays off to fill your personal profile with additional data?
- How long do you think will it take until at least 80 % of the people in the company will consistently use a provided social network?
- Which My Site parts would you consider as useful in a business embedded social network like My Site?
- Which social networking functions do you rate suitable for a business environment?
- How well are these features covered in My Site? Especially in a business environment compared to Xing, Facebook, LinkedIn, etc.?
- After the training, do you expect the social networking features like My Site to succeed in a business environment?

4.1.2 My Site in SharePoint 2010

The second topic is the social networking feature My Site in SharePoint 2010 itself. It deals with the usability and the meaningfulness of these features. Therefore the participants have been asked about the most important sections and functionalities of My Site to allow differentiation between the strong and the weak parts of the software. Therefore the questions focus on features, which should be preserved in future versions and also which ones could be left out.

The following list represents the different areas of My Site considered in the questionnaire:

- *General impression of My Site*
- *Start Page* – Is described as a "central location for you to view and manage all your documents, tasks, links, calendar, colleagues, and other personal information". (Microsoft, Introduction to My Site)
- *My Profile* - It shows information on the user, for example the name, personal picture or telephone number. Furthermore it also contains company based

- information like the employees membership to a division or team. (Microsoft, Edit profile)
- *Tags, Notes & Bookmarks* – *Notes* are a fast way of spreading short information instead of using an e-mail, while *Tags* are categorized links which also improve the search for knowledge. (Microsoft, Tags and Notes)
- *My Site Links* – This "page allows you to keep track of your favorite Web sites and access them from any computer on your network". (Microsoft, Introduction to My Site)
- *Colleagues* – In My Site users can add or remove colleagues. When adding a colleague the user can "follow the activities of colleagues" in order to see when "they tag an interesting article, post a note to someone's Note Board, or change job titles ". (Microsoft, Mangae profile)
- *Memberships* – This site "contains a list of all of the distribution lists and sites you belong to [.] … By using privacy groups, you can restrict who can see your memberships when they visit your My Site". (Microsoft, Manage memberships)
- *Organization Charts* – This feature in My Site "display[s] org chart style information". It visualizes the "hierarchy of people" in a browsable way directly accessible in the My Site. This means a user presented on MySite can additionally be looked up via the organizational chart. (Wright 2012)

4.1.3 Surveys

As mentioned above the two major topics regarding My Site are addressed in six different surveys. There are several reasons for splitting the surveys. First of all, the participants where free to participate in the surveys, therefore the focus was to keep the surveys short. Second, it gives the survey creator the possibility to adapt future surveys by getting feedback after each one. The last but most important reason was to give the participants enough time to do the training before working on the survey.

Each survey, except for the first and the last one, are combined with related training material. The participants were asked to read the training manual first, if they were not familiar with the topic. These documents introduce some functions of My Site. Having read the document the participants had the opportunity to try them out. Subsequently

the related survey could be filled out afterwards. This procedure ensures that the participants are able to provide qualified answers in the surveys. Furthermore the documents trained them along the way, which opened room for feedback on the training material itself. Creating proper training material was equally important to support other colleagues in gaining a better understanding of My Site in SharePoint.

That is why feedback questions are also included in the surveys. As a result not all questions will be analyzed in this master thesis, but only the ones providing useful knowledge for answering the scientific questions.

4.1.3.1 0 - Getting Started

This is the first survey presented to the participants of the YPP Collaboration Room. The name of the survey is *My Site - Getting Started* and it consists of 17 questions. The intention was to get a basic understanding on the perception of social networking and also on how experienced the users are yet with such software.

In detail, the survey tries to clarify the following topics which are also visible in Figure 4:

- General SharePoint
- Use of My Site
- General questions about Social Network
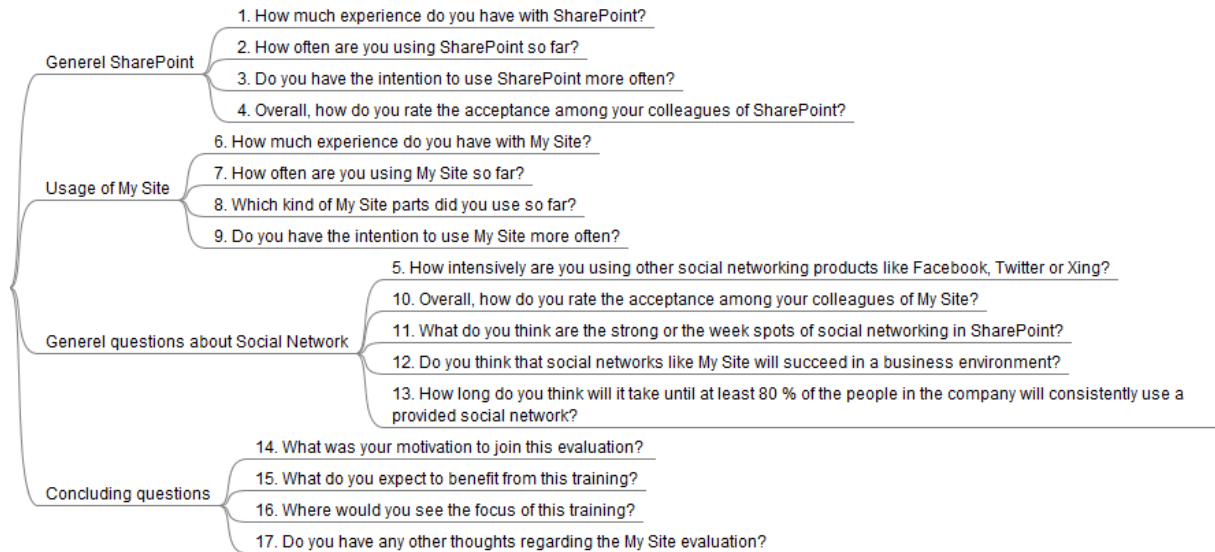- Concluding questions

Figure 4: My Site - Getting Started

Figure 4 depicts a mind map containing all questions in this survey, grouped by topics.

Due to the fact that the questions require more basic information by the user, the introduction survey had no additional training document on the side.

4.1.3.2 Part 1 - Overview

The second survey is called *My Site - Part 1 - Overview* and consists of 11 questions. After exploring My Site with the aid of the training document the users were requested to answer the questions seen in Figure 5 (visualized also by a mind map).

The questions refer to a general overview of My Site and are divided into the following topics:
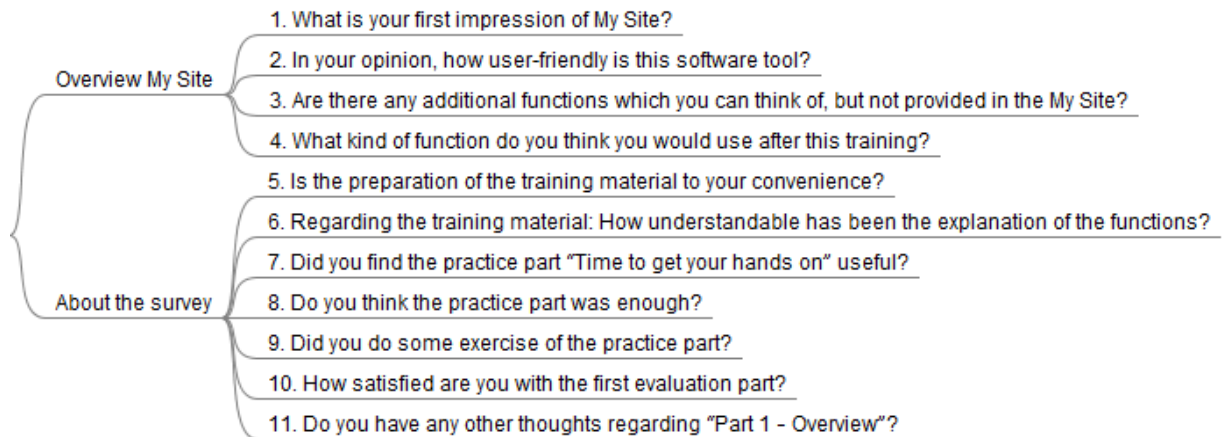
- Overview My Site
- About the survey

Figure 5: My Site - Part 1 - Overview

Additionally to the first part there was a practical document attached. The document dealt with basic functions of the My Site feature including how to enter the personal My Site portal in SharePoint.

4.1.3.3 Part 2 - My Profile

My Site - Part 2 - My Profile is the name of the third survey containing 8 questions. This survey is about personal profiles in social networks in general and the My Site profile in detail.

The questions are divided into the following topics also shown in the mind map in Figure 6:

- Comparison to other tools
- My Site questions
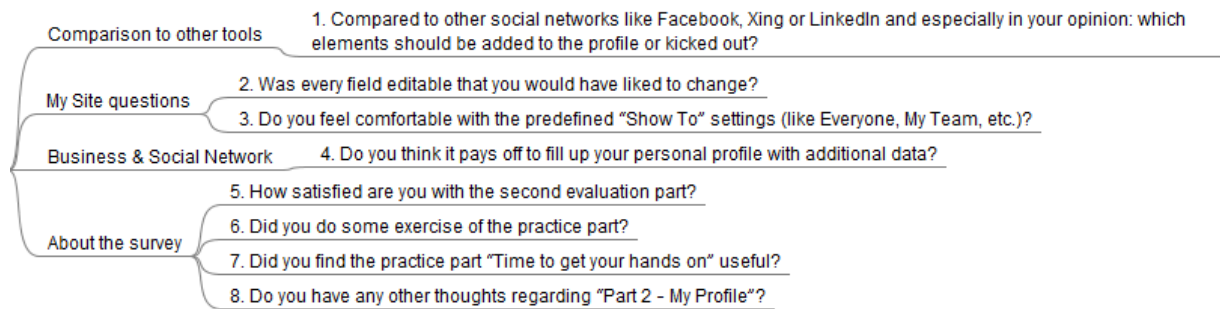- Business & Social Network
- About the survey

Figure 6: My Site - Part 2 - My Profile

The corresponding training document is on the topic of modifying personal information and specifying who can see what kind of information. Additionally it entails an explanation of the newsfeed setting, how you receive updates and the "Ask me about" section.

4.1.3.4 Part 3 - Tags, Notes and Bookmarks

The fourth survey is called *My Site - Part 3 - Tags* and consists of 11 questions. This survey is deals with tags, notes and bookmarks.

The questions can be categorized into the following topics and are also visible in the mind map Figure 7:

- User experience
- Assessment question (general and My Site specific questions)
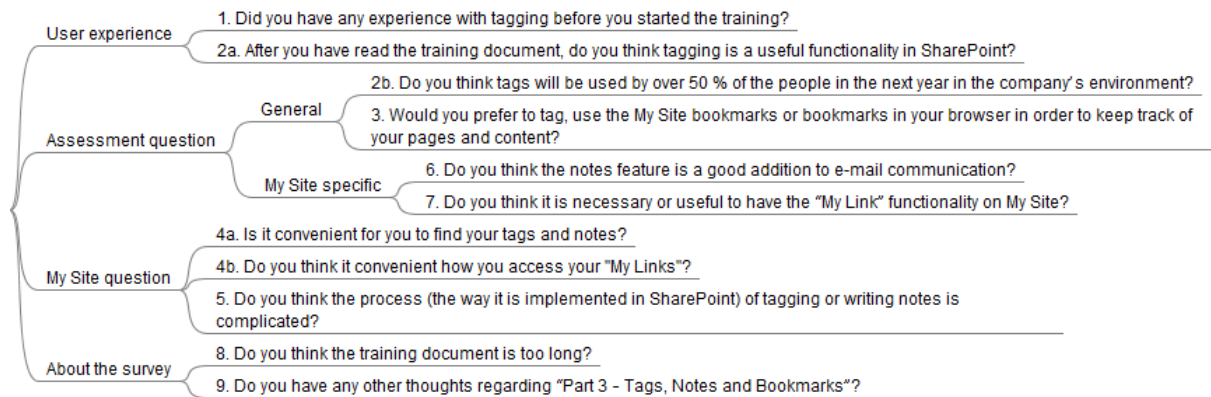- My Site question
- About the survey

User experience
- 1. Did you have any experience with tagging before you started the training?
- 2a. After you have read the training document, do you think tagging is a useful functionality in SharePoint?

Assessment question

General
- 2b. Do you think tags will be used by over 50 % of the people in the next year in the company's environment?
- 3. Would you prefer to tag, use the My Site bookmarks or bookmarks in your browser in order to keep track of your pages and content?

My Site specific
- 6. Do you think the notes feature is a good addition to e-mail communication?
- 7. Do you think it is necessary or useful to have the "My Link" functionality on My Site?

My Site question
- 4a. Is it convenient for you to find your tags and notes?
- 4b. Do you think it convenient how you access your "My Links"?
- 5. Do you think the process (the way it is implemented in SharePoint) of tagging or writing notes is complicated?

About the survey
- 8. Do you think the training document is too long?
- 9. Do you have any other thoughts regarding "Part 3 - Tags, Notes and Bookmarks"?

Figure 7: My Site - Part 3 - Tags

The training document explains how to communicate and share sites. For example the Notes features are a fast way of spreading short information instead of using e-mail, while Tags are categorized links to improve the search for knowledge. This survey also explains about the differences and the advantages of using tags over links. Additionally it shows how the communication with colleagues, using the My Site platform by creating notes, is done.

4.1.3.5 *Part 4 - Colleagues, Membership and Organization*

The penultimate survey is the *My Site - Part 4 – Colleagues* and is subdivided into four questions. It deals with the management of colleagues and their membership and also the visualization of the organization using My Site.

The questions are divided into the following topics:
- My Site question
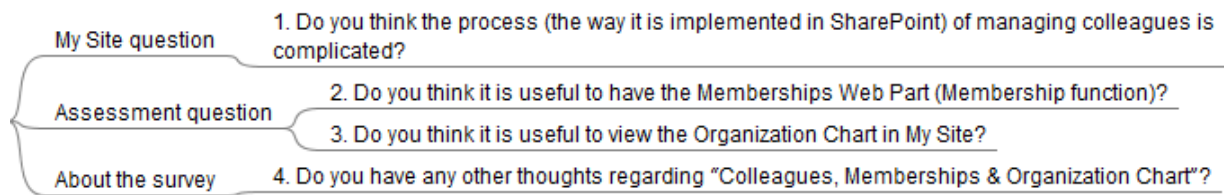- Assessment question
- About the survey

Figure 8: My Site - Part 4 – Colleagues

Figure 8 shows the questions as well as the topics of the questions in a mind map.

This part of the training document is about contacts. The document describes how to add and remove colleagues, to manage memberships and explains how to browse in the generated organization structure.

4.1.3.6 Part X – Conclude

The last survey is the *My Site - Part X – Conclude*, which consists of seven questions. The intention is to gather concluding views and statements on My Site as well as an outlook concerning social networks in a business environment.

Figure 9 shows the mind map on the questions, listed below in topic groups:

- General questions
- My Site question
- Assessment question
- About the survey

Figure 9: Survey - Part X – Conclude

Like the first survey, also the last one has no training document attached.

4.2 Selection of an appropriate tool

Before evaluating the collected data a suitable analysis tool is required to reduce the time effort spent on evaluating the data and to maximize the knowledge output. This topic has already been covered in the master thesis *Analyze SharePoint Surveys in QlikView* (Paulhart 2014), where two solutions for analyzing surveys in SharePoint are presented:

- Analyze with SharePoint itself
- Use the QlikView application SPSurvey Dashboard

4.2.1 SharePoint

Since Share Point provides the opportunity to generate surveys as well as to collect and store the acquired data in the same collaboration system, it also entails the option to analyze the data. (Paulhart 2014)

This option is further described in the next sub section, which is based on (Paulhart 2014).

4.2.1.1 Analysis of surveys with SharePoint

SharePoint offers three ways of looking into data.

1. All Responses
2. Graphical Summery
3. Export to Spreadsheet

The first one represents all answers acquired in the survey from one selected participant in detail. It offers no graphical overview and reveals no information on opinions of other participants. Furthermore the name of the participant is not hidden.

The second one is a graphical view comparing all provided answers grouped by questions. Additionally it shows a percentage value for each answer in relation to the total sum and also the total sum of answers as well. This view is anonymous and serves as a good comparison for all answers on one particular question. Unfortunately this view does not always make sense; there are question types that are not properly visualized at all, especially questions answered by almost every participant in a different way. (Paulhart 2014)

The third option represents a data export option from SharePoint. It allows the user to export the collected data. The result is a spreadsheet with all information provided by the user. Unfortunately no meta-data is stored in this file.

In summary, SharePoint offers a basic set of analysis aids and is especially suitable for looking into single or multiple choice questions data, but offers no options for grouping the people in specific group to increase the meaning of the survey. The fact that users are not hidden is an additional negative characteristic.

4.2.2 QlikView Application SPSurvey Dashboard

QlikView is a user-friendly, fast and flexible Business Intelligence platform. The core strength is that all data needed for analysis is loaded into the memory, which enables real-time presentation of the data for the user. This leads further to an associative experience presented in form of a graphical dashboard with charts, lists or tables (illustrated in Figure 10). (Visual Intelligence)

Figure 10: QlikView Example Dashboard (Visual Intelligence)

4.2.2.1 Analysis of surveys with QlikView

The QlikView application provides all features offered from SharePoint and also additional options. Furthermore all features are presented in just one dashboard to speed up the analyses. This dashboard can be seen in Figure 11. The features of the dashboard are listed here (Paulhart 2014):

- *General list objects like Questions, Answers, Survey and Question Classes* - These objects divide the data into smaller data easier to analyze
- *Answers by Department* - Lists all related answers according to the selection
- *Answers* - All selected answers subdivided by department
- *Full Answers* - Shows the full answer text only if one answer is selected
- *Answers per Department of* - A graphical chart representing all answers grouped by department
- *Participants* - A list of all participants additionally grouped by department
- *Graphical Chart* - Visualizes the question data in a chart

Figure 11: Dashboard – SPSurveys Overview (Paulhart 2014)

Another aspect is the possibility to divide the users into groups, which allows better statements concerning the data. Furthermore the names of the users are completely anonymous. Using the tool QlikView, it is possible to browse the data in a fast and easy way. (Paulhart 2014)

The main challenge for using the QlikView application is to get all available data into the application, which was realized by loading two data files. The first one is a union of all SharePoint survey spreadsheet outputs, stored in one file survey.xlsx. The second is the document suerveysettings.xlsx, containing all meta-data not included in the SharePoint export. Compiling the second document is a handicap because it requires time to prepare and store this data into the file. SharePoint on the other hand can be used right from the start with no additional data input. (Paulhart 2014)

4.2.3 Conclusion

The QlikView application SPSurvey Dashboard is preferable for evaluating the My Site data. The factors relevant for the decision are listed below:

- Division of data into departments
- Anonymity
- Quick to analyze

- Comprehensive analysis of all assembled survey data

All these criteria are met by the QlikView application.

Moreover, surveys with 22 participants are almost too much for SharePoint to handle properly. (Paulhart 2014) The fact that there was enough preparation time to complete the suerveysettings.xlsx with the necessary meta-data removed the only benefit to go with SharePoint as an analyzing tool.

All these factors left the QlikView application as an analyzing tool for the survey data as the only appropriate choice.

4.3 Analytic tool

This section describes the QlikView application and software architecture as well as its data model of the in accordance with the My Site data set.

4.3.1 Application architecture

Figure 12 depicts the application architecture of the SPSurvey Dashbord loaded with My Site data. It depicts the interfaces that join the QlikView application with SharePoint.

Figure 12: Application architecture - SPSurvey Dashboard with My Site data

The data context of the application is the YPP Collaboration Room. The uppermost object <<SharePoint 2010>> represents all the surveys of the YPP Collaboration Room. Additionally a manikin represents the manual input of creating the required surveysettings.xlsx file containing the meta-data. The data is divided logically and visualized by yellow circles. These circles are called interfaces and represent survey data as well as meta-data. The surveys and the corresponding interfaces have the same name. The meta-data is provided by the surveysettings interface.

Finally the data linked by the interfaces are gathered in the QlikView Application SPSurvey Dashboard.

4.3.2 Software-Architecture

This view provides a more detailed representation on how the application handles My Site data. Figure 13 shows the corresponding software-architecture diagram.

Figure 13: Software architecture - SPSurvey Dashboard

The following surveys were exported from the YPP Collaboration Room using the SharePoint spreadsheet function:

- My Site - Getting Started
- My Site - Part 1 – Overview
- My Site - Part 2 - My Profile
- My Site - Part 3 – Tags
- My Site - Part 4 – Colleagues
- Survey - Part X – Conclude
- Survey Settings

All these surveys were merged into one Excel file named surveys.xlsx. All meta-data was exported manually by the Survey Creator into the surveysettings.xlsx File. These two files are then loaded into the QlikView application.

Since the application is built very flexible there is no need to adapt the core of the application or change the structure of the spreadsheet files. A deeper understanding

of the functionality is provided the master thesis *Analyze SharePoint Surveys* (Paulhart 2014). The description of the following objects can be found in the document mentioned above:

- Survey
- SurveySettings
- SPSurvey Dashboard

4.3.3 Data model

Figure 14 shows the QlikView data model for the application. The data model needs no adaptation regarding the loaded data, therefore it stays the same.

Figure 14: QlikView data model - SPSurvey Dashboard (Paulhart 2014)

A detailed description of the data model is provided in the master thesis *Analyze SharePoint Surveys.* (Paulhart 2014)

5 Analysis

After gathering all user answers via the prepared SharePoint surveys, the next step is to analyze the data in order to see what the outcome and the opinions of the users are. The analysis was carried out with the QlikView application SPSurvey Dashboard.

This chapter starts with the analysis of all combined surveys. Then each survey will be analyzed separately for a question enveloping perspective. Additionally the question will be viewed separately in detail. Again, not all questions are used for the thesis but only the relevant ones. For example, the *about the survey* type of question handles the implementation of the survey and the training. They are therefore left out. Only questions dealing with the two topics *Social Network in a business environment* and *My Site feature in SharePoint 2010* will be analyzed.

5.1 All Surveys combined

This is the most general representation. It takes into account all existing data collected during the six surveys without setting any filter in the QlikView application. This allows the determination of general information about the surveys and their participants.

Figure 15: All participants

Figure 15 shows all participants involved in the surveys grouped according to their corresponding departments. Additionally, Figure 16 illustrates the number of answers provided by all participants for all surveys. This leads to a total of 1081 answer.

Figure 16: All given answers

Furthermore 110 unique question, 189 unique answers, six surveys and four different question-types are used in all surveys, which can be seen in Figure 17.

Figure 17: All unique questions, answers, surveys and question-classes/types

5.2 Survey 1: Getting Started

This survey is about the prior knowledge of the participants as well as a first impression of My Site. More information on the content of the survey is provided in the section 4.1.3.1.

The first survey contains 14 relevant questions for this thesis, leading to 298 answers from six different departments. These numbers are provided in Figure 18.

Figure 18: S1 – Overall answers

If, however, the application is filtered according to just one question, answered on a mandatory basis, the correct distribution of participating departments is displayed as illustrated in Figure 19. This picture looks different for a question with no mandatory basis. Nonetheless deviating questions in this matter will be handled separately in the question analysis.

Figure 19: S1 – Answers given by one questions

As can be seen in Figure 20, 19 people participated in this survey. This number will stay the same for all questions in this survey. Another interesting fact is that most participants are from the business area and no members of the department Staff Council took part.

Participants : 19	▬ ☐
Department	Participants
Business	6
Core Team	3
GPMO	4
Human Resources	1
IT	2
Marketing	3
Staff Council	0

Figure 20: S1 – Participants

Furthermore, Figure 21 shows that 14 relevant questions, 51 unique answers and three different question classes/types are used in this survey. These 14 questions will be restructured and summarized into 13 questions for a better analysis.

Figure 21: S1 - Unique questions, answers, surveys and question classes/types

5.2.1 Question 1 - Experience in SharePoint

How much experience do you have with SharePoint?

The question tries to determine the knowledge level of the user in dealing with the product SharePoint.

The following answers are eligible as a response:

- I'm feeling very confident with this tool and I know all features and tricks which are important for me.
- I think I have a good grasp of SharePoint, but there is still room for improvement.
- It's ok. I just know some basic features but that's it.
- I am getting along with it, but I am not really able to edit or create something.

Figure 22 represents the bar-chart analysis of the given answers.

Figure 22: S0Q1 – Experience in SharePoint

The chart shows that more than 50 % of the interviewees are using SharePoint now and then. It also reflects the department background of the participants. For example IT and Core Team members are using SharePoint above average level, which is considering their work area.

5.2.2 Question 2 - Usage of SharePoint

How often are you using SharePoint so far?

Irrespective of the knowledge and skills of the participants the question aims at how often SharePoint is used. This is also an indicator for the popularity of SharePoint.

The eligible answers are:

- Several times a day
- Once a day
- 2-3 times per week

- Once a week
- Less than once a week

Figure 23 below shows the results of the single choice question:

Figure 23: S0Q2 – Use of SharePoint

The results carry a very alarming message. Despite the strong preferential treatment of SharePoint in the company (for example the entire news section is done in SharePoint) almost 50 % of the participating employees do not strive to use this tool. On the other hand, participants from departments where SharePoint is part of their work environment show "power user"-level. A power user is a "… person who knows enough about a computer or other device to take full advantage of its advanced features" (Dictionary.com), which is also valid for a software tool like SharePoint.

5.2.3 Question 3 - Intention of using SharePoint

Do you have the intention to use SharePoint more often?

This question goes hand in hand with the previous one. It reflects the interest of the participants regarding the ECM.

The answers of the single choice question are the following:
- Yes, definitely
- Maybe a little more often

- No, I think I am already using it in a proper way
- Exactly the opposite, I have the intention to reduce it

Figure 24: S0Q3 – Intention on using SharePoint

Figure 24 shows that 78.9 % of the participants are willing to invest more time in SharePoint. This means that a vast majority believes the use of SharePoint is useful and beneficial. Despite the bad use criteria from the question before this chart states that there is a lot of potential for SharePoint.

5.2.4 Question 4 - Acceptance of SharePoint around colleagues

Overall, how do you rate the acceptance of SharePoint?

among your colleagues

Figure 25 depicts the participants' acceptance of SharePoint.

This single choice question has the following answers:
- They think it is a great idea and it is worth taking a closer look.
- They heard from it, but they are not interested any further.
- They know what it is but don't want to use it.
- They don't even know what SharePoint is.

Overall, how do you rate the acceptance among your colleagues of SharePoint?

Figure 25: S0Q4 – Acceptance of SharePoint by colleagues

The chart above shows that almost 50 % of the participants do not discuss SharePoint or its content with their colleagues. This is also an alarming number because it gives the impression that not enough meaningful content is on the platform to talk about.

5.2.5 Question 5 - Use of social networking products

How intensively are you using other social networking products like Facebook, Twitter or Xing?

This question defines the disposition of the person to social networking tools.

The eligible answers are:
- Several times a day
- Once a day
- 2-3 times per week
- Once a week
- Less than once a week

How intensively are you using other social networking products like Facebook, Twitter or Xing?

Figure 26: S0Q5 – Use of social networking products

It is interesting to see that only a little more than 50 % of the participants are using networking tools on a daily basis (Figure 26), but almost everyone is at least communicating now and then with an online socializing tool. To conclude, this group of people serves very well for an evaluation of My Site because almost everybody is interested in social networks. Additionally, the use in the departments shows no specific pattern.

5.2.6 Question 6 - My Site experience

How much experience do you have with My Site?

This question gathers information on how well the users know My Site so far.

The following answers are eligible:
- I'm feeling very confident with this tool and I know all features and tricks which are important for me.
- I think I have a good grasp of My Site, but there is still room for improvement.
- It's ok. I just know some basic features but that's it.
- I am getting along with it, but I am not really able to edit or create something.
- I am only using it when it's necessary.

How much experience do you have with My Site?

Figure 27: My Site experience

Every participant has been introduced to My Site. Meaning, they know what it is and how to get it. Discovering the remaining information prior to the evaluation was up to them. In this regard, over 89.5 % of the people gave the application, at least once, a try and most of them did even more (as can be seen in Figure 27). This confirms the general interest in this feature, already shown by question 5. Furthermore 42.1 % of the people feel very confident in using this tool without any prior training. Over 80 % can adapt at least for a basic use from prior experiences in this area.

5.2.7 Question 7 - My Site use

How often are you using My Site so far?

Irrespective of the knowledge and skills of the participants the question shows how often the MySite feature is used. This serves as an indicator for the popularity of a social network in a business environment.

The answers eligible are:
- Several times a day
- Once a day
- 2-3 times per week
- Once a week
- Less than once a week

How often are you using My Site so far?

Figure 28: My Site use

As Figure 28 shows, only about 42 % of the participants are using this feature at least once a week. This indicates that despite the fact that most people gave this feature a shot they did not put any extra effort into it. After a few personal interviews the following reasons for this course of action were provided:

- Not much information alongside
- People are afraid of posting information available for everyone
- It is only a test installation and therefore integrating My Site into their daily work is too much effort for now

Also an interesting fact is that the core team is using this feature way more frequently than the rest of the participants.

5.2.8 Question 8 - Used My Site parts

Which kind of My Site parts did you use so far?

These question intents to identify the parts (like *edit my profile*, *poste notes*, etc.) that are frequently used before MySite was introduced properly.

The answers eligible are:

- Edit my profile
- Create links
- Create tags

- Post notes

- Read notes

- Change the text in the speech balloon.

- Add or remove colleagues

- Manage Documents

- Use function "view my profile"

- Create Blogs

- Other

Figure 29: Used My Site parts

None of the mentioned parts were introduced so far. If one was selected by the participants, there were using it in their own interest. Figure 29 visualizes that the three most used parts are *Edit my profile*, *Add or remove colleagues* and *view my profile*. The exception is the *Core Team*, which was interested in every part of My Site. Only two didn't open My Site at all. This was stated by them in the follow up question 8a, which was a free text answer for those who answered O*ther* in the primal question.

5.2.9 Question 9 - Intention to use My Site

Do you have the intention to use My Site more often?

The answer to this question reflects the first impression of My Site and can also be interpreted as how the participant likes social networks in a business environment.

The eligible answers are:

- Yes, definitely.

- Maybe a little bit more often.

- No, I think I am already using it in a proper way.

- Exactly the opposite, I have the intention to reduce it.

Figure 30: Intention to use My Site

Figure 30 shows that a majority of almost 90 % of the people are interested in My Site. This indicates that they are not averse to using a social networking feature in a company. On the other hand it doesn't mean they will use it right from the start but they are interested in taking a closer look.

5.2.10 Question 10 - Acceptance among colleagues of My Site

Overall, how do you rate the acceptance among your colleagues of My Site?

The question provides information on how their working area thinks about social networks in a business environment.

The eligible answers are:

- They think it is a great idea and it is worth taking a closer look.
- They heard from it, but they are not interested any further.
- They know what it is but don't want to use it.
- They don't even know what My Site is.

Figure 31: Acceptance around colleagues of My Site

Figure 31 illustrates that most people in the environment of the participants don't know that this software in SharePoint even exists. It is also interesting to see that more than 30 % state their colleagues know about the software but don't believe they will benefit from using it. In order to introduce such software properly in a company, the implementation requires a well prepared advertising and awareness-raising campaign.

5.2.11 Question 11 – Strong / Weak spots of social networking in SharePoint

What do you consider as strong or weak spots of social networking in SharePoint?

This question shows the first impression of My Site in SharePoint.

The answers were put in plain text. Below there is a summarized list of all Pro and Cons of My Site provided during a first tryout phase.

Pro:

- The ability to do networking
- Fast exchange of information & knowledge
- Integrated in the Content Management System
- Present yourself through this site

Con:

- Usability is slow and not clear to the end user
- Low user activity

Some of the participants see the potential in connecting colleagues and also the strong part of My Site in sharing knowledge and information especially in context with the ECM SharePoint. On the other hand the usability and the slow interface were criticized by almost everyone. This indicates that the software does not meet the high standards set by other social networking software like XING, Facebook or LinkedIn, which is a potential risk. It will be hard to convince someone to use something that is perceived as complicated and hampering.

5.2.12 Question 12 – Success of social networks in a company

Do you think that social networks like My Site will succeed in a business environment?

This question provides a forecast on how strong the participants believe in this technology in a business environment.

The eligible answers are:

- Yes, I think so.
- Maybe, but I don't know.
- No, I don't think so.

Do you think that social networks like My Site will succeed in a business environment?

Figure 32: Success of social networks in a company

Figure 32 depicts that most people, more than 80 %, would not be surprised if this software succeeds in the company.

5.2.13 Question 13 – A social network forecast

How long do you think will it take until at least 80 % of the people in the company will consistently use a provided social network?

The question is about how fast the participants are expecting a social network to be established as a common communication tool in the company.

The eligible answers are:
- Half a year
- One year
- 1 1/2 years
- 2 years
- 2 1/2 years
- Never

How long do you think will it take until at least 80 % of the people in the company will consistently use a provided social network?

Figure 33: A social network usage forecast

Figure 33 shows, same as Question 12, that almost the same number of participants thinks such a tool will successfully be established in the company within the next two years. In other words there is a strong believe that such a technology will find its way into the company.

5.3 Survey 2: Part 1 - Overview

The aim of this survey was to get a first feedback from the participants concerning their impression of the look and feel of the software. More information about the content of survey 2 is provided in section 4.1.3.2.

Just as for the first survey, six different departments provided answers. The main difference to the first survey is that the staff council is now included but human resources dropped out in this survey. Taking a closer look at the answers human resources provided in the first survey, it becomes apparent that the participant did not put great effort into it and generally didn't show much interest in this topic. After consolidation by the survey creator, these reasons were confirmed as cause for not being involved any further in the surveys.

In summary, 52 answers were provided, as shown in Figure 34, for a total of 4 resourceful questions in this survey.

Figure 34: S2 – Overall Answers

As in the previous survey, when data is filtered according to just one question, answered on a mandatory basis, the correct distribution of participating departments is displayed, as can be seen in Figure 35. The distribution is different for a question with no mandatory basis, but has no significance regarding the survey findings. Nonetheless, deviating questions in this matter will be handled separately in the question analysis.

Figure 35: S2 – Answers given by one questions.

Figure 36 illustrates that 10 people took part in this survey. This number is the same in every question of the survey. Compared to the survey before, only half of the participants provided feedback, the most significant reason being the training sessions

between the surveys. Taking part in the training sessions was too time consuming to be able to fill out the survey with the proper knowledge.

Participants : 10	
Department	Participants
Business	2
Core Team	3
GPMO	2
Human Resources	0
IT	1
Marketing	1
Staff Council	1

Figure 36: S2 – Participants

Additionally Figure 37 presents the 4 used questions. These will be restructured and summarized into 3 questions. 19 unique answers were given and three different question types were used in this survey.

Figure 37: S2 - unique questions, answers, surveys and questions classes/types

5.3.1 Question 1 – First impression

What is your first impression of My Site?

This question is about the participants' impression of the look and feel of the software.

The eligible answers are:

- The first impression is very good.

- After a short time of uncertainties I'm feeling good about it.

- It looks quite well even if it is not very appealing.

- Not good at all, I can't do anything with that.

Figure 38: First impression

My Site is generally appealing for these participants, which is shown in Figure 38. On the other hand there is room for enhancing the look and feel of My Site.

5.3.2 Question 2 – User-friendly

In your opinion, how user-friendly is this software tool?

The question is referring to the usability and comprehensibility of the software. The more intuitive and clear the user interface, the easier the use and therefore the acceptance of the software by the user.

The eligible answers are:

- I like the arrangement of the functions and links a lot.

- I find my way through, but it isn't always intuitive.

- Sometimes I have a hard time finding the functions.

- The arrangement of the functions is neither structured nor understandable.

Figure 39: User-friendly

The answers are similar to the question before. The interface structure does not offer an easy way to the functions of the software, 70 % of the participants state that the interface is not intuitive and they are having a hard time finding the functions they need (see Figure 39).

5.3.3 Question 3 – Meaningful function

What kind of function do you think you would use after this training?

The participants were asked their opinion on useful functions within the social networking software. This identifies the functions requiring more focus during the final implementation of such software in a business environment. Furthermore these functions need proper promotion during their roll out in the company. In addition, by identifying the meaningful functions the company knows where to set focus for an evaluation of additional social networking software.

The eligible answers are:
- Keeping my profile and work status up to date for my colleagues
- Use tags and links
- Post notes in My Site
- Follow Colleagues
- Add Documents
- Write blogs
- I think I will not use it at all

What kind of function do you think you would use after this training?

Figure 40: Meaningful function

Slightly more than 50 % chose the answers profile and organizing a personal network with colleagues, as can be seen in Figure 40. That means that keeping up to date on other colleagues and having a platform to present themselves is the most important feature for the participants.

5.4 Survey 3: Part 2 – My Profile

This survey is about the *My Profile* part of My Site. More information on the content of the survey is provided in the section 4.1.3.3.

As in the second survey the same six departments provided answers. This survey contains 39 answers, seen in Figure 41, for a total of 9 relevant questions.

Figure 41: S3 – Answers

By selecting only the one question of this survey required on mandatory basis, the distribution looks like Figure 42. Questions with a different answers distribution will be handled separately in the question analysis.

Figure 42: S3 – Answers given for one questions.

In this survey 9 participants were involved, shown in Figure 43, which is one participant less than in the survey before.

Figure 43: S3 – Participants

Concluding, Figure 44 shows 9 relevant questions, which will be summarized into 4 questions. Furthermore, 17 unique answers and two different question types were used in this survey.

Figure 44: S3 - unique questions, answers, surveys and questions classes/types

5.4.1 Question 1 – Profile configuration

Compared to other social networks like Facebook, Xing or LinkedIn and especially in your opinion: which elements should be added to the profile or kicked out?

The question provides information on how complete the profile configuration is considered by the participants.

The eligible answers are:

- I think there is just the right amount of information stored in the profile.
- Some important fields are missing. (Could also be information from the HR System)
- In my opinion there are too many fields available.
- I would add some and skip others instead.

Figure 45: Profile configuration

Figure 45 illustrates that in general the My Site Profile includes all meaningful fields for the participants. Only one participant complained that there were too many options for descriptions. Furthermore the participants could specify missing input fields as well as unnecessary ones. Unfortunately no input on these relational questions was provided.

5.4.2 Question 2 – Editable profile fields

Was every field editable that you would have liked to change?

Some information is inserted automatically into profile fields through connected information systems like a directory service. These fields are not editable by the user, except for the picture. Question 2 deals with the not editable fields.

The eligible answers are:

- Yes, every field I would like to change was editable.
- No, there have been some fields which I couldn't change. (see below)

Was every field editable that you would have liked to change?

Figure 46: Editable profile fields

Almost each field is set up correctly, shown in Figure 46. The follow-up question however revealed that the field *Department* and *Job Title* should be also editable.

5.4.3 Question 3 – Privacy options

Do you feel comfortable with the predefined "Show To" settings (like Everyone, My Team, etc.)?

Attributes of the profile can be selected as visible for different groups or people. Also some fields can be predefined by the operator to be visible to a fixed group. (Microsoft, Manage profile) The question refers to how the participants like the predefined settings. Per default each field of the profile is visible to everyone.

The eligible answers are:

- They are just fine.
- For some fields I would have liked to change the "Show To" setting.
- I don't know. I haven't tried yet.

Do you feel comfortable with the predefined "Show To" settings (like Everyone, My Team, etc.)?

Figure 47: Privacy options

Figure 47 shows that the settings are all right for everyone.

5.4.4 Question 4 – Meaning of additional profile information

Do you think it pays off to fill up your personal profile with additional data?

Part of the profile, like the name or the picture of the user, is already inserted through connected information systems in the cooperating company. The user can manually add information to complete his profile. The question is about how willing the user is to add or change information on his profile.

The eligible answers are:
- Absolutely, the more information the better.
- I think it is worth for some fields but not for all.
- I don't think it is worth the time. The benefit marginal.
- I will minimize available information to prevent unnecessary contacts.

Figure 48: Meaning of additional profile information

In general the participants are willing to spend some extra time to add additional information to their profile (see Figure 48).

5.5 Survey 4: Part 3 – Tags, Notes & Bookmarks

This survey is about the tags and notes features of My Site. More information on the content of the survey is provided in section 4.1.3.4.

The same six departments as in the previous survey are providing input for this survey. Figure 49 shows, this survey consists of 86 answers by a total of 12 relevant questions in this survey.

Figure 49: S4 – Overall Answers

By selecting only one question of this survey which was requried on a mandatory basis, the distribution looks like Figure 50. Questions with a different answers distribution will be handled separately in the question analysis.

Figure 50: S4 – Answers given for one questions.

Same as in the previous survey 9 participants took part in this survey, represented in Figure 51.

Figure 51: S4 – Participants

Concluding, Figure 52 shows 12 relevant questions. These questions will generalized and summarized during this analysis into 8 questions. 29 unique answers three different question types were used in this survey.

Figure 52: S4 - unique questions, answers, surveys and questions classes/types

5.5.1 Question 1 – Previous experiences with tagging

Did you have any experience with tagging before you started the training?

The question tries to determine how experienced the participants are with tagging. The answers can indicate how interested they generally are in this new WEB 2.0 feature.

The eligible answers are:
- Yes, I have used it before.
- I have heard of it but never had the chance to use it.
- No, I have never heard of this functionality before.

Did you have any experience with tagging before you started the training?
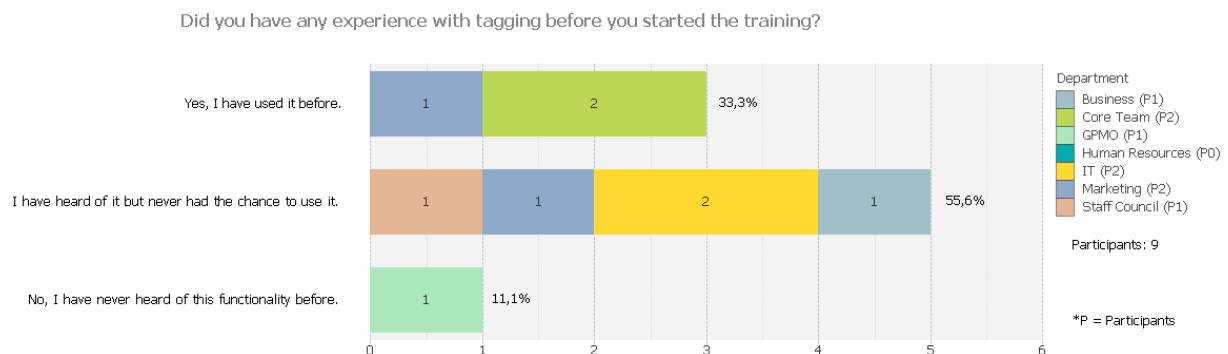
Figure 53: Previous experiences with tagging

Figure 53 shows that participants who work in social or collaboration focused fields, like the *Core Team* or *Marketing,* are more experienced with new WEB 2.0 features. Still, almost 90 % knows the term and has therefore an idea of this feature.

5.5.2 Question 2 – Usefulness of tagging

After you have read the training document, do you think tagging is a useful functionality in SharePoint?

The question tries to gather indications on how intensive tagging could be used in a company.

The eligible answers are:

- Yes, I think it will be beneficial for sharing information.
- Maybe, if it was used by a sufficient number of people.
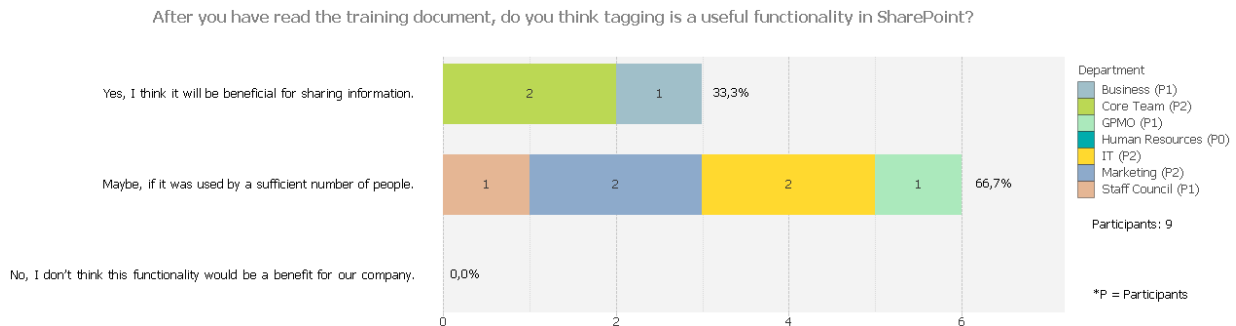- No, I don't think this functionality would be a benefit for our company.

Figure 54: Usefulness of tagging

After providing additional information about tagging to the participant they think it is a useful feature, as can be seen in Figure 54. None believes that tagging is useless, but a majority of over 50 % is still skeptical. In order to establish such a feature the users need more support from start on. Only if a lot of people are using it there is a chance it will become a success. Additionally one participant noted it should be fully integrated into the ECM and especially in the search engine to be accepted and used.

5.5.3 Question 3 – Believe in tagging

Do you think tags will be used by over 50 % of the people in the next year in the company's environment?

This question provides input on how strongly people believe in this feature.

The answers available are:

- Yes, I think tags will be used on a daily basis.
- I can't say whether it will be used often enough or not.
- No, I don't think that enough people will use this feature.

Do you think tags will be used by over 50 % of the people in the next year in the company's environment?
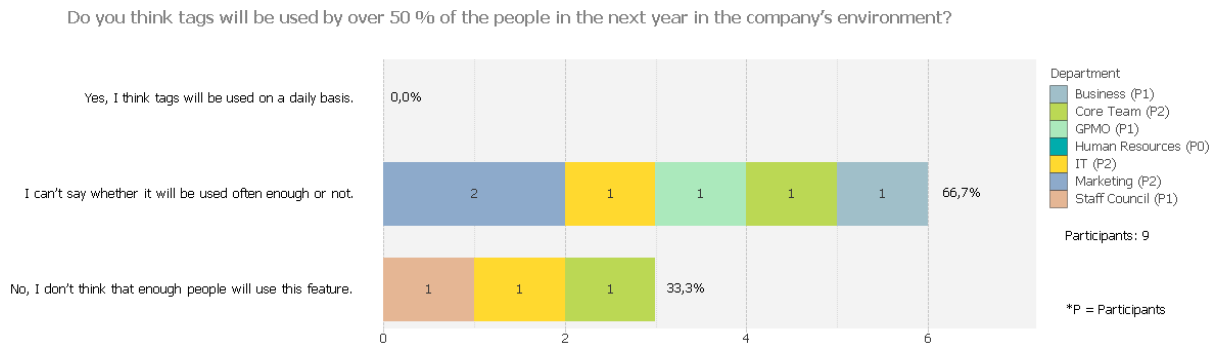

Figure 55: Believe in tagging

Contrary to question 2, Figure 55 shows that in general the participants don't have a strong believe that this feature can be established in the company.

5.5.4 Question 4 – Keep track of pages and content

Would you prefer to tag, use the My Site bookmarks or bookmarks in your browser in order to keep track of your pages and content?

The answers to this question show how well tagging is favored by the participants, as well as how useful it is from their point of view.

The eligible answers are:
- My Site bookmarks (My Links)
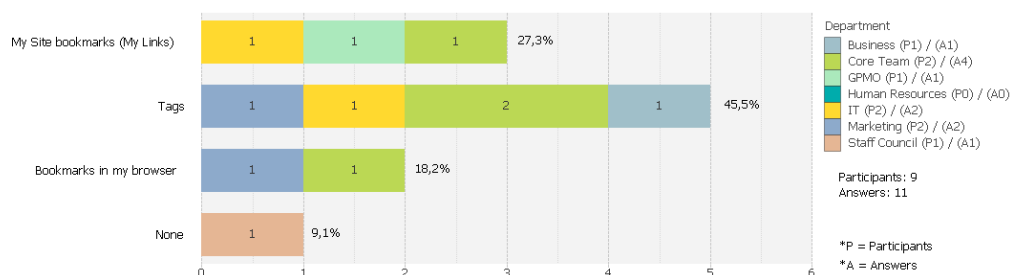- Tags
- Bookmarks in my browser
- None

Figure 56: Keep track of pages and content

Contrary to the previous question, tagging was favored by the participants (see Figure 56). It also illustrates that the participants would use such a feature if it was available. Furthermore there is a potential in using tags if properly introduced in the company. Besides, it is also interesting to see that only one participant would bookmark his pages and content with the browser like it was common in the company so far.

5.5.5 Question 5 – Access tags, notes and My Links

Is it convenient for you to find your tags and notes? Do you think it convenient how you access your My Links?

This question aims for information on the accessibility of those features for the participants.

The eligible answers are:

- Yes
- Not perfect but I find them.
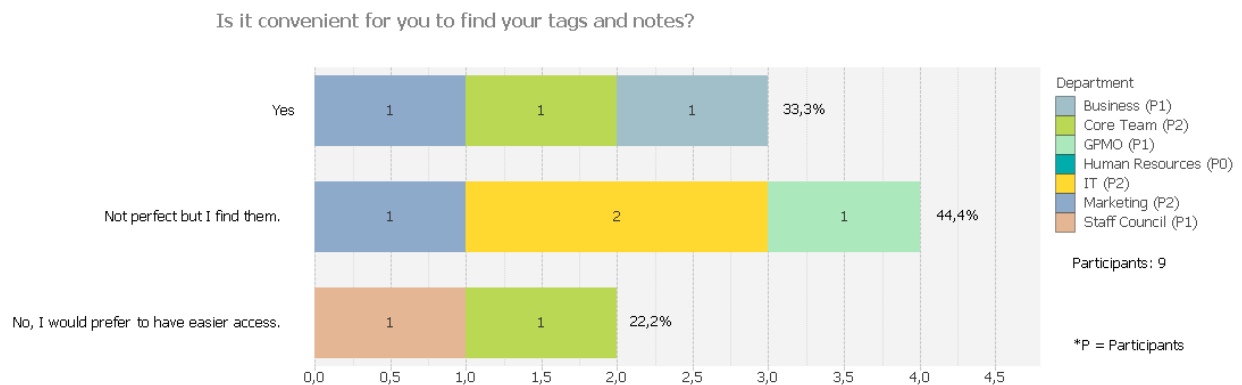- No, I would prefer to have easier access.

Figure 57: Access tags and notes

As illustrated in Figure 57, tags and notes are not well placed. Over 50 % of the participants had problems finding them. On the other hand My Links is easier to find, as shown in Figure 58.
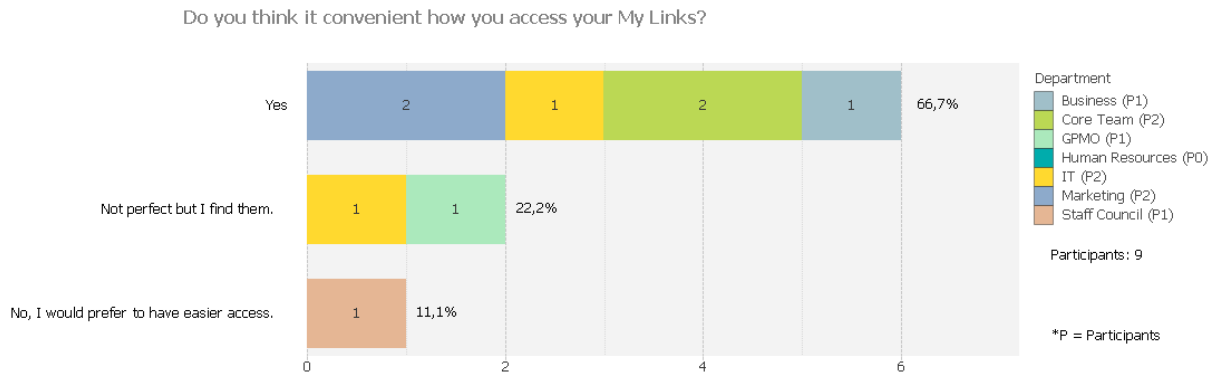
Do you think it convenient how you access your My Links?

Figure 58: Access *My Links*

5.5.6 Question 6 – Process of tagging and writing notes

Do you think the process (the way it is implemented in SharePoint) of tagging or writing notes is complicated?

This question tries to determine how intuitively the My Site feature tagging and writing notes is handled.

The eligible answers are:

- No, it is easy.
- Not really but it could be more intuitive.
- Yes, there are way too many steps required to reach my goal.

Do you think the process (the way it is implemented in SharePoint) of tagging or writing notes is complicated?
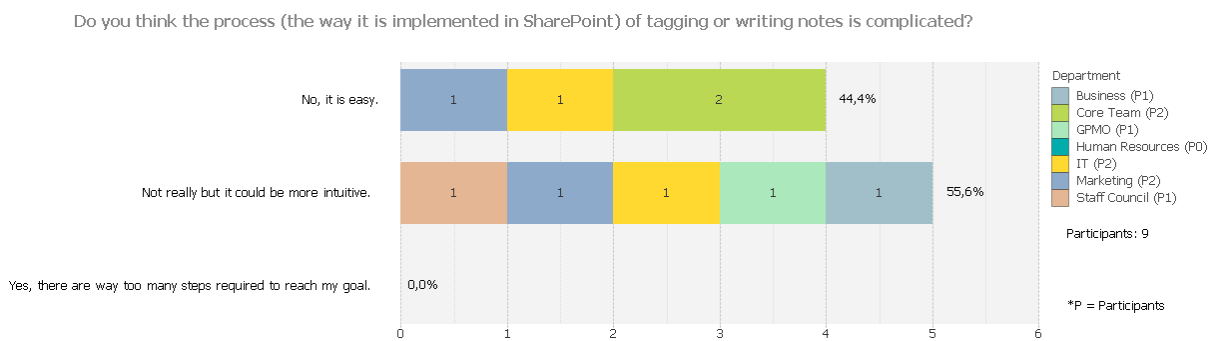

Figure 59: Access tags, notes and My Links

No participant thinks the process is too complicated, but the majority of the participants also didn't consider it fast and easy, as shown in Figure 59. In other words its usability could be enhanced.

5.5.7 Question 7 – Notes as an addition to e-mail

Do you think the notes feature is a good addition to e-mail communication?

This question asks about the meaningfulness of the notes feature.

The eligible answers are:

- Yes, I think I will use it.
- No, but I like the idea and will use it anyway.
- Yes, but I don't think I will use it.
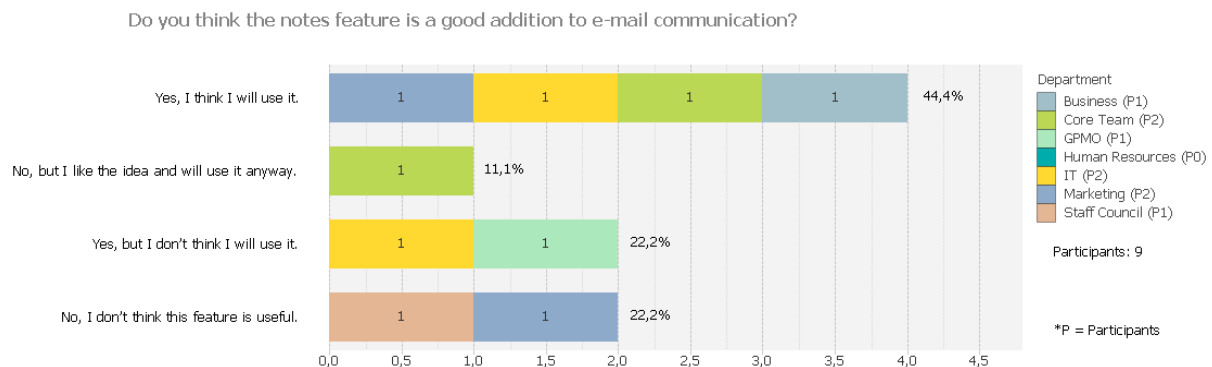- No, I don't think this feature is useful.

Figure 60: Notes as an addition to e-mail

More than 50 % of the participants have the intention to use this feature, displayed in Figure 60. Even more, about 66 % think it may be a good addition to e-mail communication. Only 2 out of 9 participants don't consider it useful and therefore refuse to use it.

5.5.8 Question 8 – Usefulness of My Link

> *Do you think it is necessary or useful to have the "My Link" functionality on My Site?*

The importance of this feature is implied through this question. Users have to see the benefit and also be willing to use it in order to support an implementation of this feature in the company.

The eligible answers are:

- Yes, I think I will use it.
- Maybe for other people. I don't think I will use it.
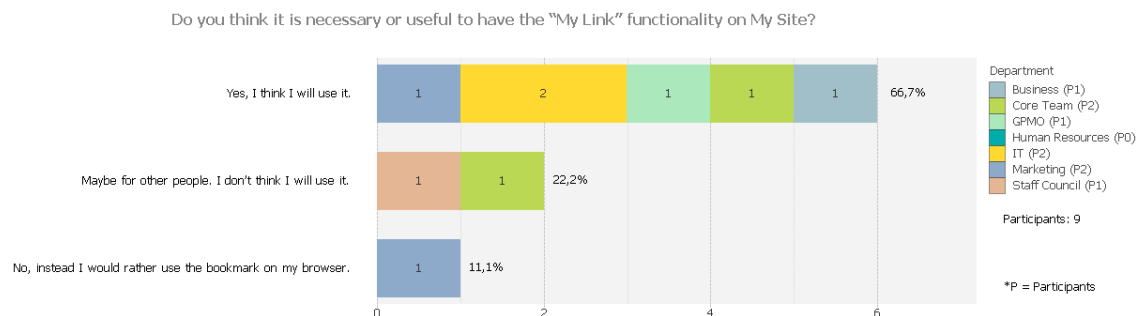- No, instead I would rather use the bookmark on my browser.

Figure 61: Usefulness of My Link

About 66 % of the participants think that this feature is useful and are willing to use it in the future, see Figure 61.

5.6 Survey 5: Part 4 - Colleagues, Membership and Organization

This survey reviews the ability to connect and manage colleagues, the membership function and the organization chart in My Site. More information is assembled in section 4.1.3.5.

The participating departments are the same as in the previous survey. This survey contains 29 answers (see Figure 62) acquired through a total of 6 relevant questions.
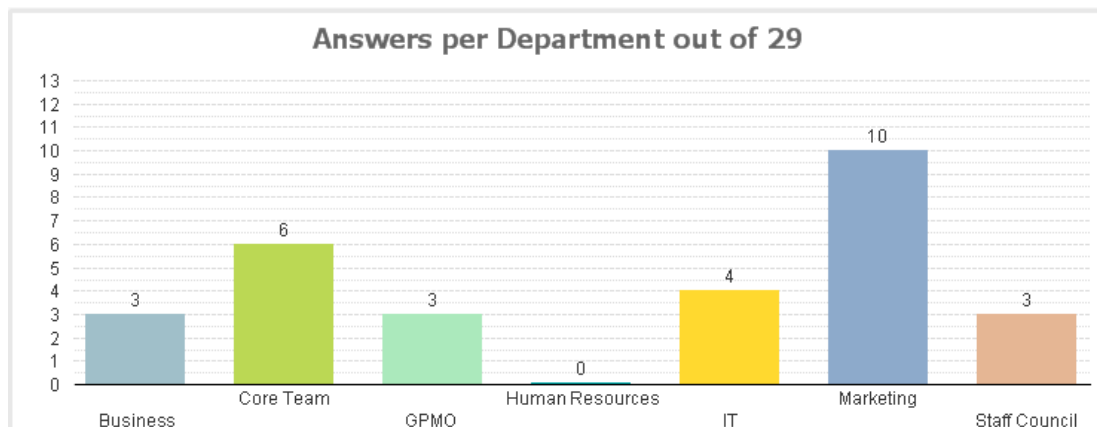
Figure 62: S5 – Overall Answers

By selecting only one question of this survey required on a mandatory basis the distribution looks like Figure 63. Questions with a different answers distribution will be handled separately in the question analysis.
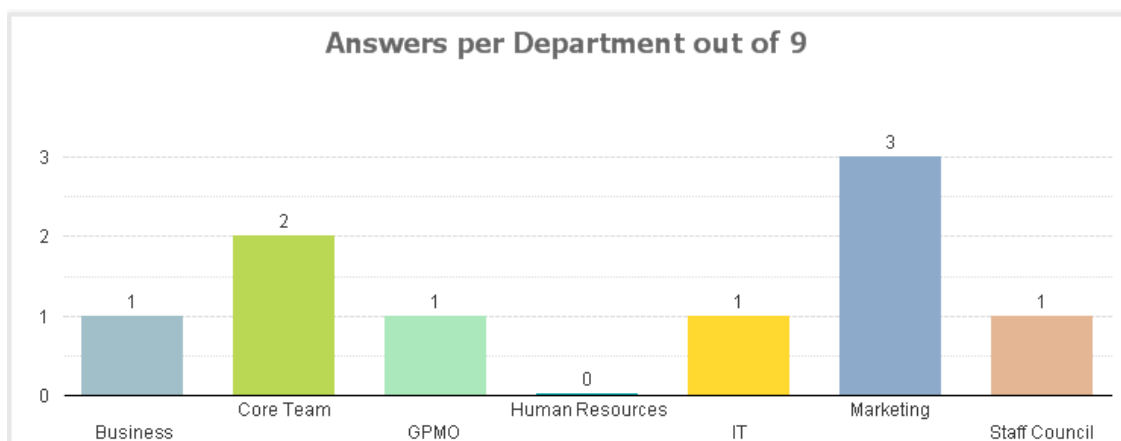

Figure 63: S5 – Answers given for one questions.

A total of 9 participants contributed to this survey (see Figure 64).

Participants : 9	▬ ☐
Department	Participants
Business	1
Core Team	2
GPMO	1
Human Resources	0
IT	1
Marketing	3
Staff Council	1

Figure 64: S5 – Participants

In this survey all questions are relevant for the research question. The questions are generalized and summarized to 3 questions for this analysis. The participants provided 12 unique answers by answering two different question types, as can be seen in Figure 65.

Figure 65: S5 - unique questions, answers, surveys and questions classes/types

5.6.1 Question 1 – Managing colleagues

Do you think the process (the way it is implemented in SharePoint) of managing colleagues is complicated?

Building a network of colleagues in a business environment is vital for gathering the information the user is looking for. Therefore it is important that this feature is implemented properly.

The eligible answers are:

- No, it is easy.
- Not really but it could be more intuitive.
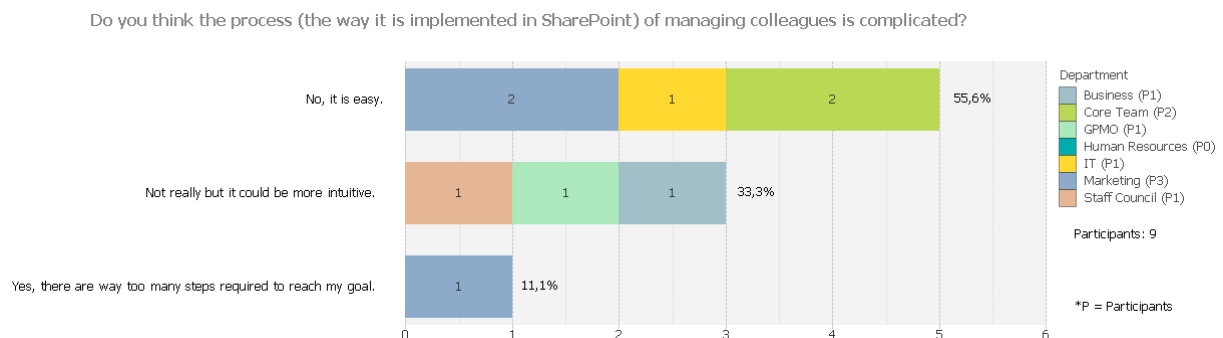- Yes, there are way too many steps required to reach my goal.

Figure 66: Managing colleagues

Except for one all participant are satisfied with the function, as can be seen in Figure 66. Still the feature could be presented more intuitively.

5.6.2 Question 2 – Usefulness of membership web part

Do you think it is useful to have the Membership Web Part (Membership function)?

This question deals with the meaning of this feature.

The eligible answers are:

- Yes, even if some memberships are missing.
- Yes, but only if it shows me every Active Directory group I am in.
- No, I wouldn't use it for myself. I don't consider this information useful enough.

Do you think it is useful to have the Membership Web Part (Membership function)?
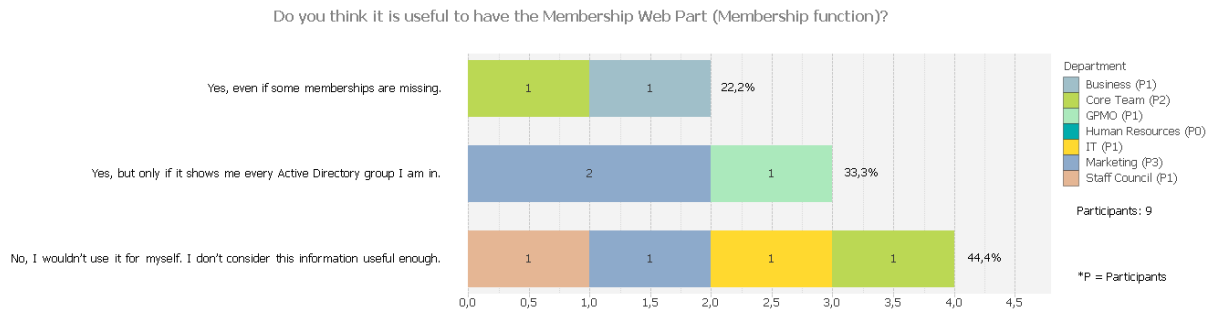

Figure 67: Usefulness of membership web part

The majority with more than 75 % of the people are not satisfied with the feature as it is implemented so far (see Figure 67). In the test phase, which the user experienced, the membership function didn't work properly, meaning not all groups from the Active Directory, a directory service from Microsoft for information as users' data and corresponding membership information (Microsoft 2012), are visualized by the membership function. Furthermore almost half of the participants, about 45 %, don't see the benefit of it, even if the function works. To draw a conclusion, the function is not very important to the participants.

5.6.3 Question 3 – Usefulness of the organization chart

Do you think it is useful to view the Organization Chart in My Site?

Almost every company already has an organizational diagram available. Therefore the need of an additional diagram generated by SharePoint is in question.

The eligible answers are:
- Yes, even if the connection between people is not established properly.
- Yes, but only if the hierarchy structure between people is fully implemented.
- No, I wouldn't use it for myself because I don't think it is useful.

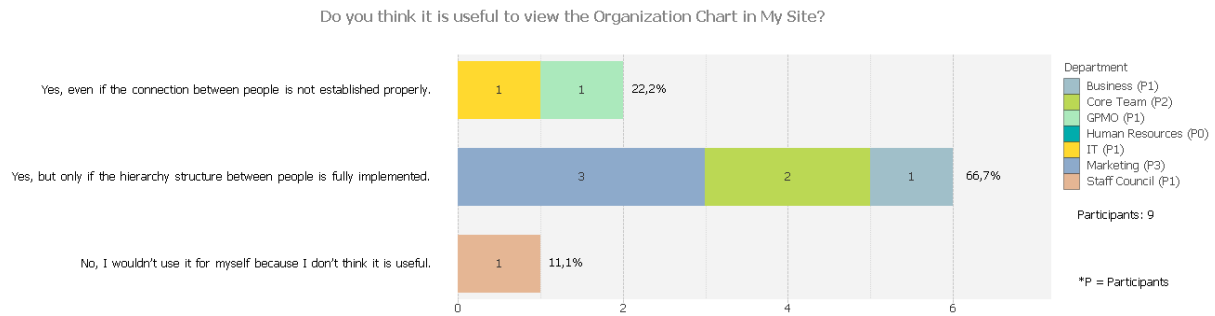Do you think it is useful to view the Organization Chart in My Site?

Figure 68: Usefulness of the organization chart

Except for one participant the feature is accepted and used, but only if it represents the whole organization structure. This can be seen in Figure 68.

5.7 Survey 6: Conclude

The questions of this survey are similar to the surveys *getting started* in section 5.2 and *overview* in section 5.3. The difference is that survey 6 takes place after all trainings documents have been worked through by the participants. The knowledge background is now much deeper than at the beginning of the first survey. More details on this survey are available in section 4.1.3.6.

For this survey six departments provided feedback. In detail survey 6 contains 410 answers (see Figure 69) acquired through a total of 43 relevant questions.
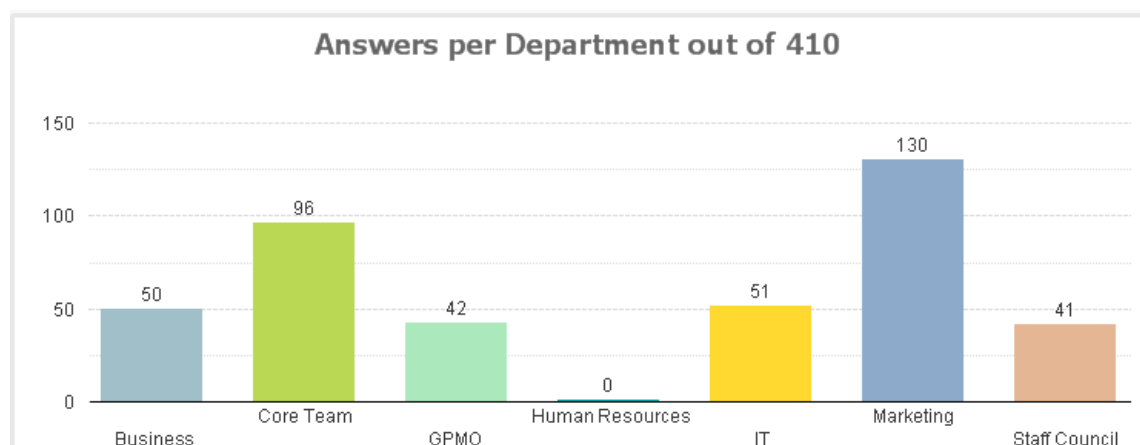

Figure 69: S6 – Overall Answers

By selecting only one question of this survey required on mandatory basis the distribution looks like Figure 70. Questions with a different answers distribution will be handled separately in the question analysis.
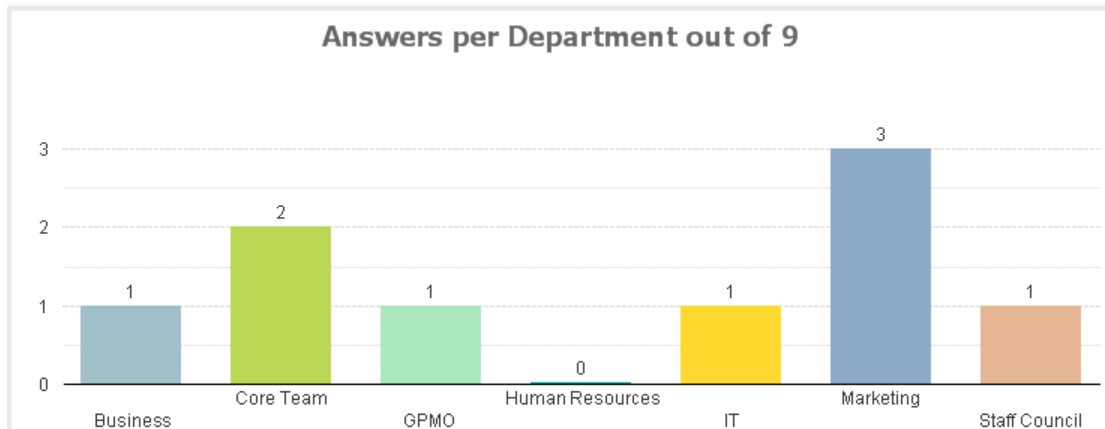

Figure 70: S6 – Answers given by one questions.

A total of 9 participants contributed to this survey (see Figure 71).

Figure 71: S6 – Participants

43 questions are relevant for this survey. During this survey the participants were asked seven questions with some additional follow up questions. The reason for having 43 questions in the analysis application instead of seven is that three rating questions were carried out during this survey. To visualize rating questions, the QlikView SPSurvey Dashboard subdivides the questions by their sub-question. For

example one rating question with 5 sub-questions would be analyzed in the SPSurvey Dashboard application as 5 separate questions.

All 43 questions of the QlikView application are therefore generalized and summarized to 6 questions. Supplementary, the participants provided 28 unique answers by answering four different question types, as can be seen in Figure 72.
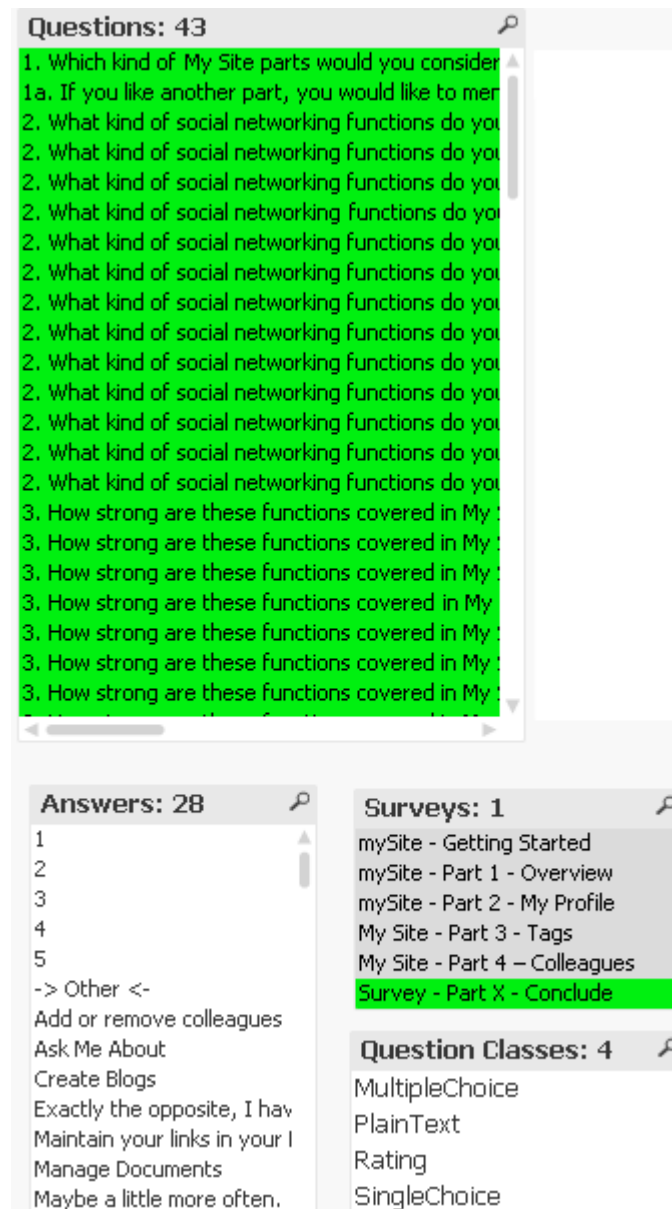

Figure 72: S6 - unique questions, answers, surveys and questions classes/types

5.7.1 Question 1 – Useful My Site parts

Which My Site parts would you consider useful in a business embedded social network?

This question is equivalent to the question in section 5.3.3 form the survey *Part 1 - Overview*. The focus is on the usefulness of the functions and the way they are implemented.

The goal is to determine the change of perspective of the participants after using My Site more often.

The eligible answers are:

- Start page
- View the profile of colleagues
- Speech balloon
- Read notes
- Add or remove colleagues
- Manage Documents
- View your profile
- Create Blogs
- Ask Me About
- Note Board
- Tagging
- Maintain your links in your My Site
- Memberships
- Organization Chart
- -> Other <-

Which My Site parts would you consider useful in a business embedded social network?
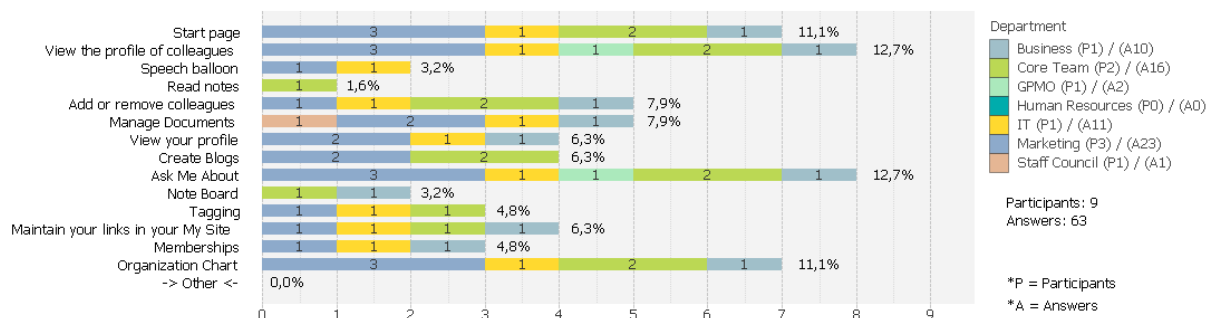

Figure 73: Useful My Site parts

In this multiple choice question, the four strongest features of My Site voted by the participants are: the *start page*, *view the profile of colleagues*, *ask me about* and the *organization chart*. This means that the participants liked the start page of My Site which provides a self-customizable overview on the activities in the social network. Furthermore, keeping up to date with colleagues as well as offering support to others are also considered important features. Despite the incompleteness of organizational data provided for the test phase in My Site, the participants showed interest in using the organizational chart function. All this information is visualized in Figure 73.

5.7.2 Question 2 – Suitable business embedded social networking features

Which social networking functions do you rate suitable for a business environment?

This question is very similar to the previous question in section 5.7.1, only with a different focus. It gathers an overall opinion on useful functions in business embedded social networks and is not directly connected with the implementation in My Site.

Additionally, this question is a rating question, therefore it consists of several sub-questions describing the main question in more detail. In this case the sub-questions extend the main question by the following social network features:

- Share Ideas and Knowledge
- Build interest groups

- Chat / Message
- Organize Events
- Find people with the same interest
- Find someone you could work with
- Share and store documents or media
- Present yourself
- Get the latest news
- What other people do
- Stay informed about your interests
- Keep up with friends (relationship)
- Show your Skills

As can be derived from the answers, the most important part for the participants is to find people with the same interest to develop a successful working relationship. This also includes self-presentation on the platform. On the other side using such a business tool to stay in contact with friends within the company has been voted down to the most unwanted feature. Therefore such a tool will only be taken seriously if the focus stays on the business side, no attempt to use it for private purpose should be made during the roll out or promotion of such a tool.

Additionally, getting the latest company or colleague's business news on the social networking platform is also one of the most important features.

5.7.3 Question 3 – My Site in comparison

How well are these features covered in My Site? Especially in a business environment compared to Xing, Facebook, LinkedIn, etc.?

This question is about how good Microsoft has built the software My Site compared to other common social networking tools, based on the features also discussed in the previous question of section 5.7.2.

This question is a rating question, it consists of several sub-questions describing the main question in more detail. In this case the sub-questions extend the main question

by the social network features presented in the previous question and adds some more. A complete list of the questioned features is shown below:

- Share Ideas and Knowledge
- Build interest groups
- Chat / Message
- Organize Events
- Find people with the same interest
- Find someone you could work with
- Share and store documents or media
- Present yourself
- Get the latest news
- What other people do
- Stay informed about your interests
- Keep up with friends (relationship)
- Show your Skills

As can be derived from the answers of this rating question, My Site does a very good job connecting people with the same interests to establish a productive working relationship. It also presents the latest news in a very practical way. The user profile is also one of the strongest parts in My Site.

On the Contrary, it is not useful for maintaining personal friendships.

5.7.4 Question 4 – My Site design

How do you like the design of the My Site?

This question is about the look and feel of My Site.

This question is also a rating question, therefor it consists of several sub-questions describing the main question more in detail. In this case the sub-questions are My Site styles in general as well as My Site parts. These are listed below:

- View "My profile" (click the "Hide Information" button)
- Edit "My profile"
- Membership function
- Colleague function
- Tags and Notes function
- Content function
- Organization chart
- Colors
- Order of the start page
- Order of the Tabs
- Order of the links in the header
- It is not style guide conform

In general the participants are satisfied with the My Site tool. This can be seen in Figure 74, where all sub-questions are selected and therefore all information overlaps into one combined bar chart.
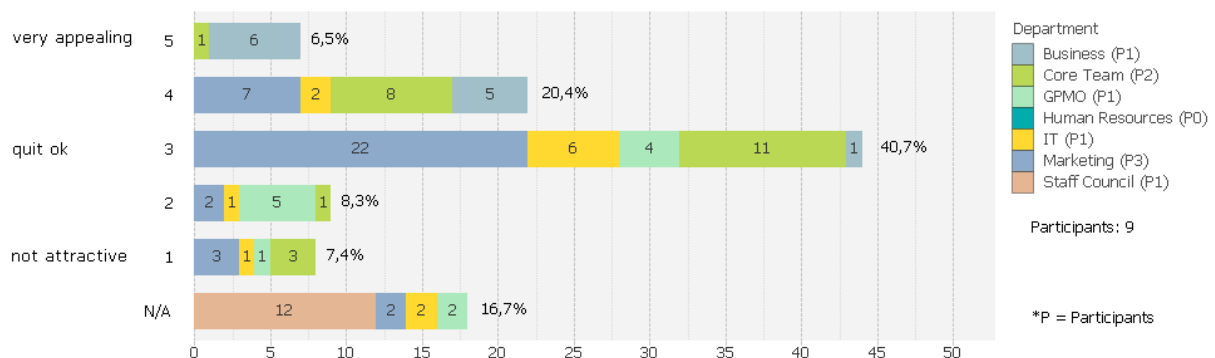

Figure 74: My Site design general outcome

The scale for Figure 74 is done in 5 steps starting with 5, very appealing, over 3 quite ok to 1 not attractive. Also an option to refrain from the voting was possible.

As can be concluded from the answers, the way My Site is presenting the user profile is quite appealing to the participants. The options add, follow and find colleagues are considered good looking function as well.

On the other hand most participants think the organization chart is not designed in a sufficiently attractive way. Also the fact that during the current test phase the color design and logo was not consistant with the cooperating company style guide troubles the most participants.

In general most parts of the software are rated ok. That means the look and feel is not so poor that users will try to avoid it. But they will only use My Site if they have to and not because they like to use it. Unfortunately, such a tool is meant to be used on a daily basis which means that it has to be as appealing as possible for the users, especially for modern WEB 2.0 software.

5.7.5 Question 5 – Intention to use My Site

Do you have the intention to use My Site more often?

This is the same question as in section 5.2.9 from the survey *getting started*. The only difference is that since survey 1 the understanding and knowledge has increased. It is interesting to see if and how the opinion has changed to use My Site more often in daily work life.

The eligible answers are:
- Yes, definitely.
- Maybe a little more often.
- No, I think I am already using it in a proper way.
- Exactly the opposite, I have the intention to reduce it.

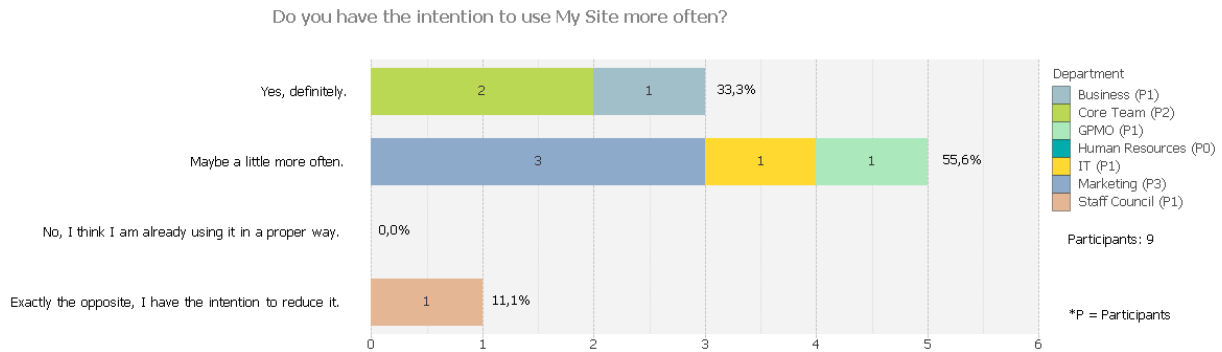Do you have the intention to use My Site more often?

Figure 75: Intention to use My Site

Except for one participant all others think the use of My Site adds a benefit to daily work and are therefore willing to use it more often in the future (see Figure 75).

5.7.6 Question 6 – Success of social networks

After the training, do you expect the social networking features like My Site to succeed in a business environment?

This question is equivalent to the one in section 5.2.12. The difference is that the first one was a forecast based on the participants' opinion before they got in touch with My Site. This second questioning is done after all features of this software were presented to them.

The eligible answers are:

- Yes, I think so.
- Maybe, but I don't know.
- No, I don't think so.

After the training, do you expect the social networking features like My Site to succeed in a business environment?
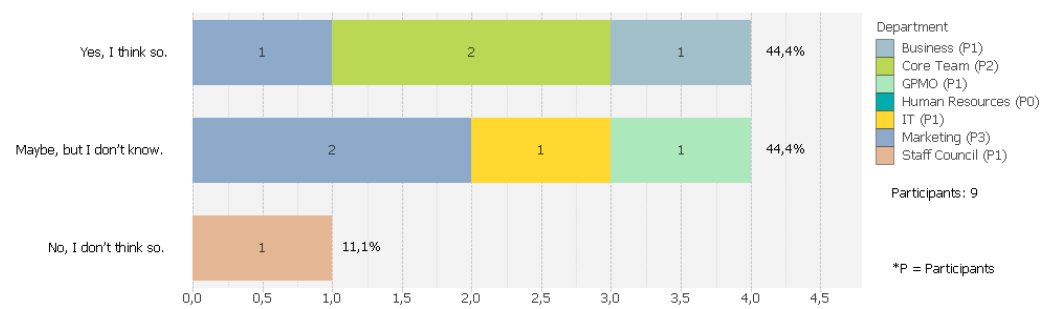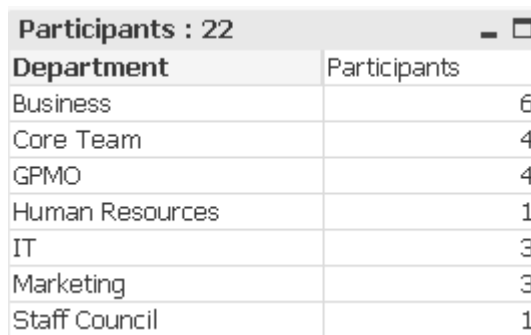

Figure 76: Success of social networks

Figure 76 shows that almost 50 % are sure that social networks will be a success in a business environment. Furthermore almost 88 % wouldn't be surprised to see more business embedded social networks in companies. On the other side only one participant didn't believe in a beneficial use.

6 Summary & Results

This chapter summarizes the results of the surveys done with the YPP group. It starts with an analysis of the participants by discussing the suitability of the chosen group and also its size. Followed by the first experiences of the participants with business social networks it concludes by presenting how suitable My Site as a business embedded social network is. Additionally this chapter provides an answer on how promising social networks in a business environment are.

6.1 Participants

Looking at the surveys, the low number of participants is quite striking. Combining all surveys, a total number of 22 participants contributed in this evaluation (see Figure 77).

Participants : 22	
Department	Participants
Business	6
Core Team	4
GPMO	4
Human Resources	1
IT	3
Marketing	3
Staff Council	1

Figure 77: All participants for all surveys

The first survey, *getting started,* had 19 participants the second survey, *overview,* 10 and the remaining constantly 9 participants. This leads to a regular amount of 9 people participating in the surveys. The total number of YPP members is 55 people. The 9 participating people therefore represent 16 % of the members of the YPP group.

The first survey had a considerable amount of participants, but numbers dropped down to 50 % in the second survey. The most frequently stated reason for participants dropping out was the combination of survey and training. To participate in a survey training material had to be read and also some short exercises, around 15 to 30 minutes, were required. Unfortunately this was too time-consuming for most of the members of the YPP group. Further investigation showed that the time issue was one of the main reasons for not participating in the surveys at all.

On the other side the YPP group is a well-mixed group of people from different departments in the company. Additionally, the usage frequency of social networking products in this group is also mixed. Only a little more than 50 % of the people is using social networks on a daily basis but almost everyone has at least acquired some experiences with such a technology, stated in section 5.2.5.
Concluding, this group is suited very well for questioning about the implementation of a social network in a business environment.

6.2 First steps

SharePoint serves as basis software for entering the social networking platform My Site. The acceptance and the use of this platform are therefore important for the ensuing success of the My Site software. It also means that not using SharePoint is directly related to not using My Site because it is a part of the ECM. The first survey in section 5.2 indicates that SharePoint is not frequently used so far. Almost 50 % of the people are using SharePoint less than once a week. Therefore they just know how to enter it and also how to use some basic features. Ironically, on the other hand 78.9 % are willing to use SharePoint more often. The participants are seeing the potential in SharePoint but didn't see a reason to actually use it so far.

When starting the My Site pilot, the participants where given the link to try the software out without any obligation. Thereupon 89.5 % entered the software to take a look. These participants also stated that they have intention to use this tool more often in the future. It can be concluded that the interest is high. But only 42.1 % of the participants feel sufficiently enough to use this tool without any training. Taking into

account almost everyone had prior experiences with social networks, this number is quite low. It is also interesting to see that exactly these 42.1 % are still using this tool at least once a week.

Consequently, more than 80 % of the participants think social software will succeed in a business environment. Almost 74 % think this change will be done within two years.

6.3 Social networks on the basis of My Site

The social networking tool My Site gives a relatively ordinary visual impression. Most of the participants consider it ok, but 40 % of the people think it is not very appealing. This opinion also holds for the user interface. About 70 % of the participant's stated that it is difficult to find the functions they need without any proper training.

The three most important features of My Site emphasized by the participants during the first survey were *Edit my profile*, *Add or remove colleagues* and *view my profile.* Regarding the participants, managing the profile is the best implemented feature in My Site. There are almost no complaints about the set up. Furthermore almost every participant believes that editing the profile by himself is worth the extra time effort.

Another feature is tagging. More than 90 % of the participants at least heard about this topic. No participant would think of it as a useless feature after the training. But the majority, over 50 %, is indecisive whether it will ever be a success. This is mostly because too few people used this features in the pilot phase. Still, tagging in comparison to bookmarks in browsers and the My Link feature in My Site was voted to be the most preferable one to keep track of pages and content. Apart from tagging, 66 % of the participants consider notes a good addition to e-mail. The My Links feature was generally deemed useful.

However, the usability problem with My Site is a real issue. More than 50 % of the participants had problems finding the features tags, notes and My Link. In other words the usability in My Site affects the experience negatively.

The same applies to the managing colleagues features. The participants are satisfied with the features but dislike the look and feel of it. Also the organization chart is voted to be useful by almost every participant. Unfortunately, the lack of completeness in the pilot set up as well as the unattractive presentation was disliked by the participants.

On the contrary, more than 75 % of people are not ok with the membership function as it is. In fact, about 45 % don't see any benefit in using this feature. It is therefore one of the most unimportant features.

6.3.1 Summary

In conclusion, My Site does a good job connecting people to establish a good working relationship. Furthermore, it provides a personalized feed to get the latest news in the company, whether they are official work news or created by colleagues.

Also the focus of the product is right. My Site is not very suitable to manage personal friendships and this feature is one of the most unwanted for a business embedded social network. After all, the My Site profile is one of the strongest parts in this software.

Nevertheless, it has some serious issues with user interface. More than 70 % of the people are having problems using the software without any proper training. Additionally the usability of the software was criticized as too slow.

6.4 Are business embedded social networks promising?

Looking at the results of the surveys, it is indeed a promising way. Most of the participants believe in the idea of a business embedded social network in the company. Especially users, who know how to use the software appropriately are willing to continue using it. To be exact, 8 out of 9 participants think that it enhances the daily work. Almost 50 % are sure that social networks will be a success in the business and even about 88 % of the participant wouldn't be surprised to see this technology successfully established.

In order to establish a functioning social network the following three features are the most important ones, supported by the social networking software:

- Find, manage and connect people to build successful working relationships
- Customized profile
- Personalized feeds

Besides these features, the software has to be appealing and more importantly user-friendly. The software should be as self-explanatory as possible and most importantly fast to ensure the user will not be hampered during work. This motivates the user in using the software further instead of stopping to use it. The answers of the survey illustrate that users getting along with such a social networking tool without training are using this software at least once a week. Therefore the goal is to get the users in touch with the software. Once they get the hang of it, chances are that they will keep using it. Furthermore, the social network should be designed as an entry point for the employee in the intranet, to make it an information channel in the company, in addition to the e-mail client.

To do so the promotion as well as the implementation needs careful planning. The importance on how to implement such a tool could be observed during the pilot phase. This technology was introduced only to a specific group of people. This leads in the end to a point where users are losing the interest in using this technology because they don't reach everyone they need in the company. In other words this technology only unfolds its power if a majority of the people in the company is using it.

Despite the negative feedback regarding My Site software, social networks are a promising technology to be implemented in a company.

7 Outlook

The idea of using social networks in a business environment to support the employees in their daily work is just a few years old, and only few companies tried an implementation so far. (Fidelman 2013) However, this chapter provides an outlook on what can be done after this evaluation and also presents an assessment of on the technology business embedded social networks.

7.1 What kind of forecast can be derived from the evaluation

In general a business embedded social network will only work with a focus entirely on business. Every kind of attempt to use it for personal reasons will hinder its success because the user wants to get the job done and be supported by such tools.

Whether such tools will be a success in the next years is hard to say. On the one hand users are willing to use such software if it is introduced to them properly. To do so the implementation in the company has to be combined with a well prepared advertising and awareness campaign. On the other hand it also depends on the support of the management in the company to make it a success. (Fidelman 2013)

Besides the enhanced user support, introducing such a tool could also tighten the position of the existing intranet. If a social networking tool is successfully introduced, the intranet platform will automatically benefit from the social network, especially when it is coupled like SharePoint and My Site. For example tags, documents or news are easily used in both platforms and are therefore more easily exchanged. This beneficial connection was also noticed by the participants of the evaluation.

Still, users have to accept that social networks are not only useful in the private sector. They also enrich daily work by enhancing communication with colleagues, supporting the user to find, learn and organize knowledge and also to show personal skills in a more transparent way.

Conclusively, the benefit of business embedded social networks was noticeable for all participants and would therefore be accepted as a communication tool in the company. In summary, social networks in a business environment can succeed.

7.2 Next steps

Almost two years have passed after the last survey. In the meantime My Site was introduced completely to the cooperating company. Therefore a possible approach would be to evaluate how well the conclusions, derived from the answers of the participants, have proven true. A follow-up evaluation could be done to measure how successful the introduction of a social network really was and which factors influenced the results. Unfortunately the management of the cooperating company has not approved the conduction of such a survey so far.

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9 Table of Figures

10 List of Tables

11 List of Abbreviations