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HAMMERING YAMMER¹

Tribridge understands that our team members are our most important asset. We need to continue to develop our people and engage with them in a meaningful way on a daily basis.

- Chris Milan

Chris Milan, Managing Director of Southeastern Region at Tribridge, Inc., was drumming away at the annual “Connect” conference with the company band called “The Bridge.” He enjoyed seeing everyone dancing, laughing, and jamming out to the music and making new friends with coworkers. Tribridge had quickly grown over fifteen years to more than 600 employees with most deployed to customer sites around the U.S. and Canada. The annual conference was a cultural staple designed to re-connect the company with employees and employees with each other. But how much longer could they continue to rely on a once a year event to keep the company together on both social and cultural levels?

Chris reflected on a recent executive team meeting where the leaders asked themselves, “How can we keep all of these people, from all over the globe, feeling connected with each other?” The leadership was familiar with and had been discussing ways to keep the company connected through the deployment of an Enterprise Social Network (ESN)--sort of a Facebook for employees. They had been told that an ESN would allow for local employees and remote employees to connect more efficiently to help create an overall cohesive work environment. In theory, it would be a much less expensive approach than flying everyone in to Tampa. And, it was supposed to create a continuous--not just once a year--flow of interactions through an online environment. Plus, wasn’t everyone already familiar with the tool? After all, nearly everyone was on Facebook. Why not set up an ESN and they could join that too?

At the same time, the decision to proceed wasn’t easy. There were many factors Milan and the leadership had to consider. Email, Instant Messaging (IM), phone calls and SharePoint were Tribridge’s current forms of communication and connectivity. Would connecting through an ESN replace those platforms? Would it be “in addition to” them? Also, Tribridge was a “Microsoft shop” using Office 365. Office 365 included the ESN platform called Yammer. Would using Yammer be more efficient than email for communication? Would it be as effective as a party for connectivity? Could it share and propagate a culture with a distributed workforce? Since Yammer seemed to be the inevitable choice at Tribridge, maybe the real questions would revolve around how to implement another system in the already busy world that was Tribridge.

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Tribridge, Inc.

Tribridge was a Tampa Bay local tech success story. Starting from a living room in 1998, a team of three friends left their jobs to pursue a vision to create a company that has become a leading provider of technology implementation services for the U.S. By 2015, the company was 600+ employees strong with offices across North America and Europe (see Exhibit 1). This growth in size was accompanied by a huge growth in revenue which reached \$127 million in 2014.

The firm specialized in the client location implementation of business applications and cloud-based solutions. Tribridge primarily supported mid-market and enterprise customers by solving their business obstacles through consulting services, innovative ideas and industry-specific solutions. The company's core values were based around innovation, entrepreneurial drive and servant leadership. These values and many others were found in their employees and helped strengthen the company's dedication to producing outstanding service, support and results.

The values and consistent delivery of quality services helped to build long-lasting partnerships with over 3,750 customers, strategic business partners, team members and outside communities. Tribridge had been presented many prestigious awards, including: the only four-time recipient of the Worldwide Microsoft Dynamics Outstanding Partner of the Year Award (2013, 2012, 2010, 2008), 2013 U.S. Independent Software Vendor (ISV) of the Year, the Concerto Cloud Services for Innovation Award, and the 2013 Cornerstone Client Excellence Award for Most Impactful Training Program. This level of achievement was partly due to the strategic partnerships Tribridge held with two companies--Cornerstone OnDemand and Microsoft. Tribridge had been a Cornerstone strategic partner since 2008 and, having successfully implemented hundreds of talent management implementations, was the number one Cornerstone services partner with 100% Cornerstone certified staff (BSA, n.d.). In addition, Tribridge was a Microsoft Gold Certified Partner in all Dynamics products (CRM, AX, GP, NAV and SL), Microsoft .NET development and SharePoint since 2004.

Management Structure, Culture and an ESN

The company had attempted to keep the organizational structure as flat as possible. Chris and the leaders at Tribridge believed that this flat management structure embraced the idea of open communication and interaction between all employees of the company. All members of the Tribridge team were encouraged to practice an open form of communication. This open communication policy encouraged team members to speak and team up with fellow employees regardless of their title, office location, or area of expertise.

Tribridge found that this created a catalyst for innovation and continuous improvement throughout the firm. Employees were encouraged to take risks, seek out challenges and develop innovative solutions for customer problems. All employees were trained in the company's goals, core values and culture at the Tribridge Academy, and then encouraged to develop mentorship relationships to help guide them along their journey with the firm.

Chris knew that this work environment created a family oriented atmosphere that continued outside the workplace. Tribridge recently hosted its weekend company conference called "Connect." During the conference team members from all the different regions got a chance to interact and strengthen bonds with their co-workers through presentations, networking, team building and social activities--like the Connect party.

The culture, size and multiple locations of Tribridge required a strong social network system for employees to be able to collaborate, socialize and strengthen bonds. In organizations like Tribridge where most employees were consulting with and working on site at customer locations for years it was frequently the

case that company employees would begin to identify more with the customer than with the parent company. When this happened, Chris knew that the disconnect could affect consultant objectivity, service quality, sales effort and attrition levels as employees felt less and less loyalty to the parent company.

Chris had high hopes for Yammer. He had signed up with Microsoft to have Yammer running for at least three years. However, many questions still remained. Would the traditional methods of communication prohibit the use of Yammer? Would the remote employees be able to connect better? What would it take to get them comfortable with the new system? Who would be in charge of boosting employee morale on Yammer? How long would it take for Yammer to be running at its full potential? Could the implementation of an ESN actually reduce employee engagement and hurt the culture?

The Business Software Services Industry

Market Size and Projected Growth

Tribridge was just one of many players in the very large business software services industry. By some estimates, this industry's "real contribution to GDP exceeded \$261 billion in 2007" or twice that of the entire recreational, cultural and sporting sectors combined. Moreover, since 2003, the business software services industry had outpaced the rest of the U.S. economy with a 14% annual real growth rate compared to the average U.S. industry growth rate of 2% (Sullivan & De Souza, 2012).

Market Sector and Emerging Trends

The top industries in America that have invested in IT software and services were banking, communications and construction (see Exhibit 2) with each spending more than 34 billion dollars. In the near future, banking, manufacturing and communications were projected to have the strongest growth opportunities (see Exhibit 3).

Two emerging trends in the business software services sector were a move to cloud computing and a move to a subscription style of payment for software and services. At the beginning of the decade, the push for software-as-a-service and cost reduction through outsourcing computing had reached a wide variety of enterprise wide business applications. Platforms such as SAP HANA and Microsoft Office Dynamics were paving the way to a future where applications were stored on the cloud, could be used anywhere an employee was located, and allowed for flexible software product selections. "Service providers still focusing on traditional on-premises [enterprise software] implementations will gradually lose in the competition in the next one to two years" (Sullivan & De Souza, 2012).

Competitive Landscape

Two enterprise wide software systems dominated business systems applications: Enterprise Resource Planning (ERP) and Customer Relationship Management (CRM) and their associated services. Many medium and large business software services companies fought for market share--often specializing by customer industry and/or strategic partner platforms. Companies such as Cloud Sherpas, Deloitte, IBM and Salesforce all offered services within one of these two spaces. In such a growing industry, Tribridge needed to build customer relationships with exceptional performance. And, performance in a services sector was a direct function of the company's employees. Chris knew that Tribridge needed to constantly keep its people at the forefront of the technologies, and driven to innovate and satisfy customer needs in new and different ways. He knew that Tribridge had come very far. He also knew that for Tribridge to grow, its people would need to continue to grow as well. How could enterprise social networking help its people to be connected and productive at Tribridge?

Social Networking Services

A Social Networking System (SNS) was a web-based software platform used to connect people of similar interests and backgrounds by re-creating online the kinds of social networks that existed offline. Normally, these sites allowed people to create their own profiles, connect with other profiles, and view or recommend cross-connections within the system. SNS platforms varied in their organizing purposes, but often incorporated tools such as mobile connectivity, photo/video sharing and blogging. It could be misleading to simply categorize an SNS as a tool used to keep individuals connected because that would only be a portion of what an SNS was able to offer.

Evolution of Social Networking

The nineties was the decade social networking first appeared on the web. Since then, they had become so deeply integrated with today's society, that nearly everyone in the U.S. used some form of social media. In December of 1995, one of the first social networking sites was launched called Classmates.com (Li, Webber, & Cifuentes, 2012). The original purpose was to connect school affiliates. The site eventually added on other features, such as profiles and friend lists. Even though Classmates.com was one of the first (and not the only) SNSs on the web, the site most widely recognized as the forefather to social media was SixDegrees.com. Founded in 1997 by Andrew Weinreich, SixDegrees established many features that are seen in today's SNSs. Despite the millions of registered users, SixDegrees was sold off in 2000 due to its inability to maintain its growth. This site was said to be "before its time." The next wave of SNSs were business networks. The start of this wave began with Ryze.com in 2001. This site was thought to be the precursor to LinkedIn, which was later launched in 2003. In 2002, Friendster was created and the original purpose of Friendster was to compete with Match.com as a dating site. Since Match.com matched strangers based on similar interests, Friendster was a novel concept because it was matching friends-of-friends. As the site's popularity began to rapidly increase, the servers and databases were unable to keep up with the growth which resulted in many technical issues. This caused many frustrated users to migrate over to its rival site, Myspace. Then, in 2007, Facebook hit the scene. It has since become the reigning champion of social networks (Fidelman, 2012). In recent years, there was a growing sector in the field of social networking known as Enterprise Social Networking (ESN). An ESN was a form of SNS that connected people of similar business interests; the most common form was an intra-organizational social network (IO SN) (Mullarkey & Hevner, 2014).

Opportunities

The increase in online inter-personal connectivity and information sharing were two of the biggest benefits of social networking. The ability to use online systems to create scale-free, asynchronous, digital proximity in social networking afforded users a way to grow their connectivity at nearly no cost (other than the time involved online) (Mullarkey et al, 2013). SNSs became very tightly integrated with society, and the adoption of them was a global trend.

As a result of the increase in use and ubiquity of SNSs, it was important to take into consideration the social changes that might accompany the mainstream use of these sites. According to Robert Putnam's book *Bowling Alone*, two kinds of social capital could grow through the use of SNSs: bonding social capital and bridging social capital (Brzozowski, Sandholm, & Hogg, 2009).

Social capital had various meanings. It generally referred to the benefits and resources derived from the preferential treatment and cooperation between individuals and groups. Bonding referred to the emotional support between close friends and family and their tangible resources. Bridging social capital referred to weak ties, friends of friends, past colleagues, or other acquaintances. Weak ties were valuable points of access to diverse perspectives and new information from individuals outside ones' primary social network. Researchers had found, for example, that individuals were more likely to receive employment op-

portunities from a person they rarely had contact with than those within their primary network. Sites such as Facebook and LinkedIn provided recommender systems that exploited this feature of SNS. In a study done at Michigan State University the researchers noted:

The strong linkage between Facebook use and high school connections suggests how SNSs help maintain relations as people move from one offline community to another... Online interactions do not necessarily remove people from their offline world but may indeed be used to support relationships and keep people in contact, even when life changes move them away from each other (Chacos, 2012).

Social network sites provided simple and inexpensive ways to organize members, arrange meetings, spread information and gain feedback from their users. Organizations considered their ability to use or create enterprise-wide SNS to take advantage of the opportunities provided by greater social connectivity among employees.

Intra-Organizational SNS

When SNS provided a platform that allowed employees to connect across an organization, with different industries worldwide, this form of SNS was often referred to as Enterprise Social Network (ESN). The potential benefits from having an ESN were that it might promote efficient connectivity, increased innovation, accelerated teamwork and improved response time (Ellison, Steinfield, & Lampe, 2009). However, since it was a newer field, many businesses were still early in their business social maturity (see Exhibit 4). Mark Fidelman's early studies in organizations showed that implementing an ESN could yield:

- *An average 3% to 5% return on social engagement:* The most engaged businesses were reporting an estimated 7.7% business impact. The lowest performers achieved a 1.9% estimated return.
- *Improved marketing and sales effectiveness:* The top two areas where executives thought social engagement had real value were improved marketing and sales effectiveness (84%) and increased sales and market share (81%).
- *New ideas for products:* 57% realized big returns either by crowd sourcing new products, or letting customers know new products would be derived from future social engagement (Ellison, Steinfield, & Lampe, 2007).

There were a variety of issues that came from deploying an ESN, however. Most of these issues stemmed from the novelty of the subject, with little research to back up a proper way of deploying such a system. Milan knew that Tribridge had compared several ESN social network platforms for businesses before choosing Yammer. Tribridge's principal reason for choosing Yammer was that it was a Microsoft product, and it was already a part of the Microsoft suite of products previously deployed in the organization. Milan did briefly consider creating a custom site based on another Microsoft program--SharePoint--with networking tools added. He dismissed this idea because it would take a considerable amount of time and research to develop the right system. Milan wanted something he could quickly implement.

Yammer

Founders David Sacks and Adam Pisoni launched Yammer in September 2008 at the TechCrunch50 conference (Schonfeld, 2008). Coined with phrases such as "Facebook for businesses," Yammer introduced a social network platform for businesses, and gave third-party developers the freedom to create and sell their applications directly to users of the platform (Chacos, 2012). Yammer became a subsidiary of Mi-

crosoft in 2012. After being bought out for \$1.2 billion in July 2014, it was announced that Yammer would be incorporated into the Office 365 development process.

At the time of this case, Tribridge implemented Yammer Basic, which was essentially a free trial version of Yammer Enterprise with basic features. The basic network subscription offered a variety of tools for employee communication: user profiles, inboxes, news feeds and chat boxes. It also offered collaboration features that allowed employees to work in groups, share files, co-edit content and more. These features came complete with mobile applications for iOS, Android and Windows devices, and allowed the integration of business applications like Klout and Zendesk to boost engagement and productivity. Yammer Enterprise was available with Office 365 Business and Office 365 Education plans, or as a standalone service. For organizations already equipped with an Office 365 plan, the option to upgrade to Yammer Enterprise came at no additional cost. Yammer Enterprise Standalone was \$3 per user/month, and Office 365 for Business started at \$5 per user/month (see Exhibit 5). The Yammer Enterprise version added central management capabilities, advance security, administration and integration.

There were several companies that had used Yammer and might act as exemplars for implementation at Tribridge. Red Robin reported transforming their internal business communication with Yammer through the creation of two networks for employees called “Yummer” and “Yummiversity” (Lavenda, 2014). Using this social network, Red Robin reported being able to give it’s “front-line” employees “a voice” and used that new source of voices for generating ideas for innovation. Another organization, Nationwide Insurance, had nearly 36,000 employees on the Yammer network. Nationwide had created a custom Yammer-SharePoint implementation that combined social networking and document management. They reported several positive benefits (qualitatively) as:

- Improved productivity
- Social enhancements to core applications
- Comprehensive collaboration
- A stronger corporate culture (“Success Story,” n.d.)

Design and Features

Milan believed that Yammer’s greatest strength was its ease of use (Exhibit 6). The Tribridge news feed screen in particular presented the ESN in a manner similar to that of the popular inter-personal SNS Facebook. Also located at the top bar near navigation was the ability to search people, groups and conversations. Employees seemed to find these features easy to use.

In addition, there were buttons for various frequent tasks like home, inbox and alerts, which made navigation easy. The home page was filled with content, which included status updates and comments to those updates from around the network appearing in reverse chronological order. There was also a function to filter the main feed by top posts, posts by everyone, posts from people, or about topics you’re following. So, employees seemed to find it easy to use, but was it also useful to employees?

User Profiles and Skills

Any Yammer user could create a custom group, which ranged from The Tribridge Directors Group to a 30-Day Abs Challenge Group (Exhibit 6 shows The Reading Room’s Group). The person who created the group then became the administrator of that group. As Tribridge employees started becoming more active on Yammer, Chris noticed that the number of “uncontrolled” groups were growing even as additional administrator controls and different permission levels were also growing. Clearly a good initiative did not guarantee useful, useable and sustainable numbers and levels of social groups within Yammer.

Integration

Tribridge had success with their SharePoint software which they called MindShare (see Exhibit 7). Mindshare focused on document management but also offered basic enterprise social features such as a newsfeed and birthday reminders. Chris, however, wanted more engagement within the company, and he wasn't convinced that a document management system alone could provide the richer social experience for all users that he desired.

Chris thought that the integration of MindShare and Yammer might be a way to connect the two enterprise platforms and, more importantly, get users from both platforms to communicate together. At the very least, Chris felt that Tribridge needed to decide if they would (see Exhibit 8):

- Add Yammer to the navigation bar for SharePoint.
- Use Yammer instead of SharePoint Newsfeed features.
- Use Yammer Embed to add feeds to SharePoint pages.

Since MindShare was a project for Tribridge's SharePoint team, Chris had initially asked the SharePoint team to pick the best approach for the company. Their initial response, however, to an integration of any sort was tepid at best. At the same time, while Yammer had been deployed (made available organization wide), it had not been properly implemented in that most potential users did not use it at all.

Employee Motivation to Use an ESN

The stated goal of implementing Yammer at Tribridge was to improve employee connectivity within the company's headquarters and various offices located around the U.S. and the world. Tribridge wanted to create a virtual, daily, and constant social experience that somehow connected 600+ employees spread all over the country, and made them feel like they were really working together at Tribridge. Hopefully, an increase in connectivity among team members would be followed by an increase in productivity and job satisfaction. Chris thought, "How would Tribridge motivate its employees to use this SNS in a productive manner?"

Before diving into motivation specific to SNS, Chris believed it was important to look at employee motivation outside of the SNS realm and consider a recurring set of factors that focus on motivation: engagement, satisfaction, commitment and intention to leave. He had read that:

Engagement represents the energy, effort, and initiative employees bring to their jobs. Satisfaction reflects the extent to which they feel that the company meets their expectations at work and satisfies its implicit and explicit contracts with them. Commitment captures the extent to which employees engage in corporate citizenship. Intention to quit is the best proxy for employee turnover (Nohria, Groysberg, & Lee, 2008).

Chris felt that it was important to keep in mind that the source of employee motivation did not only lie in company policy and culture, but also resided in the motivational abilities of individual managers. Organizations were hierarchical and employees recognized that managers had some (not insignificant) influence over controls that affected human resources, and business processes and policies within the company. Could supervisor participation in the ESN and their visibility to connectivity within the ESN influence employee participation?

Tribridge focused on four drivers that the company believed were fundamental to employee engagement and success: the drive to acquire, the drive to bond, the drive to comprehend and the drive to defend (see Exhibit 9). In order to successfully motivate and engage employees, Tribridge believed that all the drivers

must be satisfied. The drive to acquire, they believed, was sourced from a human's desire to obtain objects or experiences that were deemed necessary to improve the quality of life.

The desire to bond started with peoples' inherent need to create connections with family and friends that would lead them to create groups in which they experienced emotions like love and caring. The company believed that the desire to bond was essential to the corporate culture.

The drive to comprehend, they felt, came from the annoyance everyone felt when they were not capable of making sense of an event or a result. Chris believed that a good ESN would help employees find a sense of fulfilment when they were faced with challenges that propelled them to grow and learn, and work with others.

The drive to defend was routed in our fight or flight response. At Tribridge, the way the response manifested itself was the need for developing environments in which an individual's thoughts and opinions were listened to and respected. When this occurred, the desire to defend that environment would take over, and would also lead to a sense of security and confidence.

Chris wondered if an ESN could deliver these experiences that improved employee morale and commitment to the company. Could an ESN provide support for: the company reward system, organizational culture, job design, performance management and resource-allocation processes? Could an ESN improve camaraderie through teamwork, collaboration, openness and friendship amongst everyone in the organization? Could an ESN increase the probability that jobs were found to be meaningful, interesting and challenging? Could an ESN lead to a sense that processes were fair, trustworthy and transparent for performance management, promotion and resource allocation?

In typical SNSs it was important to remember that members of a community needed to develop a local netiquette--the norms and online behaviors that social group members would follow. Developing a netiquette built up members' reputations, trust and social capital. Members of an SNS tended to be motivated to participate when they received various forms of responses to their actions. These responses could come in the form of comments, "likes" to use an example from Facebook, or even rewards--from the company, supervisors, or customers. Chris felt that active use of the ESN, its perceived usefulness, its balance of relationship building versus hierarchical oversight, as well as quality of interactions and group building would ultimately drive the overall success of the SNS and its contributions to the company.

Current Issues

The full enterprise version had been implemented at Tribridge. Unfortunately, Chris was faced with many issues stemming from employees lack of use of Yammer. With over 600 employees having Yammer access and paid accounts, only 20 of the employees were active users. Chris had also heard a number of complaints from employees with regard to the use of Yammer.

As he discussed Yammer with others in the organization, the number one concern seemed to be a confusion as to the purpose of Yammer to connect and communicate, versus simply sending someone an email. After all, if you sent an email you had a clear line of communication to the person or persons involved and you had a certain level of privacy. If needed you could follow a line of conversation, a request, or an order given through the email string. Whereas messages sent on Yammer seemed to be less private and more likely to go unanswered or lost.

A second concern Chris discovered was that many of the business units had pushed their customer facing consultants to maintain documents in a repository in the Microsoft software SharePoint. SharePoint was very effective at organizing and maintaining various documents (sorted by customer) such as customer

agreements, service level agreements, contracts, use cases, training materials, etc. Certain teams within Tribridge also used SharePoint to share designs, drawings, brainstorming and innovative ideas. Why did they also need Yammer? Did they have to “connect” in both places? Would a “post” to Yammer replace the need to store a file in SharePoint?

A third concern that had already occurred frequently was that various social networks within Yammer had fallen apart. Yammer required a group owner to setup any particular group. If a group leader lost interest, was transferred, or left Tribridge, then the group the employee had created was orphaned. When Chris did a little research, he realized that the number of orphaned groups exceeded the number of active groups. Chris knew that groups in SNS like Facebook formed and reformed fluidly without a single leader. He also knew that in those types of inter-personal SNSs, there were historical groupings based upon family, school, church, community and other social groupings. Was there anything like that possible in a workplace?

A fourth employee complaint seemed to come from the lack of any real content on Yammer. Most employees looked to the electronic newsletter and various online bulletin boards to see the latest information on the things happening across Tribridge. Why wasn't any of that on Yammer? If it was would employees have to go to both places to get all the company news? Could just any employee post news, or was that the purview of only a few “approved” employees? HR seemed to have some concerns about who could broadcast the latest and greatest news at Tribridge. What was “official” and what wasn't? Who would decide?

The final concern that seemed fairly pervasive was related in the sense that employees were well aware that their management team and HR all had access to and visibility around anything posted or shared on Yammer. Maybe it was hard to be open and socially engaged when you had a certain sense of surveillance as you used the ESN? At the same time, Chris noted that people were free and open and generally “a little wild” at the annual Connect conference (at least at the party). And, email of course could be subject to inspection at any time and provided a traceable line of communication if improper behaviors or inappropriate communication occurred. Should use of Yammer be any different? Or was it that the purpose of Yammer was different so the idea of “surveillance” squashed the benefits of social networking?

Implementation Methods

At the time of the case, Tribridge had been using the top-down approach in implementing Yammer. However, there were various approaches to deploying an enterprise social network solution. Tribridge could use the bottom-up approach versus the top-down, or they could use a completely different method and use strategic HR management. Each approach had their advantages and disadvantages:

- *Top-down:* This approach followed a very straight forward system. There was a hierarchy of authority, and the decision making process was left at the senior level. Goals were made at the highest level with little to no input from the lower level employees. Some of the advantages of this approach were more control, and less impact on operation and maintenance resources. The disadvantages were delayed return on investment, inflexibility, lack of employee participation, and that goals needed to be determined early in the process.
- *Bottom-up:* This approach varied greatly from the top-down approach. Bottom-up used target groups (lower level employees) as the actual implementers of policy. This could give the implementation process a deeper focus because of the larger number of employees involved. The advantages to using this approach were earlier return on investment, team-driven processes, higher motivation, and more flexibility. The disadvantages to this approach were that it lacked clarity and control.

- *Human Resource Management*: In this approach a department such as Human Resources captured, developed, shared and effectively used organizational knowledge to determine how best to motivate employee use of Yammer and forecasted the most effective rollout strategy. Advantages to this approach were in assigning authority and long term responsibility for the project. With this responsibility, the department would be able to measure progress, assess objectives, create a framework for decision-making, and take the decision making responsibilities from entities that were primarily focused on achieving other goals. The disadvantages were that it could be expensive to create or modify a department to pursue this project, it placed more pressure on the members of that department, and typically only long term benefits would eventually be realized.

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Chris Milan: Senior Director



Chris Milan is responsible for Strategic Alliances and Team Member Engagement for Tribridge. Chris has been working in technology and business consulting for more than 25 years. His experience includes strategic information systems planning, business process consulting, packaged software selection, implementation and integration services, application design and development services and project management for customers in a variety of industries, including manufacturing, distribution, professional services, real estate/construction and non-profit. Chris has deep expertise in the Microsoft Dynamics suite of solutions, as well as how these technologies can be leveraged with other Microsoft solutions, such as SharePoint, to benefit the customer.

Prior to joining Tribridge, Chris served as COO and directed consulting and sales for a Microsoft and Sage partner headquartered in Tampa, which was acquired by Tribridge in 2006. He also worked for a large national Microsoft and Sage partner based in Ohio, where he managed that firm's consulting practice. He began his career at a "Big 4" accounting firm in Ohio working on the auditing side of the business. Chris holds a Bachelor of Business Administration in Accounting from Ohio University.

Chris serves on the boards of directors for several organizations, including Tampa Bay Technology Forum, an emerging business that is part of StarTech; and for a local charity that provides funding to Hospice Lodge, the Alzheimer's Foundation and the Southeastern Brain Tumor Foundation.

Biographies



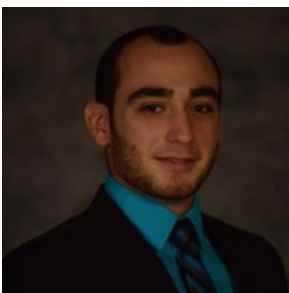
April Collier is a senior studying Management Information Systems at the University of South Florida. Before starting her academic career at USF, April managed a variety of departments and supervised employees at her full-time job, where she discovered the information systems field. Following this case study, April secured a job at Tribridge and is looking forward to gaining experience within the field.



Darren Dorado is a hybrid student, concurrently pursuing his B.S. and his M.S. in Management Information Systems at the University of South Florida. Besides his studies in data mining, systems analysis, and mainframe technologies, Darren also works for Citigroup in External Third Party Risk Mitigation where he developed and maintains the SharePoint sites and contents used by the group. When he is not working or studying, you can find him sipping tea, playing the violin, and coding a python script in a Linux terminal emulator.

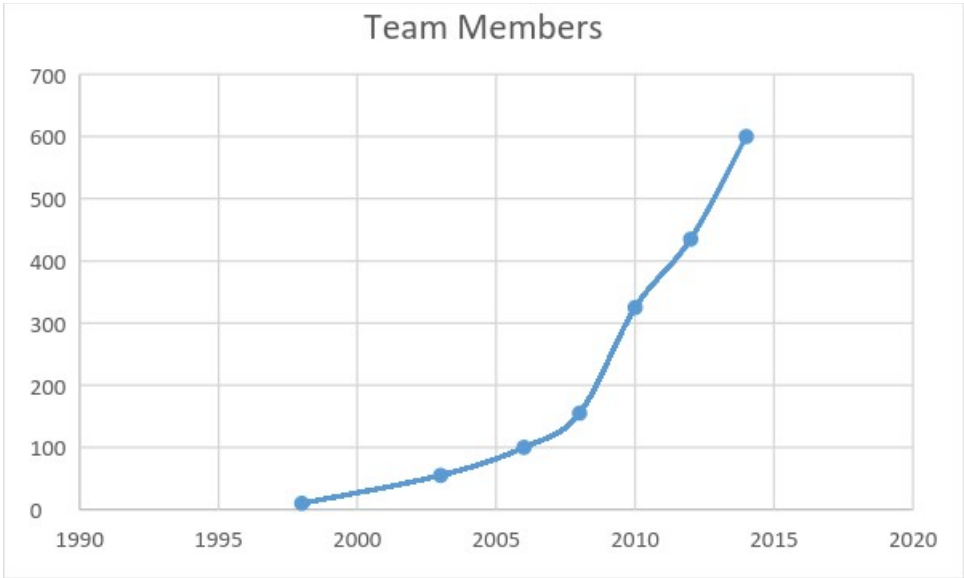


Stephanie Garcia is an undergraduate student majoring in Management Information Systems at the University of South Florida. She has studied abroad at the Florence University of the Arts in Florence, Italy. This experience gave her a firsthand knowledge as to how businesses are run in the European Union. During her time, she was able to travel to other countries which allowed her to embrace cultural relativism. She has been a member in organizations such as Student Government and the MIS Society. Stephanie has a strong passion for running. So when she isn't busy doing academic related activities, you may find her participating in local races.



Nicholas Xavier is a senior international student from Trinidad and Tobago with a major in Management Information Systems. Prior to USF, Nicholas worked as a cash register and point of sales programmer and salesman. This is where his interest in information systems began. As a student at USF, he was part of the executive board for the Caribbean Cultural Exchange, a member of the Corporate Mentor Program and a summer intern at Rizzetta & Company. Outside of class you will find him practicing his saxophone, playing soccer, or relaxing in anticipation of graduation, so he may return home to Trinidad and Tobago.

Exhibit 1: Increase in Employees



Source: Tribridge web site

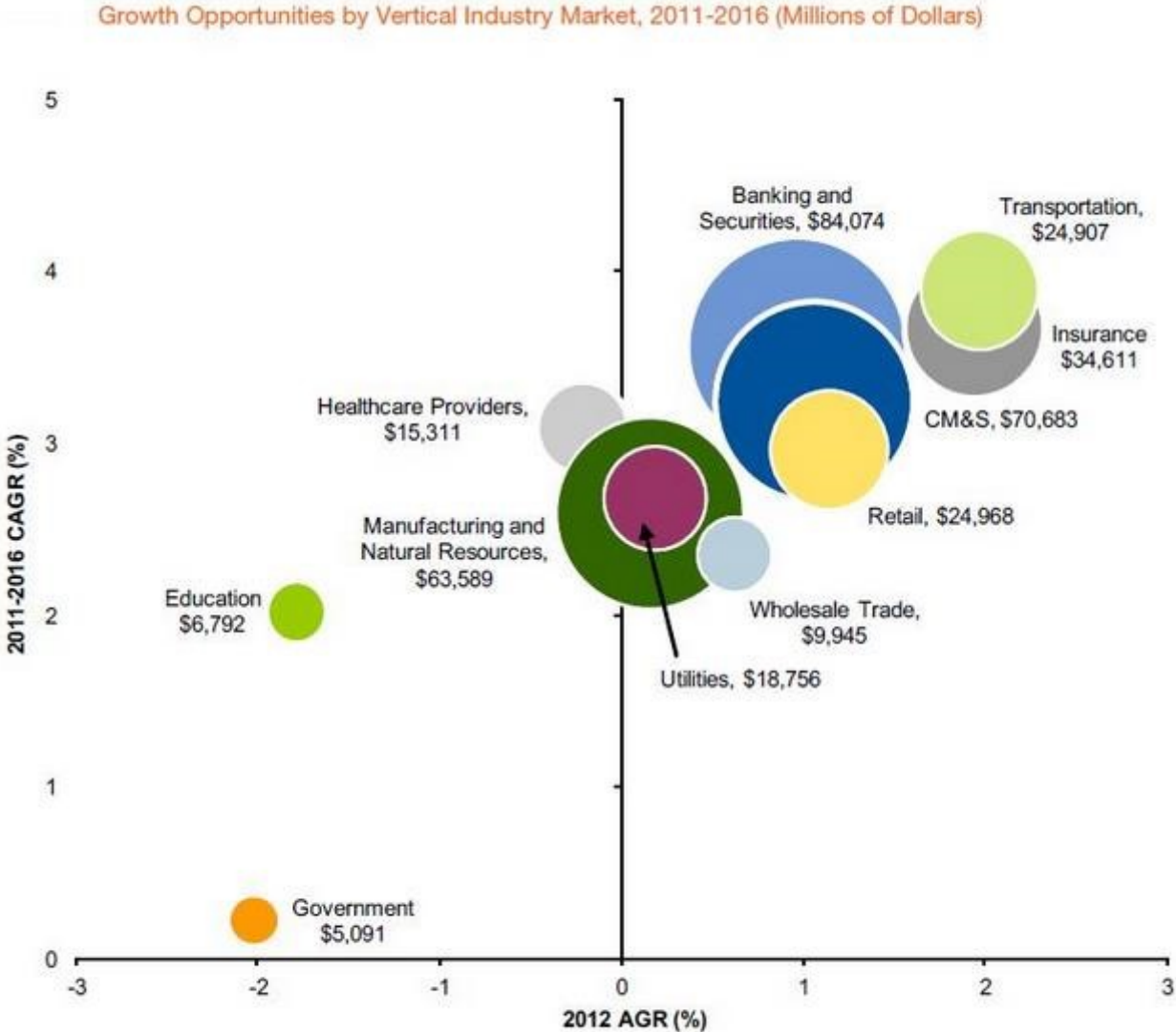
Exhibit 2: Top U.S. Industries Investing in IT

Top US industries Investing in IT, 2008 <i>(In US dollars)</i>	
Banking	\$59.4 billion
Communications & Media	\$50.7 billion
Construction	\$34.2 billion
Discrete Manufacturing	\$33.7 billion
Securities and Investment Services	\$31.5 billion
Health Care	\$24.9 billion
Insurance	\$23.5 billion
Process Manufacturing	\$21.5 billion
Resource Industries	\$19.6 billion
Retail	\$19.0 billion
Professional Services	\$15.5 billion
Transportation	\$15.0 billion
Utilities	\$9.6 billion
Wholesale	\$5.7 billion
Consumer & Recreational Services	\$4.1 billion
	\$368.5 billion

Source: IDC, US Black Book Q2 2009

Source: IDC web site

Exhibit 3: Growth Opportunities by Vertical Industry Market



Note: Bubble size measures the expected difference between the 2016 and the 2011 market sizes in millions of U.S. dollars.

Source: Gartner (November 2012)

Exhibit 4: Most Organizations: Early in Their Social Business Maturity



Base: 81 companies with over 250 employees (surveyed by Altimeter Group Q4 2011)
 Source: "Making The Business Case For Enterprise Social Networks", Altimeter Group (February 22, 2012)



Source: <http://www.altimetergroup.com/2012/02/making-the-business-case-for-enterprise-socialnetworks/>

Exhibit 5: Yammer Enterprise Pricing and Plans

Advertisement for Office 365 for Business. At the top, there is an illustration of a laptop displaying the Office 365 and Yammer logos. Below this, the text asks 'Already an Office 365 Customer?' and explains that existing Office 365 Enterprise, Mid-Sized Business, or Education plan customers may be eligible to upgrade to Yammer Enterprise. A blue button labeled 'Activate Yammer' is positioned below the text. The main heading is 'Office 365 for Business', followed by a blue bar indicating 'Starts at \$5 USD per user/month'. The description states: 'Access the full cloud suite of Office productivity, communication and collaboration tools, with rich compliance and management features for IT.' Below this is a circular icon containing a bar chart with an upward-pointing arrow. A note specifies 'Plans available for Midsize Business & Enterprise.' At the bottom, a green button labeled 'Learn More' is present.

Advertisement for Yammer Enterprise Standalone. The heading is 'Yammer Enterprise Standalone'. A blue bar indicates the price: '\$3 USD per user/month'. The description reads: 'Collaborate internally and externally in a secure, closed network with feature rich administrative capability, advanced security, integration options, and Microsoft support.' Below the text is a circular icon with the Yammer logo. A note states: 'Yammer Enterprise Standalone is activated through Office 365.' At the bottom, a green button labeled 'Buy Now' is present.

Source: About Yammer activation web site. (2015). Retrieved from <https://about.yammer.com/activation/>

Exhibit 6: Tribridge’s “The Reading Room” Group

The screenshot displays the Tribridge web interface. At the top, there is a blue header with the Tribridge logo and navigation links for Home, Inbox, and a search bar. Below the header, a left sidebar lists various groups, with 'The Reading Room' highlighted. The main content area shows the group's profile, including a book icon, the group name 'The Reading Room', and its status as a 'Public Group' where the user is 'Joined'. Below this, there are tabs for 'Conversations', 'Info', 'Files', and 'Notes'. A post by a user asks, 'Has anyone read the 5 Dysfunctions of a Team? If so, what did you think? Worth the read?'. A reply from another user enthusiastically recommends the book, stating it is 'HIGHLY RECOMMENDED!!!'. The right sidebar contains sections for 'Info', 'Pinned', and 'Related'.

Source: Tribridge’s “The Reading Room” Group web site

Exhibit 7: Tribridge’s MindShare

The screenshot displays the Tribridge MindShare website interface. At the top, there is a navigation bar with the MindShare logo and a 'Home' link. Below the navigation bar, the main content area is divided into several sections:

- Tribridge News:** A list of news articles with dates and locations. Visible entries include:
 - 2/06/2015 - Atlanta - Congratulations to [redacted]. Congrats go out to [redacted] SR Consultant, Dynamics-CRM Atlant
 - 2/06/2015 - Charlotte - Welcome [redacted] (D, MSO-Charlotte) and his wife welcomed a baby girl and Daddy! [redacted]
 - 2/02/2015 - Tampa - Congrats to [redacted]. Congratulations to Jacob Smith, Support Specialist, HCM, Tampa/Ho
 - 2/02/2015 - Dallas - [redacted] certified! Congratulations to [redacted] on recently getting of defects, minimizing variability and any waste, as it relates to defe customer our 'ingredients' or how to bake a cake, we can show th
 - 2/02/2015 - Los Angeles - Great job [redacted]. Congratulations to [redacted] Senior Consultant, GP, Los
 - 1/28/2015 - Tampa - Great work [redacted]. Congratulabon [redacted] (Support Specialist, HCM, Tampa/Hoover
 - 1/27/2015 - Austin - [redacted] certified again! Over the holidays, [redacted] Practice Manager, HCM, Austin
 - 1/27/2015 - Tampa - [redacted] rock star! [redacted] (Consultant, HCM, Tampa/Hoover), Congrats for ache
 - 1/27/2015 - Chicago - Congrats [redacted]. Congratulations to [redacted] (consultant-HCM, Chicago) for ac
- Spotlight on:** A profile card for a team member:
 - Senior Consultant, Dynamics-GP
 - Dynamics-GP
 - Washington
 - Hired 8/18/2014
 - Office Phone: [redacted]
 - Cell Phone: [redacted]
 - Visit My Site...
- Team Member Lookup:** A search bar with a magnifying glass icon.
- Recent "Live" Projects:** A section with a large black redaction box.
- Upcoming Birthdays List:** A table listing birthdays:

Team Member	Birthday
[redacted]	February 10
[redacted]	February 11
[redacted]	February 11
[redacted]	February 12
[redacted]	February 14
[redacted]	February 15
- Upcoming Anniversaries List:** A table listing anniversaries:

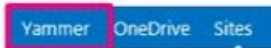
Team Member	Start Day	Years
[redacted]	02/10	1

Source: Tribridge’s MindShare web site

Exhibit 8: SharePoint and Yammer Integration Methods

▲ Add Yammer to the navigation bar for SharePoint 2013

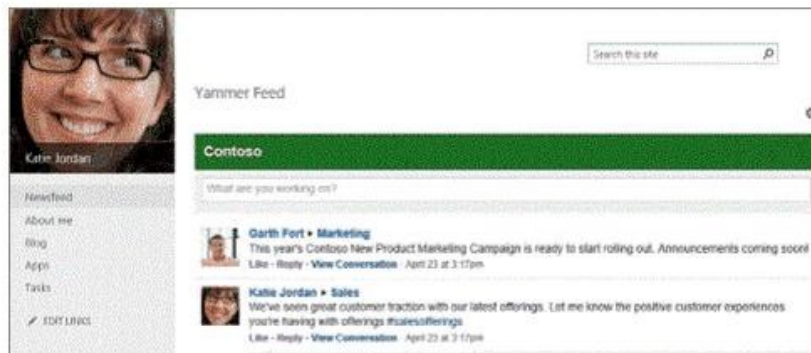
You can replace the Newsfeed link with a Yammer link on the top navigation bar for SharePoint. This functionality is included in Service Pack 1 (SP1) for SharePoint Server.



For more information, see [Add Yammer to the navigation bar for SharePoint 2013](#).

▲ Use Yammer instead of SharePoint Newsfeed features

To take advantage of the features that are provided by Yammer, it's a good idea to replace the default SharePoint Server 2013 enterprise social features with equivalent Yammer features. You can remove the SharePoint Server social web parts from My Sites and team sites, and you can hide the user interface controls that provide social functionality.



For more information, see [Hide SharePoint Server 2013 social features](#).

▲ Use Yammer Embed to add feeds to SharePoint pages

You can use Yammer Embed to embed Yammer feeds into on-premises sites. Yammer Embed is a JavaScript widget that you can add to SharePoint Server 2013 pages to display different kinds of Yammer feeds.

For more information, see [Add the Yammer Embed widget to a SharePoint page](#).

Source: *Integrate Yammer with on-premises SharePoint 2013 environments*. (2015). Retrieved from <https://technet.microsoft.com/en-us/library/dn270535.aspx>

Exhibit 9: Factors, Drivers and Levers at Tribridge

	DRIVE	PRIMARY LEVER	ACTIONS
①	Acquire	Reward System	<ul style="list-style-type: none"> ■ Sharply differentiate good performers from average and poor performers ■ Tie rewards clearly to performance ■ Pay as well as your competitors
②	Bond	Culture	<ul style="list-style-type: none"> ■ Foster mutual reliance and friendship among coworkers ■ Value collaboration and teamwork ■ Encourage sharing of best practices
③	Comprehend	Job Design	<ul style="list-style-type: none"> ■ Design jobs that have distinct and important roles in the organization ■ Design jobs that are meaningful and foster a sense of contribution to the organization
④	Defend	Performance-Management and Resource-Allocation Processes	<ul style="list-style-type: none"> ■ Increase the transparency of all processes ■ Emphasize their fairness ■ Build trust by being just and transparent in granting rewards, assignments, and other forms of recognition

Source: Tribridge's web site