Enterprise Microblogging: Productive use or productivity loss?
How microblogging may serve as a useful tool to yield team communication

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Abstract

While 80% of Public Microblogging users can be classified as so-called ‘me-formers’, who mainly make themselves the object of their communication, only 20% are seen to be true ‘in-formers’, posting content targeted to be of interest to other users. Most Public Microblogging communication relates to postings that place the sender of the post at the focus of what is written. Enterprise Microblogging communication, on the other hand, has clearly shown to deviate from PMB with respect to the reasons for and the ways of engaging with others. EMB users post to provide updates, coordinate and delegate tasks but also to share information, ask questions, record information or just discuss and clarify opinions, suggesting there may be productive uses of Social Media and microblogging in the corporate context.

Enterprise Microblogging does not replace corporate Email but with a set of new features it complements traditional Email communication. There is no reason for managers to be concerned with Public Microblogging behavior being transferred into the corporate context. It is shown that microblogging practices are highly context dependent and that EMB is very much targeted towards supporting group work in productive ways.
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Introduction

Web 2.0, Social Media, wikis, Weblogs and microblogging are all expressions originating from the information technology sphere. The list can be made longer. For some they don’t mean anything and for some they mean everything, in that they represent the modern way of communication. The latest hype is Twitter, a microblogging platform launched in 2006 and with rocketing number of users. With Twitter, individuals are able to share with a global audience what they are currently doing, feeling or thinking through the posting of short messages of up to 140 characters. The popularity of microblogging has grown significantly since the launch of Twitter and Twitter is one of these technologies known as Social Media. These technologies have gained significant coverage from popular press and management focused media. Some even predict that 2010 will be the year of social networking.

How to transfer this boom of Social Media tools into the company context? What may be the implications of its use?

Texting, Weblogs, Instant Messenger and Social Media are all part of the workplace today and how companies deal with them is a direct reflection of the company culture. Some employers encourage their employees to embrace Twitter and Facebook to help build their brand and take advantage of viral marketing but managers today are concerned with lost productivity, security risk and distracted workers on the job. They may therefore sometimes be inclined to limit access to Social Media or even ban the use of personal technology in the office entirely.

In the article “Enterprise Microblogging: Procrastination or productive use?” (2010), Richter, Riemer and Seltsikas discuss the role that microblogging may play in a corporate context.

How does microblogging affect team communication in a company environment? How is it different from Public Microblogging? And should managers be concerned over the introduction of Social Media and related technologies to their corporate intranets?

This paper explores the use of and practices around Enterprise Microblogging. Different communication types are defined, analyzed and compared to the communication patterns in Public Microblogging. First section introduces the concept of Social Media in general and Public Microblogging in particular seen through the example of Twitter. Second part focuses on Enterprise Microblogging, which practices are illustrated through the example

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1 Viral marketing refers to marketing techniques that use pre-existing social networks to produces increases in brand awareness or to achieve other marketing objectives.

of the Enterprise Microblogging platform Communote. With genre analysis, communication purposes and practices within a team are revealed. Finally, third part tries to compare Public Microblogging with Enterprise Microblogging and a discussion about what role microblogging can play in team communication and coordination also compared to more traditional communication tools like Email.

Method

Available written and published literature on the subject is fairly scarce due to the novelty of the microblogging technique and its recent spreading among users. Nevertheless I was given the opportunity and privilege to get a preview of the results from a study soon to be published treating this very subject, i.e. Enterprise Microblogging within project team. Together with an interview with one of the authors, Alexander Richter, I will present an exposé on microblogging and team communication. Further reflections are gathered through the reading of newspaper articles, tech blogs, surveys as well as published papers.

I Social Media

1.1 Definitions and description of enterprise communication tools

1.1.1 Social Media
Social Media is media designed to be spread through social interaction, created by using highly accessible publishing techniques. Social Media uses Internet and web-based technologies to transform traditional media (one to many) into Social Media (many to many), transforming people from content consumers into content producers. Kaplan and Haenlein (2010) define Social Media as "a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0 and that allow the creation and exchange of User-Generated-Content.

1.1.2 Web 2.0
Web 2.0 is a term in which software developers and end-users started to utilize the World Wide Web; that is, as a platform whereby content and applications are no longer created and published by individuals, but instead are continuously modified by all users in a participatory and collaborative fashion (Kaplan & Haenlein, 2010).

1.1.3 User Generated Content
User Generated Content can be seen as the sum of all ways in which people make use of
Social Media. The term, which achieved broad popularity in 2005, is usually applied to describe the various forms of media content that are publicly available and created by end-users. Within this general definition, there are various types of Social Media. However, although most people would probably agree that Wikipedia, YouTube, Facebook, and Second Life are all part of this large group, there is no systematic way in which different Social Media applications can be categorized (Kaplan & Haenlein, 2010).

1.1.4 Social networking sites
Social networking sites are applications that enable users to connect by creating personal information profiles, inviting friends and colleagues to have access to those profiles and sending e-mails and Instant Messages between each other. These personal profiles can include any type of information, including photos, video, audio files and blogs (Kaplan & Haenlein, 2010). According to Wikipedia the largest social networking sites are Facebook and MySpace.

1.1.5 Blogs
Blogs represent the earliest form of Social Media. Today maybe the most important Web 2.0 technology is Weblogs, shortly called blogs. Blogs are special types of websites consisting of data entries frequently updated and arranged in reverse chronological order. People write and discuss about various topics. Most often the blogs are held by one person but provide the possibility of interaction with others through the addition of comments (Ebner & Schiefner, 2008). Blogs are the Social Media equivalent of personal web pages in the form of personal diaries or summaries of all relevant information in one specific content area (Kaplan & Haenlein, 2010).

1.1.6 Microblogs
Microblogs are a further development of blogs. While blogs are mainly used for writing continuous posts and short essays, microblogging is about posting updates, ideas or simply quick notions (Ebner & Schiefner, 2008). “A form of blogging that lets you write text updates about your life on the go and send them to friends and interested observers via text messaging, Instant Messaging (IM), Email or the web”³.

1.2 Twitter
1.2.1 What is Twitter?
Twitter is a social networking site and the best-known microblogging service. It enables its

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³ http://en.wikipedia.org/wiki/Micro-blogging
users to send and read short text-based messages with up to 140 characters known as *tweets*. These messages are displayed in the public timeline and the user’s Twitter feed. The tweet is also delivered to the author’s subscribers, known as *followers*. All users can send and receive tweets via the Twitter website, SMS or external applications. The Twitter website invites its users to answer the question: “What’s happening?”4.

“What we have to do is deliver to people the best and most relevant information possible. We think of Twitter as it's not a social network, but it's an information network. It tells people what they care about as it is happening in the world”, says CEO Evan Williams5.

To illustrate the concept of Twitter The New York Times Magazine refers to “the paradox of ambient awareness”. Each little update – each individual bit of social information is insignificant on its own, even surprisingly mundane. But taken together, over time, the little snippets join together a surprisingly sophisticated portrait of your friends’ and family members’ lives, like thousands of dots making a pointillist painting6.

1.2.2 Twitter sign language - The use of @symbol and hashtag
One social convention that has arisen in Twitter is the use of the @symbol before the message to address the person for whom the message is intended.

Example:
MariaMo: ‘Just arrived to the Great Web Conference’ (a public tweet to everyone)
JohnJohn: ‘@MariaMo where are you? The panel in room 10 is good’
MariaMo: ‘@JohnJohn – cool. I’ll just look for @Suzy and then I’ll come check it out’

There is also the symbol ‘#’ known as a “hashtag”. Hashtags are used to identify keywords or terms, which can then be easily found through a search. When putting the hashtag in front of a term in the tweet, Twitter will activate that term as a link, making it possible to take you to a real-time feed of everyone tweeting about that same keyword7. This is useful for a person who wants to know more about what is said on a certain subject or for companies to track customers that might be having problems with their product, thus offer immediate support. Another possibility is just to get information of what is being said about their products or the company itself.

1.2.3 Statistics and tweets analysis
Since the start 2006, Twitter has grown at an amazing pace. In 2008 Twitter had roughly 6 million users in the US, representing 3.8% of all Internet users, one year later the number of users had grown close to 1000%. Estimates are the number of Twitter users 2010 will jump to

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4 http://Twitter.com/about
5 http://www.youtube.com/watch?v=p5jXcgZnEa0&fmt=18
6 http://www.nytimes.com/2008/09/07/magazine/07awareness-t.html?_r=4&pagewanted=all
7 http://prnonsense.marchpr.com/2009/07/what-is-that-symbol-on-Twitter/
18.1 million users, representing 10.8% of Internet users\(^8\).

The microblogging platform invites people to answer the question “What’s happening?”, so what are the users response? In a recent study conducted by Naamen, Boase and Lai (2010) communication patterns among Twitter users are analyzed. The study shows that 80% of the users are so-called ‘me-formers’, making the users themselves the object of their communication. Consequently, a mere 20% are considered to be true ‘in-formers’, posting content targeted towards other user’s interests. The communication can be further categorized and the authors propose 4 frequent types:

<table>
<thead>
<tr>
<th>Communication type</th>
<th>Example</th>
<th>Share of posts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information about oneself</td>
<td>“I have a nasty cold”</td>
<td>41%</td>
</tr>
<tr>
<td>Random thoughts</td>
<td>“Blue sky in Winter”</td>
<td>25%</td>
</tr>
<tr>
<td>Personal opinions</td>
<td>“HBO series are great”</td>
<td>24%</td>
</tr>
<tr>
<td>Exchange of information</td>
<td>“New study on Web 2.0: http://…”</td>
<td>21%</td>
</tr>
</tbody>
</table>

Naamen et al. 2010

What is worth being noticed is that 21% of the tweets are actually an exchange of information. Another study, referred to by Richter and Riemer in their paper “Tweet inside: Microblogging in a Corporate Context” (2010), defined four meta-categories under which the public tweets could be categorized: 1. daily chatter, 2. conversations, 3. information/URL sharing and 4. news reporting. These categories had similar contribution between personal communication and information sharing. Also in this study most tweets were classified as daily chatter, whereas conversations accounted for 21% of the posts and no more than 13% were information/URL-sharing tweets. In the light of what Twitter’s CEO, Evan Williams, has said “Twitter lets people know what’s going on about things they care about instantly, as it happens”\(^9\), the results are not surprising. Even so it is worth noticing that information sharing represents a significant share of communication, which might suggest that there are productive and professional uses for the service, leading us to believe that these interesting microblogging features could find a place in a corporate context.

1.2.4 Twitter and business.

With increasing activity, Twitter has reserved an area for business tweets, i.e. companies communicating with their customers. Microblogging and Social Media awareness are increasing among companies\(^10\). To exemplify that, Dell has defined a strategy for Social Media communication encompassing both Facebook and Twitter etc, which has turned out to

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\(^8\) http://www.emarketer.com/Article.aspx?R=1007059

\(^9\) McKinsey Global Survey: How companies are benefiting from Web 2.0
be a profitable strategy. Dell announced Twitter had helped the company make $3 million since 2007 from customers who followed its link to make purchases. For companies, what makes Twitter really interesting is that it enables customers to have direct conversations with real people inside brands. Secondly, it allows businesses to see what people are saying about their brands in real time and to respond directly, in real time. Thirdly, it is enabling new ways of communicating. Many companies report the greatest value lies in enhancing communication with consumers.

1.2.5 Tweeting in the workplace
Tweeting in the workplace is also a development that Gartner, the information technology researcher in Stamford, is predicting. “Despite the fact that Twitter is primarily aimed at individual users in the consumer market, many of those individuals work for companies and tweet about business issues, leading business to explore how they could best use it”, said Jeffrey Mann, research vice president.

Gartner foresees four specific uses in the corporate context. Microblogging in a corporate context could be used as a marketing or public relations channel, as a way for individual employees to extend the company’s reputation, for employees to communicate with one another about projects they are working on and finally as a source for what customers, competitors and others are saying about the company (Ginovsky 2009).

1.2.6 Limitations
Twitter has become very popular among tech-people, celebrities and media, but unless you are one of them it is not very likely that you will find people you know, that are already on the service. The direct consequence is that your only choice is to start following people unknown to you. This is one reason to why so many leave the service after the first month (60%).

Twitter is perhaps not as intuitive to use as other social networking sites like Facebook and will therefore not enjoy the same mainstream adoption.

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13 http://www.post-gazette.com/pg/09172/978727-96.stm#ixzz0hb3ONGFo
II Enterprise Microblogging

Given the great success of Twitter and Public Microblogging (PMB), there is reason to examine what use microblogging could find within a corporate context, how it might differ from other ways of communication (Email, Instant Messaging) and exploit what effects Enterprise Microblogging (EMB) would have on internal team communication. The technology research specialist Gartner forecasts a sharp rise in Enterprise Microblogging popularity and that within a year EMB will be featured in 80% of enterprise Social Media platforms.

Research on the subject is up to date very scarce. Nevertheless I had the opportunity to meet with and interview Alexander Richter, currently finalizing a study on microblogging in the corporate context. Alexander Richter is a researcher at the Bundeswehr München and together with Kai Riemer they have through a case study analyzed the usage practices of an Enterprise Microblogging platform called Communote.

2.1 Communote Enterprise Microblogging

Communote Enterprise Microblogging is a browser-based platform sharing the same basic functionalities and features as the Public Microblogging platform Twitter. Posts are displayed as a stream on the left and on the right are filtering and navigation options situated. The main difference however is that the posts are not displayed as a single chronological feed (as is the case with Twitter where the users otherwise themselves have to configure who to follow and thus personalize the stream of tweets). With Communote the user chooses to post on specific streams/blogs, these being a project, a person or a topic. Consequently the streams of posts are categorized accordingly and when the user follows a stream/blog, only posts relevant to that project or subject emerge.

The history of Communote started with the German company Communardo Software. The company developed the microblogging platform Communote primarily to serve their internal need for a communication tool appropriate to fit their organization and work structure. The platform was further developed to serve an emerging market need for such tool. The study on corporate microblogging conducted by Richter and Riemer is with one of the Communardo internal teams, creating knowledge management solutions and consisting of a team leader, four software engineers, one senior and one junior consultant and five support workers. The set of data was collected from blog streams, consisting of posts from this particular team. No blogs recently set up, blogs focusing on too narrow topics or with too few
posts were considered. The remaining 10 blog streams containing 648 posts compose the set of data to be analyzed (Riemer & Richter, 2010).

### 2.2 Genre analysis

To answer the question what effects Enterprise Microblogging have on team communication and team coordination, one approach would be to study the microblogging posts and apply **genre analysis**. The use of genre analysis on electronic communication was first introduced by Yates and Orlikowski (1991) in their analysis of organizational uses of Email. Genre analysis is in fact an exercise in classification of “typified acts of communication” based on form, substance and communicative purposes (Herring, Scheidt, Bonus & Wright, 2004). For the study collected blog streams, each post was analyzed and coded according to a communication purpose, (i.e what is the aim of this post). Some posts had a single purpose and thus regarded as an instance of one genre, while the longer posts contained multiple communicative events, giving the post several purposes consequently containing several instances of different genres (Riemer, Richter & Seltsikas, 2010).

<table>
<thead>
<tr>
<th>Blog post</th>
<th>Genre codes</th>
<th>Sub genre</th>
</tr>
</thead>
<tbody>
<tr>
<td>“WuLa-platform is #Live!</td>
<td>:Provide update</td>
<td>Update on event</td>
</tr>
<tr>
<td>Great @ejc @lue @esa Need to send out support offer.</td>
<td>:Coordinate Others</td>
<td>Provide social feedback</td>
</tr>
<tr>
<td>#Essa is next topic</td>
<td>:Coordinate Others</td>
<td>Post to-do items</td>
</tr>
<tr>
<td>We get a reference release from #HAS @oha how do I do that?”</td>
<td>:Ask question</td>
<td>Ask how-to question</td>
</tr>
</tbody>
</table>

Example of a complex blog post with multiple genre instances

### 2.3 Genres in microblogging

To decide whether EMB could be a tool for leveraging team communication, it is indispensable to first understand how it is used in the corporate context. The genre analysis allows us to do that, moreover to reason about the purpose or role that EMB serves in this team context.

The result from the study is synthesized in table 2 below. The table illustrates the reasons for and ways of engaging with others on the EMB platform. In total, six genres were identified.

Users post to provide updates, coordinate and delegate tasks but also to share information, ask questions, record information or just discuss and clarify opinions.

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<table>
<thead>
<tr>
<th>Genre</th>
<th>Share</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide updates</td>
<td>43.8%</td>
<td>User informs team about ongoing activities, event updates, task-status update, updates on decision, notification of upcoming events, notification of emerging problems</td>
</tr>
<tr>
<td>Coordinate others</td>
<td>20.9%</td>
<td>User posts in order to delegate a task, records lists of notes To-do, provide social feedback</td>
</tr>
<tr>
<td>Share information</td>
<td>15.9%</td>
<td>User shares information, posts links and references (e.g. URLs), posts new product ideas, provides solution (how-to)</td>
</tr>
<tr>
<td>Ask questions</td>
<td>13.7%</td>
<td>User asks team members for task-status updates, asks how-to questions, asks for decision</td>
</tr>
<tr>
<td>Record information</td>
<td>2.9%</td>
<td>User posts team protocol, records data i.e. login data, contact details or meeting minutes</td>
</tr>
<tr>
<td>Discuss and clarify</td>
<td>2.9%</td>
<td>User offers opinion or clarification, although personal opinions are very rare</td>
</tr>
</tbody>
</table>

Share and description of EMB genres from the Communote case

2.3.1 *Provide updates*
The users foremost post on the blog to provide updates. Significant is that the genre accounts for 43.8% of all blog posts revealing the users’ intention to use EMB as a medium for providing the others with information about what is going on, work status and the task progress. Other reasons for providing updates are event updates. Team members or manager are shown to frequently inform their immediate environment about the outcome of resent communication with a client company, newly won contracts or upcoming client meetings. Team leaders provide updates on decisions made, which may have implications on the actions of the others.

2.3.2 *Coordinate others*
Posts, which serve to coordinate others are the second most common. Quite frequently team members post items or list of items, needed to be taken care of by the group as such or by individual team members. When delegating tasks, people address the concerned team member directly and hand over a task for completion. This sort of post most often originates from a team leader to a team member. Included in this genre is also the provision of social feedback, like “great work”, “thank you” or “well done”.

2.3.3 *Share information*
This genre consists of posts in which people share work-related information and knowledge. The share of such posts is 15.9% and is the third biggest of all instances of genre. The purpose is to share information, which might come from outside the team context, a URL, an article, a website etc and which is relevant for the actual project. Second usage is to post solutions for

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16 Riemer, Richter & Seltsikas, 2010
team problems or help others on specific problems, e.g. how-to set up software or to carry out a task. Third practice but less frequent was for people to post new and innovative ideas.

2.3.4 Ask questions
This genre represents the need users have to obtain information from the other team members. Information concerning the need to know task progress or the need to know something about a product or service to be able to solve a problem is what is most commonly asked. Not surprisingly, with 13.7% of all genre instances, it is far less common as some of the other communication purposes. This is most likely explained by the extensive use of updates, reducing the need to know task status and progress.

2.3.5 Record information and Discuss and clarify
These two genres only account for a small share of the posts. The two genres are not directly related to the progress of the work in general or the project in particular, which might suggest that the EMB tool first and foremost is used to facilitate the realization of the project-related tasks.

III Comparison

3.1 Twitter and Enterprise Microblogging
While one of the limitations with Twitter is that you most likely don’t know the people you are following and therefore makes it more impersonal and less intuitive to use, Enterprise Microblogging is set up in an environment where you actually know or at least recognize the people. If not, some EMB platforms, like Yammer, offers internal social networking profiles with name, position, department, working history etc, when you click on the name or picture in connection to a post. The information is of much greater depth than would ever be possible on a Twitter profile, suggesting that when knowing the people, you are more likely to understand the content and context of their short messages, thus making EMB of greater use compared to Public Microblogging.

The main difference however between the Public Microblogging platform Twitter and Enterprise Microblogging, represented by the case example of Communote, lies in the purpose of communication. The study by Naaman et al. (2010) is showing that Twitter users represent two different types of “content camps”, the majority (80%) of users focus on the “self”: 41% post status updates about themselves, 25% utter random thoughts, 24% voice opinions while only a smaller set of users are tweeting to share information. These results are
in strong contrasts to what Richter and Riemer found in their study, where most of the communication is not self-centered. The communication is aimed at providing updates, coordinate others, share information and ask questions. Riemer and Richter suggest that “the fundamental reason for this striking difference is likely to lie in the fact that, other than in the public sphere, the users in our case share a common context by being part of the same organization, team or project”. Depending on the context, the purpose of the communication is different. In fact personal posts don’t exist in the Communote case, which demonstrates an interesting aspect concerning the appropriation of microblogging in the corporate context.

3.2 Expanding communications, marginalizing Email

After the introduction of microblogging by the case company Communardo Software, Email as internal communication tool was deliberately strongly reduced. Email turned to be the communication tool for the external interaction with clients and other parties.

The advantages with less Email communication are numerous. Many people witness about the problem of receiving Emails, which in fact are not of their concern. This you don’t realize before having read it. It has become enormously time consuming and is referred to as the CC-problem (people sending a copy of an Email not originally intended for him/her but as a way of keeping this other person updated). Another angle of the same problem, i.e. receiving unnecessary Emails, may be when people have a question and hit the “send-to-all” button.

With Enterprise Microblogging, people can ask questions openly in the stream. Those, who don’t have the answers, can let it pass without hitting a “reply-all” and the person who does know can respond transparently for everyone to see, in case somebody else in the organization has encountered the same problem. Microblogging becomes a lieu for organizational learning open for everyone since the information remains searchable for everyone. This would not happen as efficiently in Email\(^\text{17}\).

The second great advantage to have the project’s team communication in a blog stream instead of Email is that whenever a new team-member connects to the project or an existing team-member, back from a business trip, wants a project update, it is easy to follow the project progress through the continuous microblogging stream. It is easily imaginable that with closed Email communication it quickly gets complicated to follow the project developments and each project member’s interaction. The person in need for project update gets a clearer picture, it is more efficient in terms of time, also for the person who doesn’t

\(^{17}\) http://bhc3.wordpress.com/2009/03/13/microblogging-will-marginalize-corporate-Email/
have to scarify her time to explain and forward Emails.

Microblogging does not replace corporate Email but with a set of new features it complements traditional Email communication. The microblogging platform Yammer now provides offers like public note, @replies, groups, private groups, file attachments, favorites (a form of bookmarking), tagging, conversational threading, unlimited character length (i.e. not limited to 140 characters), and search. All these additional services marginalize the need for closed Email. Microblogging generates immediate interaction and is also quite seductive in terms of ease-of-use.

3.3 Dis\-\-\-\-\-\-\-\-\-\-\-\-\-\-cussion about EMB potentials and limits

3.3.1 Potentials

The exposé on microblogging has so far contributed to a better understanding of the different aspects of Public and Enterprise Microblogging. The instantiation of the Communote case with genre analysis has described the nature and the purposes of the communication within a project team. The study has also shown that there is no reason for managers to be concerned with Public Microblogging behavior being transferred into the corporate context. It is shown that microblogging practices are highly context dependent and that EMB is very much targeted towards supporting group work in productive ways.

Moreover further advantages being stressed are the user easiness, the fact that communication is short and precise (less room for misunderstandings) and the platform may serve as a natural forum for dialog. It is sometimes suggested that this form of communication lead to flat hierarchies and a self-organized structure. However Alexander Richter was rather surprised to notice that the hierarchal roles of the different team members, on the contrary were confirmed with respect to the type of communication posted by each one of them, as if (speculative remark) people behaved and communicated the way they thought was expected for their hierarchal level. Only further research may show whether this is true or not.

In relation to more traditional forms of team communication, microblogging provides with fast update, no cc problem and more efficient than other tools when it comes to ask questions. However it is in combination with other tools, that Enterprise Microblogging finds its real strength.

3.3.2 Limitations

The increasing number of communication tools and the effect of more media choice is unclear, but the imminent risk is information overload. With the rapid development of new communication technologies users are constantly facing a choice of how to communicate. For
a tool to be efficient, it has to be used by all members of the group/organization. For that to happen, everyone must see the benefits and learn the new system, which in both cases requires individual and organizational learning. This is associated with costs, both in time and money.

Up till now, EMB platforms have been designed to apply on internal team communication. But the reality is different, where teams often include members from different companies and organizations. At this point company confidentiality and security becomes an issue.

Employees gradually increasing their use of social networking tools raises concern for a loss in productivity. When does the introduction of new communication tools like EMB become contra-productive? The time earning potential reaches its limit when too much time and effort is spent on learning the new tools, keep oneself updated on latest buzz and the increase of non work-related communication.

Final reservation, in connection with EMB limits, concerns the team and its members’ background. The tool was successfully used within the Communardo team. However, I note that the case team is a software engineering team for knowledge management solutions. The nature of the team, in this case strongly familiar with new technologies, plays most likely a big role in how the new communication tool is embraced and used. The question remains: How would EMB be used in other more traditional sectors and workplaces?

**Conclusion**

The introduction of Social Media and microblogging may find productive uses in the corporate context. The genre analysis has shown that the communication with Enterprise Microblogging does not take the same features as with Public Microblogging in contrast to what managers have feared. Rather this highlights the role of EMB as a task-related co-ordination medium that provide others with awareness of what team members are doing in their day-to-day project work. The great potential for EMB is clear. It may help to facilitate team communication and coordination. It has shown what limitations of other more traditional forms of team communication EMB can overcome. Microblogging does not replace corporate Email but with a set of new features it complements traditional Email communication. But a number of concerns are raised and so I believe the actions to take to overcome the limits of EMB must be to

1. Educate the employees in how to use the tool and regularly inform about latest updates and features
2. Have a strong management who believe in the idea and set example and who is responsible for its implementation

3. Have a personalized follow-up to show its use in everyday work, the advantages and make everyone use it otherwise the system becomes inefficient

Final point: Further research has to be conducted on a larger set of companies, teams and platforms in different environments and projects in order to get the real overview of EMB.
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