Enterprise Social Software:
Addressing Barriers to Adoption

Michael Chung & Ayush Khanna
Advised by Coye Cheshire

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Consumer Social Software
Enterprise Social Software (ESS)

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- Search
- Links
- Authoring
- Tags
- Extensions
- Signals

McAfee, Andrew, P. "Enterprise 2.0: The Dawn of Emergent Collaboration" (MIT Sloan Management Review), Spring 2006, Vol.47, No.3
Project Scope

- Histogram of U.S. firm sizes by employees

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The Enterprise Social Software Market

- ESS 14.9% revenue growth in 2010
- Estimated 15.7% revenue growth for 2011

**Gartner: Market Trends: Convergence Restructuring the Enterprise Social Software Market, Worldwide, 2010**
Why does it matter?

• Knowledge is a competitive advantage
• Social media usage surpasses porn on the Internet (Reuters, 2008)
• “Build it and they will come”
Research Questions

- What are the key barriers to adoption of Enterprise Social Software?
- What strategies have implemented to mitigate these barriers?
- What can we learn from successes and failures in implementing Enterprise Social Software & Knowledge Management?
Project Outline

Academic Literature
Case Studies in Knowledge Management

Interviews
WILLIAMS-SONOMA
Chevron
SONICWALL

Model & Recommendations
Bridging KM and Social Software

Knowledge Management
- Knowledge = Resource
- Discover/Develop/Utilize
- Documents, documents, documents

Social Software
- Sharing
- Networks
- Bottom-up
- Ideas, expertise
Key attributes of the Enterprise

- Silos, silos, silos
- “Process”
- So many tools!
- Information asymmetries
- Quick access to “experts”
Barriers to ESS Adoption

• **Unclear Goal/Purpose**

  “You get to the YAQ—Yet Another Queue problem. You don’t want to give your users yet another queue that they need to check”
  - *Jeffrey Abbruzzi, Williams-Sonoma*

• **Generational Gap**

  “You can’t assume that everyone in the organization understands the value of social software... not everyone is on Facebook”
  - *Gia Lyons, Jive Software*

• **Lack of Executive Support**

  “A lot of the companies we spoke to said that they encouraged collaboration... we move the discussion to metrics... If you are not prepared to measure it, it doesn't matter to you.”
  - *Kathryn Everest, Jive Software*
Barriers to ESS Adoption

• Lack of Ownership

  “The Sales team did not see a lot of value in the system… they saw their role as selling and being on the field”
  - Debbie Cheng, Chevron Energy Solutions

• Incentive & Reward Structures

  “Product and project managers were heavy users, whereas developers were not interested in doing what they saw as the manager’s job.”
  - Larry Wagner, SonicWall

• Concerns about sensitive information

  “Even if the solution will only be used within walls, there is a lot of anxiety about the kind of information that gets out there”
  - Brad Dedrick, Model Metrics
Model for Enterprise Social Software Adoption

Approach Adoption as a Lifecycle

Top-Down Carrot/Stick

Find a Champion

Target Audience

Define a Specific Use Case

Bottom-Up Carrot/Stick
Find a Champion

• “We want people who are heavy adopters...someone who is respected, who can create a follow the leader mentality...”
  – Brad Dedrick, Model Metrics

• “They are the number one advocate, in charge of the entire platform...”
  – Gia Lyons, Jive Software

• “They're young, and used to Facebook; they were the [key] content contributors to Chatter...”
  – Debbie Cheng, Chevron Energy Solutions

• “We’re looking for someone who is well-respected and well-networked....we need someone who really understands the culture...”
  – Kathryn Everest, Jive Software
Define a Specific Use Case

• “...identify a bunch of departments or use cases... pick a couple of areas where you really want to focus and then branch out from there...”
  – Jason Rothbart, Salesforce

• “If something works really well, then I think it sticks and becomes more of a standard as opposed to formal [full scale implementation] projects...”
  – Mark Egan, VMware
Understand Your Target Audience

• “Technology companies [typically] have very sophisticated end users who are tuned into the technology.”
  – Mark Egan, VMware

• “Because we’re all here on-site, some of the peer communication aspects of Yammer don’t feel needed by us.”
  – Jeff Abbuzzi, Williams-Sonoma

• “We have customers who are not worried about adoption because of their culture and the age of their workforce…”
  – Gia Lyons, Jive Software
Find Right Mix of Bottom-up & Top-down

• “In our culture, it’s kind of hard to top-down say this is a tool for collaboration...these things catch on at a grassroots level”
  – Mark Egan, VMware

• “Mandating what people use isn’t necessarily where we want to go...we want to see things emerge that are truly useful.”
  – Jeff Abbruzzi, Williams-Sonoma

• “We tell everyone of our customers that you have to go both bottom-up and top-down.”
  – Gia Lyons, Jive Software
Approach Adoption as a Lifecycle

• “Adoption seems to happen in waves...the technique and strategy that was successful for wave 1 doesn’t work in wave 2 and doesn’t work in wave 3...”
  – *Kathryn Everest, Jive Software*

• “In the beginning, there is a group of people that just get it [adoption] done...[but] you can’t assume everyone in an organization understands the value of social software.”
  – *Gia Lyons, Jive Software*

• “Our marketing team has pulled together a very detailed playbook with detailed strategies based on the disposition of the people you are trying to get onboard.”
  – *Jason Rothbart, Salesforce*

• “There will be a plateau as people get use to it, but then we would like to see a gradual increase as the use cases are refined...”
  – *Brad Dedrick, Model Metrics*
Closing Remarks

• “...these are not competitive benefits you can buy; the [ESS] platform enables it, but you have to be willing to do things differently.”
  – Kathryn Everest, Jive Software
Thank You & Questions

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