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The CIO's Guide To Social Computing Leadership

by Nigel Fenwick
for CIOs



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by **Nigel Fenwick**

with Sharyn Leaver, Ted Schadler, and Brandy Worthington

EXECUTIVE SUMMARY

Social Computing and social media represent a new wave of energy sweeping through business. "Social" holds out the promise of a customer-driven business model, one in which the voice of the customer influences business strategy and where corporate marketing truly responds to customer needs. Despite all the hype around the technologies, the Social Computing revolution has barely had an impact on IT and the CIO. Yet Social Computing has the power to transform business as much as the Internet did in the 1990s. CIOs have an opportunity to take a leadership role in how social will deliver competitive advantage for their organizations beyond creative marketing campaigns. This report serves as a primer for CIOs ready to position IT in a leadership role.

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Forrester interviewed Apple Leisure Group, ArcSight, Del Monte, Hewlett-Packard, The Knot, and United Business Media as part of the background research for this report.

Related Research Documents

["Case Study: United Business Media Taps Social Computing To Boost Collaboration And Savings"](#)
March 16, 2010

["How eBusiness Firms Use Social Tools To Connect With Customers"](#)
January 7, 2010

["Benchmarking Your Collaboration Strategy"](#)
November 24, 2009

["For Gen Y, Mobility Trumps Web 2.0 At Work"](#)
November 19, 2009

["Harnessing Social Networking To Drive Transformation"](#)
November 19, 2009

["The Millennials Are Here! Are You Prepared?"](#)
October 8, 2009

SOCIAL COMPUTING IS FOSTERING A NEW BUSINESS PARADIGM

Forrester defines Social Computing as:

A social structure in which technology puts power in communities, not institutions.

The creation of social communities is fostering a new business paradigm in which people are empowered to drive change, innovation, and growth. Both internal and external social strategies are part of this new business paradigm.

- **Internally focused Social Computing empowers the workforce.** Internal communities that seek to drive increased collaboration need to provide a solid foundation built on lower-order social activities such as connecting and supporting. By supporting broad social communities designed to offer connecting, sharing, and collaborating, organizations create a culture independent of organizational hierarchies, one that fosters innovation and growth. For example, United Business Media turned to social community technology to support a new collaboration initiative across dozens of companies spread over 30 countries. By building a single community with easy-to-use features such as the ability to “friend” people, rich profiles, employee-created groups, wikis, blogs, and discussion boards, the company achieved adoption rates approaching 80% of the 6,500 employees in 12 months.¹
- **Externally focused Social Computing empowers customers.** When customers use Social Computing to share, connect, support, and collaborate, they depend less on the messages coming from company marketing departments and therefore are more empowered to drive the market. This tends to drive organizations that create effective externally focused social communities to be even more customer responsive. This can support one or more growth strategies such as increased market share with existing products or innovative solutions for existing customer needs. For example, Starbucks has built an extensive social innovation community through Facebook, YouTube, and social communities like MyStarbucksIdea.com.²

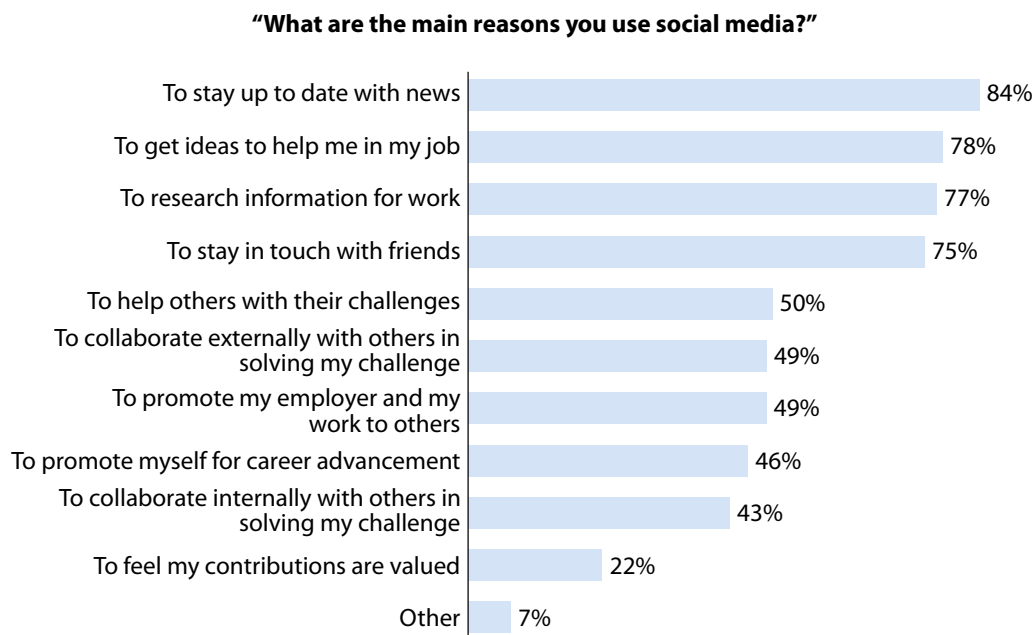
To date, most externally facing communities are initiated by the marketing teams, either in collaboration with IT or without IT's involvement. Internal communities may grow out of a business need, or they may be nurtured as a corporate initiative by the CEO/COO with the CIO and IT as a strategic enabler.

Technology-Native Generations Fuel The Social Shift

Although the definition of Social Computing above focuses on “technology” as an enabler of shifting power to the people away from the institution, from an IT perspective it is important to focus on the “social structure” component of the definition. Rapidly growing social communities have started a fundamental shift in our societal structure, a shift that will take a generation to play out.

Our synchronous communications have evolved from mainly face-to-face and phone conversations to now include instant messaging of one form or another (e.g., AIM, Twitter, SMS, Facebook, etc). And in this new, always-connected society, we are developing new ways to share knowledge and leverage the wealth of information at our fingertips. Gen Y is leading the charge, as they significantly outpace older workers' adoption of smartphones, SMS texting, and microblogging services such as Twitter.³ And what may have started as a social pastime has quickly evolved into a staple in the workplace. In fact, in a recent study of social media users, respondents cited multiple work-related reasons for using social media (see Figure 1).⁴

Figure 1 Employee Reasons For Using Social Media



Base: 284 social media users

Source: January 2010 Global Social Media Online Survey

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Source: Forrester Research, Inc.

New Social Communities Affect The Bottom Line

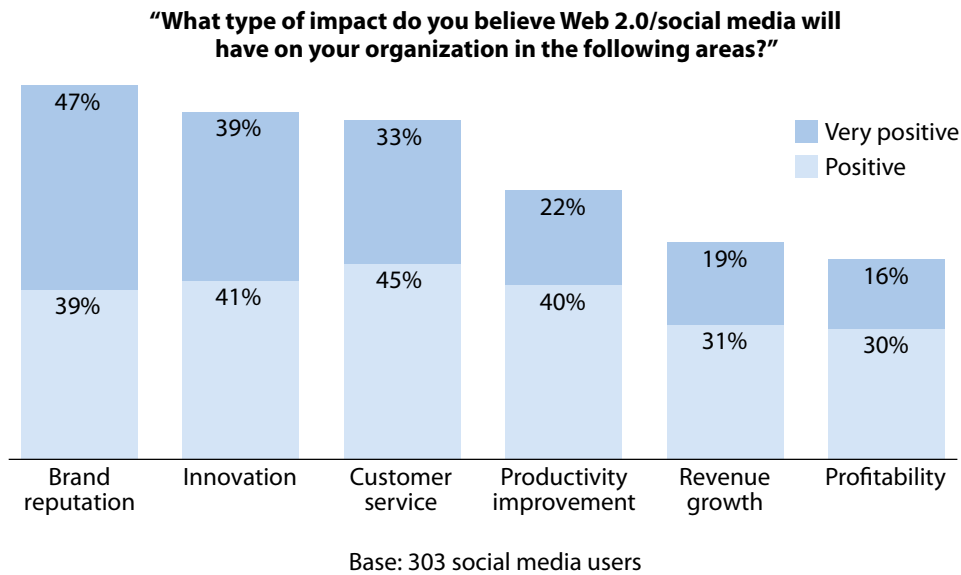
Early implementations of Social Computing have uncovered significant returns to the business both in external (business to consumer) and internal social communities. Winners of Forrester's Groundswell Award highlight tangible benefits of social communities that:⁵

- **Unlock innovation.** Social media users who have experience leveraging social media applications are confident that Social Computing will help their organization innovate and increase productivity. They also see it having a major impact on customer service and brand

recognition (see Figure 2). For example, CDW created a research community that it used to redefine its sales techniques, generating a 17% increase in customer value.⁶

- **Increase productivity.** When it comes to having a direct impact on their roles, the majority of social media users find it helpful in multiple aspects of their work, especially around collaboration (see Figure 3). For example, Accenture is a huge company with thousands of consultants. With its sharing applications, more than 100,000 employees use its Facebook-like “People” app. The application logs thousands of questions and responses from these staffers each quarter. There are hundreds of pages in its knowledge-sharing wiki, and clients use the company’s extranet pages to keep up on projects and statuses.⁷

Figure 2 Experience Of Social Communities Results In Belief In Social Media’s Positive Impact

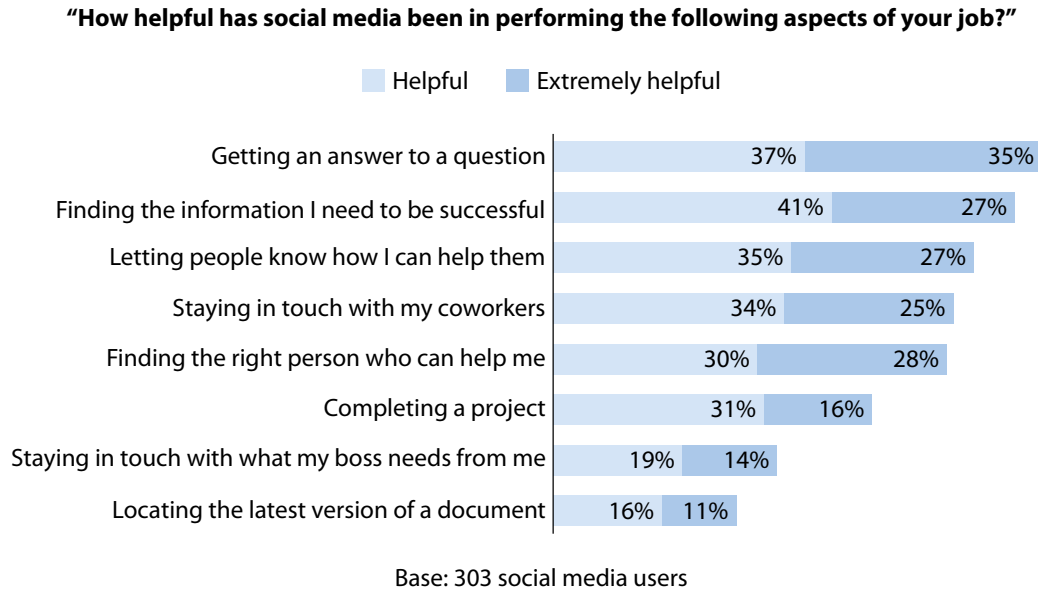


Source: January 2010 Global Social Media Online Survey

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Source: Forrester Research, Inc.

Figure 3 Social Communities Are Helping At Work



Source: January 2010 Global Social Media Online Survey

Source: Forrester Research, Inc.

CIOs MUST POSITION IT TO LEAD CORPORATE SOCIAL COMPUTING STRATEGY

CIOs have a prime perception-changing opportunity to rethink core business processes and examine how they might leverage Social Computing to create advantages for the business. CIOs can and should take a leadership role in this transition, helping to broker the changes needed across the organization and to garner executive support to take full advantage of Social Computing.

Success in Social Computing depends on following a change management methodology Forrester has defined as POST.⁸ This methodology puts an understanding of the people the community is aimed to serve ahead of determining the objectives, strategy, and finally technology. Although the right technology is critical, the selection of the appropriate technology should not be undertaken before completing the three previous stages of POST. Because IT has considerable expertise in change management, CIOs should take on a leadership role helping the executive team and business leaders understand the POST methodology and how to apply it. Smart CIOs will steer the organization through the changes that result from empowering customers and/or employees through social communities.

Step 1: Begin With An Understanding Of The People

The first step in this methodology is to understand the people you are looking to engage with. For many social media projects, this means understanding how customers match the Social

Technographics® Profile.⁹ In developing a framework for internal collaboration in a large organization, this means profiling the employees (and partners if they are also participating). While most employee populations in the US might be expected to follow the profile of the US online population, there may be significant differences in your population based on company demographics (see Figure 4). The profile of the workforce will tell you what is possible with Social Computing.

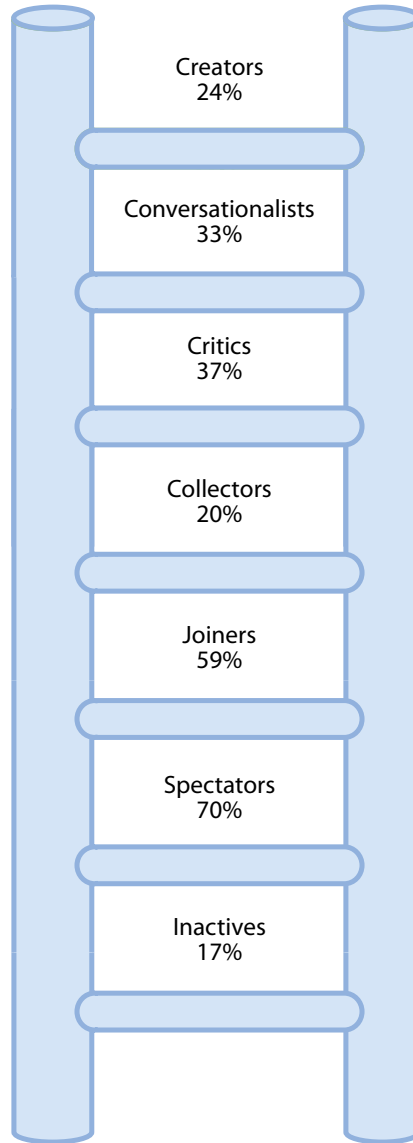
No matter what the application, any form of social collaboration typically requires a large user base (more than 1,000) to be effective. The reason for this is that not all people are destined to be contributors to the social community with only 30% to 40% of most social site members actively contributing content to the community.¹⁰ Out of 1,000 active members, a community based on the typical US population would have just 130 creators and 190 critics — with the remaining active members consuming content but not adding to it in any way.

Step 2: Determine The Business Objectives

Because the POST methodology was originally designed to assist marketing teams in leveraging social media activities, the methodology defines five marketing-oriented social media objectives: listening, talking, energizing, supporting, and embracing.¹¹

While a single targeted objective is crucial for a well-executed interactive marketing campaign, it is restrictive when considering how to leverage social communities within the organization at large. Early examples of successful social communities in use within organizations demonstrate the ability to solve multiple objectives because these communities provide multiple layers of social activities. Common internally focused community objectives include: innovating, collaborating, supporting, learning, and archiving (see Figure 5).

Figure 4 The Social Technographics Ladder



Base: US online adults

Source: North American Technographics® Groundswell Heroes Online Survey, Q4 2009 (US)

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Source: Forrester Research, Inc.

Figure 5 Define Objectives For Internal And External Communities

5-1 External communities		5-2 Internal communities	
Objective	Example	Objective	Example
Listening	Private community to understand desires of target customers; brand monitoring	Innovating	A video-posting site where employees are encouraged to submit ideas
Talking	Executive blogs; marketing-led YouTube videos; podcasts	Collaborating	Project groups where members can instant message each other, post ideas to a wiki, and share docs
Energizing	Promoting products and services to influential bloggers; social-community-based competitions	Supporting	Discussion community where employees can post questions for others to answer
Supporting	Discussion forum or wiki to help customers support each other	Learning	Searchable employee expertise profiles (similar to Facebook or LinkedIn)
Embracing	Harnessing customer ideas to improve the product/service through a suggestions community	Archiving	Searchable document sharing with community tagging to highlight relevance and value

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Source: Forrester Research, Inc.

Step 3: Develop An Appropriate Strategy

Your objective determines what business goal you want to accomplish. Having decided on the objective, you can move on to strategy: How will you accomplish the goal(s)? In particular, social strategy revolves around answering this question: How do I want to change the relationships between people in the social ecosystem (i.e., customers, suppliers, or employees)? By focusing on the relationships between the people in the community, and not the technology, CIOs can keep an eye on the long-term changes that matter.

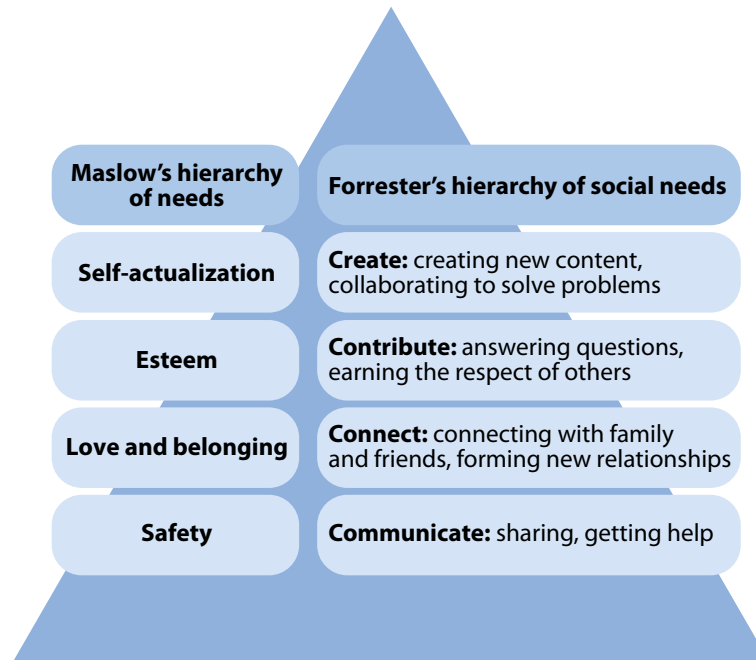
Developing successful communities requires an understanding of the motivations behind participation in social communities. Using Abraham Maslow's hierarchy of needs as a template, a "hierarchy of social needs" — create, contribute, connect, and communicate — is revealed that motivates people to participate in social communities (see Figure 6).¹²

A social strategy developed to meet the objectives should target one or more of the social needs. Communities built on layers of social needs will encourage greater participation across a larger population:

- **Communicate strategy: enabling members to easily share with others.** This may be as simple as sending short messages to others in the community to let them know what's happening. For example, a Yammer community built internally for employees behind a firewall would allow employees to share information about what they are working on. A communicate strategy

addresses the question of how members of the community will share information with each other. This strategy forms the foundation of supporting most social objectives in step two above, but it is unlikely to be successful on its own. Although a communicate strategy might be used in isolation for a document-archiving community, it is typically used in conjunction with one or more of the other strategies below.

- **Connect strategy: helping members find people and make connections.** A connect strategy contributes to the love and belonging need and addresses the questions of how members will be able to share information about themselves and how they will use this to find other members. Communities built with rich profiles and the ability to search the member profiles help to connect people. Technology that automatically suggests connections based on profile information is helpful in supporting this strategy. For example, a customer community that imports profile information from LinkedIn or Facebook might make the community more valuable to members since they do not need to maintain profiles in more than one place. Creating a private or public group on LinkedIn would be another way to help connect. For a connect strategy to work beyond the initial launch, profiles of community members must be kept up-to-date. The ability to search and filter profiles helps make the community easy to use to connect to others. For many companies, there is the potential to link a connect strategy into customer relationship management (CRM) applications in order to improve accuracy of customer information. However, in many countries, data privacy regulations must be considered.
- **Contribute strategy: allowing members to help others and recognize others' contributions.** This strategy fulfills the esteem needs. Simple question-and-answer communities provide one example of a contribute strategy, but to fully tap the potential, the technology should support the ability for members to give kudos to each other and for contributions to be rewarded in some way. To be supportive, a community must offer both the ability to post questions and to give answers; the strategy should address how the community will make this process easy for members and what the resulting change in relationship between members will be. For example, a community of busy executives is unlikely to succeed if it relies on Web access — instead, allowing members to interact over email updates would greatly increase the community's utility for executives. Another example of a contribute strategy for a community is how myFICO deployed its customer advice community.¹³
- **Create strategy: empowering members to create content and/or collaborate on problems.** The create strategy must determine the forms of creativity available to members. The strategy should determine how members will be able to come together to collaborate on a challenging problem. For example, allowing members to upload video may help stimulate creativity, or allowing members to build small groups on the fly to work on a problem may help promote collaboration. However, to establish a vibrant social community, it is unlikely that a create strategy alone will succeed. For example, combining a create strategy with a connect strategy allows members of the community to more easily find the people with whom they should collaborate.

Figure 6 The Hierarchy Of Social Needs

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Source: Forrester Research, Inc.

Step 4: Select And Deploy Appropriate Technologies

Knowledge of the people, objectives, and strategy will point toward specific technologies that are most suited to meeting the business needs. The Forrester Wave™ evaluations of Social Computing technology are a great place to begin.¹⁴ Key technology considerations include:

- **Social Computing platform implementation and integration.** If the requirement is to create a new community, then you must choose and implement a community platform. There's no shortage of vendors — more than 90 in our last count — including market leaders like Jive Software and Telligent as well as strong performers like Pluck and KickAppa.¹⁵ But, like most emerging tech markets, not all solutions are created equal, and more traditional CRM, enterprise resource planning, collaboration, and HR vendors like Microsoft, IBM Lotus, Oracle, salesforce.com, and SAP are introducing social capabilities that may offer strong integration benefits.¹⁶ This means IT has an important role to play to ensure that the technology fits within the overall IT architecture and that adequate thought is given to how the information captured in the “community” will be integrated into other applications.

- **Risk-adjusted security approaches.** Providing social media access to employees presents a variety of risks that include intellectual property leakage and data loss, compliance breaches, corporate liability, and malware or virus infection. A clear policy on how and when social media usage is acceptable and what cannot be shared via social media will help mitigate these risks.¹⁷ But there are several other key aspects of security that you should consider, including restricting access for specific groups of employees, blocking software downloads, having a thorough and clear use policy that places responsibility on the employee, and clearly stating what data may not be posted in a public forum.¹⁸

Don't Forget Core Change Management Best Practices

Beyond the technology, CIOs must also tackle key “soft” activities, including:

- **Defining how you will measure success.** Identify the metrics to track so that you can establish a benchmark at the outset of the project. For example, a collaboration initiative might identify productivity or cost measures such as revenue per employee or revenue generated from new initiatives, whereas a customer support project might measure the average resolution time or customer Net Promoter Score.¹⁹
- **Developing an effective social media policy.** Like it or not, many of your employees are most likely accessing social media during work hours.²⁰ It is therefore important to have a social media policy to protect your organization and your employees.
- **Marketing and promoting the community to drive participation.** To ensure the project gets off the ground, it's important to promote it from the top down and the bottom up through grass-roots evangelists. Getting evangelists to be first to use the community helps build momentum. For example, in a collaboration community, it is important to identify people who have a real problem to solve who can benefit from the community. Their success will help drive others to the community.
- **Providing continuous training.** As with all change management, effective training cannot be over-emphasized. While the tools themselves should be intuitive, continual training helps maximize the effectiveness of the community. Training doesn't need to be in a classroom; it can be as simple as sending out brief tips and tricks on a regular basis.

RECOMMENDATIONS

CIOs MUST BECOME, CREATE, AND HIRE SOCIAL MEDIA EVANGELISTS

Social Computing is already on its way to transforming the organization as much as the Internet did in the 1990s. CIOs must embrace this evolution and become effective social media evangelists or risk being left behind. To help carry the torch, CIOs should:

- **Connect your CEO with other CEOs who have succeeded.** The CIO can be a catalyst, but to leverage the full transformational potential of Social Computing within the organization, the CEO and the entire executive team need to see the potential to transform the organization for the better. Enlist the help of CEOs who have already taken this road. A good place to look: Forrester's Groundswell Award winners.
- **Create an executive council for Social Computing.** Collaborate with the CMO to review opportunities for both internal and external collaboration, and with the chief people officer/head of HR to gain an understanding of the potential for internal Social Computing to increase productivity. Invite social media advocates to sit on the council or present ideas to the council.
- **Hire — or find — a social business architect.** Once you help set the tone and strategy for Social Computing, this key resource will be the linchpin to facilitate the collaboration between IT, marketing, and other business leaders embracing Social Computing. He or she will also be critical to driving the transformation of the IT group into a team that thinks about how social technology can and should be applied in every aspect of IT. The ideal candidate is well-versed in Social Computing community building and technology, familiar with your organization's politics and complexities, and a business architecture guru. This person will become your social strategist and will need to be an evangelist across the organization. It's a tall order, but research shows this is a critical role and may be the difference between IT being seen as a Social Computing innovator or a Social Computing laggard.

SUPPLEMENTAL MATERIAL

Methodology

Forrester fielded its January 2010 Global Social Media Online Survey to 347 social media users; however, only a portion of survey results are illustrated in this document. The respondents consist of a broad cross-section of social media users mainly from North America and Europe. Respondents were required to answer basic demographic questions about themselves and their employers.

Forrester fielded the survey during December 2009 and January 2010. Respondent incentives included a summary of the survey results.

Exact sample sizes are provided in this report on a question-by-question basis. Respondents are not guaranteed to be representative of the population. Unless otherwise noted, statistical data is intended to be used for descriptive and not inferential purposes.

If you're interested in joining one of Forrester's research panels, you may visit us at <http://Forrester.com/Panel>.

ENDNOTES

- ¹ United Business Media company information can be found on the company's Web site (<http://ubm.com/ubm/ourbusinesses>).
- ² MyStarbucksIdea.com has collected more than 80,000 customer generated ideas to-date. The site provides the ability for community members to vote on ideas from other members. While ideas are in review, it provides extensive feedback on how the ideas are progressing toward implementation. Source: Starbucks (<http://mystarbucksidea.com>).
- ³ Gen Y is four times more likely to visit a social networking site at home than they are to use one for work purposes. But if they are unable to bring their Social Computing habits and sensibility to work, Gen Yers can at least use their personal mobile phones to text to stay in touch with friends and communicate with colleagues. In fact, mobility is the defining difference of Gen Y at work: They are much more likely than their older colleagues to use smartphones for work purposes. See the November 19, 2009, "[For Gen Y, Mobility Trumps Web 2.0 At Work](#)" report.
- ⁴ Forrester fielded our social media survey to 347 social media users, mainly from North America and Europe. Source: Forrester's January 2010 Global Social Media Online Survey.
- ⁵ Groundswell is defined by Forrester as "a social trend in which people use technologies to get the things they need from each other, rather than from traditional institutions like corporations." Source: Charlene Li and Josh Bernoff, *Groundswell: Winning in a World Transformed by Social Technologies*, Harvard Business School Press, 2008.
- ⁶ For more information about CDW's social media efforts, go to its feature page on the Groundswell Web site (<http://www.groundswelldiscussion.com/groundswell/awards2009/detail.php?id=131>).
- ⁷ For more information about Accenture's social media efforts, go to its feature page on the Groundswell Web site (http://www.forrester.com/Groundswell/managing/accenture_borderless.html).
- ⁸ Executives are going about social strategy backwards: picking technologies like blogs or communities first instead of focusing on what they want to accomplish. This document introduces our four-step method for social strategy. First, examine the Social Technographics Profile of your customers. Second, choose your objective: listening to, talking with, energizing, supporting, or embracing your customers and their ideas. Third, build a strategy around changing your relationship with your customers. Finally, pick the appropriate technologies to implement. Companies that take these four steps in order and then put success metrics in place are the most likely to succeed. See the October 9, 2007, "[Objectives: The Key To Creating A Social Strategy](#)" report.
- ⁹ Social technologies have arrived big time. Facebook and Twitter are on the vanguard of much of the most active online social activity. When we created the Social Technographics® ladder of behaviors, we anticipated most categories of social behavior that continue today with one exception: the rapid conversations that take place in tweets and Facebook status updates. To reflect the new behavior, we've added a rung to the Social Technographics ladder: Conversationalists, a group that starts out with 33% of the online population (compared with 70% who consume social content and 59% who use social

networks). Marketers should still analyze the behaviors of their target audiences, but now analyzing markets by segment has become more important. See the January 15, 2010, "[Introducing The New Social Technographics®](#)" report.

- ¹⁰ Many companies approach Social Computing as a list of technologies to be deployed as needed — a blog here, a podcast there — to achieve a marketing goal. But a more coherent approach is to start with your target audience and determine what kind of relationship you want to build with them, based on what they are ready for. Forrester categorizes Social Computing behaviors into a ladder with six levels of participation; we use the term Social Technographics® to describe a population according to its participation in these levels. Brands, Web sites, and any other companies pursuing social technologies should analyze their customers' Social Technographics first and then create a social strategy based on this profile. See the April 19, 2007, "[Social Technographics®](#)" report.
- ¹¹ The five core objectives of social strategy are: 1) listening (use social technologies for research to better understand people in the community); 2) talking (use social technologies to spread messages); 3) energizing (find your most enthusiastic people and use social technologies to supercharge the power of their word of mouth); 4) supporting (set up social tools like forums and wikis to help the community support each other); and 5) embracing (collaborating within the community to drive innovation and problem solving). See the October 9, 2007, "[Objectives: The Key To Creating A Social Strategy](#)" report.
- ¹² We explained the hierarchy of social needs is explained on Forrester's blog for CIOs. Source: Nigel Fenwick, "The Secret Of Successful Social Communities: 4 Social Needs," *Nigel Fenwick's Blog For Chief Information Officers*, March 12, 2010 (http://blogs.forrester.com/nigel_fenwick/10-03-12-secret_successful_social_communities_4_social_needs#node-3876).
- ¹³ myFICO is the consumer division of FICO, the organization that created the FICO credit score that lenders use. As a company operating within a heavily regulated industry, FICO is limited in the information it can provide to customers. Education and support through personal credit-related situations are critical to a satisfying customer experience, but formerly these were needs FICO could not address. Using social technologies, myFICO has brought its customer network together in an online community where consumers can share credit knowledge, experiences, and advice with each other (<http://ficoforums.myfico.com/fico/>). Registered users can post messages in the community, but anyone can view message threads and benefit from the multitude of online conversations on credit-related topics. With close to 20,000 posts, 400,000 searches, and 10,000 new registrations every month, the Lithium-powered community is thriving and delivering benefits to both consumers and myFICO. You can find more information about FICO's use of social technologies on its feature page on the Groundswell Web site (<http://www.groundswelldiscussion.com/groundswell/awards2009/detail.php?id=135>).
- ¹⁴ Forrester recently evaluated 11 collaboration platform vendors. See the August 6, 2009, "[The Forrester Wave™: Collaboration Platforms, Q3 2009](#)" report. Forrester also evaluated nine of the 90-plus vendors in the exploding community platforms market. See the January 9, 2009, "[The Forrester Wave™: Community Platforms, Q1 2009](#)" report.

¹⁵ Forrester evaluated nine of the 90-plus vendors in the exploding community platforms market. Jive Software and Telligent Systems led the pack because of their strong administrative and platform features. Both Strong Performers, KickApps and Pluck enable large Web sites to quickly scale with social features. See the January 9, 2009, "The Forrester Wave™: Community Platforms, Q1 2009" report.

¹⁶ Most organizations today are implementing social CRM capabilities using a grab bag of Web 2.0 technologies and vendors, but CRM solutions providers are not standing still. The leading CRM vendors are adding collaborative capabilities to augment the transactional business processes of marketing, sales, and service. See the November 13, 2008, "CRM 2.0: Fantasy Or Reality?" report.

In Forrester's 66-criteria evaluation of collaboration platform vendors, we found that Microsoft and IBM Lotus led the pack based on the breadth of functionality in their offerings. Novell edged into the Leaders' quadrant with its Teaming product. MindTouch, the only open source option in this Forrester Wave, landed as a Strong Performer. Open Text represented a strong option, particularly for current Open Text ECM Suite customers. Atlassian, Jive Software, Socialtext, and Traction Software all approach the market with strong social networking capabilities. New entrant Cisco WebEx debuted as a Contender and will look to disrupt the market landscape over time. Central Desktop is the only pure software-as-a-service offering with a focus on small and medium businesses, as well as enterprise departments. See the August 6, 2009, "The Forrester Wave™: Collaboration Platforms, Q3 2009" report.

¹⁷ Intel, a large global technology provider, has more than 86,000 employees worldwide. It's only natural that, working for a technology provider, Intel's employees are generally ahead of the curve in adopting new technologies such as social media and Web 2.0. But for Intel's chief information security officer, Malcolm Harkins, this tech-savvy user base introduces a new challenge: mitigate the risks while still empowering users to embrace and experiment with Social Computing. To mitigate risks, Harkins did three things: 1) built a research team to investigate threats and determine the business impact to Intel; 2) empowered people as the first line of defense by keeping them constantly aware of threats; and 3) layered on top process and technology controls to help secure its social platform architecture. As a result, Intel has increased employee satisfaction and productivity while improving the company's top line. See the December 9, 2009, "Case Study: Intel Implements People As The New Perimeter To Mitigate Social Computing Risks" report.

¹⁸ Source: Chenxi Wang, Ph.D., "To Facebook Or Not To Facebook (40% Of Companies Said Yes To Facebook)," *Chenxi Wang Ph.D.'s Blog For Security & Risk Professionals*, December 1, 2009 (http://blogs.forrester.com/security_and_risk/2009/11/to-facebook-or-not-to-facebook-40-of-companies-said-yes-to-facebook.html).

¹⁹ The Net Promoter Score (NPS) is based on the fundamental perspective that every company's customers can be divided into three categories: Promoters, Passives, and Detractors. By asking one simple question — How likely is it that you would recommend [Company X] to a friend or colleague? — you can track these groups and get a clear measure of your company's performance through its customers' eyes. Customers respond on a 0-to-10-point rating scale and are categorized as follows: Promoters (score 9-10) are loyal enthusiasts who will keep buying and refer others, fueling growth; Passives (score 7-8) are satisfied but unenthusiastic customers who are vulnerable to competitive offerings; Detractors (score 0-6) are unhappy customers who can damage your brand and impede growth through negative word of mouth. To calculate

your company's NPS, take the percentage of customers who are Promoters and subtract the percentage who are Detractors. Source: NetPromoter.com.

²⁰ In Forrester's January 2010 Global Social Media Online Survey, 94% of respondents reported using social media at work, indicating that very few social media users in this survey distinguished between work and home usage.

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Headquarters

Forrester Research, Inc.
400 Technology Square
Cambridge, MA 02139 USA
Tel: +1 617.613.6000
Fax: +1 617.613.5000
Email: forrester@forrester.com
Nasdaq symbol: FORR
www.forrester.com

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