:thumbs up: for Collaboration

Benefits and Potentials of Social Business
Whitepaper
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The Idea(l) of Social Business

“Ultimately, everything that can be social will be social.” [1]

Social networks and social media platforms such as Facebook, Instagram, wikis and blogs are ubiquitous. They are used in daily communication and for instant exchange of information. The impact of these types of digital networks on individuals, but also on society as a whole, has been progressively growing in the last decade. According to the Global Digital Report, 45% of the worldwide population people actively use social media in their daily lives (Social/Hootsuite 2019)

The rapid development of innovative digital solutions has sustainably transformed how people communicate and exchange knowledge. Throughout all generations, people gain information by browsing through their timelines and communicate instantly via chats or messengers. Also, blogs, vlogs, or wikis are common platforms for public knowledge sharing not only between private persons but also between institutions like museums and governments or between artists and their target recipients. Furthermore, social software has changed the self-reception of people. Where free expression is just a click and a few keystrokes away, almost anyone can speak out their opinion on any public topic. The individual speaks for itself and no longer necessarily refers to a community of interests in order to be heard.

“[…] over the next four years, enterprise social networking solutions are expected to show stronger growth. Many users are still unsure of how to use social networking in a business context and are not completely comfortable with the openness it provides. To some degree, this is a “culture” issue rather than a technology issue, and over the next four years, we expect business users on a worldwide basis to gain a much greater level of familiarity with social networking.” [2]
The popularity of social networks and their positive effects have also revolutionized the world of business. Customers and business partners take immediacy that comes with synchronous communication channels (such as chats) for granted. In the exemplary field of services, latencies in communication processes are perceived as unnecessary delays, which lead to dissatisfaction. This means, that organizations are expected to respond quickly in order to satisfy their customers’ needs. Likewise, in the context of internal business processes, fast and permanent availability of information and communication without delay are of high relevance. Moreover, the transformation of society that comes along with an omnipresence of information on the one hand and the possibility of perceptible expression of opinion on the other has an impact also on all kinds of organizations. While people get used to the benefits of social software like instant and worldwide communication, permanent availability, etc. the concept of an empowered employee gains importance.

Up to now, many companies have been using social networks for customer dialogue only. Thus, these networks are channels for marketing and innovation management. With the evolution towards Social Business, companies start to create new usage and application scenarios based on social network technology. Accordingly, social software is more and more moving into the business world. Nevertheless, the benefits and opportunities that come along with these new forms of communication and collaboration are not yet fully exploited in the business context. But what is the meaning and purpose of the so-called Social Business?

The research project SB:Digital took a closer look at the application areas of social software with the aim of sharpening the view on Social Business. The terminological blur shows the wide range of understanding of the term, reaching from Social Business as a business model that strives for selfless and idealistic values in order to fight world problems like poverty or health issues (referring to Mohammed Yunus), up to business models that include social media or social software in their processes.
Businesses are more and more exploiting technologies like microblogging, instant messaging, or document sharing within the context of business. Also networks play an increasingly important role which implies that enterprises slowly transform into collaborative, digital communities.

In the following, we are going to illustrate the potential of Social Business and outline scenarios that base on social software use. We want to show how different types of digital social networks support corporate communication, collaboration, or innovative processes. So, the question should not be, whether or not a Social Business transformation is necessary. But, how can the transformation towards Social Business create an added value? And what are actual benefits and challenges of Social Business?

In order to answer these questions we will show how digital social networks can be integrated into business processes and thereby create social, environmental, and economic benefits.

“A Social business strives to remove unnecessary boundaries between experts inside the company and experts in the marketplace. [...] It gets information to customers and partners in new ways -- faster. Supported by ubiquitous access on mobile devices and new ways of connecting and working together in the Cloud and on open platforms, a Social Business turns time and location from constraints into advantages.” [3]
The Future Is Now! Social Business In Practice.

What we see is that the public debate on collaborative software within the business context is predominantly focused on single application areas such as internal communication and social media related marketing. It is right that Social Business does not mean that every single aspect and process within an organization has to be “socialized.” Nonetheless, we see that the typical Web 2.0 functionalities like content co-creation, parallel editing of documents, comment functions or feedback mechanisms bears the potential to transform the way in which business communication and collaboration works in a much broader sense.

The restructuring of work in the context of Social Business correlates with demands for new approaches like "New Work."

New work can be understood as a concept that brings the individual employee with all its needs and demands for meaningful work and work-life-balance to the fore. This stands in contrast to traditional concepts of work that put the priority on performance and outcomes with less regard to the human aspects of work.

Accordingly, in the context of new work, the corporate culture, leadership principles, and framework conditions of work, like time and location dependencies, transform. As an example, home office and co-working spaces are increasingly becoming an issue for companies. In Social Business, technical infrastructure, like cloud-based systems, allow for such time- and location independent collaborative work.

Enterprise Social Networks (ESN), Enterprise Social Software (ESS) or Enterprise Social Media (ESM) are types of web-based platforms that support communication and collaboration processes between co-workers but also along whole value chains by connecting stakeholders from multiple organizations in a digital network. At the technical level, next to content co-creation, these digital social networks provide search functions, linking of content, and feedback mechanisms.
In addition to the well-known information dissemination and sharing functionalities in terms of advertisement and marketing, ESN offer support for:

- Communication (e.g. feedback or support)
- Management (e.g. recruitment or agile team building)
- Collaboration and innovation (e.g. crowdsourcing, bulletin boards or social bots)
- Knowledge management (e.g. acquisition of specialist knowledge, knowledge exchange or crowd-storming)
- Training and learning (e.g. training exercises or technical support)
- Democratization of work (e.g. open discussion or empowerment of employees)
- Motivation (e.g. relatedness or self-determination)

Moreover, the merging of communication channels, documents, and information in a digital social network brings new opportunities for automatization and adoption of artificial intelligence. This way, external stakeholders like business partners or even whole communities, e.g. business parks can benefit from these Social Business transformations.

The preceding explanation makes clear that the transformational process towards Social Business is more than the adaption of new technologies or the sole decision of the management. In order to enable companies to determine the current state of readiness for Social Business, we developed a maturity model. The maturity model depicts five dimensions which cover the aspects of technology, organization and the individual. In our view, the presented dimensions are relevant for Social Business and have been determined as a result of the research project SB:Digital. An assessment tool that is accessible via www.sbdigital.infai.org supports companies to determine their maturity in regard to Social Business.
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<th>Dimension</th>
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<td><strong>skills</strong></td>
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One of the most apparent elements of Social Business is technology. The degree to which social technologies, e.g., ESN, or web 2.0 functionalities, e.g., media sharing or bookmarking, fit in the Social Business infrastructure of a company and are integrated, e.g., by creating interfaces to existing software systems, is reflected in the technology dimension.

The analyzeation of use cases within our SB: digital research project also showed that the extent to which social technologies are used for collaborative processes within the company (or beyond) is an indicator for the maturity of a company regarding Social Business. Moreover, the existence of informal or ultimately dedicated roles ensures the full exploitation of the new technological potentials and thus also serve as maturity indicator.
Next to the technological and organizational level, the transformation process also takes place on an individual level. Employees need to have a certain awareness of Social Business in order to understand the benefits but also identify challenges of collaboration in digital networks. Last but not least, employees need to acquire the skills to work in a self-determined network or collaborative environment. This may result in the need for training.

Certain framework conditions, such as work design, support the successful implementation of Social Business. Employees must be enabled to act self-determined and freely within the social network in order to understand themselves as relevant parts of it. In general, the employee is to be understood as a central element in Social Business, keeping the collaboration process running and carrying it with his/her actions. For this reason, organizations should establish an empowerment culture which, for example, involves the transfer of responsibility. Likewise an open leadership style that does not restrict employees through hierarchical structures is supportive for Social Business. It needs to be clear, that the more networking and social interaction takes place, and the more flexible work becomes and the higher is the level of self-determination,. This brings new requirements to the corporate culture but at the same time, new chances for motivation and growth.
Benefits Of Social Business?

The rise of Web 2.0 substantially changed the way we work. It supports collaborative work processes that can be used, amongst others, for knowledge management, project management, and corporate communication purposes. Cloud-based systems allow heterogeneous teams to work independently of time and location. The following figure shows the variety of benefits for the individual, the business but also benefits for the community that can come along with a transformation towards Social Business.
Networking, collaboration, and barrier-free communication in an open-minded, innovative community of practice represent the ideal of Social Business. It allows the individual to participate and interact with co-workers in a barrier-free way. The recognition that comes with feedback from the community or from collaborative working processes is enhancing engagement and intrinsic motivation. Moreover, the organization can benefit from this by exploiting the innovational potential that comes from active members. Thanks to the seamless networking of all employees, decisive information can be retrieved by everyone at any time, making everyday working processes more productive without wasting time. Also, on a community level, the changes towards Social Business can be beneficial. More transparency and empowered individuals can help to achieve that organizations act in a more socially responsible way, as we will show (see chapter Social Business & Green Commuting). A network is able to create awareness for social and ecological responsibility not only on an individual but also at a community level. Likewise, social technologies can facilitate sustainability by supporting efficient business processes. As it can be seen, that there are various benefits on different levels, which are intertwined and can multiply reciprocally. Yet, many decision-makers in companies shy away from using Web 2.0 technology in the business context. Fears of a reduction of productivity, data security, and a loss in authority are widespread. However, most of these fears result solely from uncertainties caused by challenges and risks, which can already be countered with a clearly defined strategy and guidelines- so let’s have a look at what opportunities Social Business offers. By looking into exemplary use cases, we put different application scenarios into focus and look at the prerequisites of implementation.
I Have No Time For This – Using Chatbots For Time-Consuming Coordination Processes

Social software enables employees to communicate and easily exchange knowledge within their collaborative network. Even though the framework conditions for frictionless data exchange are created, there is a lack of flexible possibilities to realize the potential of the existing data stock within the network in an efficient and user-friendly way. The use of chatbots within enterprise social networks provides a possibility to meet these challenges.

Within the SB:Digital project, we developed a concept and initially implemented a chatbot that is able to arrange an appointment of team members by accessing their calendars and identifying potential time slots and available rooms. The bot has to be triggered within the chat that includes at least one of the participants. After the suggested appointment has been accepted, the chatbot automatically creates a calendar entry and makes a room reservation.
In addition to supporting organizational processes, chatbots can also be used to break up knowledge silos. For example, an agile resource procurement process can be initiated with the search for employees with specific competencies in the company network. In this way, employees can be identified in a targeted manner with the appropriate know-how for the respective tasks or problems. This only requires the provision of the competence profiles of the individual employees in the company. For example, you can ask the chatbot a concrete question like: "I have a problem with my paycheck." The chatbot automatically recognizes "paycheck" with the synonym "payroll" and searches for a person with this competence. You get the information you need straight away. The result may look as shown in the figure.

[Screenshot of a chatbot interface with a conversation between Sara Schuster and Christian Frommert, indicating the chatbot's competence in HR and Payroll]
Speak up, Employees! Community-driven role systems and empowerment

The implementation of the system brought up the necessity of defining or deciding about new roles and responsibilities. With regard to the open knowledge culture and free speech, all employees were assigned the same rights what gave them the freedom to create and edit blog entries as they deemed appropriate. Next to a needs-based training, the most important aspect for success was the development of communication standards, such as guidelines and rights allocations. At the technical level, the system was designed in a way that would inhibit any monitoring of employee’s activities. This was done for a good reason. Studies show, that control and monitoring stand in the way of free exchange within the business context. For the same reason at the beginning, only for the technical and administrative tasks corresponding roles were created. Hierarchical structures were deliberately kept flat. Later within the course of the transformation process, the role of community manager also had to be created in order to keep the system running. In this way, the accuracy and topicality of content could be ensured. The community manager further had to forward relevant content to the appropriate channels and ensure the content follows the communication standards, defined within the guidelines.

Additionally, a number of events were planned to raise awareness of the use of the new technology and improve the skills for using it. To avoid skepticism about the new technology, topics such as data protection and permissions were also discussed. In order to build up a personal bond and to strengthen identification with the company, a non-technical section was included in the site structure. Here an exchange took place on a personal level. For example, menus of various restaurants are displayed in the immediate vicinity and joint events are planned. The internal blog is thus strategically introduced as a protected space for collaborative exchange. Instead of rigid instructions, flexible processes of brainstorming take place and collegial support is offered for problem-solving processes. In order to ensure the competitiveness of companies in a digitalized world, innovative ideas are needed, which in turn benefit from the participation of their employees.
First and foremost, the specification of an agile structure and the definition of common goals give employees the space they need for creative work processes. Structure and goals should help to support and guide the employee in his new self-organized way of working. As more empowerment brings along also greater responsibility, it is important to offer support to the employees during the process. The adaption of hierarchical decision processes and the avoidance of long communication paths are just some of the goals set for digital cooperation. Above all, it is the social benefits that make the ongoing digitalization of the world of work attractive for employees. Accordingly, the open exchange of information and breaking open of knowledge silos lead to a successful implementation. With the technological support of the enterprise system (blog), more decisions were discussed and made by the team and not by the management. The avoidance of long communication paths and information loss meant that work processes could be coordinated and carried out in cooperation. This strengthened the team spirit, lead to a fair feedback culture and created relatedness between employees and their company.
It’s quiz time. New Forms Of Corporate Training In Social Business.

One typical field of application of social software is knowledge management. As an example, Enterprise Social Media (ESM) is used to support an open-minded and transparent exchange between employees to build a joint knowledge base. Postings in Enterprise Wikis and Blogs can be edited by every employee or network member. Of course, the willingness to participate is a decisive factor. A corporate culture that promotes open exchange tolerates mistakes and minds. Yet, fairness and feedback are prerequisites in that context. However, in our opinion, knowledge management systems are only the beginning.

We believe that social software has even more significant potential in terms of corporate knowledge as it can initialize a transformation of corporate training. As we all know, face-to-face seminars may be time-consuming and in far too many cases, they are unproductive. And in our view, they are also no longer contemporary, since Social Business offers completely new, more attractive opportunities for exchange and further training. In many cases, they can be replaced by individually adapted forms of digital knowledge transfer and training. Other than inflexible standardized training methods, individualized learning content is the future. It offers the opportunity to learn in a needs-oriented way, in compact learning sessions that can be embedded in the working process. With digital social learning, short learning units can literally be completed by the side, adapted to today’s working reality of employees, needs-oriented and motivating.
Compared to purely classroom-based courses, blended learning approaches, which combine conventional classroom learning with different forms of e-learning, can be integrated into ESN. Based on a shared knowledge base, training courses or quiz applications can be integrated and used on-demand. Moreover, digital social learning can integrate typical gamification elements like feedback mechanisms to support collaborative learning processes, learning progress analyses, or achievement systems such as points or badges. Besides time efficiency due to need-oriented and individual training, the higher self-determination of learning supports the individual motivation of employees and, moreover, ensures better learning outcomes. Dramaturgically designed social gaming platforms are able to reflect the level of knowledge of the entire company and the individual. Players can call up their results in real-time in graphically prepared dashboards and are effectively promoted by suitable educational measures. By allowing users to generate content, employees are further encouraged to participate in the knowledge quiz with relevant questions. In this way, experienced employees can actively contribute their knowledge.

While games like that are becoming more and more present in the world of business, companies need to pay attention to their sustainable use and up-to-dateness. In general, the use of such games and short learning units can promote both individual and collective knowledge development. Through blended learning approaches, the level of knowledge can be queried regularly and with little effort. However, one thing should be clear: social learning software should not be understood as a control mechanism. Gamification elements such as badges, awards, leaderboards or ranking lists must not be perceived as pressure. This would inevitably lead to the failure of the training measure. So, once again, the necessity for an appropriate corporate culture becomes obvious. However, with the right strategy and the proper framework conditions, such as dramaturgy and appealing design, there is hardly anything to stand in the way of a successful learning process.
Social Business & Green Commuting. How ESN Can affect Commuting Choices

In almost every city around the world with large business parks, a limited infrastructure and inflexible mobility concepts produce the same picture: traffic jams, stressed commuters, high CO² emissions. These days, the climate change attracts more and more public attention and the impact a company has on the environment becomes a relevant factor regarding its market value and social recognition. Rethinking Social Business can help to solve these problems by promoting environmentally friendly behavior in a direct and communicative way.

The global climate movement Fridays For Future, as an example, is largely organized via social media. Environment groups all around the world are connected, they initiate and organize huge protest marches and, by that, increase their impact on politics and society. In the following, we want to show how such initiatives can possibly be transferred to the business context and how Enterprise Social Networks (ESN) can be used for the establishment of novel ecological mobility concepts.

The scenario we build our use case on, is a large, suburban business park. Most of the commuters arrive within a certain timeframe in the morning and leave, again, at similar times. As an example, in Germany more than 50 % of employees have rigid working time conditions and more than 70 % have a work to home distance between 5 to 10 km. For commuters who go by car, this means overloaded streets, stress, and a rush-hour related increase of CO² emission. But even those who commute by public transport are affected by the higher air pollution, stress and frustration.
The most obvious and ecologically sustainable way to tackle this problem is for commuters to rethink and switch from individual motorists to car sharing, public transport or even better to bicycles. But how can such a rethinking process be initialized and supported by Social Business? Social comparison and the growing awareness for ecological sustainability can both be exploited in order to establish a shared value system within collaborative networks.

So, one option is to use an ESN for an open exchange between organizations within the business park with the aim of building car sharing communities. It can also provide useful information that supports individual commuters to change their behavior. This information could be traffic conditions, the actual particulate matter levels in the region, or the provision of the best bicycle route. Also, gamification can be used to create incentives, such as commute time comparison or simulation of CO² emission for different ways of transport. Furthermore, commute tracking functions could be used to generate real-time feed-back on personal health status, such as calories burned by cycling. In addition, a visualization of the ecological footprint would be conceivable. At the end of the week, the user could proudly report to their community what they have done.

ESN may also set incentives for commuters to encourage eco-friendly behavior, e.g., by creating a cross-company incentive system. As an example, employees could collect points for ecologically friendly commuting. Those points could then be exchanged for vouchers, e.g., for bicycle equipment or free use of public transport. To strengthen the sense of community, it is also possible to create team challenges. Team points could be transferred into vouchers for team events or regional social or ecological projects.
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What else can be done?

1. A Social Business infrastructure allows for more flexible working time models, as well as the possibility for home office and this can have a positive effect on congested roads at rush hour times.

2. Within a collaborative network, employees can motivate and encourage each other to act in a more environmentally friendly way by sharing positive experiences.

3. Within collaborative networks, enterprises located in a business park have the possibilities to share costs and motivate employees, e.g. by:
   - shared car or bike pools to enhance vehicle occupancy;
   - shared costs for development and maintenance of the “eco”-ESN;
   - shared parking places to reduce parking stress;
   - a joint information campaign to enhance awareness.

To bring the green commute project to success, companies should take a holistic point of view that takes the opportunity for incentives but likewise consider resources (infrastructure) and potentials (individual ability) of all network participants. A successful implementation can, thus, have a positive effect on the employees (e.g., reduction of stress level), the company (e.g., healthy and motivated employees), and the environment (e.g., reduction of pollution).
Challenges and Risks of Social Business?

The above mentioned positive effects of Social Business do not evolve on its own. Therefore, enterprises should be aware of certain challenges that come along with the transformation process towards Social Business. The most crucial obstacle might be the corporate culture. Rejection of transformational processes or a weak motivation for change can impede Social Business activities. This means that time and money need to be invested not only in the first place but throughout the whole implementation process to give employees and business partners time to adapt. Initial obstacles might be the technological infrastructure or missing skills for the handling of new technologies. A helpful tool that supports enterprises in detecting weak points is the maturity model we have presented.

Only by overcoming these initial obstacles, a company cannot ensure a successful Social Business transformation. Also, during the implementation phase, different challenges can occur and need to be faced. The factor of the collaboration of employees plays a significant role when implementing new technologies and systems. Therefore, a two-sided approach to building an empowering organization culture is needed: First, the employees need to be involved in the whole process and need to be given new responsibilities and flexibility by the management, on the other hand, the employees themselves need to collaborate and engage actively in the process. Additionally, a culture of feedback needs to be established alongside, in order to provide the right circumstances for a fruitful collaboration, in which the strategy can continuously be adapted. An inflexible mindset that does not support innovation and digitization can hinder the process both at the management as well as on the employee level.
Case-based research repeatedly shows the first setbacks, especially in the widespread acceptance and participation of all employees. According to our study on the use of internal social networks in companies, unprofessional implementation, lack of employee participation, and lack of support from managers are decisive factors for the failure of a successful implementation of Social Business.

![Reasons for the failure of enterprise social networks](image)

Investments such as time, software, technology, capacity building, and / or external expertise at the beginning, as well as continuous monitoring and adjustment of the strategy during the entire process, are therefore necessary. It is also essential that Social Business is seen as a holistic and transformational process and therefore needs to involve all aspects of a company. Starting with software implementation, it also involves a transformation of daily workflows and work processes, and ultimately also a change in decision processes and the organization’s hierarchy in general. These “side-effects” can seem intimidating to some, yet they bear a significant potential in a contemporary work-design and business concept. In order to make the transformation process as promising as possible right from the start, we offer a theoretical framework for a holistic and up-to-date analysis of your Social Business maturity with the maturity model we have developed.
Apart from cultural (leadership and empowerment) or legal challenges (clear copyright and data security policies), strategic challenges can occur. At any part of the implementation process, missing guidelines can lead to a misuse of newly implemented technology. Another risk is the loss of separation of work and private life. Sometimes it may be necessary to keep an eye on the ongoing processes and remember overambitious employees that permanent availability is meant for the network only, not its participants. Missing defining guidelines can also create insecurities, which then lead to a reluctance in the use of enterprise social networks. There have to be guidelines set from the beginning in order to guide all members in the process. Yet, they must not be rigid and need to be developed in a collaborative and constant process. A beforehand developed strategy which is not adapted continuously whilst being carried out, sooner or later will instead become a rigid scaffold than a tool for positive change.

Social Business guidelines form the framework in which employees can interact. They show for what purpose and to what extent an organization wants to use enterprise social networks. At the same time, they provide a reliable framework that outlines both the legal restrictions and organizational conditions for the various user groups.
To sum up, the enthusiasm for technology of the executives alone, who have recognized the possible opportunities and successes with the use of ESN, will not alone create a sustainably successful Social Business. On the other hand, the anchoring of empowerment and an innovation-promoting participation culture in everyday business life does will happen by itself. Primarily, precise objectives should be formulated, and appropriate strategies developed. The establishment of a basis of trust is elementary for the digitalized corporate culture. The solution for dealing with technological innovations can be tailor-made qualification offers for a department-specific competence transfer. At the same time, it is essential to highlight the holistic success resulting from the application. In addition, guidelines must be drawn and then clearly communicated. It should also be asked, whether there is a specific person in the company who organizes communication within the company. Thus, we see the future in the creation of new jobs, such as communication managers, Social Business managers or content managers, whose responsibilities for the respective tasks should be clearly defined. Such tasks can be management and optimization of social networks, administration of feedback channels or development of training formats. In the future, we see the role of the executive as a source of impetus and a consultant who, as a role model, actively shapes the transformation process towards Social Business. In the sense of agile organizational concepts, the aim is to create room for maneuver and to design and implement processes more flexibly. Support and structure create a corporate culture that creates ground for Social Business.
Think beyond!
The Future of Social Business

As we tried to show on the previous pages, Social Business yields high potential when we think about transforming organizations for future challenges for collaboration and modern standards of communication. Digitalization is an ongoing process, and it is up to each person and each organization to take its advantages. In our opinion, Social Business approaches are not only beneficial for the working progress and business value but also bear great potential for the employees, regarding autonomy, job satisfaction, and creative workflows.

The fact is, Social Networks, especially Enterprise Social Networks, are experiencing explosive growth in the last years and will change our daily work. The technological implementation is, in most cases, no longer an obstacle. Instead, it is the decision between the variety of available solutions. And the ever-increasing networking of people, machines, and organizations bear a huge potential for the value chain in several domains.
We suggest the following future working areas as the most important:

• The methods and developments around Artificial Intelligence (AI) seem to be very relevant to the evolution of ESNs. We believe that speech recognition, smart bots and assistant systems will be implemented in the near future on a large scale. Moreover, within the context of Social Business, AI will be successful in predicting needs and suggest little helpers in everyday collaboration and communication.

• The potential of corporate learning is not reached yet – Social Business can be an approach to enable and foster needs-oriented learning processes, which may be applied directly integrated into working processes.

• New technologies, such as augmented reality (AR), will also have an impact on how ESNs can be implemented. A conceivable scenario could be a sales representative, using smart glasses, where customer information is displayed during a conversation (always in compliance with data privacy regulations).

In the very near future, ideas like Social Machines, firstly discussed by Willam Allen 1846, will become real. As Tim Berners-Lee suggests: “Real life is and must be full of all kinds of social constraint—the very processes from which society arises. Computers can help if we use them to create abstract social machines on the Web: processes in which people do the creative work and the machine does the administration.” [5]

This example shows that by innovation through Social Business, we do not mean the displacement of human resources, but rather the automation of time-consuming and the support of knowledge-intensive processes. The goal is to achieve the company’s goals in the most efficient way in sympathy with the human being.
## What are we talking about? A Social Business Glossary

**Digital Social Network**

We speak of a digital social network when digital technology like social media or other forms of suitable software solutions is used by a defined group of actors for the purpose of communication and exchange. A typical feature of digital social networks is the creation of profiles and content sharing but also likes and comments. Digital social networks are a form of social media.

**Enterprise Social Media (ESM)**

Enterprise social media is the platform used for networking and collaborative exchange within the organization.

**Enterprise Social Network (ESN)**

As an enterprise social network is a software solution that allows the networking of all employees of an organization for the purpose of information and knowledge exchange and collaboration. By assigning user rights, areas of the network can also be opened up to external stakeholders, making communication and collaboration with business partners easier. Social networks to support marketing are to be distinguished from this.

**Social Business**

In this case, we understand Social Business as framework and strategy, with the application of which the generation of a social, ecological and economic benefit from the use of social networks as a primary goal is linked.

**Social Media**

The term social media extends the classical definition of media by the aspect of interaction. Interaction takes place via digital technologies and software. Examples for the best-known social media are Facebook, Twitter or YouTube. They form the basis for social networks.

**(Enterprise) Social Software**

Social software is (corporate) software that enables internal collaboration between stakeholders by holding functionalities like parallel editing of documents, file sharing or feedback mechanism.
References


