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## Process Used and Survey Demographics

While we appreciate the support of these sponsors, we also greatly value our objectivity and independence as a non-profit industry association. The results of the survey and the market commentary made in this report are independent of any bias from the vendor community.

The survey was taken using a web-based tool by 383 individual members of the AIIM community between October 05, and October 29, 2012. Invitations to take the survey were sent via e-mail to a selection of the 65,000 AIIM community members.

Survey demographics can be found in Appendix 1. Graphs throughout the report exclude responses from organizations with less than 10 employees, taking the number of respondents to 334.

## About AIIM

AIIM has been an advocate and supporter of information professionals for nearly 70 years. The association mission is to ensure that information professionals understand the current and future challenges of managing information assets in an era of social, mobile, cloud and Big Data. AIIM builds on a strong heritage of research and member service. Today, AIIM is a global, non-profit organization that provides independent research, education and certification programs to information professionals. AIIM represents the entire information management community: practitioners, technology suppliers, integrators and consultants.

## About the Author

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## Introduction

Social has emerged to become one of the most important technological concepts within recent years. The increased availability of high speed broadband, advances in mobile and tablet devices, soaring consumer awareness, and the ever-present need of all humans to communicate have combined to create an unstoppable chain of events that have pushed social into the limelight.

Whilst social has been wholeheartedly accepted in consumer-land, the enterprise has responded more cautiously. Balancing the security and compliance needs of the organization with the dynamic, boundary-free nature of social tools has been a major challenge for the corporate world.

However, the benefits of social are there for all to see and are not purely marketing-related – expertise locators to identify new teams, connecting remote offices and workers using enterprise-strength social networking, and using shared spaces for document and project management are all good examples of where social has already permeated business.

But the real benefit comes from a closer integration of social tools and techniques into the core business processes: project co-ordination, customer support, and marketing to name but a few. This integration can take many forms – and may well be highly specific to individual business areas and vertical markets. In general these integrations take any of the elements of the social medium – activity streams, video conferencing, instant messaging, profile pages and more – and make use of them in a specific business process.

For example, the use of profile pages within an organization to highlight staff skills and expertise can be used by project teams looking to recruit new members as well as the HR department when discussing annual salary raises. This type of multi-functional integration is typical and is one of the benefits of the initial deployment of social tools. However, the ad hoc deployment of such tools does not in itself lead to straightforward and obvious integrations to process – as for any successful IT project, extensive planning and calculated execution of integration are required.

Within the following pages we look at how the enterprise is reacting to these social aspects, why organizations are exploring social, who is for and against the adoption of social, and which areas of the business are taking full advantage of the opportunities that social presents.

## Key Findings

- **In 50% of organizations, employees are encouraged to use social tools in relation to their job.** Half of those (26%) are given no guidelines for how they should accomplish this.
- **100% of Business to Consumer (B2C) organizations will be using social tools within 2 years versus 90% today.** Overall 97% of all organizations plan to be using social within that timescale.
- **64% of organizations are using social but currently have no integration to their business processes.** A further 21% are taking the first steps to integrate social into some of their processes.
- **76% of organizations are not recording ANY social content as enterprise records.** 53% of these are *choosing* not to store social content, 23% do not have RM systems to enable this.
- **Government to Consumer organizations are three times more likely (29%) to have taken disciplinary action with staff relating to social activity than other organizations (11%).** They are also twice as likely to dismiss employees for unacceptable social use (18% versus 8%).

## Social Strategy & Integration

- **Almost half (44%) of Government to Business (G2B) organizations actively discourage employees from using social for their job.** The average figure for this across all business types is 19%.

- **Nearly half (47%) of organizations do not have official strategies for social content creation and management.** There is little differentiation between policies for internal and external social media.
- **37% of respondents think that social will be in regular use across the whole enterprise in the next 2 years, but only 9% see it being completely integrated.** 51% expect to see a more needs-driven usage within specific departments or projects.
- **Increased Collaboration (42%) and Knowledge Sharing (40%) are seen as the biggest benefits of integrating social into processes.** More effective marketing and sales is most important for 40% of B2C organizations.

### Social Processes

- **At least 50% of organizations feel that integrating social to all types of business process would be very or extremely valuable.** For specific processes, customer support (59%) and marketing (58%) top the list.
- **The most popular internal social application is staff communication, with half (51%) planning to implement a company noticeboard/forum within 12 months.** Many (37%) see knowledge-sharing as part of that process.
- **51% will have collaborative document authoring integrated to social within 12 months.** G2B organizations show a surprising resistance here with 42% considering it unlikely that they will ever use collaborative document authoring OR content review/approval integrated to social.
- **Event promotion will be integrated to social within 12 months for 62% of organizations.** Content promotion (50%), brand management (49%), product promotion (48%) and customer feedback (44%) will follow in similar timescales.

### Social Governance

- **66% of organizations rely on guidelines and advice to manage social publishing – but 33% don't check content during the publication process at all.**
- **35% feel that ALL social content should be treated as an enterprise record.** A large number of organizations (20%) do not think they should treat any social content as a record since it is not included in their RM policies.
- **42% of government organizations restrict use of social tools completely – 16% of all business types do the same.**

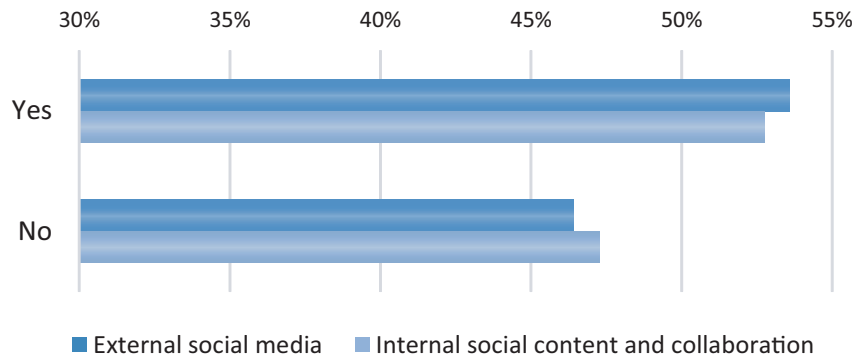
### Social Deployment

- **30% of organizations are strategically deploying social as a common, company-wide solution.** 26% are deploying on a per-project basis.
- **Surprisingly, on-premise or private cloud deployment of social business tools is three times more popular than public cloud or SaaS deployment.** Overall, a single platform would be preferred to multiple best-of-breed solutions.

## Social Strategy

One way for organizations to regulate the use of social tools is to define policies for the creation and management of the content. Around one in ten (9%) don't know if their organization has social policies in place – which would suggest that even if those policies do exist – they certainly are not being used! For those respondents that do know, we found a pretty even split between those that have policies for managing content (54%) and those that don't (46%). Interestingly the responses are split just as evenly across policies for internal and external social channels, suggesting that both are seen with equal importance.

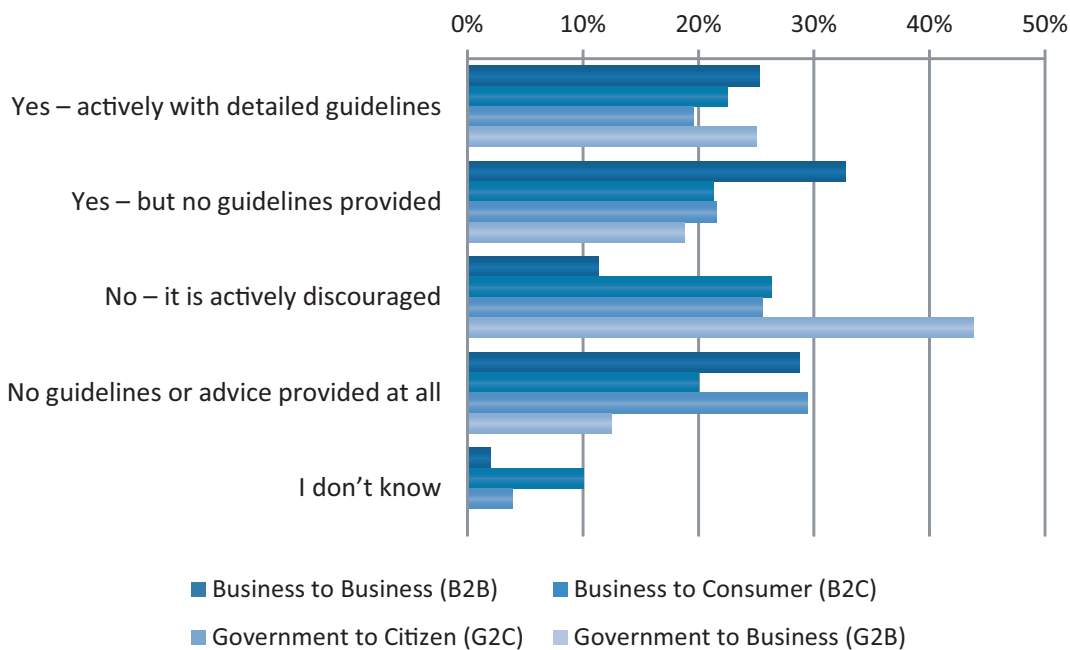
**Figure 1: Does your organization have an official strategy for the creation and management of the following?**  
(N=311, excl don't knows)



The fact that an organization has a defined social policy does not necessarily mean that social is being encouraged for work purposes (the organization may simply be covering their bases for employees personal or per-project use). We asked if the use of external social technologies is specifically encouraged. Again the results show a fairly even spread with exactly half encouraged to use social, even though over half of those (26%) are not provided with any guidelines to do so.

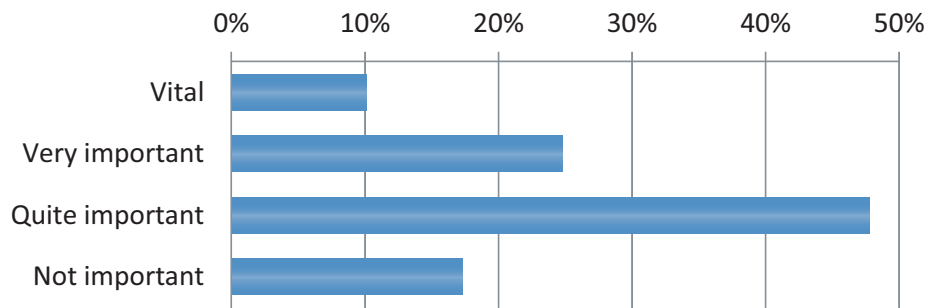
A fifth (19%) are actively discouraged from using social in relation to their job, however this is much more prevalent in government to business (G2B) where the figure rises to almost half (44%).

**Figure 2: Does your organization encourage the use of external social technologies in relation to your job?** (N=334)



So with overall encouragement of social tools at around 50%, we asked how important organizations feel the integration of these tools into existing business processes is. Over a third (35%) feel that this level of engagement between users and processes using social as the glue is very important or vital, which is an encouraging start but still leaves some work to do – especially when a sizeable 17% believe that integration to social is “not important”. Perhaps this is due to a lack of understanding of the benefits of such integrations – or perhaps respondents still believe that external social networks (Facebook, Twitter, etc.) are the only social tools of relevance.

**Figure 3: How important do you think the integration of social techniques to business processes is to your organization?**  
(N=335)

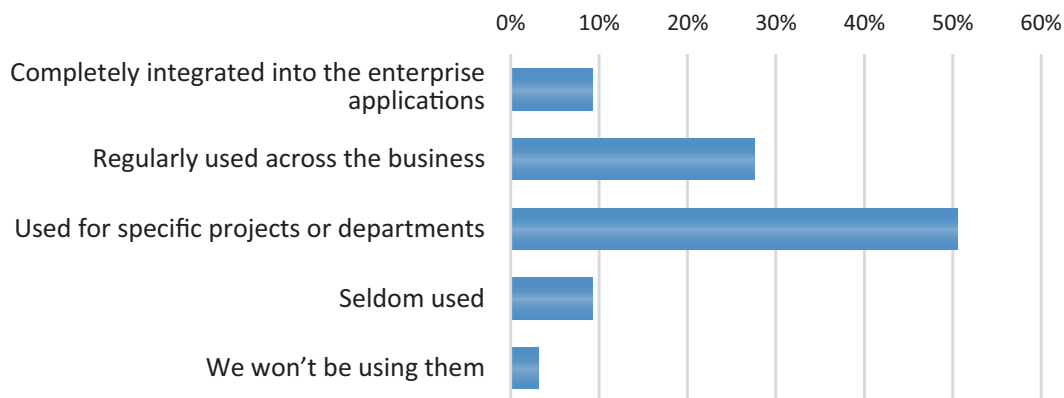


The rate of adoption of social within the consumer space has been frantic. We have seen a slower take-up in the enterprise, so we asked how respondents see social being used within their organization a little further down the line, in 2 years' time. Over half (51%) see social being deployed on a per-project basis – this ties closely with findings from the recent AIIM Cloud Industry Watch<sup>1</sup> which highlighted the ability to get up and running on a per-project basis as one of the main benefits of cloud computing. Given that many social tools are cloud-based this linkage is understandable.

Over a third (37%) see social being regularly used or completely integrated, with 100% of Business to Consumer (B2C) expecting to use social techniques within 2 years versus 90% today. By contrast, 17% of G2B won't be using social at all – versus an average of 3%.

9% of organizations see social as being completely integrated into enterprise applications within 2 years.

**Figure 4: Overall how do you believe your organization will be utilizing social techniques in 2 years' time?** (N=257)

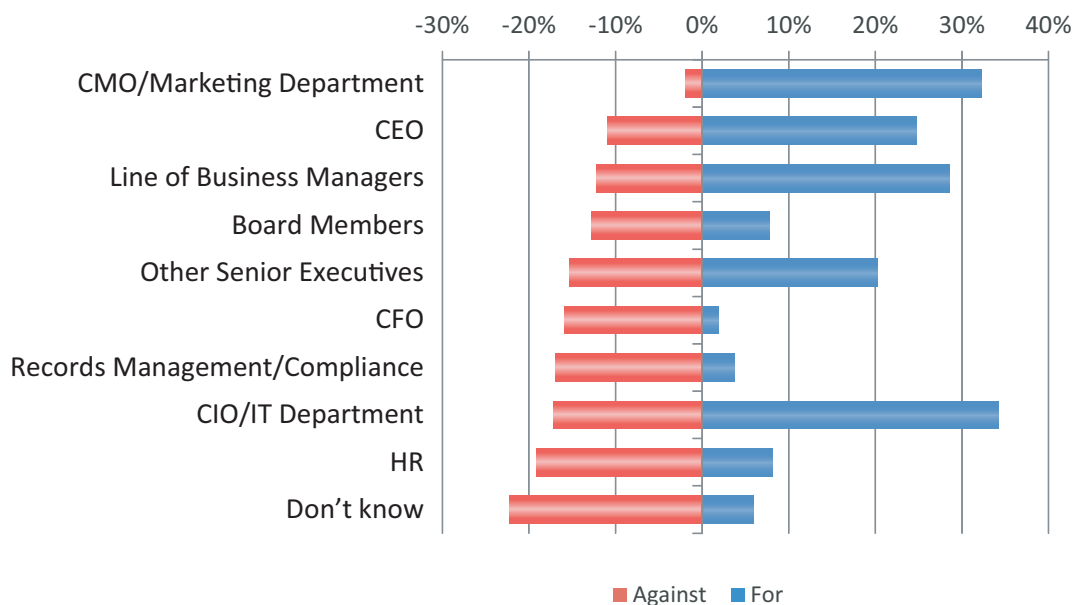


From the perspective of finding in-house champions or endorsers of the integration of social, not surprisingly the Chief Marketing Officer (CMO) and/or marketing department are the most positive, with a net 30% in favor. The CEO and Line of Business managers are also generally in favor, with other senior execs less so. This could potentially pose problems moving forward given that a “lead from the top” attitude is necessary to make any significant project a success. The CEO needs to be on-board and needs to persuade other C level execs to engage. Currently CFOs (net -14%), Human Resources (net -13%) and Records Management (net -13%) are generally against.

The IT department seems to be split with 34% in favor and 17% against.



Figure 5: Who would you say is the most/least likely to endorse the integration of social techniques to business processes in your organization (Max Two) (N=322)



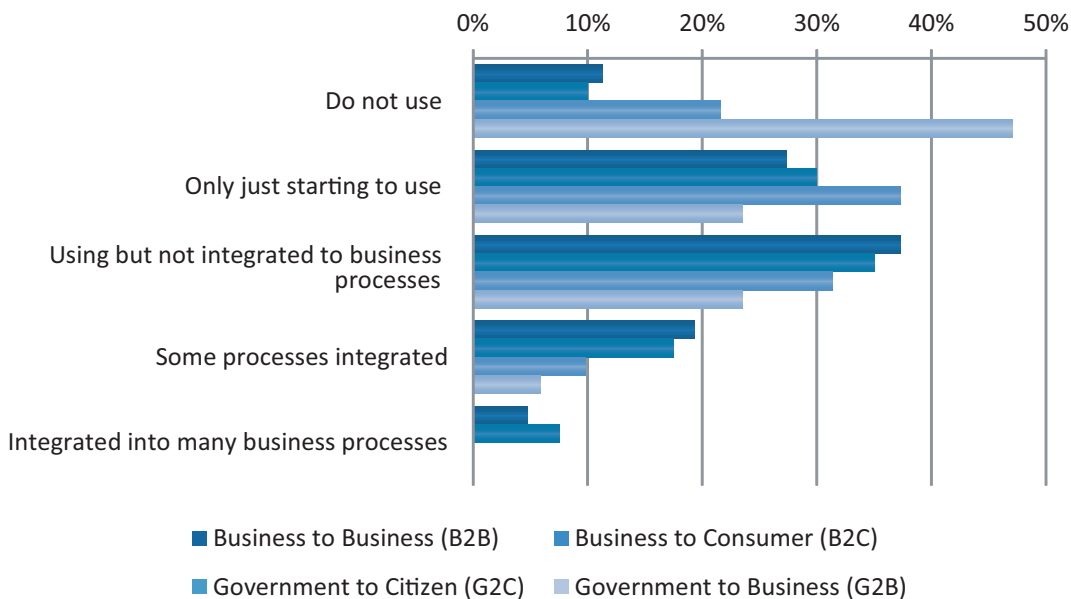
## Social Integration

Having established the overall levels of usage of social within organizations we now start to specifically explore how social is being integrated into the enterprise processes.

We asked where organizations currently find themselves on the road to integration – both for internal and external social techniques. Almost two thirds (64%) of those using social techniques have no integration to process - one in five (21%) however do have some level of integration, whilst 15% aren't using social at all.

Non-adopters prove interesting with 16% across all business types, but almost triple that (47%) in G2B. No-one in government responded to the “integrated into many processes” option.

Figure 6: At what point is your organization in relation to integrating social techniques (both internal and external) into your business processes? (N=334)



Respondents see a number of benefits to be had from the integration of social to processes. Collaboration across departments and geographies (42%), and knowledge sharing (40%) are the strongest benefits across all organizations, with their importance rising to 58% in G2B.

B2C organizations are focused on more effective marketing and sales in 40% of cases. However the low responses for “improved insight for strategic business decisions” and “direct impact on bottom line” may indicate that social champions are finding it difficult to provide a solid, financial business case to the organization – potentially explaining the CFOs reluctance to endorse.

**Figure 7: What are the biggest benefits that you feel your organization would/does get from integrating business processes to social techniques? (Max three) (N=250)**

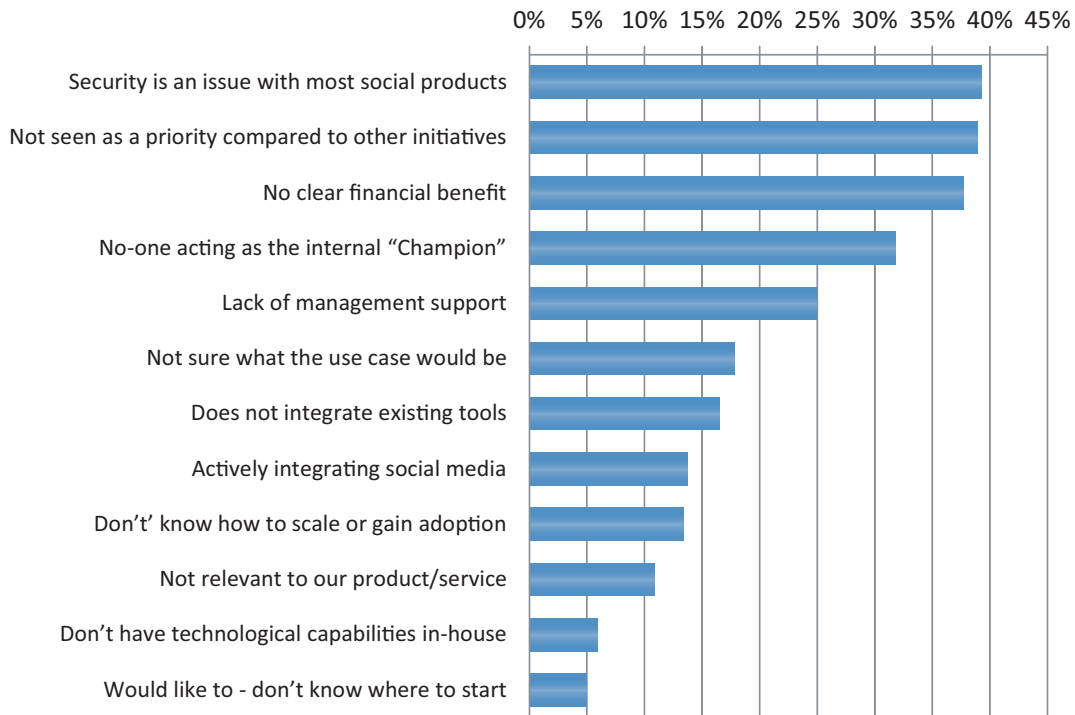


Of course, whilst there are benefits to be seen, barriers always need to be overcome to deploy any new technology. Security issues are seen as the biggest barrier to integrating social to business processes in 40% of all organizations, and in 82% of G2B organizations.

Over a third (39%) see social integration as delivering no financial benefit and a similar number (38%) do not see social as a priority – presumably if social could show a hard cash benefit then it would become more of a priority. This may also explain “lack of internal support” being highlighted by 29% of the respondents.

82% of G2B organizations see security as the main barrier to integrating social to business processes.

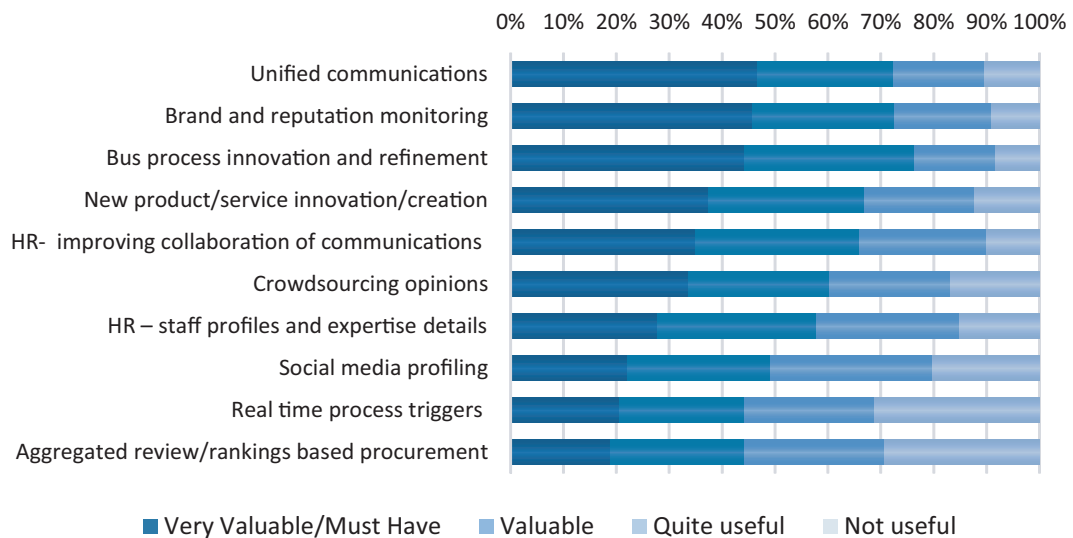
**Figure 8: Which THREE of the following are the biggest barriers to integrating social techniques to business processes in your organization? (N=321)**



Ignoring any barriers for a moment, we asked how useful a series of capabilities would be within organizations. Almost half rate unified communications (47%), ie the integration of real-time communications such as instant messaging, presence indicators, video conferencing, email and SMS, as very valuable or a must have. Brand management (46%) and business process management (44%) were similarly rated. At the other end of the scale, real-time process triggers (for example predicting website overload from social-site activity levels) was surprisingly low with 56% finding this not useful. Whilst this is an area that has massive potential, it does require thinking "out-of-the-box" to explore how it can be used for specific organizations.

Human resources applications appear to be the middle ground with respondents voting pretty evenly for and against.

**Figure 9: How useful would the following capabilities be to your organization? (N=278)**



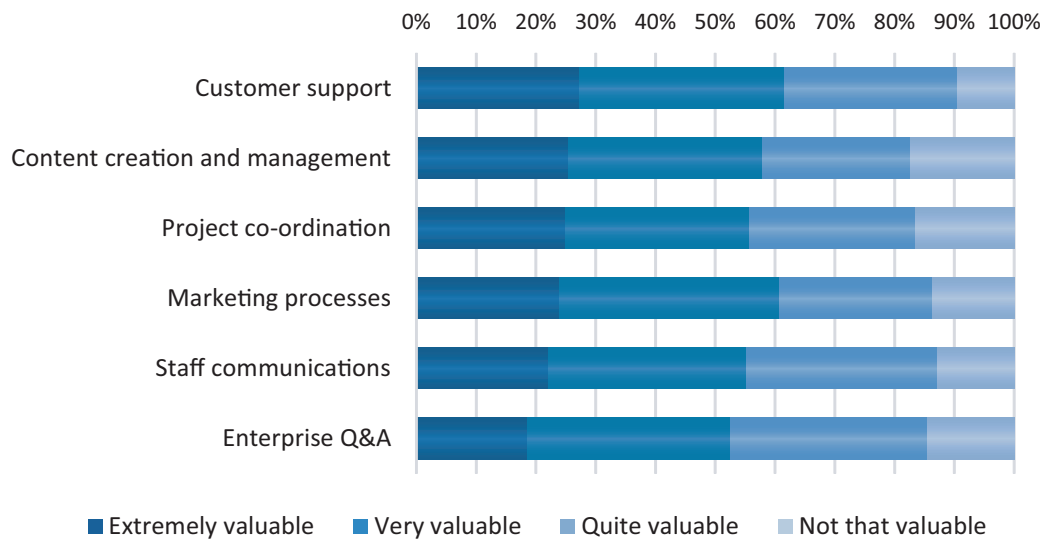
## Social Processes

Every organization has a number of different types of internal business processes – HR, project management, marketing and so on. We asked our respondents if, and when, certain of these processes could be integrated with social. (Note full results for each business process can be found in Appendix 2)

Over half of the respondent organizations feel that integrating social to each one of the selected processes would be very or extremely valuable. Integration to customer support (59%) and marketing processes (58%) are of greatest interest. This reinforces the strength and following that social technologies have gathered in a relatively short space of time.

On a negative note 42% of G2B organizations feel that integration to customer support is “not that valuable” - perhaps because these organizations tend to be so heavily scrutinized and regulated that social is deemed just too risky or perhaps because they are by definition “conservative” businesses.

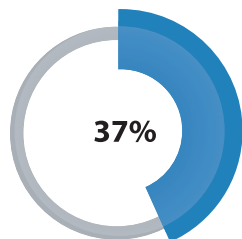
**Figure 10: How valuable is it or would it be to integrate the following processes to social techniques? (N=254)**



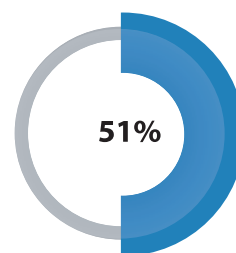
### Staff Communication

Starting with staff communication processes, over half of the organizations that responded (51%) will have a socially-enabled company noticeboard facility within the next 12 months. This can be considered the most basic form of social integration but it is positive that 79% see this as at least a possibility for the future.

Company noticeboard /forum - now



Company noticeboard /forum - next 12 months



Despite many seeing cross department communications as one of the major benefits of integrating social, 21% see this as unlikely to be achieved. This rises even further in government organizations to 40% for G2C and 54% in G2B.

Looking ahead, the promise of knowledge management and transfer is of interest to around a third (37%) of organizations.

## Project Co-ordination

Given the constantly changing nature of project management and projects in general this area would appear to be an obvious partner for social, and indeed over 40% will have project timelines (42%), results (44%) and goals (40%) integrated with social techniques within 12 months – essentially the communication aspects of the project once it is up and running. However, fewer are currently using the integration potential in the earlier aspects of projects such as idea generation (15%) or recruitment of the project team (11%).



Management of the project resources and the team itself will be integrated with social in just over a third of organizations (34%) within 12 months.

## Enterprise Q&A

The area of enterprise Q&A provides further interesting insights into how social is and isn't being integrated to regular enterprises. Again the simplest forms of integration are being deployed with one fifth (21%) currently using an electronic suggestion box and expected usage doubling to 41% within 12 months.



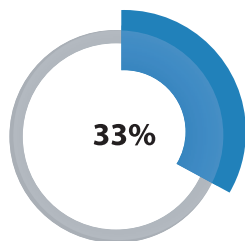
Across the board the “possibly in the future” option rated strongly for this application. Idea generation figured more strongly here than in the project co-ordination section at 15% - potentially suggesting that the gleaming of ideas across the enterprise is more accessible and useful than at a per-project level.

## Content Creation and Management

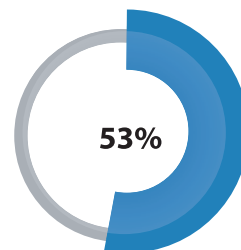
Moving into one of the core areas of enterprise process, that of content creation and management, we find a strong showing for integration with at least 46% (for content discovery and re-use) planning to have integration within 12 months.

This strong showing could be influenced by the fact that many organizations already use tools for collaboration and a degree of content management - albeit that management may be no more than storage of documents within a project document library.

Collaborative document authoring - now



Collaborative document authoring - within 12 months

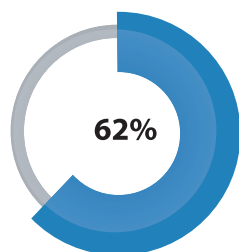


Somewhat surprisingly 42% of G2B organizations report that they feel it unlikely that they will have either collaborative document authoring, or content reviews/approvals integrated to social. Does this suggest that these organizations do not feel that collaborative authoring is of benefit, or more likely that the majority of documents created and processed in these organizational areas follow a rigid, hierarchical approval system?

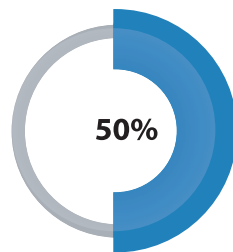
### Marketing

Moving into the perceived stronghold of the social tool evangelists, namely marketing, we see event promotion as the front-running process being integrated with 46% of organizations currently doing this and a total of 62% expecting to do so within 12 months. Around half expect content promotion (50%), overall brand management (49%), product promotion (49%) and customer feedback (48%) to happen within 12 months. It is worth noting that all of these areas have strong current integration, and predictions for the next 12 months are not as strong as other process areas simply because of the more advanced starting points (current usage: content promotion (34%), brand management (32%), product promotion (31%) and content promotion (34%).

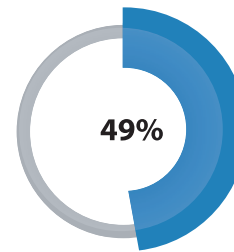
Event promotion - within 12 months



Content promotion - within 12 months



Brand promotion - within 12 months



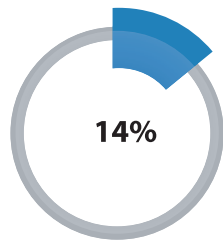
Other than for G2B, who by nature do not really have the need for brand management, none of the marketing processes had large “unlikely” responses, again highlighting the mindset that marketing and social make good partners.

### Customer Support

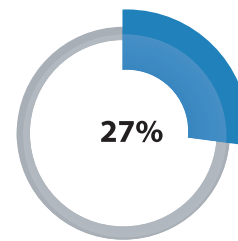
Customer support was defined earlier as the process which organizations felt would be of most value to be integrated to social. It is interesting, therefore, to see that customer support processes in general have the lowest level of integration of any of the process types surveyed.

The strongest showing will see only a quarter (27%) of organizations having integrated customer issue reporting and sentiment monitoring within 12 months, and only 14% have already integrated issue reporting.

Issue reporting from customer - now



Issue reporting from customer - within 12 months



This area is of huge importance – most B2C organizations have been forced to adopt social monitoring faster than they may have liked over the past couple of years, both to keep up with their competition and because the potential for brand damage has exploded. Without the correct integration to the whole marketing and PR process, customer support can find itself “out on a limb” and completely isolated from the rest of the organization. Spot solutions and “band-aid” fixes have no doubt been implemented but need replacing with properly integrated solutions, providing customer support with coordinated information from CRM, sales, ERP and social systems.

On the flip-side, those measuring brand sentiment and finding positive results are able to use it to bolster and reinforce existing marketing efforts and to feedback internally to boost staff morale.

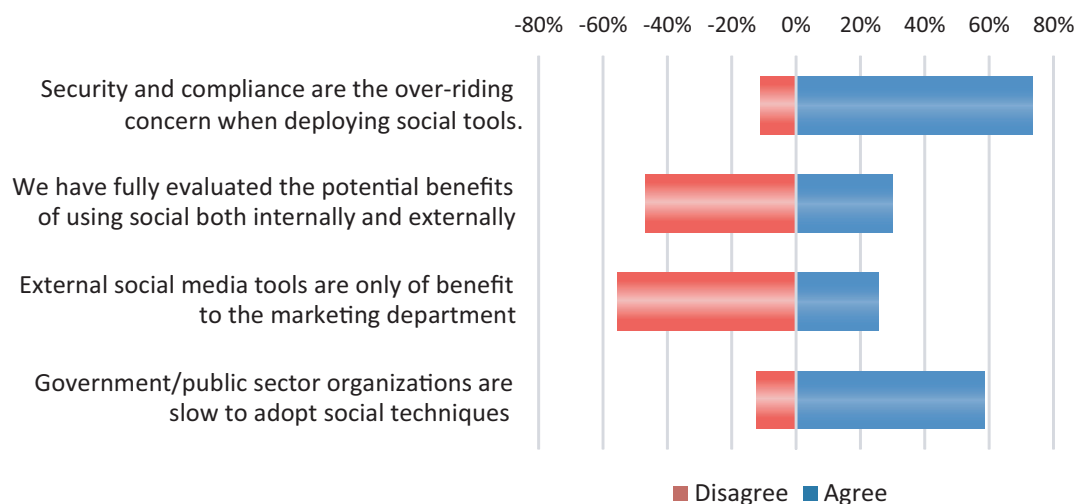
## Social Governance

Enterprises are constantly subject to the opposing forces of regulations and governance, and the need to innovate and collaborate. Enterprise systems are no different and the integration of social into these systems and business processes highlights this perfect storm of data versus conversation, security versus flexibility and compliance versus innovation.

Organizations are struggling with these contradictions and very few (29%) feel that they have fully evaluated social. In addition 73% feel that security and compliance are the overriding concerns when deploying social, suggesting that our respondents are erring towards maintaining the status quo when looking at social technologies as opposed to being adventurous, trail-blazers. That is especially true within government who themselves feel (58%) that they are slow to adopt social.

Over half (56%) do at least concede that social is beneficial to more than just the marketing department.

Figure 11: How you feel about the following statements (N=245)

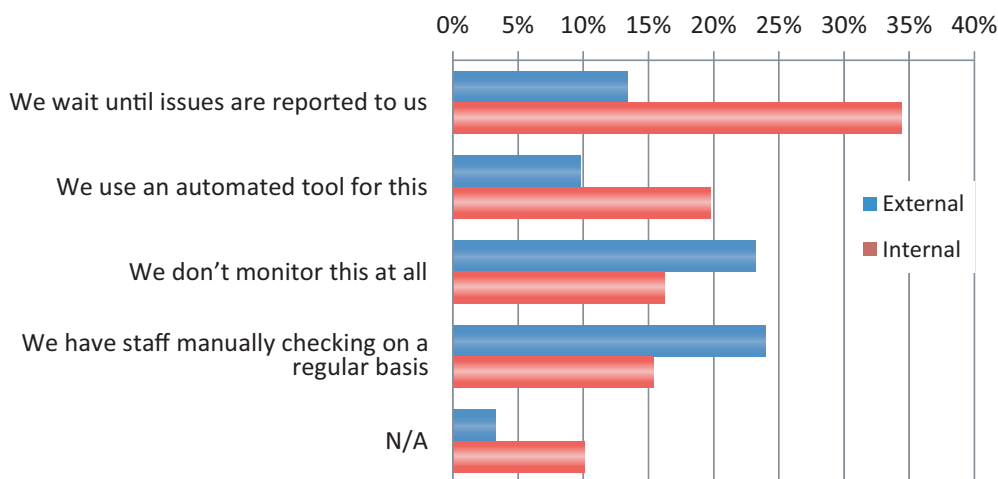


To further understand how organizations are deploying and managing social we asked how they are monitoring sentiment (the type, tone and make-up of content) on social channels. A quarter (24%) are using manual checking for external channels – presumably using up large amounts of internal resource in the process.

A similar number (23%) are not checking external channels at all, in fact this rises to a staggering 58% in G2B, although as we have seen, businesses of this type are not huge fans of social so are probably not using it at all.

A more progressive 10% are using automated tools for checking external content and that doubles (20%) for checking internal. The deployment of automated tools by an organization, both for monitoring and auto-classification prior to records management, highlights a complete understanding of social from a usage, measurement and compliance perspective. Whilst the 10% performing automated sentiment monitoring currently may seem a small amount, it is a positive step and will bear further scrutiny over the coming months.

**Figure 12: How are you monitoring sentiment on social media channels and content? (N=246)**



The introduction of social media has brought with it a number of challenges – comments made on such channels can be taken the wrong way, comments by individuals can by association be deemed to be that of their organization, and many more.

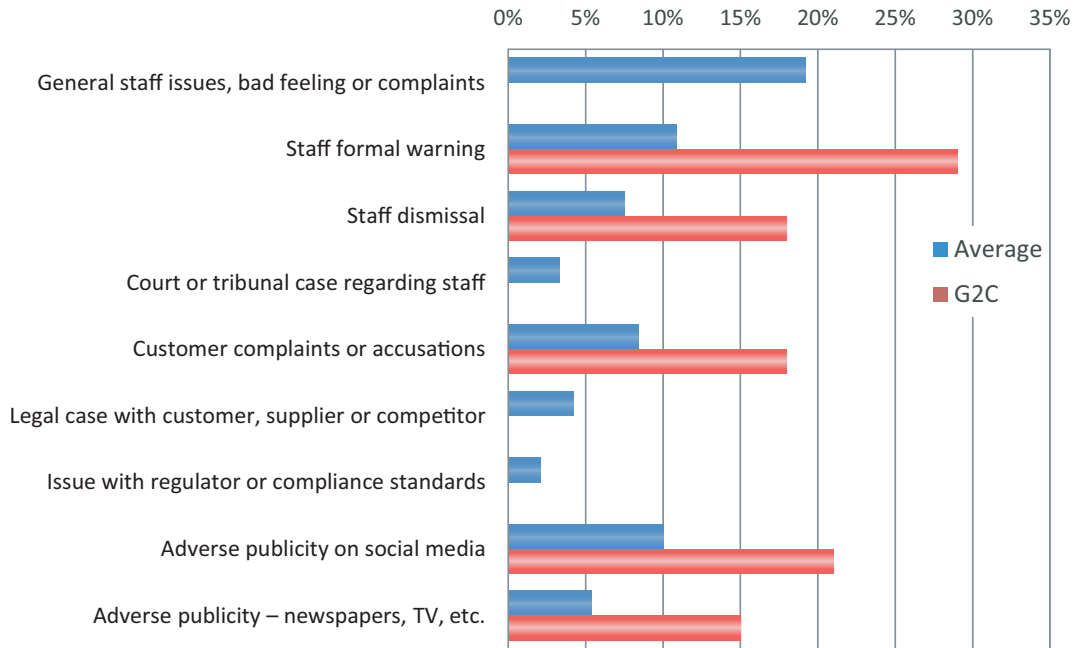
The repercussions of such actions, deliberate or otherwise, can be serious, and indeed 11% of our respondents are aware of staff receiving formal warnings as a result of such incidents and 8% have experienced staff dismissals. Things appear to be much worse if working in a G2C organization though – there are almost 3 times as many reported formal warnings (29% versus 11%) and twice as many staff dismissals (18% versus 8%).

The G2C arena also encounters higher levels of adverse publicity relating to social both on social media itself and via more traditional media channels.

Staff in G2C organizations are twice as likely to see staff dismissals due to social incidents as other organization types.



**Figure 13: To your knowledge, has your organization had any incidents around social content that have resulted in any of the following? (Select all that apply) (N=239,34 G2C)**



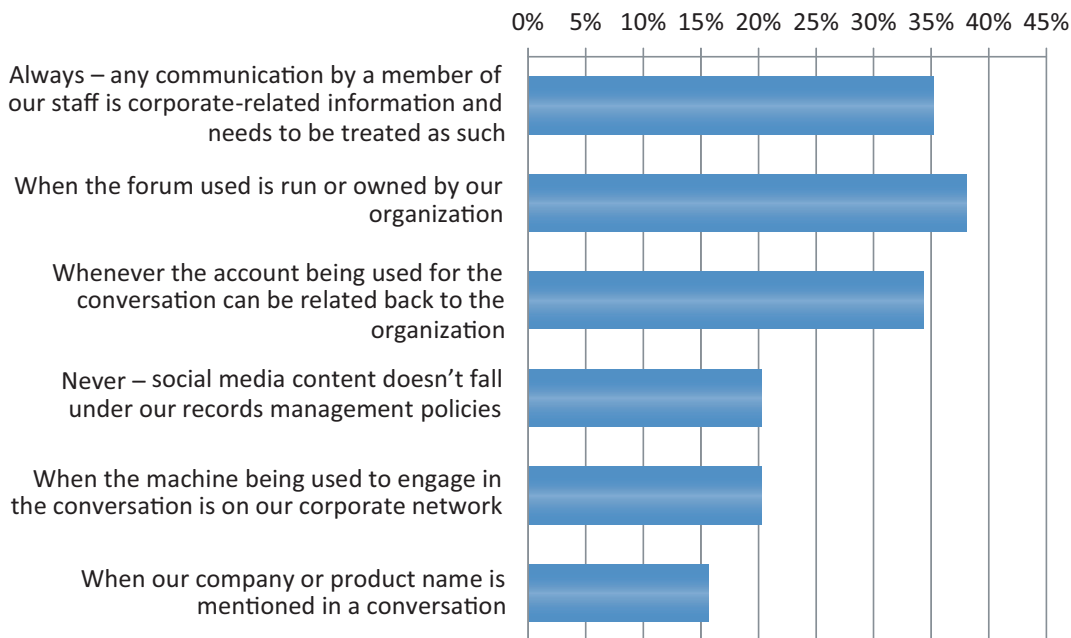
Given the number of incidents observed it would seem sensible for organizations to be recording social conversations and content in some form, so we asked at what point they consider that such social interactions become records and consequently need storing.

Over a third (35%) feel that content should **always** be stored, perhaps suggesting that those organizations don't have, or at least don't trust their, acceptable use policies. Indeed in government this rises to almost half (48%), although given the challenges seen by those in G2C organizations this is somewhat understandable! Alternatively one could say that government personnel have a duty to remain as compliant as possible and are seeking to follow this mandate.

In general non-government businesses seem to be taking a more pragmatic approach, focusing on corporate responsibility, namely when the forum is theirs (39%) or when content can be traced back to them (35%).

Of concern are the 20% who feel that they never need to store this content as a record simply because it doesn't fall within their RM policies – this is a potential minefield, as we have seen earlier, and needs addressing in these organizations.

**Figure 14: In your opinion, when does a social interaction, be it on internal or external social mediums, become a record that needs to be stored? (Tick all that apply)? (N=236)**

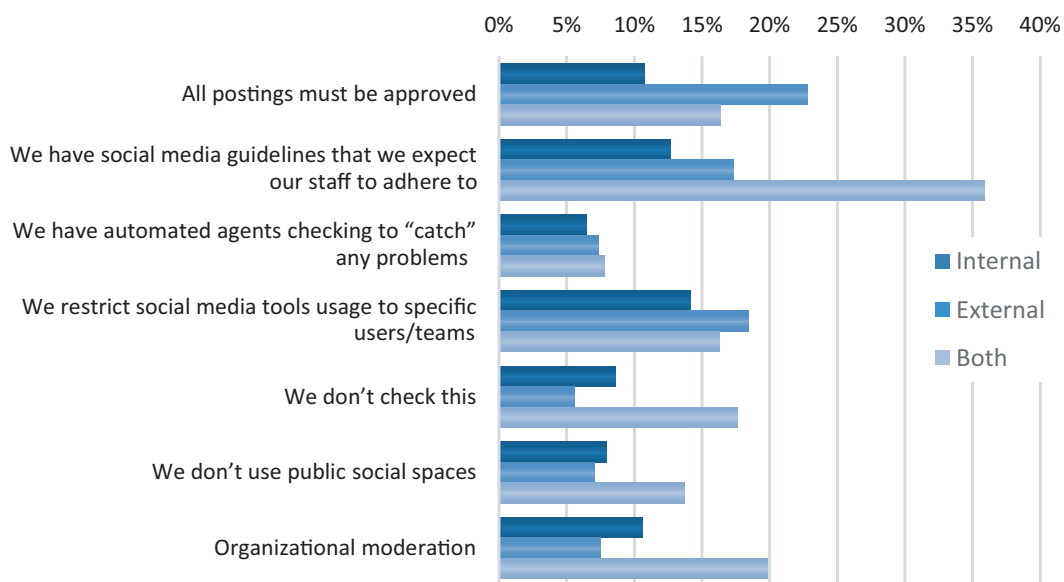


One way to ease the issues caused by the creation of problematic social content is to ensure corporate standards are adhered to when publishing to social spaces.

We found that two thirds of organizations rely on guidelines to manage their social publishing. However only 36% have these for both internal and external social spaces. Of more concern are the 33% who do not check at all.

Again, given the challenges they are obviously facing, it is not surprising to see 42% of G2C organizations restricting the use of social tools – this is in contrast to the all-company average of 16%.

**Figure 15: How do you ensure that corporate standards are adhered to when publishing to social spaces? (N=242)**



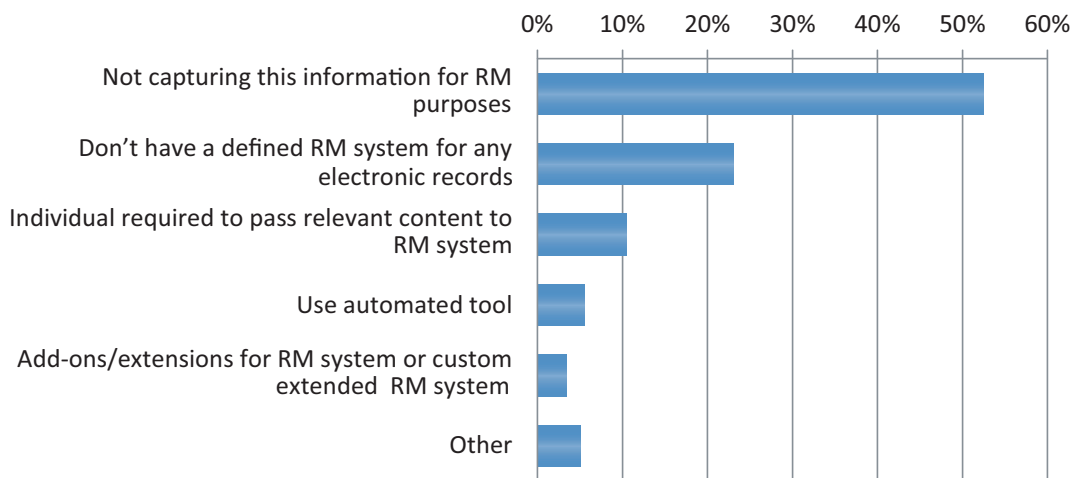
Once content has passed through any corporate standards-adherence filters and been published we looked deeper at how organizations are *actually* capturing such content. It appears that three quarters (76%) are not passing any social content to an RM system – 53% of whom are actively ignoring this, and 23% do not have any RM system.

Only a fifth (19%) are consciously storing social content in their RM system, the largest part of whom (11%) are requiring staff to feed the content into the system manually with only 8% using automated methods.

We have looked at a number of different business processes and how they integrate to social throughout this report, and have seen various levels of adoption. However, given the compliance and security-laden nature of business today surely the most important enterprise mechanism that needs to be integrated to social is the records management system. The low levels of integration currently in place are in danger of unleashing a raft of consequences on organizations along the lines of those seen in Figure 13.

Automated systems and add-ons to existing RM systems are available to help take the pain out of converting social content into records and all organizations need to wake up to the need to do this now.

**Figure 16: How are you capturing social media content for records management purposes? (N=238)**



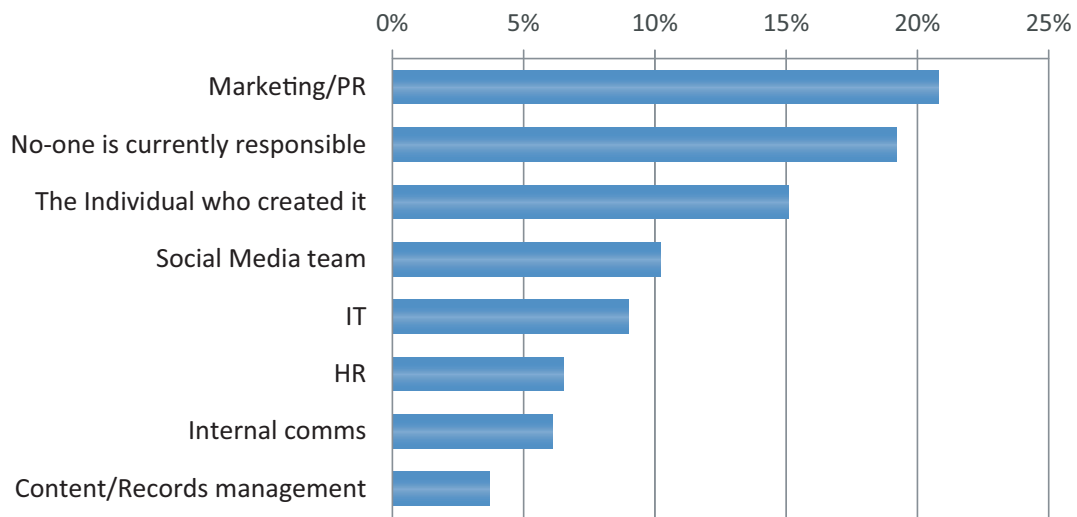
Corporate responsibility dictates that within the organization someone needs to be responsible for managing social content and making sure that it falls within the boundaries of policy and acceptable use guidelines.

Social use within the enterprise largely originated with the marketing department, so it should be no surprise to see that they are still bearing the brunt (22%) of managing social compliance. It may also not come as a surprise that, given a large number of organizations' haphazard approach to social integration, a fifth (19%) have no-one responsible for managing associated content.

Finally of note is that HR management of social content is very low at 7%. Given the amount of potential HR related issues seen earlier in the report, maybe this is an area that needs closer HR involvement.

Marketing are responsible for managing social content in 22% of organizations.

**Figure 17: Who within your organization is responsible for ensuring that social content complies with your policies and acceptable use? (N=245)**



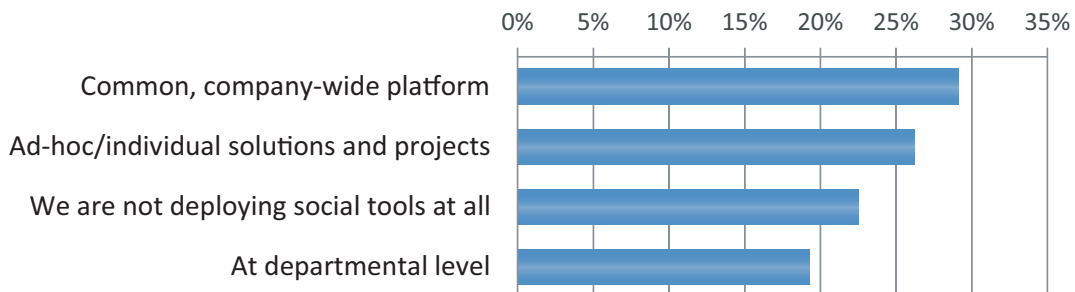
## Social Deployment

We have explored how social has, or indeed hasn't, been integrated to business processes, how compliant social usage is, and who is responsible, so to conclude we look at how social tools have been deployed in the organization.

Just under a third (30%) are deploying social via a common, company-wide solution. A similar level are deploying per-project solutions, and this concurs with the view that social will be of particular use on this basis.

Despite general best-practice advice against, 19% deploy at departmental level.

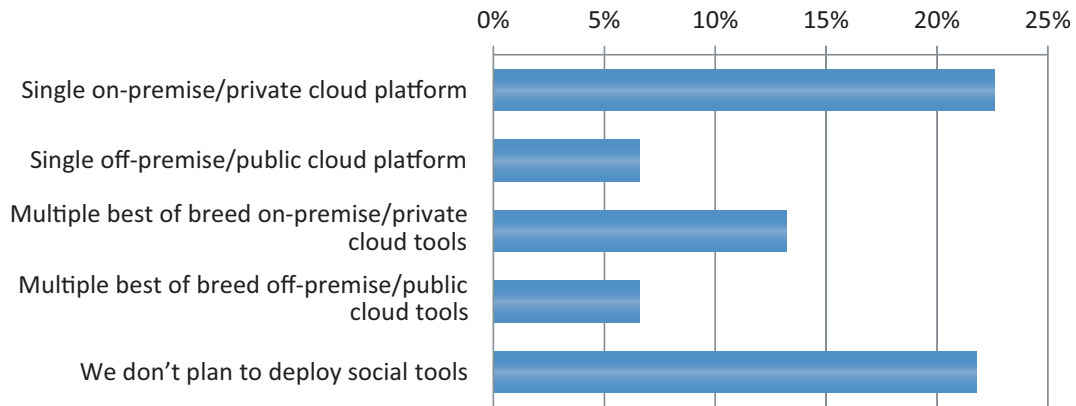
**Figure 18: At what level does your organization deploy social tools internally? (N=244)**



We have mentioned numerous times in this report that social and cloud tend to go hand in hand. To expand this we asked organizations what their chosen deployment model for social would be. The results returned a pretty mixed bag.

There is a strong emphasis towards on-premise/private cloud deployment (33%) as opposed to off-premise/public cloud (12%). The levels of public cloud adoption reported here are unexpectedly low. However, this is likely to be due to the low level of actual, functional deployment of social internally at the moment - once organizations start to become more expansive in terms of the range of social tools that they are deploying internally, it is likely that a number of these will choose to dip their toes in the water via public cloud given the ease of setup and low cost of entry, and these numbers will rise accordingly.

Figure 19: What is your organization's chosen model for the deployment of social internally? (N=243)



Not far behind in any conversation about cloud or social is the topic of mobile – both access to content and the ability to respond directly from mobile are becoming increasingly important to consumers, so how important is mobile to *enterprises'* social plans?

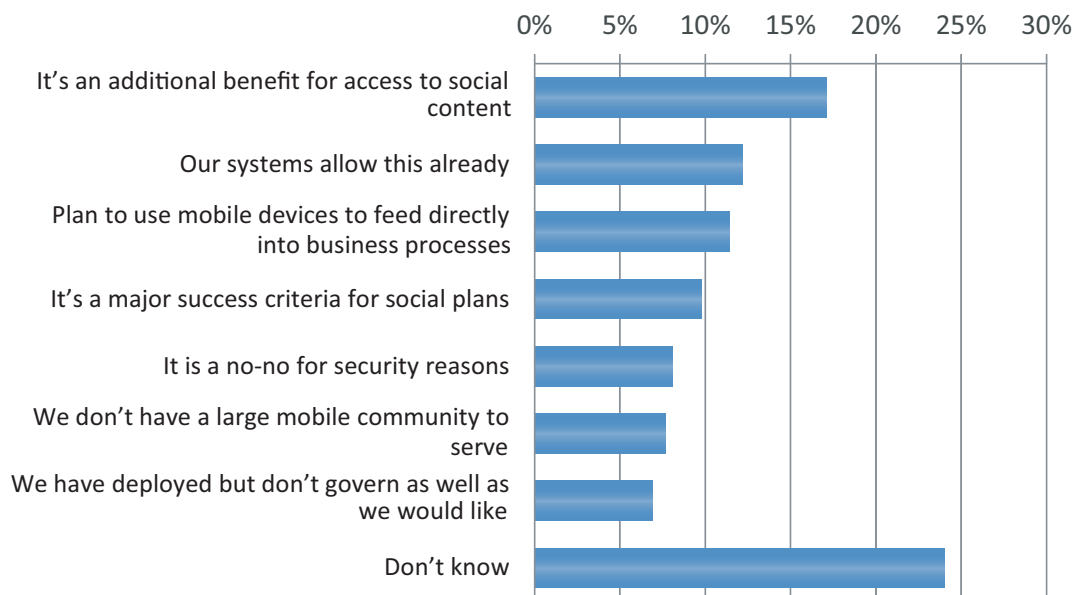
A fifth (21%) of organizations appreciate how important mobile is to the successful deployment and adoption of social and either have plans to integrate into business processes or see it as a key metric for their social deployment.

Excluding those who don't know (24%), a number see mobile as an additional benefit to social (17%) and some (12%) have systems which already allow this type of access.

No conversation about social and mobile would be complete without security being mentioned and indeed 8% of our respondents feel that integration to mobile cannot happen due to the security risks associated with this form of access.

21% of organizations see mobile as an important aspect of social integration

Figure 20: How important is connection via mobile devices to your plans for social? (N=243)



## Conclusion and Recommendations

Whilst social media, social networks and social technologies are common place in so-called consumer IT, their adoption and integration into organizations has been slightly slower and certainly more challenging.

We have seen that whilst social adoption within the enterprise is strong, the integration of social into business processes is still in its infancy, albeit growing in size and acknowledged importance, certainly in non-government areas. Government organizations feel that they have been slow to adopt social – indeed government adoption appears to be largely limited to government-to-citizen field. This early adoption within G2C has certainly caused challenges with regard to acceptable use by employees, with formal staff warnings 3 times more likely than the average.

Despite its obvious uses within the marketing department, respondents highlighted increased collaboration and customer support as the major benefits of integrating social to business processes – an interesting choice given that customer support is actually the least integrated of any of the processes currently. Collaboration is an area that has strong levels of early adoption within the content management area, perhaps due to the permeation of social and collaboration-enabled tools within this space already.

Enterprise IT has numerous rules and regulations that seem completely opposed to social tools – security, compliance, content creation guidelines and integration to business process are all issues that need to be considered from an enterprise perspective – and it appears largely that organizations are not adhering to these rules for social content. When they do fall in line, it is mainly via policies and guidelines, or by blocking access to the tools, as opposed to actively defining and managing content as records. This is an area that is fraught with potential hazards, and may only come to the fore when staff disciplinary or legal cases arise.

Finally, from a deployment viewpoint, organizations appear split between single, company-wide solutions and per-project tools, and similarly between on-premise and off-premise, although on-premise seems to be somewhat more popular, despite the inherent cloud-centric nature of many social tools.

## Recommendations

- Define how social is relevant to your business. Consider internal and external social channels, and do not confine your thoughts to marketing or corporate communications.
- Map out exactly who within the organization is responsible for the various types of social interaction.
- Whatever the business use, ensure that you create guidelines and policies that explain to staff and management:
  - Why the business has chosen to use social for this purpose.
  - How the user can contribute to this channel.
  - What forms of contribution are expected and acceptable.
  - The ramifications for failing to follow these guidelines. Ensure that the HR department is involved in the creation of this section.
- Explore how the deeper integration of social into your enterprise processes can be of benefit and analyze each process from the perspectives of:
  - Potential benefit of social integration.
  - The extent of the social community you wish to include.
  - Difficulty of integration – both technically and culturally.
  - Avoiding point solutions that cannot be widened to include other applications.
  - Cost of integration and time to deploy.

- Communicate with the Records Management team to categorize which social content should be stored – then create automated mechanisms to perform the task of taking that social content and turning it into suitable enterprise records.
- Determine what is your chosen deployment model and platform. Cloud deployments of social tools can cut costs and reduce implementation time, but may not integrate to existing on-premise enterprise systems. Explore all of the options prior to selecting any tools.

## References

1. AIIM “Content in the Cloud” Industry Watch 2012  
<http://www.aiim.org/Research-and-Publications/Research/Industry-Watch/Cloud-Content-2012>

## Terminology

For the purposes of the report the following definitions are used:

<b>Internal Social:</b>	the use of social tools and techniques within the organization.
<b>External Social:</b>	publically accessible social tools and networks used from a business perspective – eg a corporate Facebook page or Twitter account
<b>B2B:</b>	Business to Business
<b>B2C:</b>	Business to Consumer
<b>G2B:</b>	Government to Business
<b>G2C:</b>	Government to consumer/citizen



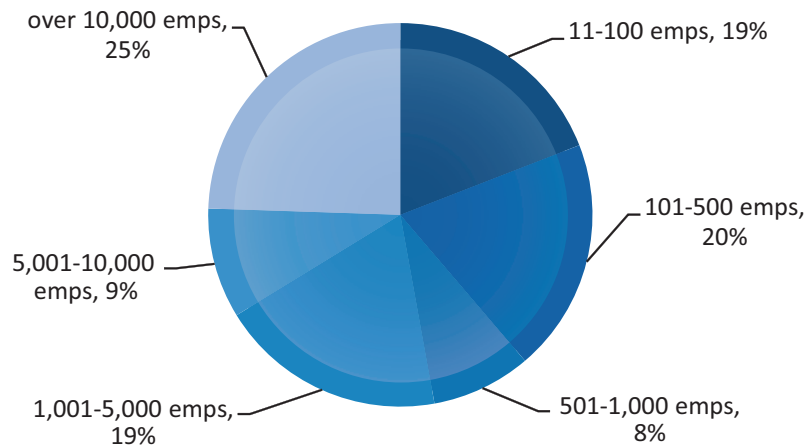
# Appendix 1: Survey Demographics

## Survey Background

383 individual members of the AIIM community took the survey between October 05, and October 29, 2012, using a Web-based tool. Invitations to take the survey were sent via email to a selection of the 65,000 AIIM community members.

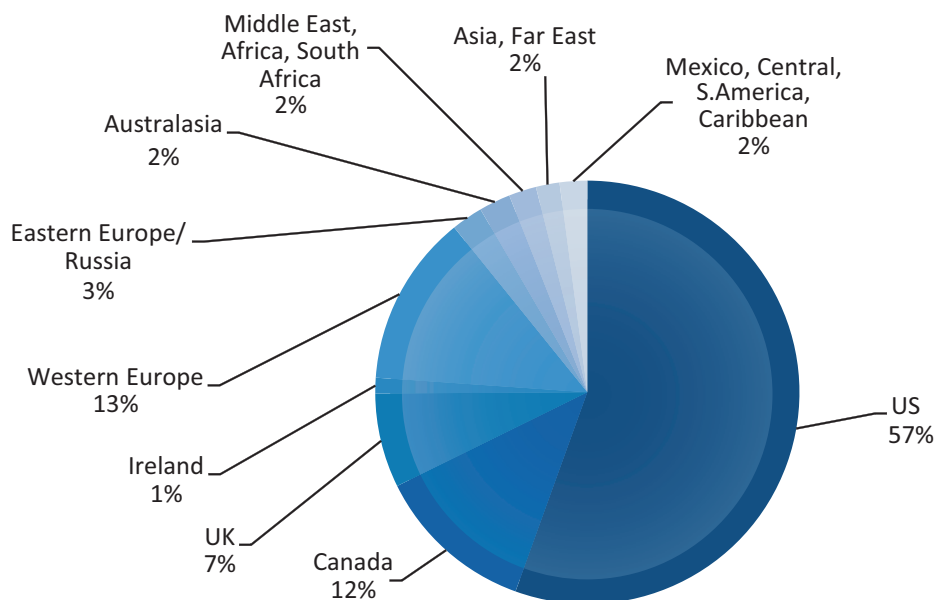
## Organizational Size

Survey respondents represent organizations of all sizes. Larger organizations over 5,000 employees represent 34%, with mid-sized organizations of 500 to 5,000 employees at 27%. Small-to-mid sized organizations with 10 to 500 employees constitute 39%. Respondents (49) from organizations with less than 10 employees.



## Geography

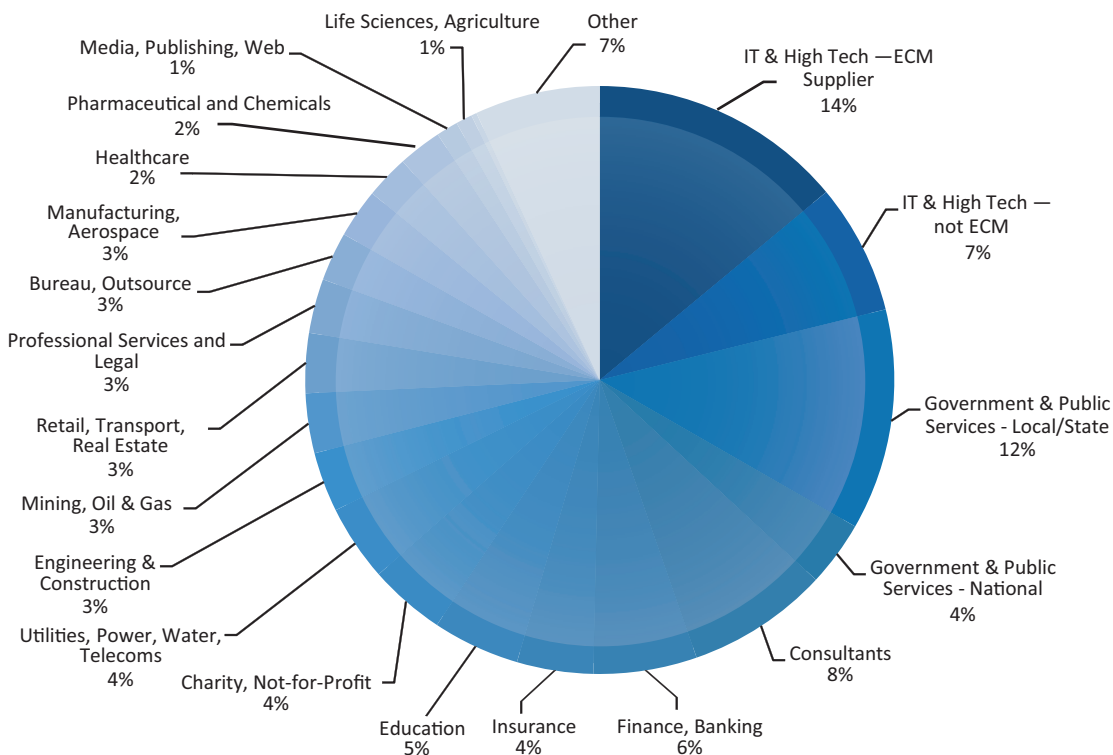
69% of the participants are based in North America, with most of the remainder (25%) from Europe.





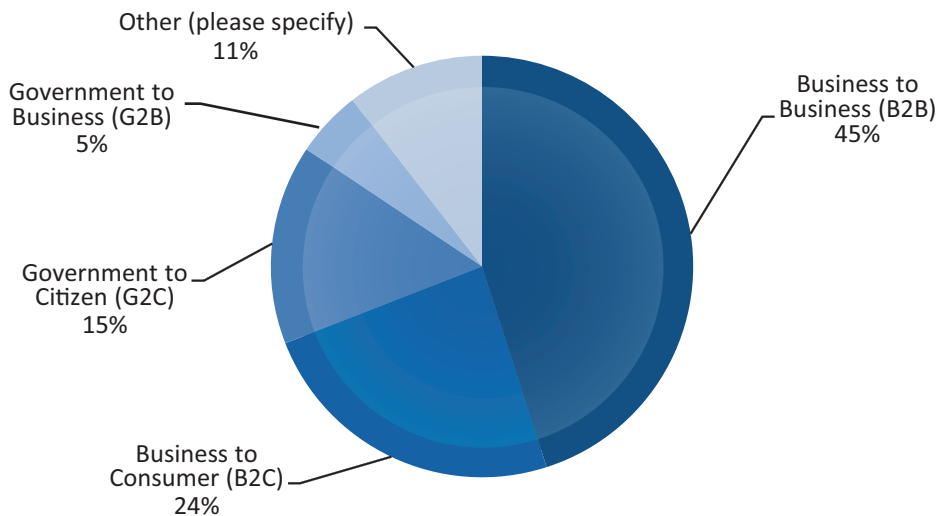
## Industry Sector

IT accounts for 21%. Local and National Government together make up 16%, Finance, Banking and Insurance represent 15%. Education shows at 5%, with Utilities at a lower than normal 4%. The remaining sectors are fairly evenly split. Normally, to avoid bias, suppliers of ECM products and services are eliminated from the results, however, given that this report is focused on how social is integrated to processes, the views of IT companies are equally relevant and therefore included.



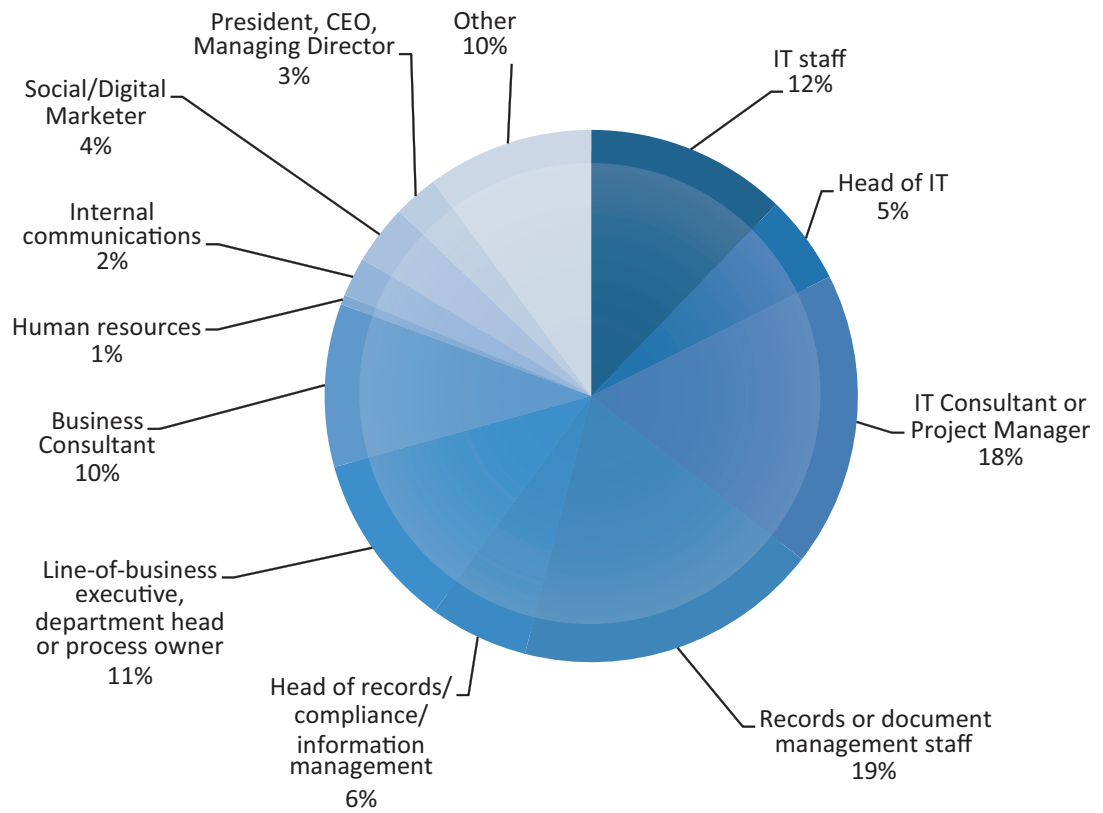
## Business Type

In addition to our regular demographics this survey included a question regarding business type. This was to understand the differences between government and private companies, plus whether they deliver to business or consumers.



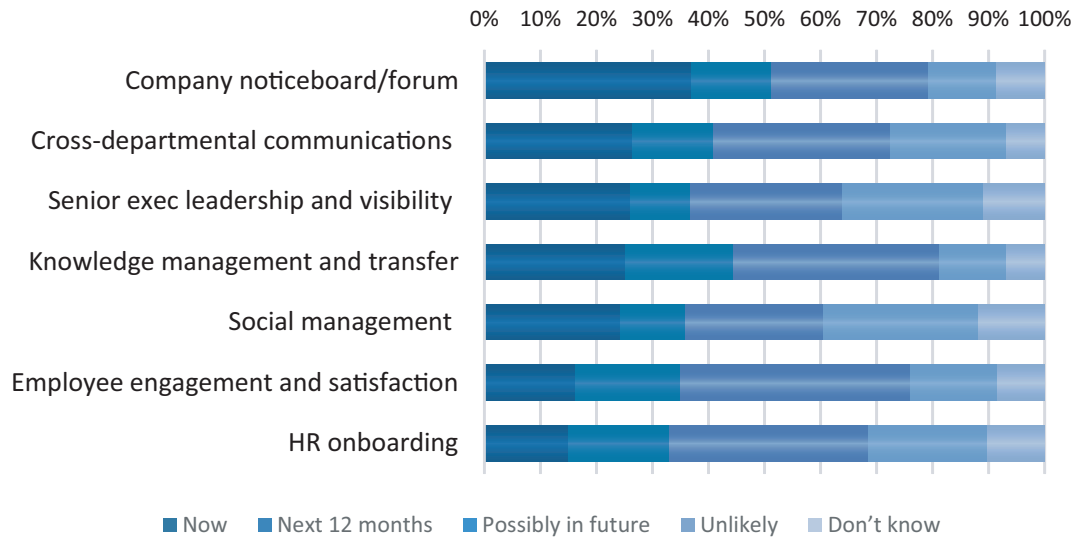
## Job Roles

35% of respondents are from IT, 25% have a records management, information management or compliance role, and 11% are line-of-business managers.

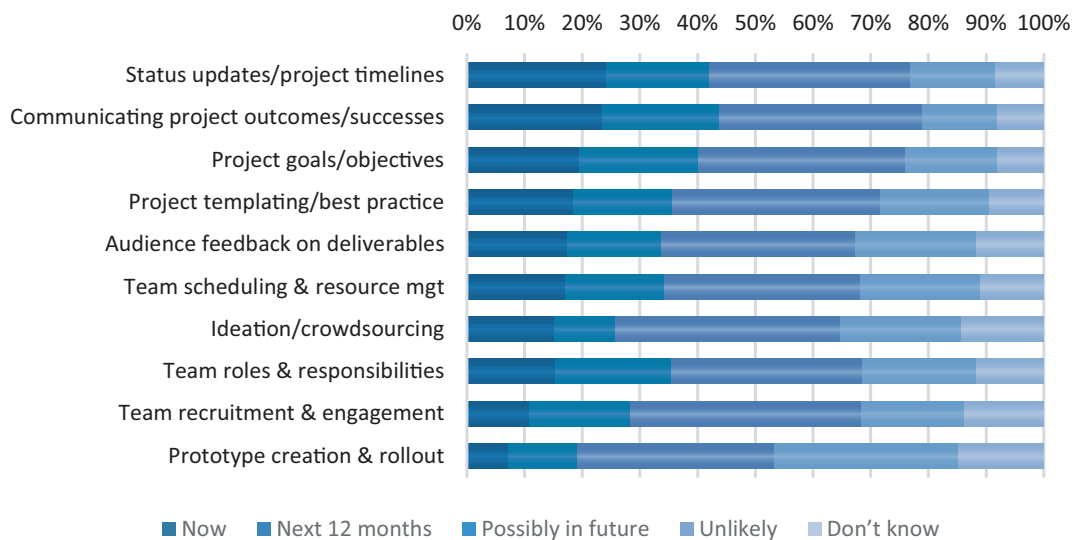


## Appendix 2: Detailed Process Results

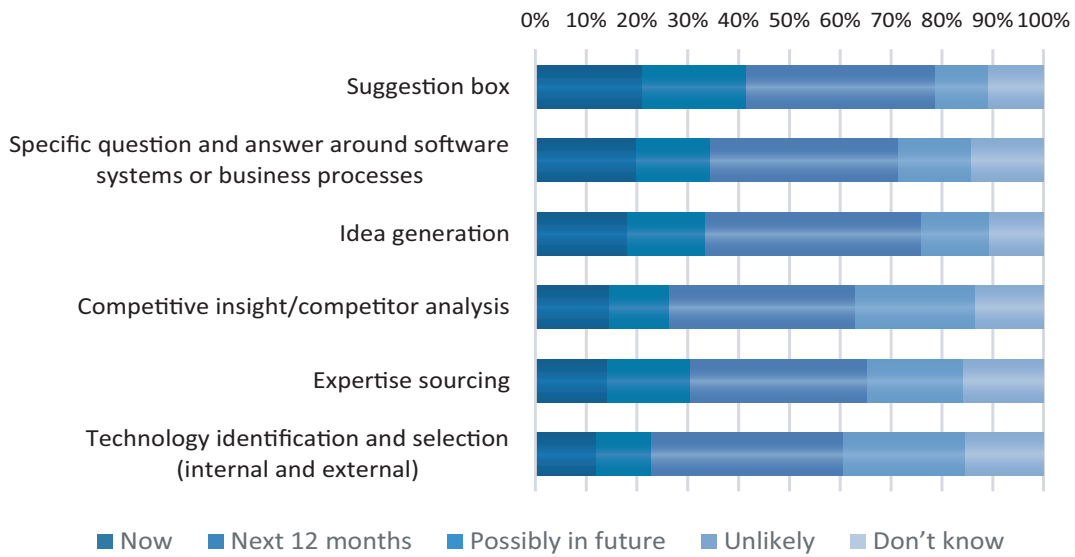
**Figure 21: Which staff communication processes within your organization could be or are making use of social techniques?**  
(N=279)



**Figure 22: Which project co-ordination processes within your organization could be or are making use of social techniques?**  
(N=276)



**Figure 23: Which enterprise Q&A processes within your organization could be or are making use of social techniques?**  
(N=276)



**Figure 24: Which content creation and management processes within your organization could be or are making use of social techniques?** (N=255)

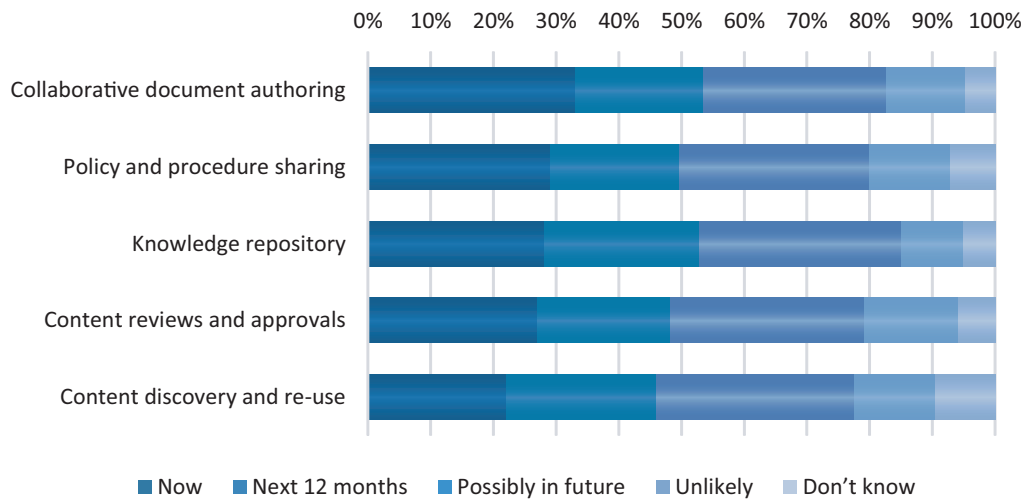


Figure 25: Which marketing processes within your organization could be or are making use of social techniques? (N=255)

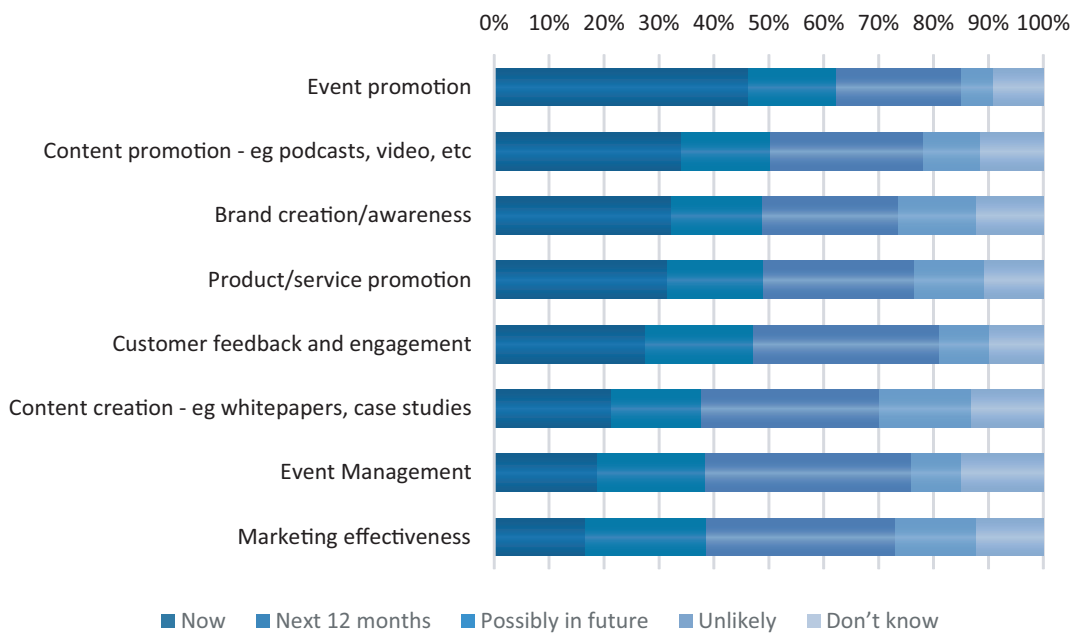
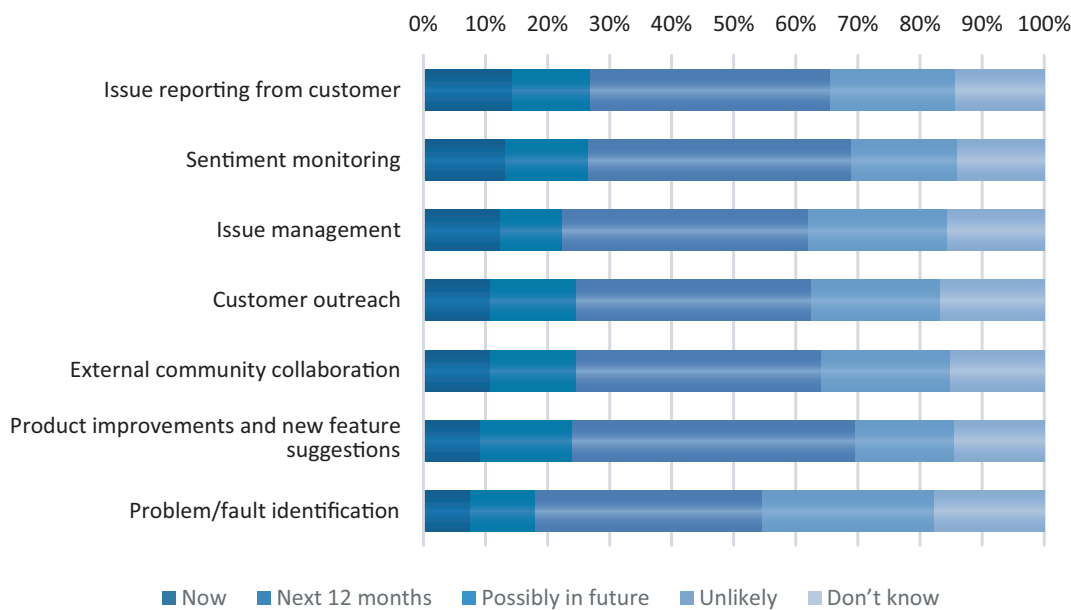


Figure 26: Which customer support processes within your organization could be or are making use of social techniques? (N=252)



## Appendix 3: Open Questions

Do you have any experiences to share about the adoption of social techniques and/or their integration to business processes within your organization? (Selective)

- Our technology started to get widespread use when the CEO and the executive team started using it and promoting it. IT would never succeed in rolling such an environment out on their own. Must have active engagement from executive management.
- Difficulty convincing IT to allow access to corporate systems via portals for business process management. Issues around compliance/information governance - 'too hard' basket.
- Impact on governance and change of way of working is underestimated; slow internal IT process for roll-out of new features is an obstacle to adoption
- It has been difficult to bridge the gap between the older generation's reluctance to understand or accept the need for the utilization of Web 2.0 technologies and the younger generation's hunger for the consumerized social experience.
- Adoption is a long term project, not a one off, post launch activity. Adoption strategies that focus on early adopters will have very little impact - it is essential that the adoption framework covers those people who actively avoid using the new technologies. Addressing different regions/cultures in the framework is also crucial - different cultures react to collaboration & social business initiatives in different ways.
- We have a very small group using an external collaboration source, unofficially. Among the best outcomes from using this tool have been the visibility of expertise outside the IT department and the level of information sharing. Our organization could benefit from this in-house.
- When the customer is a government organization, it is extremely difficult to show the ROI on social techniques.
- Our social media team monitors the pulse of our customers and constituents activity on Social Media outlets. We analyze and choose whether or not to respond to negative posts. Being able to identify troublesome areas almost immediately and respond has been a successful effort.



## IBM



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[www.ibm.com/software/ecm/social-content-management](http://www.ibm.com/software/ecm/social-content-management)



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