Social Enterprise and Other Social Commerce Topics

Contents

Learning Objectives

Upon completion of this chapter, you will be able to:

1. Understand the concept of the social enterprise and its variants.
2. Describe business-oriented public social networks, their characteristics and benefits.
3. Describe the major social commerce activities that can be conducted within and by enterprises and the characteristics of such private social networks.
4. Discuss the online employment market, including its participants and benefits.
5. Review the social commerce activities and their relationship with e-entertainment and gaming.
6. Describe social gaming and gamification.
7. Define crowdsourcing and crowdfunding and describe their use in social commerce.
8. Describe social collaboration and its benefits. Also comment on the future of social commerce.

OPENING CASE: HOW A PRIVATE ENTERPRISE NETWORK TRANSFORMED CEMEX INTO A SOCIAL BUSINESS

CEMEX (**cemex.com**) is a Mexico-based global building materials company known primarily for its cement and ready-mix concrete. They do business in over 58 countries, throughout the Americas, Europe, Africa, the Middle East, and Asia and maintain trade relationships in approximately 108 nations.

The Problem

The global economic slowdown of 2008–2012, and especially the drastic reduction in construction activities, drove CEMEX to try a host of traditional activities for cost reduction and

increased productivity. However, this was not enough. In addition, top management was looking for ways to facilitate innovation. Given the company's global nature, top management realized that they needed to improve the company's internal and external collaboration to foster innovation.

The Solution

Recently, many companies have implemented Enterprise 2.0 platforms that include social media tools as well as mechanisms of social network services. CEMEX decided to follow this trend. The company wanted to fully utilize the institutional knowledge possessed by its thousands of employees worldwide and make it available to others whenever needed.

CEMEX created an internal private social collaboration platform called Shift (**cemex.com/whatisshift**), which facilitates innovation, efficiency, and collaboration by letting employees share information and jointly conduct problem-solving. Shift integrates some of the best capabilities of social networks with knowledge management (KM) and collaboration techniques (using IBM Connection and its language translation feature). Shift includes many internal communities; each is composed of people with similar interests.

The Results

The main result was the major change in the way that people worked together. The workforce became more cooperative; employees helped each other, shared more information and knowledge, were more empowered, and were able to be more mobile. This led to better internal collaboration using in-house networking.

Projects started to move more quickly, with faster time to market; therefore, business processes improved. In short, the company successfully leveraged the collective talents and skills of its employees. One internal community, the "Construction for the twenty-first Century," was challenged to suggest the strategic topics that CEMEX should focus on to remain a leader in the construction industry. The 400 community members of this twenty-first Century group responded by proposing innovative ideas, tactics, and strategies addressing the challenge. Overall, Shift drew 5000 users by the end of its first month. By 2013, there were 25,000 users of Shift and over 500 groups. By 2014, the company's stock price increased by over 300%.

For more results and discussion see: **slideshare.net/soccnx/ shifting-the-way-we-work-at-cemex**.

Sources: Based on Garcia et al. (2011), Hinchcliffe (2012), and Donston-Miller (2012).

LESSONS LEARNED FROM THE CASE

The CEMEX case illustrates a successful private in-house social network whose major objectives were to foster collaboration among its thousands of employees worldwide and facilitate idea generation via internal crowdsourcing. Using Web 2.0 tools, collaboration became effective and efficient. A major result was idea generation and the evaluation and implementation of these ideas that facilitated innovation in the company. This chapter presents the major activities that private social networks support within enterprises and the structure and benefits of public business networks. This chapter also presents the issues of network-based job markets, social entertainment, gaming and gamification, crowdsourcing and crowdfunding, and social collaboration.

8.1 SOCIAL BUSINESS AND SOCIAL ENTERPRISE

A major forthcoming trend in social commerce is its move to the enterprise level. This trend is related to the concept of social business. Let us define both terms.

Definitions: Social Business and Social Enterprise

The social enterprise concept has several names, definitions, and explanations. The concept is sometimes confused with the related concept of social business. Generally, one can distinguish between the two concepts that often are used interchangeably. Let us explain.

Social Business

A **social business** is a name for a commercial for-profit or nonprofit organization that is designed to achieve some social goal(s), such as improving human well-being, rather than just make a profit. SocialFirms UK (**socialfirmsuk. co.uk**) provides several other definitions (of what they call *social enterprise*). They cite the following UK government definition: "A social enterprise is a business with primarily social objectives whose surpluses are reinvested for that purpose in the business or in the community, rather than being driven by the need to deliver profit to shareholders and owners." About.com distinguishes between two types of social business: one type that describes companies that "aspire to

social purposes more than to profit-making," and a second type that describes companies that "use social media to advance their business objectives." (See **webtrends.about. com/od/web20/a/social-media.htm**.)

The above second type is the basis for the *social enterprise*. In summary, we view a *social business* as one that is built mainly around social objective(s), while a *social enterprise* uses social networking to facilitate its commercial objectives.

A major organization dedicated to social business (referring to itself as "social enterprise") is the *Social Enterprise Alliance* (see **se-alliance.org/what-is-social-enterprise**).

Social Employees

The successful social business needs to empower their employees (e.g., using IBM Connections). For how it is done in IBM, AT&T, and other large corporations, see Burgess and Burgess (2013).

The Social Enterprise (Enterprise 2.0)

Social enterprise refers to the use of social media tools and platforms and conducting social networking activities in organizations, while its major objectives are either commercial or nonprofit activities (e.g., the government) (Ridley-Duff and Bull 2015).

The concept of the social enterprise has become a buzzword in recent years. For an example, see **socialenterprise. us/about/social-enterprise**.

Social enterprise applications are growing rapidly. They appear under different names, mostly as social enterprises and Enterprise 2.0. Enterprise applications are conducted inside enterprises, on companies' private social networks or portals. They also are conducted on public social networks, both pure business-oriented (e.g., LinkedIn), and other networks, mostly Facebook and Twitter. Major applications are recruitment, collaboration, and problem-solving. Enterprise social capabilities facilitate a new type of collaboration, encourage business upgrades, and enable more vendor applications.

Most workers used social media for business purposes at least once a week. Corporations are rushing to get involved in several innovative ways, as will be described later in this chapter.

For additional definitions, characteristics, and discussion on social enterprise, see **centreforsocialenterprise.com/what-is-social-enterprise**.

For a comprehensive description, see Ridley-Duff and Bull (2015).

More Complex Definitions

In addition to the above definitions, there are some definitions that are more complex, as illustrated next.

The Social Business Forum's Definition

The Social Business Forum defines *social business* as "an organization that has put in place the strategies, technologies and processes to systematically engage all the individuals of its ecosystem (employees, customers, partners, suppliers) to maximize the co-created value" (**2012.social-businessforum. com/what-is-social-business**). The Forum also discusses the implications of this definition and its relevance, across and outside organizations. Note that an efficient creation of value using technology is emphasized.

Three interesting videos are recommended for a better understanding of the concept:

1. "Social PHD Sandy Carter: How Do You Become a Social Business?" (1:05 min) at **youtube.com/watch?v=OZy0dN Qbotg**
2. "How Do You Become a Social Business?" (3:27 min) at **youtube.com/watch?v=3Hov0l7SvAo**
3. "Social Business at IBM"—An Interview with Luis Suarez, Social Computing Evangelist (8:50 min), at (**youtube.com/ watch?v=enudW2gHek0&feature=related**)

Notice that our definition of social enterprise is based on the use of social media tools and platforms. A related topic is *business networks*.

Business Networks

Business networks are a core component in the social enterprise. A *business network* refers to a group of people with a professional business relationship; for example, the relationships between sellers and buyers, buyers and suppliers, and professionals and their colleagues, such as the twenty-first Century Community at CEMEX. In this chapter, we use the term *buyers* to refer to agents buying something for a business (e.g., a purchasing agent). Such a network of people can form **business social networks**, which are business-oriented networks that are built on social relationships and can exist off-line or online. For example, public places, such as airports or golf courses, provide opportunities to make new face-to-face business contacts if an individual has good social skills. Similarly, the Internet is proving to be a good place to network and connect. In this book, we address online networks. The most well known network is LinkedIn (**linkedin.com**). For a discussion about business social networks, see Bughin and Chui (2013).

Types of Business Social Networks

There are three major types of business social networks: (a) *public networks*, such as LinkedIn, which are owned and operated by independent companies, and are open to anyone

for business networking. The networks connect, for example, sellers and buyers or employers and potential employees; (b) *enterprise private networks*, which operate inside companies, like in CEMEX in the opening case. These usually restrict membership to employees and sometimes to business partners. An example is USAA that has an internal social network for employees who can ask for help from their peers; and (c) *company-owned and hosted networks* that are controlled by a company but open to the public, usually for brand-related networking (e.g., Starbucks, Dell Computer).

The Benefits and Limitations of Enterprise Social Networking

Social networking appeals to business users for many reasons. For example, networking makes it easy to find people and discover information about companies, understands the relationships and communication patterns that make a company tick, and creates a common culture across large organizations.

Benefits of Enterprise Social Networking

The major reasons an organization becomes a social enterprise are the abilities to:

- Improve collaboration inside the enterprise and with business partners
- Facilitate knowledge distribution (increase access to specialized knowledge)
- Build better customer and employee relationships
- Facilitate recruiting and employee retention
- Increase business and marketing opportunities (e.g., meet new potential business partners and/or customers)
- Reduce operation, communication, and travel costs
- Increase sales and revenue (e.g., more sales leads)
- Improve customer satisfaction
- Reduce marketing and advertising costs
- Improve employee and organizational performance
- Foster internal and external relationships
- Collect feedback from employees
- Build an effective workforce
- Improve decision-making capabilities including forecasting
- "Spy" on competitors (intelligence gathering)
- Find experts and advice (internally and externally)
- Improve customer service and CRM
- Accelerate innovation and competitive advantage

For details of these and other benefits, see Bughin and Chui (2013) and Section 8.2.

Enterprises that use social media extensively can reap the benefits found in the previous list and be transformed into social businesses. For details, see **ibm.com/social-business/us-en**.

For how to select the best organizational model for a social business, see Terpening (2015).

Obstacles and Limitations

Some limitations, such as security of information and information pollution, slow down the growth of social enterprising. For details, see **slideshare.net/norwiz/what-is-enterprise-20**.

How Web 2.0 Tools Are Used by Enterprises

Web 2.0 tools are used in different ways by various corporations. Typical uses are: increasing speed of access to knowledge; reducing communication costs; increasing speed of access to internal experts; decreasing travel costs; increasing employee satisfaction; reducing operational costs; reducing time to market for products/services; and increasing the number of successful innovations for new products or services.

Some of the uses outside the enterprises include recruitment, advice in problem-solving, joint design, collaboration on supply chain issues, and marketing communication. For a comprehensive slide presentation on Enterprise 2.0, see **slideshare.net/norwiz/what-is-enterprise-20**. For an e-book, see World Library (2015).

SECTION 8.1 REVIEW QUESTIONS

1. Define social business and relate it to the social enterprise.
2. How does IBM define social business?
3. What is a business network?
4. List five reasons why organizations want to become social enterprises.

8.2   BUSINESS-ORIENTED PUBLIC SOCIAL NETWORKING

Social networking activities are conducted in both public and/or private social networking sites. For example, LinkedIn is a business-oriented public network, whereas Facebook is primarily a public social network used for socially oriented activities. Facebook, however, allows its members to conduct business-oriented activities.

"My Starbucks Idea" (**mystarbucksidea.force.com**) is an example of a company-hosted social network that is open to the public. In contrast, CEMEX's internal social network, SHIFT (see opening case), is open only to the company's employees and is considered private. In this section, we will concentrate on public social networks.

The following are some examples of business-oriented public social networks.

- **Google+**. Google+ ("one Google account for everything"), which began operating in 2011, designated itself as a business-oriented social network. In its fourth year of operation, it has over 1.1 million users. For an overview, see **martinshervington.com/what-is-google-plus**.
- **LinkedIn**. Referred to as the premier business-oriented network, **linkedin.com** is known as the most popular network for business, as illustrated in the closing case of this chapter. Also see the infographic at **blog.hootsuite.com/social-network-for-work**.

  LinkedIn shows content and provides customer service in a multitude of languages, including English, Spanish, French, and Tagalog, among others, with a plan for considering other languages in the future.

- **Biznik** (**biznik.com**). Biznik is a community of entrepreneurs and small business owners dedicated to helping each other by sharing ideas and knowledge. Their motto is "collaboration beats the competition." According to **biznik.com**, their policy is that members must use their real names on the site and Biznik supplements its interactions with face-to-face meetings.
- **EFactor** (**efactor.com**). The world's largest network of entrepreneurs (over 1.9 million members in 222 countries across 240 industries) provides members with people, tools, marketing, and expertise to succeed and make real, trustworthy, and lasting connections (2011 data). Members connect with like-minded people and with investors.
- **Startup Nation** (**startupnation.com**). Participants in this community of startup owners and experts are helping people start and operate new businesses. Sharing knowledge and ideas is the main objective.
- **Inspiration Station** (**inspiration.entrepreneur.com**). Inspiration Station is one of the best portals for small businesses and start-ups. It not only has a lot of useful information for business owners, it has a great community for you to take advantage of, and to connect with fellow business owners from around the globe.

Several other networks similar to LinkedIn are Wealink (**wealink.com**) in China, Rediff (**rediff.com**) in India, International High Potential Network (iHipo) (**ihipo.com**) in Sweden, and Moikrug (My Circle) (**moikrug.ru**) in Russia.

There are many public business-oriented networks that focus on specific industries or types of professional specialties; one example is the Network of Entrepreneurial Women (**connectw.org**).

Entrepreneur Networks

Some business-oriented public networks concentrate on entrepreneurial activities. A few examples are listed next.

Gottlieb (2015) lists 42 social networks for entrepreneurs. Here are some more in detail:

For how social entrepreneurship works, see Martin et al. (2015).

SECTION 8.2 REVIEW QUESTIONS

1. Distinguish between private and public business-oriented networks.
2. List and briefly describe public business-oriented networks.
3. Define entrepreneur networks and list two examples.

8.3 ENTERPRISE SOCIAL NETWORKS

An increasing number of companies have created their own in-house, enterprise social networks. Some of these networks can be private, developed for use only by their employees, former employees, and business partners. Others are open to the public, although these are mostly used by their customers. Private networks are considered to be secured ("behind

the firewall"), and are often referred to as *corporate social networks*. Such networks come in several formats, depending on their purpose, the industry, the country, and so forth. For the evolution of the networked enterprise, see Bughin and Chui (2013).

Taxonomy of Social Enterprise Applications

The following terms are frequently used in enterprise networking. Most will be discussed in this chapter.

1. **Networking and community building**. Conducting networking and community building involving employees, executives, business partners, and customers.
2. **Crowdsourcing**. Gathering ideas, insights, and feedback from crowds (e.g., employees, customers, and business partners; see Section 8.7). Salesforce Success Community (**success.salesforce.com**) and My Starbucks Idea (**mystarbucksidea.force.com**) are examples.
3. **Social collaboration**. Collaborative work and problem-solving using wikis, blogs, instant messaging, collaborative office documents, and other special purpose Web-based collaboration platforms such as Laboranova (**laboranova.com**).
4. **Social publishing**. This is the creation of user-generated content in the enterprise, which is accessible to all (e.g., **slideshare.net**, **youtube.com**).
5. **Social views and feedback**. Getting feedback and opinions from the enterprise's internal and external communities on specific issues.

Characteristics of Enterprise Social Networks

Enterprise social networks, like any social network, enable employees to create profiles and interact with one another. By encouraging interactions among members, a company can foster collaboration and teamwork, and increase employee satisfaction. For more benefits, see **zdnet.com/blog/hinchcliffe**.

For additional information, see the *International Journal of Social and Humanistic Computing*. For additional tips and sources, see **socialcast.com**.

An Example of a Private Enterprise Network

In the opening case of Chapter 1, we introduced Starbucks' hosted enterprise network. We also described Sony's and iRobot's hosted enterprise social network in Chapter 7. Many other companies also have enterprise networks of all kinds. Here is an example of another private network:

Example: IBM'S Business and Professional Community

The Greater IBM Connection (**ibm.com/ibm/greateribm**) is an internal social networking site that gives IBM employees and former IBMers a rich connection to the people with whom they work, on both a personal and a professional level. The network helps employees make new connections, track current friends and coworkers, and renew contacts with people they have worked with in the past, including retirees. When employees join the network, they get a profile page. They can use the status message field and the free-form "MyIBM" section on their profile page to let other people at IBM know where they are, what they are doing, and even what they are thinking. By 2016, about 460,000 IBMers were connected to one another using IBM Connections platform.

Employees can also use the network to post photos, create lists, and organize events. If users are hosting an event, they can create an event page on the network and invite people to attend. The page can also be a place to spread the buzz about the event and get people talking about it through the comments feature.

In addition to the social goal, the network team created the site to help IBM employees meet the challenge of building professional relationships that are vital to working in large, distributed enterprises. The network can help IBM employees discover people with common interests or the right skills for a project. Learning more about someone—personally and professionally—facilitates making contacts and might entice people to learn about the ongoing projects and activities of other people. This network can also provide valuable insights for managers evaluating employees for promotion.

The IBM network is related to IBM's social business Innovation Projects, cited later in this chapter. It is also related to *IBM's Connections*, the company's social software platform.

Note: Gartner Inc. named IBM a leader for social software in 2015.

How Enterprise Social Networking Helps Employees and Organizations

Enterprise social networking can help employees in one or more of the following ways:

1. **Quick access to knowledge, knowhow, and "know-who."** As people list their skills, expertise, and experience, enterprise social networks can help simplify the job of locating people with specified knowledge and skills.
2. **Expansion of social connections and broadening of affiliations**. Enterprise social networks help managers and professionals to know people better by interacting with them in online communities, and by keeping up with their personal information. Such interaction and information about others can decrease the social distance in a company.
3. **Self-branding**. People can become creative in building their profiles the way they want to be known. It helps them promote their personal brand within the corporation.
4. **Referrals, testimonials, and benchmarking**. Enterprise social networks can help employees prepare and display referrals and testimonials about their work and also benchmark them with their colleagues.

Benefits to Organizations

The benefits to organizations, as well as to employees, were presented in Section 8.1. In addition, the benefits to employees can develop into benefits to organizations in the long run.

Support Services for Enterprise Social Networks

Businesses can use a variety of services and vendors to support their social networking. Two examples follow.

Example 1: Socialcast
Socialcast (**socialcast.com**), a VMware company, is an online vendor providing social network platforms that enterprises can deploy to let employees create their profiles and use them to facilitate collaboration and communication with coworkers. In 2016, the company had tens of thousands of customers in 190 countries. The platform connects people to knowledge, ideas, and resources. For details, see **socialcast.com/about**.

Example 2: Socialtext
Socialtext (**socialtext.com**) is a vendor of enterprise social software, providing an integrated suite of Web-based applications including social media tools and platforms. The company also provides Web security services. Businesses can benefit by keeping employees connected to the enterprise strategy and operations. For details, see **socialtext.com/about**.

Example 3: Yammer—A Collaboration Platform
Yammer, Inc. (**yammer.com**), is a Microsoft company. According to its website, Yammer is a private social network that helps employees collaborate across departments, locations, and business apps in over 500,000 companies (in 2016). Yammer brings together people for conversations, content, and business data in a single location. With Yammer, you can easily stay connected to coworkers and information, collaborate with team members and make an impact at work. It is used for communication and collaboration within organizations, or between organizational members and predesignated groups.

Key Features
Yammer's social networks allow users to (compiled from **products.office.com/en-US/yammer/yammer-features**):

- **Converse using enterprise microblogging**. Start a conversation, read posts, and actively collaborate with coworkers in real time using microblogging.
- **Create profiles**. Report your expertise, work experience, and contact information. You can upload photos, images, and documents. This will help you share information with others, and become easier to find.
- **Manage groups**. Create new groups or join private or public groups, and then discuss issues or collaborate with the group members. (Discover and join groups, invite team members to join and start collaborating.)
- **Conduct secure and private messaging**. Create a private dialog with one or multiple coworkers, similar to what you can do on Facebook. Secure the messages with Yammer's security features.
- **Create external networks**. Create external networks for working with business partners.
- **Create a company directory**. Create a directory of all employees.
- **Archive knowledge**. Archive all online conversations to be fully searchable.
- **Use administrative tools**. Keep the Yammer network running smoothly with a suite of features built to increase managerial control.
- **Employ tagging**. Tag the content and message in the company's network to make content easy to search for and to organize.
- **Integrate applications**. Install third-party applications into Yammer to increase the functionality of the company's network.
- **Deploy mobile capabilities**. Connect to the company's network from anywhere, at any time. Download free iPhone, Blackberry, Android, and Windows Mobile applications.

Note that in 2016 Microsoft changed Yammer, for details see Buckley (2015).

Figure 8.1 The major interfaces with social networking
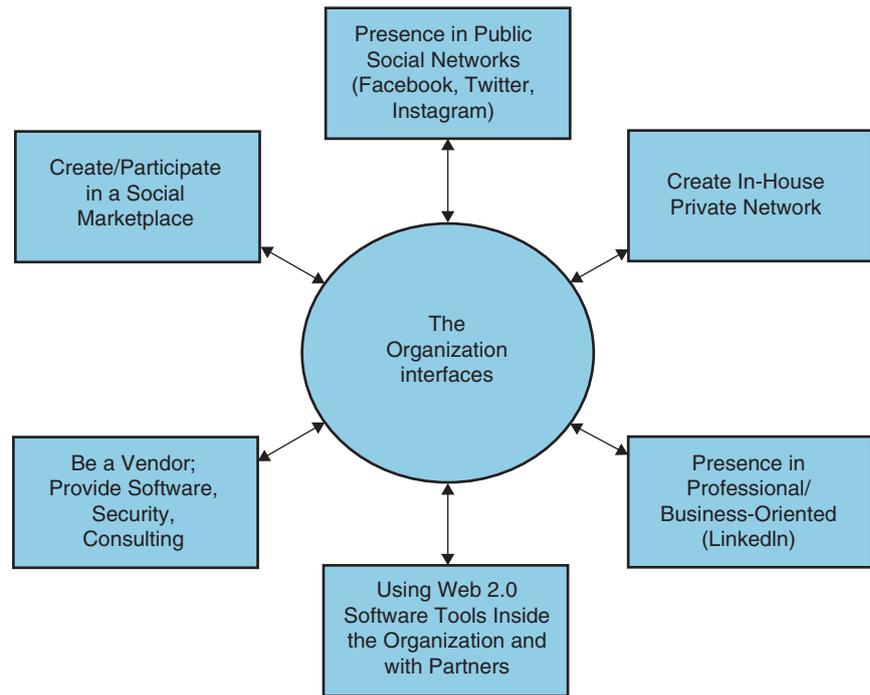
How Companies Interface with Social Networking

Enterprises can interface with public and/or private social networks in several ways. The major interfaces, which are shown in Figure 8.1, are described next.

- Use existing public social networks, such as Facebook, to create pages and microcommunities; advertise products or services; and post requests for advice, job openings, and so forth.
- Create an in-house private social network and then use it for communication and collaboration among employees and retirees or with outsiders (e.g., customers, suppliers, designers). Employees can create virtual rooms in their company's social networks where they can deploy applications to share information or to collaborate.
- Conduct business activities in a business-oriented or professional social network (e.g., LinkedIn or Sermo).
- Create services for social networks, such as software development, security, consulting services, and more (e.g., Oracle, IBM, Microsoft).
- Use Web 2.0 software tools, mostly blogs, wikis, workspaces, microblogging (Twitter), and team rooms, and create innovative applications for both internal and external users.
- Create and/or participate in a social marketplace (such as Fotolia; **us.fotolia.com**; now an Adobe company).

SECTION 8.3 REVIEW QUESTIONS

1. Define enterprise (private) social networks.
2. List the major characteristics of enterprise social networks.
3. Describe the enterprise social network within IBM.
4. List the benefits to organizations.
5. Describe Yammer and identify its connections with social networks.
6. List the different ways that companies interface with social networking.

8.4   SOCIAL NETWORKS-BASED JOB MARKETS

A major enterprise area of activity in social networks, private and public, relates to job seeking and recruitment.

Social Recruiting

Finding qualified employees in certain fields may be a difficult task. To accomplish this task, companies pay considerable fees to executive recruiters or third-party online companies.

If job seekers are online and active in their search and in posting their résumés, there is a good chance that they will be discovered by recruiters. In addition, many so-called passive job seekers are employed and are not actively looking for a new job. Therefore, it is important that both active and

passive job seekers maintain a *profile* online that present them in a positive light, especially on LinkedIn and Facebook.

Both recruiters and job seekers are moving to a new recruiting platform—the online social networks—mostly LinkedIn, Facebook, and Twitter (e.g., using TwitJobSearch; **twitjobsearch.com**), a job search engine that allows employers to post job ads on Twitter. Enterprise recruiters are scanning online social networks, blogs, and other sources to identify and find information about potential employees.

Clearly, the electronic job market has benefits, but it can also create high turnover costs for employers by facilitating employees' movements to look for better jobs. In addition, finding candidates online is more complicated than most people think, mostly due to the large number of résumés available in social media sites. To facilitate recruitment, top recruiters are using electronic aids, like interviewing candidates by video from remote locations. Recruiters use social media tools and multiple social networking sites to find candidates faster. Some recruiters send Facebook "friend" invitations to candidates whom they have interviewed. However, this can be a controversial practice due to ethical implications.

Facebook has many features that help people find jobs (see **jobcast.net** for jobseekers and employers to connect; Social Jobs Partnership (**facebook.com/socialjobs**, a collaboration between Facebook and the U.S. Department of Labor.

LinkedIn provides a similar service. LinkedIn's search engine can help employers quickly find an appropriate candidate. For finding employees (jobs) in other countries, one can use LinkedIn or Xing (**xing.com**). An interesting global recruiting community is EURES (**ec.europa.eu/eures**), which specializes in online recruiting in Europe.

Lately, there has been an increased use of mobile recruiting tools in general and Twitter in particular, as aids for people who are searching for jobs. The following are possible activities:

(a) Search for posted positions
(b) Follow job search experts
(c) Follow and read about people in your field
(d) Engage, communicate with people, and ask for help
(e) Connect with people at your target companies

For an infographic showing how using social media can help you land a new job, see **mashable.com/2013/01/23/social-media-your-next-job-infographic**.

Recruiting and Job Searching Using Social Networks

Most public social networks, especially those that are business-oriented, facilitate recruiting and job finding. For example,

recruiting is a major activity at LinkedIn, and was the driver for the site's development (see the closing case to this chapter). To be competitive, companies must also look at the global market for talents. Luckily, they can use global social networking sites to find them. Large companies are using their in-house social networks to find in-house talents for vacant positions. Furthermore, some claim that social media significantly changed the hiring process (e.g., see Huff 2014). For how to use social media to impress recruiters see AOL (2014).

According to a Jobvite survey on social recruiting **web.jobvite.com/rs/jobvite/images/Jobvite_SocialRecruiting2013.pdf**, 94% of companies use, or plan to use, social media to recruit and hire new employees, while 78% have hired at least one candidate through social media. Of these, 94% use LinkedIn, 65% use Facebook, and 55% use Twitter. Among these, the success rate for hiring is very high on LinkedIn (92%), moderate on Facebook (24%), and low on Twitter (14%). See -**web.jobvite.com/rs/jobvite/images/Jobvite_Social-Recruiting2013.pdf**.

As described earlier, LinkedIn, Facebook, Google+, and Craigslist provide job listings, in competition with nonsocial networks online recruiters such as Monster. Several other social networks offer job listings as well.

Note that, while over 90% of recruiters use social networks while seeking and researching qualified candidates, nearly 69% have rejected candidates due to the content posted on their social network sites. It is important for Jobs seekers to keep their social media personal information secure (or as private as possible). Another issue for employed candidates is that many times employers have discovered through social networks that their employees are looking for a job elsewhere. For recruiting via gamification, see Greenberg (2013). For a thorough guide to job searching with social media, see Waldman (2013).

Note to job seekers: It is important you write your Internet profile in a correct way. For suggestions how to do it and what not to do, see Bernstein (2015).

Virtual Job Fairs and Recruiting Events

Virtual job fairs are other new strategies for quickly finding qualified candidates at a reduced cost. These are done using special vendor sites (e.g., **on24.com**, **expos2.com**, and **brazencareerist.com**), or employers' websites.

The following are few examples:

- IBM needed qualified employees for leadership positions in Africa. To quickly attract qualified employees, it used ON24 to conduct a job fair. For the complete story, see **on24.com/case-studies/ibm-job-fair**.

- P&G of Western Europe conducts annual virtual recruiting conferences using INXPO platform. The event is successful and it is used as a model for other European companies. The state of Michigan periodically conducts virtual career fairs where job seekers and recruiters meet online. The latest one was held in November 2015. For details, see **michiganvirtualcareerfair.com**.

Training Employees

Several companies use enterprise social networking, for training purposes. Black and Decker is using user-generated videos posted on YouTube to help users of its products. These videos help reduce training time.

SECTION 8.4 REVIEW QUESTIONS

1. List the benefits of social networking to job seekers.
2. List the benefits to corporate recruiters.
3. What special services are provided by social networks such as LinkedIn?
4. Describe virtual job fairs.

8.5   SOCIAL ENTERTAINMENT

The rich media capabilities of Web 2.0 technologies; the ability to engage millions of people who congregate in social networks and who are interested in online entertainment; the availability of innovative social media tools; and the creative and collaborative nature of Web 2.0 all facilitate social entertainment (e.g., *Gangnam Style* was YouTube's most watched video in 2012 and 2013). Web 2.0 tools also are aiding in the proliferation of on-demand entertainment. The most well known entertainment application is streaming music (e.g., iTunes; **apple.com/itunes**). Also popular are Spotify, Pandora, and Google's All Access (**play.google.com/about/music**). The trend today is to stream music on-demand usually for free, which gives listeners the ability to enjoy whatever they want, whenever they want. Jurgensen (2014) provides a comprehensive coverage of digital music today and tomorrow, including information about providers and about players. Finally, Facebook and Twitter entered this area. This section describes some of the entertainment-centered social networks, as well as other issues related to entertainment in social commerce. Note that a major issue with such social networks is copyright violations, a topic we discuss in detail in Online Chapter 12.

Entertainment and Social Networks

A large number of social networks are fully or partially dedicated to entertainment. Well-known examples in 2016 are Vimeo, Netflix, and MySpace. MySpace has a licensing agreement with Sony BMG and other large media companies that gives its members free access to streaming videos, music, and other entertainment. The following are representative examples of the use of Web 2.0 applications for entertainment.

Mixi

In Japan, Mixi, Inc. (**mixi.com**) is a highly visited social networking service even though users must be invited to join. Mixi's goal is to allow users to build friendships with other users who share common interests. The site has about 27 million members and over 1 million small communities of friends and interests. Mixi is going global, while Facebook is overtaking it in Japan.

Last.fm

Last.fm (**last.fm**) is not just an Internet radio station. It is considered an online music catalog with free music streaming, videos, lyrics, etc. It also recommends music to its listeners. Musical profiles are constructed when users listen to a personal music collection with a Last.fm plug-in or when they listen to the Last.fm Internet radio service. As of 2016, regular membership is free; premium membership is $3 per month. The site, which operates in 12 major languages (as of 2013), won the Digital Music Award for Best Music Community Site in 2006.

Pandora

Similar to Last.fm, Pandora (**pandora.com**) is a site for music lovers. It mostly acts as a personal radio. The site is based on user-centered music recommendations. Pandora can create a personalized "radio station" based on a user's search for a particular artist, song, or genre.

Web Series and Streaming Movies

Web series are similar to episodic series on TV (e.g., soap operas). The number of Web series is increasing, and some are already available on DVD. Examples include *Hemlock Grove, House of Cards, and Johnny Dynamo*. For more about Web series and other examples, see **webserieschannel.com/web-series-101**.

Hulu

Hulu (**hulu.com**) offers advertisement-supported streaming on-demand videos of TV shows and movies from NBC, Fox, Disney (including ABC programs), and other networks and studios. Due to copyright laws, Hulu offers videos only to users in the United States and a few other countries. Hulu provides video in Flash video format. In addition, Hulu offers some TV shows and movies in high definition in a manner similar to Google Sites, Fox Interactive Media, and Yahoo! Sites. Users can manually share videos they like on their Facebook pages by using the "Facebook" button. It is not necessary to connect their Hulu and Facebook accounts to do this. Hulu is one of the most popular Internet video sites (see **nielsen.com/us/en/newswire/2013/binging-is-the-new-viewing-for-over-the-top-streamers.html**). Hulu offers some of its services free, supported by advertising. It also offers Hulu Plus, which includes premium shows and the ability to watch on more devices for a monthly fee of $8.99. This service, however, also features limited advertising. For more about their offerings and difference between Hulu and Hulu Plus, click on the "frequently asked questions" tab at **hulu.com/plus**.

Advertising and subscriptions are the primary social commerce business models for most streaming entertainment sites.

Funny or Die and Cracked.com

According to their website, Funny or Die (**funnyordie.com**) is a comedy video website created by actor and comedian Will Ferrell, among others. Unlike other viral video sites, members of Funny or Die are encouraged to vote on videos that they view. If they think the video is funny, viewers cast a vote for "Funny." The video then gets a score of the total percentage of people who voted the video "Funny." If the video receives an 80% or greater "Funny" rating after 100,000 views, it gets an "Immortal" ranking. If the video receives a 20% or less "Funny" rating after 1000 views, it "dies" and is relegated to the Crypt section of the site.

Cracked.com, another humor website (which includes videos), also uses crowdsourcing to solicit material from the Internet crowd.

Multimedia Presentation and Sharing Sites

Multimedia sharing can be done in several ways, and its purpose is entertainment, advertising, training, and socialization. The following are some representative types of sharing, and companies in each area:

- **Photography and art sharing**. Flickr, Instagram, Picasa, SmugMug, Photobucket
- **Video sharing**. YouTube, Vimeo, Metacafe, Open-film, Japan's Niconico (**nicovideo.jp**; now available in English as well),
- **Livecasting**. Twitch.tv, Livestream, Skype, Ustream
- **Mobile social networks**: Path, Liveme
- **Music and audio sharing**. ccMixter, FreeSound, Last.fm, MySpace, Reverb-Nation, The Hype Machine (**hypem.com/popular**)
- **Presentation sharing**. SlideSnack, SlideShare, authorSTREAM
- **Media and entertainment platforms**. Kaltura Open Source Video (**corp.kaltura.com/Video-Solutions/Media-and-Entertainment**)
- **Virtual worlds**. Second Life, The Sims, Active-worlds, IMVU
- **Game sharing**. Miniclip, Kongregate

Note that many of these have some features of social networks; therefore, they may be referred to as such. In addition, most of these generate revenue from advertising and/or subscriptions, including from mobile devices.

SECTION 8.5 REVIEW QUESTIONS

1. Relate social networks to streaming music.
2. Describe the ways you can watch videos on the Web (streaming videos on-demand).
3. Describe some of the multimedia presentation sites.

8.6 SOCIAL GAMES AND GAMIFICATION

A **social game** is a video multiplayer game played on the Internet, mostly in social networks or in virtual worlds. Gamers can play against computers or against each other. Many social games are "massively" multiplayer online games (known as MMOG or MMO), which are capable of supporting hundreds to many thousands of players simultaneously. MMOG players can compete, collaborate, or just interact with other players around the globe. Many game consoles, including the PSP, PlayStation 8, Xbox 860, Nintendo DSi, and Wii can be played on the Internet. Additionally, mobile devices and smartphones based on such operating systems as Android, iOS, webOS, and Windows Mobile are seeing an increase in the number of MMO available games. Social games are very popular.

Games on Social Networks

A **social network game** is a video game that is played in social networks, and usually involves multiplayers. Social (network) games may have little or nothing to do with how *social* the games are played. However, some games have social elements such as educating the public, gift-giving, and helping other or sharing playing strategies.

For a game to be more social, it should facilitate and encourage engagement and communication about the environment outside the game, run on or integrated with a social network, and use that network to enhance game play between players.

Example: Popular Games on Facebook

Players can choose from several thousands of games on Facebook. Some games are played by 50–150 million people each. The most popular games each attract tens of millions of players. Facebook's list of popular games for February 2014 includes Candy Crush Saga (most popular in 2014), FarmVille, FarmVille 2, CityVille, Bejeweled Blitz, Pet Rescue Saga, Criminal Case, Texas HoldEm Poker, Words with Friends, and Bubble Safari. (See **gamehunters.club/top-games/on-facebook**.)

Representative major Facebook developers for games are King, Zynga, Social Point, and Pretty Simple. Note that there is a trend to play more casino type games. To enhance the game experience, some platforms utilize the players' social graphs.

To learn more about social games, go to **www.museumstuff.com/learn/topics/Social_network_game**.

The Business Aspects of Social Games

To understand the variety of games and their properties and commercial possibilities, we suggest you watch the video "Social Media Games: Worldwide Gamification Is the New Paradigm for Life and Business" at **youtube.com/watch?v=xCWsgBHY_VU**. The video presents opportunities for advertising, marketing, and training, among others. Also, visit the site of Zynga (**zynga.com**), a major vendor in the field. During the fourth quarter of 2013 Zynga had about 298 million visitors. It took Facebook 4.5 years to reach the same level of visitors that Zynga reached in 2.5 years. However, Zynga's revenue was overestimated, causing the stock price to decline drastically. As far as revenues, Facebook games provide very little per person per month income. Electronic Arts, a Zynga competitor, has some games that generate three to five times more per game. Both companies have gone mobile. For example, FarmVille2 for iPad and iPhone are now available.

For the relationship between YouTube and gamers, see Hutchinson (2015).

Educational Social Games

Games can also be educational as the following examples show. Environmental apps for adults and kids (e.g., for tablets) can be found at **ecogamer.org/environmental-games.**

Example 1: Pollution Reduction Game

The Philippine-made Facebook game called Alter Space aims to educate the people on how to reduce pollution. Specifically, it educates the players about the concepts of carbon footprints and cleaner energy, and how people can help achieve a cleaner world. (Inactive now.)

Example 2: Economic and Finance Game—Empire Avenue

Empire Avenue (**empireavenue.com**) is a social media stock market simulation game where individuals and businesses buy and sell virtual shares from each other. The shares can be of individuals, companies, etc. The share price is based on the shares' trading activity coupled with the players' influence on the major social networks. The trading is done with reward points called *Eaves* and *Vees*. In the game, there are financial data and decision-making capabilities about dividends, number of shares outstanding, and share prices, to name just a few. Empire has many variables within the game. The reward points can also be used as virtual currency to play the Social Market game. Players can interact via popular social networks (e.g., Facebook, Twitter, Instagram) across the Web. The more social the player is, the more virtual currency the player will earn, and the bigger the player's Empire will become. Several major brands are already using this site (e.g., Toyota, AT&T, Audi, and Ford). For details, see Empire Avenue at **businessesgrow.com/2014/01/08/how-empire-avenue-crushed-my-soul**.

Gamers Helped Scientistsc

For decades, scientists were unable to unfold the chemical chain of an enzyme of an AIDS-like virus. However, researchers at the University of Washington turned Foldit, a "fun for purpose" program created by the university, which transfers scientific problems into competitive computer games.

The gamers were divided into groups and were challenged to compete by using their problem-solving skills to build 3D models of a protein that scientists had been unable to find for years. The players solved the chemical chain problem accurately in just 3 weeks (see **balita.com/online-gamers-crack-aids-enzyme-puzzle**). For more about Foldit ("Solve Puzzles for Science"), see **fold.it**.

Gamification

Some social games are designed so that players will connect with vendors or brands in the game environments. This is only

one aspect of **gamification**, which refers to the introduction of gaming into social networking. Gamification can also be viewed as the introduction of social networking activities into online games. Our interest is in those applications that are related to social commerce and e-commerce. For more definitions and limitations, see the Gamification Wiki (**gamification.org**), and Duggan and Shoup (2013).

Social activities are not new to online gaming. For example, players collectively agree to the rules of the games. Also, gamers need trust between the players. What is new here is the integration of traditional multiplayer games and social networking. Given that so many people play online games, it is not surprising that vendors are encouraging players (e.g., via rewards) to engage in desired behavior (e.g., problem-solving or collaboration). Vendors also use games as advertising platforms. For a gamification framework, see Chou (2012).

According to a Lithium white paper (2011) and Florentine (2014), companies can use gamification to create winning social customer experiences such as increasing loyalty, building trust, accelerating innovation, providing brand engagement, and increasing relevant knowledge. For how to use gamification to engage employees, see Hein (2013).

For commercial possibilities and strategies of social games and gamification, see Zichermann and Linder (2013).

For additional information, you can download the e-book titled "The Essential Social Playbook: 8 Steps to Turn Social into Sales," at **powerreviews.com/assets/new/ebooks/powerreviews_essential_social_playbook.pdf**.

SECTION 8.6 REVIEW QUESTIONS

1. Describe online games.
2. Describe games in social networks.
3. Discuss the business aspects of social games.
4. What is gamification? Relate it to social commerce.

8.7 CROWDSOURCING AND CROWDFUNDING

The essentials of crowdsourcing were described in Chapter 2. Listed there, as a major capability, was the facilitation of problem-solving.

Crowdsourcing as a Distributed Problem-Solving Enabler

Crowdsourcing actually describes a set of tools, concepts, and methodologies that deal with the process of outsourcing work, including problem-solving and idea generation to a *community* of potential solvers known as the "crowd."

More than just brainstorming or ideation, crowdsourcing uses proven techniques to focus on the crowd's innovation, creativity, and problem-solving capacity on topics of vital interest to the host organization. An overview of crowdsourcing is provided in Jeff Howe's video titled "Crowdsourcing" (3:20 min) at **youtube.com/watch?v=F0-UtNg3ots**, **crowdsourcing.org**, and in Brabham (2013). Also watch Brabham's video "Crowdsourcing As a Model for Problem Solving" (6:1 min) at **youtube.com/watch?v=hLGhKyiJ8Xo.**

Crowdsourcing Models

Howe (2008) has classified applications of crowdsourcing into the following four categories:

1. **Collective intelligence (or wisdom)**. Here, people are solving problems and providing new insights and ideas leading to product, process, or service innovations.
2. **Crowd creation**. Here, people are creating various types of content and sharing it with others (paid or for free). The content may be used for problem-solving, advertising, or knowledge accumulation. This can be done by splitting large tasks into small segments (e.g., contributing content to create the Wikipedia).
3. **Crowd voting**. Here, people are giving their opinions and ratings on ideas, products, or services, as well as evaluating and filtering information presented to them. An example would be voting on American Idol.
4. **Crowd support and funding**. Here, people are contributing and supporting endeavors for social causes, which might include volunteering their effort and time, offering donations, and micro-financing.

Chaordix Corp. (**chaordix.com**) classifies crowdsourcing into the following three models:

1. **Secretive**. Individuals submit ideas, and the winner is selected by the company. Ideas are not visible to all participants.
2. **Collaborative**. Individuals submit ideas, the crowd evaluates the ideas, and the crowd picks the winners. Ideas are visible to all participants.
3. **Panel selects**. Individuals submit ideas, the crowd evolves ideas, a panel selects finalists, and the crowd votes for the winner.

A *crowdsortium* is a community of industry practitioners whose mission is to advance the crowdsourcing industry

through best practices and education (see **crowdsortium.org**).

Crowdsourcing also has the potential to be a problem-solving mechanism for governments and nonprofit use via community participation. Urban and transit planning are prime areas for crowdsourcing. One project used crowdsourcing to encourage public participation in the planning process for the Salt Lake City transit system. Another notable application of crowdsourcing to government problem-solving is the Peer to Patent Community Patent Review project for the U.S. Patent and Trademark Office, see **peertopatent.org**.

Progressive companies and organizations now recognize the value of tapping into the wisdom of the crowd to capture the best answers and the most innovative ideas.

Crowdsourcing can be used for many purposes. For an overview, see Zoref (2015).

The Process of Crowdsourcing

The process of crowdsourcing, which was described briefly in Chapter 2, differs from application to application depending on the models of the specific problem to be solved and the method used. However, the following steps exist in most enterprise applications, even though the details of the execution differ. The major steps are based on the generic process described in Chapter 2. They are:

1. Identify the task (problem) you want to investigate or accomplish.
2. Select the target crowd.
3. Broadcast the task to the crowd. (Frequently to an unidentified crowd in an open call, as Starbucks and Dell do.)
4. Engage the crowd in accomplishing the task (e.g., idea generation).
5. Collect the user-generated content. (This may include a submission of solutions, voting, new ideas, etc.)
6. Evaluate the quality of submitted material—by the management that initiated the request, by experts, or by the crowd.
7. Accept or reject a solution.
8. Compensate the crowd.

For a comprehensive slide show, see Leimeister (2013).

Successfully Deployed Crowdsourcing Systems: Some Representative Examples

The following are some representative examples of implemented crowdsourcing systems.

- **Dell's IdeaStorm** (**ideastorm.com**) enables customers to vote on Dell's product features they prefer, including new ones. Dell is using a technically oriented crowd, such as the Linux (**linux.org**) community. The crowd submits ideas and sometimes members of the community vote on them.
- **Procter and Gamble's** researchers post their problems at **innocentive.com**, and at **ninesigma.com**, offering cash rewards to problem solvers. P&G uses other crowdsourcing service providers such as **yourencore.com**.
- **Amazon Mechanical Turk** (**mturk.com**) is a marketplace for distributing large scale work that requires human intelligence. It is limited to large tasks that can be divided (known as HITs—human intelligence tasks) and is posted by companies that need assistance. Then, Amazon arranges workers (the "Mechanical Turk Workers"), each of whom is allocated a small subtask, and is paid when the work is completed. For details, see **mturk.com**.
- **Facebook** (**facebook.com**) used crowdsourcing to translate its site into more than 65 different languages. The completion of the English to French translated by over 4000 volunteers only took 1 day; however, Facebook had to hire a team of professional translators to oversee the whole crowdsourcing process to ensure that the resulting translations were accurate.
- **Goldcorp** (**goldcorp.com**), a Canadian mining company, was unable to find sufficient gold. In 2000, the company initiated an open call to the public, providing geological data and a $575,000 in prizes to participants with the best methods. Using the submitted ideas, the company discovered $3 billion worth of gold.
- **Frito-Lay** (**fritolay.com**) used crowdsourcing for designing a successful annual Super Bowl advertising campaign.
- **Wikipedia** (**wikipedia.org**) is considered by many to be the "granddaddy" of crowdsourcing, and is certainly the world's largest crowdsourcing project.

Example: How Airbnb Created a Film

Airbnb is a global marketplace for vacation rentals (190 countries). Using a crowdsourcer vendor, Vines, the company created a successful 4.5 min film which was presented at the Sundance Channel. The project started by inviting Airbnb community to participate by twitting them a storyboard of shots created by Vines. According to Gioglio (2015), "The Vine scenes were solicited over a 6-day period, during which Airbnb leveraged Twitter (**twitter.com/Airbnb**) as its 'director' by tweeting visual twitpic instructions to communicate how different clips should be created. Following each short list tweet, fans had 48 h to submit their creation for a chance to be included and earn a $100 Airbnb credit. Over the course of the campaign, 44 unique Vine shot numbers were pitched to the Airbnb community. In the end, Airbnb collected over 750 submissions, more than 100 of which were included in the short film."

Example: Innovation Excellence—A Marketplace for Crowdsourcing

According to its website, Innovation Excellence (**innovation-excellence.com**) is a multinational social marketplace with about 1,000,000 registered experts in more than 170 countries. As a problem-solving individual or research organization, one can create a profile, make professional contacts, and connect with colleagues (for a fee), peers, and friends. If you are a problem solver and only want to solve problems on Innovation Excellence, you choose what information you want to disclose and decide who can see it. In Innovation Excellence, users can share activities with their contacts on other social networks. You can develop your own networks or join one of the many networks that already exist on Innovation Excellence. Users can meet with people who share their interests and follow their friends' activities. After seeing what their friends are working on, people can decide to either compete or collaborate with their friends on problem-solving.

Note: Crowdsourcing is used by thousands of volunteers to search disaster areas, such as typhoons in the Philippines and locating the missing MH370 Malaysian jet.

Tools for Crowdsourcing and Crowdfunding

To launch crowdsourcing initiatives, businesses and developers can make use of crowdsourcing tools and platforms, such as NineSigma, InnoCentive, YourEncore, yet2, UserVoice, Get Satisfaction, and IdeaScale.

Crowdfunding and Kickstarter

Raising funds from the crowd for different purposes is gaining popularity with several start-ups operating in this area. A notable company is Kickstarter. For how they help small businesses, see the 2013 video **youtube.com/watch?v=xudOhEYIwyU**.

Examples of Crowdfunding

An increased number of startups are using crowdfunding to raise funds for their businesses. Here are four examples:

- Filmmaker Zach Braff used Kickstarter to raise money for his 2013 film (watch the video "Zach Braff Uses Kickstarter to Get Money for Next Film" (0:51 min) at **youtube.com/watch?v=CIyJtcxjWhw**.
- Zach Danger Brown collected over $52,000 on Kickstarter in July 2014 for his "potato salad" idea. For details, see Root (2014) and a video about how the collection went global at **abcnews.go.com/GMA/video/zach-danger-browns-potato-salad-kickstarter-global-24464503**.
- The digital music phenomenon, Kawehi, is raising money via Kickstarter to promote her music projects in Hawaii. For details, see Russo (2014).
- Next Thing Co. raised $700,000 from 15,000 people, using Kickstarter in May 2015. The company boasted that they would produce $9 computer. For details, see della Cava (2015).

For eight successful Kickstarter campaigns, see Serino (2015). For a crowdfunding strategy guide, see Stegmaier (2015).

For tools for crowdfunding, see Roth (2016).

SECTION 8.7 REVIEW QUESTIONS

1. Define crowdsourcing.
2. List the seven crowdsourcing models.
3. List the major steps of the crowdsourcing process.
4. What are the capabilities of Kickstarter and Innovation Excellence?

8.8 SOCIAL COLLABORATION (COLLABORATION 2.0) AND THE FUTURE OF SOCIAL COMMERCE

One of the major applications of Web 2.0 and social media in the enterprise is in the area of collaboration. Some even equate Web 2.0 with enterprise collaboration. Social collaboration is used for many purposes, an important one being product design.

Essentials of Social Collaboration

Collaboration in business can be defined as *people working with other people toward a common outcome or goal*. For many images of social collaboration, search Google for: "Images of social collaboration."

Social collaboration refers to people's collaboration within and between communities enabled by social media tools and platforms. The processes help people interact and share information to achieve a common goal. It is also known as *Collaboration 2.0*. Collaboration 2.0 is recognized as a major element in social enterprise that can provide considerable benefits (e.g., see examples in IBM Software Group 2011). For implementation of social collaboration, see Carr (2013). For a comprehensive report including benefits and lessons learned, see Avanade (2013).

Social Collaboration (Collaboration 2.0)

Collaboration drives business value up by enabling people to work together more efficiently. Wikis and other social software tools can be used effectively by all types and sizes of enterprises for a wide range of tasks and activities. Collaboration helps with solving business problems and uncovering new opportunities, especially with the help of social media tools (see

details at Morgan 2012). Collaboration in social networking is done both internally, among employees from different units working in virtual teams, and externally, when working with suppliers, customers, and other business partners. For example, collaboration occurs in forums and other types of groups and by using wikis and blogs. For the benefits of social collaboration, see Buckley (2015). For the use of Collaboration 2.0 in the enterprise, see Turban et al. (2016).

Social collaboration has several dimensions as illustrated in Figure 8.2.

Some believe that in the future, people will use mostly Web 2.0 tools, rather than e-mail, for collaboration. For a discussion, see **thefutureorganization.com**.

A large number of Web 2.0 tools are used to support social collaboration. The support is given to idea sharing, communication, working together on the same documents, and more. The Web 2.0 tools range from wikis to virtual worlds. For the success story of Walgreens, see **rightpoint.com/case-studies/Walgreens**. Dunay (2014) describes in a webinar how to use enterprise social networks for internal collaboration.

The development of tools, philosophies, and procedures of social media support for collaboration allows employees and managers to engage much more fully in the collaboration process. Furthermore, social collaboration has improved the organizational culture.

Figure 8.2 The various dimensions of social collaboration

Social collaboration is supported mainly by:

- Wikis, blogs, and microblogging (e.g., Twitter)
- Collaborative communities (forums and discussion groups)
- Early vintage Web 2.0 technologies
- Crowdsourcing
- Other tools (e.g., Yammer)

Most collaboration software vendors are adding Web 2.0 tools to their collaboration suites (e.g., Binfire Inc.).

Using Blogs and Wikis Inside the Enterprise

In Chapter 2, we provided some examples of blogs and wikis used within enterprises. The use of these tools is expanding rapidly. Companies use blogs and wikis for the following activities:

- Project collaboration and communication
- Process and procedure documentation
- FAQs
- E-learning and e-training
- Forums for new ideas
- Corporate-specific dynamic glossary and terminology
- Collaboration with customers

As you can see, most of the activities in the previous list relate to collaboration. For additional information, see **zdnet.com/blog/hinchcliffe** (several blogs).

Using Twitter to Support Collaboration

Twitter already is used extensively in the enterprise to support collaboration. Twitter is used extensively for interaction with customers and prospects as well as for conducting collaboration.

The Role of Mobile Commerce in Social Collaboration

As described in Chapter 6, mobile commerce is growing very rapidly. Most enterprise social applications can be done on wireless devices. This is particularly true for communication and collaboration.

Questions and Answers in Social Networks

In a Q&A "answer" function individuals and companies can post questions. For example, in LinkedIn community: go to the Help Forum and use the posting module on your home page to ask your network a question, and the community usually will provide you with answers. You can also ask a question on the "share box" on the home page. Many other professional networks and their internal groups provide advice and supporting material for helping in decision-making. These services can be either paid or for free. For example, according to the medical social network "Sermo" (**sermo.com**; "Social Media Meets Healthcare"), a large online community exclusive to physicians, "has an app that allows physicians to author and discuss urgent and interesting patient cases from any Web- or mobile-enabled device, and based on market tests, be almost assured feedback from multiple colleagues. Typical questions and responses include requested/suggested diagnoses and treatments with the best insights often resulting from collaboration among the doctors" (see **sermo.com/who-we-are/press-releases-view/3**).

Suites of Tools for Social Collaboration

Several companies offer suites of social collaboration tools, either as stand-alone products or as added tools in existing collaboration suites.

Example 1: IBM Connections
IBM Connections provides tools such as forums, wikis, and blogs, and new capabilities like advanced social analytics, which enable users to expand their network of connections and engagement. For details, see press release "IBM Launches New Software and Social Business Consulting Services" at **ibm.com/press/us/en/pressrelease/32949.wss**.

You can download many free white papers at the IBM Jam Events page (**collaborationjam.com**). IBM has about 20,000 internal blogs (used by over 100,000 people). Over 70,000 members are in SocialBlue (an internal clone of Facebook). 350,000 members are on LinkedIn (January 2016), and over 500,000 are participants in crowdsourcing. Today these numbers are probably larger. IBM also provides the tools needed to support innovation.

Example 2: Cisco WebEx Meeting Center (Formerly Cisco Quad)
Cisco WebEx, according to Cisco's website, is an enterprise collaboration platform, which is designed for today's workforce. It is characterized by social, mobile, visual, and virtual features. WebEx connects people to the information and expertise they need, when they need it. Knowledge and ideas

are easily shared across the enterprise, and teams collaborate across geographical and organizational boundaries.

WebEx Meetings is a universal app available for all major smartphones and tablets. For other WebEx social features, see **webex.com/products/web-conferencing.html#pricing**.

For a list of vendors, the tools they use, and the type of collaboration/communication supported in the context of general use cases. For the benefits of social collaboration, see Buckley (2015).

The Future of Social Commerce

In determining justification and strategy of social commerce, we need to look into the future. Many researchers and consultants are speculating on the future (e.g., **slideshare.net/YairCarmel1/e-commerce-trendsesenglish?related=3**). The predictions are diverse, ranging from "SC will dominate EC" to "it is a buzz word and will disappear soon." See Gebauer (2015) for 132 case studies, both successes and failures. Given the popularity of Facebook, Twitter, Pinterest, YouTube, social games, social shopping, and social advertising, it is difficult to side with the pessimistic predictions. It looks as if mobile social commerce will be a major area of EC growth. Also, several of the social shopping and social collaboration models could be very successful. In the enterprise area, there is a trend to have a "social as a service" rather than as an application approach (due to the influence of cloud computing).

The future of social commerce depends largely on social media trends. For some 2016 trends, see Levy (2016).

Conclusion: IBM's Watson and Social Commerce

There are many opinions on what the future of SC will be. Instead of presenting them, we decided to end this chapter by looking at IBM's Watson supercomputer. In February 2011, IBM's Watson won a *Jeopardy* 8-day tournament against two world champions. This was a great achievement for what IBM calls Social Business and Smart Computing. Aided by intelligent systems such as IBM's Pure Systems, Watson will be able to do much more. According to **ibm.com/smarterplanet/us/en/ibm**, Watson may assist people in the following social commerce-related tasks.

- **Personal investment advisor**. There is no need to conduct research any longer. All you have to do is to state your investment goals and Watson will make recommendations after checking all the needed input data. Given what goals you have, Watson can figure out what you need, recommending what stocks to buy or sell. Upon your approval, Watson can complete the deal for you.

- **Language translator**. In EC we sometimes need language translation for introducing websites to people who understand other languages, in order to exploit global opportunities. We need it also for translating a natural human language to a language that a computer can understand. Today's automatic machine translation is not optimal, but it is improving. Computer systems, such as IBM's Watson, have powerful natural language processors that are getting even better with time, and thus provide better machine translation.

- **Customer service**. Providing technical support is critical for success (e.g., see the iRobot case in Chapter 7). Watson's intelligence will enable automatic guides for people who need help, taking them through all the necessary steps. The service will be consistent, top quality, and available in real time.

- **Q&A service**. Watson will provide the best answers to any business, medical, legal, or personal question you have. It can answer any question and subsequent subquestions.

- **Matchmaking**. Watson can match sellers and buyers, products and markets, job seekers and job offers, partners to bartering, P2P lending participants or any other match you can think of. For example, Watson will be able to find you a partner who will fit your stated goals. IBM's Watson is related to IBM's Smarter plant activities (see **ibm.com/smarterplanet/us/en/ibmwatson**).

SECTION 8.8   REVIEW QUESTIONS

1. Define social collaboration.
2. List and describe the major benefits of social collaboration briefly.
3. List social collaboration tools.
4. What are the major points related to the future of social commerce?

MANAGERIAL ISSUES

1. **What are some of the ethical issues that may be involved in deploying social commerce?** Using social commerce can lead to several ethical issues such as privacy and accountability. In addition, mistakes can cause harm to users as well as to the company. Another important ethical issue is human judgment, which is frequently a key factor in social commerce. Human judgment may be subjective or corrupt, and therefore, it may lead to unethical consequences. Companies should provide an ethical code for system builders and users. There are ethical issues related to the implementation of idea generation and other problem-solving-related considerations. One

issue to consider is whether an organization should employ productivity-saving devices that are not ethical. Another ethical issue is the use of knowledge extracted from people in crowdsourcing. A further related issue is whether a company should compensate an employee when others use knowledge that he or she contributed. This issue is related to the motivation issue. It also is related to privacy. Should people be informed as to who contributed certain knowledge?

2. **How should we deal with social commerce risks?** There are several possible risks in implementing social commerce, depending on the applications. For example, to protect the security of the SC open source system, you need to consult your internal security experts and you may need some outside legal advice. There is also the risk of information pollution and biased or falsified user-generated content. You may also need to use a consultant for large projects to examine and evaluate the associated risks. Weighing the benefits of social media against security and other potential risks is a major strategy issue.

3. **Should we move to be a social enterprise?** It depends on the estimated costs and benefits. Also, it is possible to introduce some, but not all, features of social enterprise. For example, using crowdsourcing can be very beneficial. Social collaboration may be cost-effective as well.

4. **What about a private, in-house social network?** Such a venture may bring many benefits and it can be combined with internal activities of crowdsourcing, as well as with social collaboration with business partners. Most successful in-house networks are used for idea generation, internal collaboration, recruitment, and public relations.

5. **Shall we try gamification?** In most cases it is wise to wait and see the results of other companies. The deployment requires skilled employees. In certain applications the reward can be large. But in most cases we are not sure at this time. As one says: "Try it, you make like it."

SUMMARY

In this chapter, you learned about the following EC issues as they relate to the chapter's learning objectives.

1. **The social enterprise**. Conducting social networking activities in the enterprise can result in substantial benefits. Two types of business social networks exist, public and private. The private network is company owned; it may have restricted access, or it may be open to the public. The public network (e.g., LinkedIn) is used mainly for recruiting, connections, collaboration, and marketing communication. The private, in-house social enterprise uses Collaboration 2.0, social CRM, social marketing media, and more. You can even "spy" on your competitors (see **entrepreneur. com/article/229350**). All this translates to improved rela-

tionships with employees, customers, and business partners. Significant cost reduction, productivity increase, and competitive advantage can be achieved as well.

2. **Business-oriented public social networks**. Following the successful examples of LinkedIn and Xing, many public business-oriented networks were created. Notable networks are Viadeo (**us.viadeo.com/en**) and Google+. Applications vary from recruiting to market research and advertising. Most notable is f-commerce. One major activity in public networks is external collaboration. Several entrepreneurship networks also exist.

3. **Major enterprise social commerce activities**. Currently, collaboration and communication, as well as community building, are the major activities. In addition, problem-solving via idea generation and finding expertise are becoming more and more important. Related to this is knowledge creation and management. Companies recruit, train, and conduct other HRM activities in enterprise networks. Several companies also use the enterprise social network for interactions with customers, suppliers, and other business partners.

4. **The online job market and its benefits**. The online job market is growing rapidly, with thousands of jobs matched with job seekers each day. The major benefits of online job markets for employers are the ability to reach a large number of job seekers at a low cost, provide detailed information online, accept applications online, and even conduct skill tests. In addition, résumés can be checked and matched with positions more quickly by using intelligent software agents. Many job offers are posted on the Internet, helping job seekers to obtain employment. Job seekers can also post their résumés for recruiters to find. Recruiting via social networks, especially via LinkedIn and Facebook, is growing very rapidly.

5. **Social commerce, entertainment, and gaming**. Rich media, user-created content, and groups and subgroups with common interests have opened many possibilities for a second generation of online entertainment. Add to this the wireless revolution and the increased capabilities in mobile devices to support Web 2.0 tools and social networking activities, and you will discover a new and exciting world of online entertainment ranging from music and videos to comedy.

6. **Social gaming and gamification**. Many Internet-based games include some social activities. Players collectively agree to the rules and act as community members. Companies such as King and Zynga create the games which are played on Facebook and other social networks. This is one aspect of gamification. Another aspect is the introduction of social media into games.

7. **Crowdsourcing and crowdfunding**. Crowdsourcing in the enterprise is used mostly for idea generation, voting, and problem identification. Content creation and updating projects, such as volunteers translating the Facebook

website to French and German, falls into this category. Crowdfunding is an application for raising funds only from a large number of people.

8. **Social collaboration and the future of social commerce**. Many see social collaboration (Collaboration 2.0) as the major activity that social media supports. Activities supported range from joint design to problem-solving.

9. **The future of social commerce**. The general consensus is social commerce will grow rapidly; but some disagree. A major boost to social commerce is IBM's innovations (particularly the Watson Computer and Smarter Commerce).

KEY TERMS

Business social networks
Gamification
Social business
Social collaboration (Collaboration 2.0)
Social enterprise
Social game
Social network game

DISCUSSION QUESTIONS

1. How do public business-oriented networks and private enterprise social networks differ?
2. Discuss the role of crowdsourcing in idea generation and in other enterprise activities.
3. Corporate social networking: Booster or time-waster? What are the pitfalls of enterprise social networking? Discuss.
4. How can crowdsourcing reduce risks to merchants?
5. What are some of the risks companies may face if they decide to use public social networks?
6. Discuss how social collaboration can support commercial activities.
7. How can gamification be used in business?
8. Compare and contrast social collaboration and crowdsourcing.

TOPICS FOR CLASS DISCUSSION AND DEBATES

1. Debate: Should a crowd have professional knowledge of the task it has been given or not?
2. Some claim that using social collaboration may be slow and ineffective. Others disagree. Debate the issue.

3. Idea generation by the employees or customers using crowdsourcing is becoming popular. However, some say it is only an electronic suggestion box. Others disagree. Discuss.
4. Enter **quara.com** and ask for the benefits and limitations of social enterprises. Write a report.
5. Debate: Should companies build in-house social networks for external activities (e.g., marketing, CRM) or use existing public social networks?
6. Examine the Grand Theft Auto game. Why the game is so popular? Are there any social elements there?
7. Why does one need a special entrepreneur network? What features make it effective?
8. What are some of the risks companies may face if they decide to use public social networks?
9. Review the features of Socialtext (**socialtext.com**). Discuss how you would make use of this platform in a small enterprise in (a) retail, (b) manufacturing, and (c) financial services.
10. Would you use **monster.com** or **linkedin.com** for recruiting top managers, or would you rather use a traditional agency? Why?
11. Crowdfunding is becoming very popular. Find recent information about its success. What are some of the implementation challenges?

INTERNET EXERCISES

1. Enter **xing.com** and **linkedin.com** and compare their functionalities (capabilities). Also, enter **youtube.com/watch?v=pBAghmYMG0M** and view the video "Ryze Business Networking Tutorial" (7:20 min). Compare Ryze's capabilities with those of LinkedIn.com. Write a report.
2. Enter **pandora.com**. Find out how you can create and share music with friends.
3. Check several crowdfunding sites such as Kickstarter and GoFundMe and compare their processes. Find information about crowdfunding in China. Can it be a $50 billion by 2025? Write a report.
4. Post a question on **quara.com** about the future of social commerce. Summarize the answers and comment.
5. Enter **innocentive.com**. Describe how this site works. List their major products and services. Identify benefits and challenges.
6. Enter **hulu.com/plus**. Why is it an online entertainment service? What are the benefits to viewers? Compare this site to **starz.com**.
7. Enter **gaiaonline.com** and find all socially oriented activities. Write a report.

8. Enter the **gillin.com/blog** and find information related to enterprise applications of social commerce technologies. Write a report.

9. Enter **brazen.com/about** check the services Brazen provides. Compare services to the virtual event hosted at **expos2.com**.

10. Compare what **jobserve.com** and **aspiremediagroup.net** offer regarding solutions for recruitment. Differentiate services to employees from services to employers. Write a report.

11. Identify a difficult business problem. Post the problem on **linkedin.com** and **answers.com**. Summarize the results or offers you received to solve the problem.

12. Enter **huddle.com** and take the interactive demo. (Registration required.) Also, view the video on the main page. Write a report on social collaboration activities.

TEAM ASSIGNMENTS AND PROJECTS

1. **Assignment for the Opening Case**
   Read the opening case and answer the following questions:
   (a) Describe the drivers of Shift at CEMEX.
   (b) Describe its major benefits.
   (c) Relate the case to Collaboration 2.0 and to crowdsourcing.
   (d) Enter Garcia et al. (2011) and view the supporting videos. Prepare a summary of one video.

2. The crowdsourcing model works with designers, like this: (1) A company outlines an area for which they need a design. (2) The company turns the design outline into a competition (e.g., among experts, among amateurs, or between amateur and professional designers). (3) A winner is selected by management, consultants, or by the crowd. This is done at little cost.
   (a) If this model becomes widespread, how will it affect the design industry?
   (b) What is the purpose of the competition?
   (c) Some believe that amateurs can do the best job. Others disagree. Find information and discuss.
   (d) Compare this situation to the Polyvore model. Discuss.

3. Some consider gamification to be a major social commerce technology of the future. Enter **badgeville.com/wiki/External_Resources**. Find additional resources. Write a report on the existing and potential applications of gamification in e-commerce and social commerce.

4. All students register as members at LinkedIn.
   (a) Each team member joins two LinkedIn groups and observes their activities.

   (b) All join the EC group: (**group-digest@LinkedIn.com**). Follow some of the discussions there. Have a joint class presentation on the value of groups at LinkedIn.

5. Check the competition in the area of streaming music services (e.g., check Spotify, Amazon, Apple, Google). Write a report.

6. Yammer, Huddle, Chatter, and Jive Software are cloud-based social networking services. They are considered very useful, replacing traditional enterprise tools. Investigate the issue and write a report.

CLOSING CASE
LINKEDIN: THE PREMIER PUBLIC BUSINESS-ORIENTED SOCIAL NETWORK

Let us look at LinkedIn (**linkedin.com**), the world's largest professional network. LinkedIn is a global business-oriented social networking site (has offered in 23 languages), used mainly for professional networking. By January 2016, it had about 414 million registered users spanning 200 countries and territories. By the end of 2016 there were 2.2 million different groups, each with a special interest. LinkedIn can be used to find jobs, people, potential clients, service providers, subject experts, and other business opportunities. The company became profitable in 2010 with revenue approaching $3 billion in 2016. The company filed for an initial public offering in January 2011, and its stock is one of the best performing on the stock market. A major objective of LinkedIn is to allow registered users to maintain a list of professional contacts (see **en.wikipedia.org/wiki/LinkedIn**), i.e., people with whom they have a relationship. The people in each person's network are called *connections*. Users can invite anyone, whether he or she is a LinkedIn user or not, to become a connection. When people join LinkedIn, they create a profile that summarizes their professional accomplishments. This profile makes it easier to be found by recruiters, former colleagues, and others. Members can also meet new people and find opportunities for collaboration and marketing. For 2016 statistics about LinkedIn, see **expandedramblings.com/index.php/by-the-numbers-a-few-important-linkedin-stats**.

LinkedIn is based on the concept of "degrees of connections." A *contact network* consists of a user's direct connections (called first-degree connections), people connected to their first-degree connections (called second-degree connections), and people connected to the second-degree connections (called third-degree connections). Degree "icons" appear next to a contact's name. The contact network makes it possible for

a professional to gain an introduction, through a mutual, trusted contact, to someone he or she wishes to know. LinkedIn's administrators themselves are also members and have hundreds of connections each (see Elad 2014 and **linkedin.com**).

The "gated-access approach," where contact with any professional requires either a preexisting relationship or the intervention of a mutual contact, is intended to build trust among the site's users.

The searchable LinkedIn groups feature allows users to establish new business relationships by joining alumni, industry, professional, or other relevant groups.

LinkedIn is especially useful in helping job seekers and employers find one another. According to Ahmad (2014), 94% of all U.S. recruiters use LinkedIn to examine potential candidates. Job seekers can list their résumés, search for open positions, check companies' profiles, and even review the profiles of the hiring managers. Applicants can also discover connections with existing contacts (people) who can introduce them to a specific hiring manager. They can even see who has viewed their profiles. For details, see **linkedin.com/company/linkedin/careers** and **linkedin.com/jobs**. For a LinkedIn guide for job searchers, see Boone (2015).

Companies can use the site to post available jobs and find and recruit employees, especially those who may not actively be searching for a new position.

Smart Ways to Use Linkedin

LinkedIn is known mostly as a platform for recruitment, job searches, and making connections. However, there are many opportunities in the network for marketing, advertising, sales, and more (e.g., see Cole 2015). Members can ask others to write recommendations (endorsements) for them. For a list of opportunities, see **linkedintelligence.com/smart-ways-to-use-linkedin**.

In lieu of LinkedIn Answers that was discontinued in 2013, a new service is available, per **linkedin.com/help/linkedin/mobile-apps**.

In 2011, LinkedIn launched LinkedIn "Ads." Ads, which is their version of Google's AdWords, is a self-service, text-based advertising product that allows advertisers to reach a targeted professional audience of their choosing (see their FAQ's at **linkedin.com/help/linkedin/mobile-apps**). For a comparison between Ads and AdWords, see **shoutex.com/linkedin-directads-vs-google-adwords-2**.

According to Ahmad (2014), LinkedIn has three times higher "visitor-to-lead" conversion rate than Facebook and Twitter.

As of 2014, LinkedIn can provide job matching to positions available, by using a computer algorithm that determines potential employee's fitness to potential jobs.

LinkedIn can also be used for several marketing strategies such as creating special groups to promote interest in events, purchasing paid media space, and seeing what your competitors are doing (e.g., **linkedin.com/about-us**). Note that about 75% of LinkedIn members are located outside the United States. For example, many users are in Brazil, India, the United Kingdom, and France. Over 1.5 million teachers are on LinkedIn and use the site for educational purposes.

As previously mentioned, LinkedIn is a public company. It was an instant success, as the share price almost tripled the first day of trading. In contrast, shares of Monster, a major online recruiting company, plunged more than 60% during 2011, mainly due to investors' fear that LinkedIn would take business away from Monster.

LinkedIn constantly adds capabilities to its site. For example, in 2014, the company launched features that help increase local relevance.

Mobile Applications

A mobile version of LinkedIn, launched in February 2008, offers access to most features in the site by using mobile devices. The mobile service is supported in many languages, including Chinese, English, French, German, Japanese, and Spanish (for mobile devices and supported languages, see **linkedin.com/help/linkedin/mobile-apps**).

Some Resources for Linkedin

The following are some useful resources on LinkedIn: **blog.linkedin.com**, **mylinkedinpowerforum.com**, and **linkedin.com/search**.

For LinkedIn success stories, see Elad (2014) and **cbsnews.com/news/linkedin-5-job-search-success-stories**.

Sources: Based upon Elad (2014), Ahmad (2014), Bernstein (2015), **en.wikipedia.org/wiki/LinkedIn**, and **press.linkedin.com/about-linkedin** (both accessed March 2016).

Questions
1. Enter **linkedin.com** and explore the site. Why do you think the site is so successful?
2. What features are related to recruiting and job search?
3. Conduct an investigation to find the company's revenue sources. Prepare a list.
4. Several companies have attempted to clone LinkedIn with little success. Why do you think LinkedIn is dominating?
5. Join the group called "eMarketing Association Network" on LinkedIn (free; it is a private group so you must request

to join) and observe their group's activities regarding social media and commerce for 1 week. Write a report.

6. Research the issue of falsified profiles on LinkedIn.

ONLINE FILES

Available at **ecommerce-introduction-textbook.com**
No online files are available for this chapter.

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