



# Yammer

Collaborate, Connect, and Share

---

Charles Waghmare

Apress®

[www.allitebooks.com](http://www.allitebooks.com)

# Yammer

Collaborate, Connect,  
and Share

Charles Waghmare

Apress®

## *Yammer: Collaborate, Connect, and Share*

Charles Waghmare  
Mumbai, Maharashtra, India

ISBN-13 (pbk): 978-1-4842-3795-3  
<https://doi.org/10.1007/978-1-4842-3796-0>

ISBN-13 (electronic): 978-1-4842-3796-0

Library of Congress Control Number: 2018957075

Copyright © 2018 by Charles Waghmare

This work is subject to copyright. All rights are reserved by the Publisher, whether the whole or part of the material is concerned, specifically the rights of translation, reprinting, reuse of illustrations, recitation, broadcasting, reproduction on microfilms or in any other physical way, and transmission or information storage and retrieval, electronic adaptation, computer software, or by similar or dissimilar methodology now known or hereafter developed.

Trademarked names, logos, and images may appear in this book. Rather than use a trademark symbol with every occurrence of a trademarked name, logo, or image we use the names, logos, and images only in an editorial fashion and to the benefit of the trademark owner, with no intention of infringement of the trademark.

The use in this publication of trade names, trademarks, service marks, and similar terms, even if they are not identified as such, is not to be taken as an expression of opinion as to whether or not they are subject to proprietary rights.

While the advice and information in this book are believed to be true and accurate at the date of publication, neither the authors nor the editors nor the publisher can accept any legal responsibility for any errors or omissions that may be made. The publisher makes no warranty, express or implied, with respect to the material contained herein.

Managing Director, Apress Media LLC: Welmoed Spahr  
Acquisitions Editor: Smriti Srivastava  
Development Editor: Matthew Moodie  
Coordinating Editor: Divya Modi

Cover designed by eStudioCalamar

Cover image designed by Freepik ([www.freepik.com](http://www.freepik.com))

Distributed to the book trade worldwide by Springer Science+Business Media New York, 233 Spring Street, 6th Floor, New York, NY 10013. Phone 1-800-SPRINGER, fax (201) 348-4505, email [orders-ny@springer-sbm.com](mailto:orders-ny@springer-sbm.com), or visit [www.springeronline.com](http://www.springeronline.com). Apress Media, LLC is a California LLC and the sole member (owner) is Springer Science + Business Media Finance Inc (SSBM Finance Inc). SSBM Finance Inc is a **Delaware** corporation.

For information on translations, please email [rights@apress.com](mailto:rights@apress.com), or visit <http://www.apress.com/rights-permissions>.

Apress titles may be purchased in bulk for academic, corporate, or promotional use. eBook versions and licenses are also available for most titles. For more information, reference our Print and eBook Bulk Sales web page at <http://www.apress.com/bulk-sales>.

Any source code or other supplementary material referenced by the author in this book is available to readers on GitHub via the book's product page, located at [www.apress.com/978-1-4842-3795-3](http://www.apress.com/978-1-4842-3795-3). For more detailed information, please visit <http://www.apress.com/source-code>.

Printed on acid-free paper

# Table of Contents

<b>About the Author</b> .....	<b>xi</b>
<b>About the Technical Reviewer</b> .....	<b>xiii</b>
<b>Acknowledgments</b> .....	<b>xv</b>
<b>Introduction</b> .....	<b>xvii</b>
<b>Chapter 1: What Is Social Collaboration?</b> .....	<b>1</b>
Birth of Being “Social” .....	2
Collaboration—An Introduction .....	3
What Is Social Collaboration, Then? .....	7
Fundamentals of Social Collaboration .....	9
Social Collaboration Makes an Enterprise Work Like a Network .....	10
Advantages of Social Collaboration .....	11
Introduction to Social Media .....	13
Start of New Definitions .....	18
Rise of Internal and External Social Media.....	18
Birth of Yammer .....	22
Summary.....	24
<b>Chapter 2: The Art of Community Management.....</b>	<b>25</b>
Who Is a Community Manager? .....	25
How Does One Become a Community Manager for Yammer? .....	26
Regular Actions in the Life of a Community Manager .....	33

TABLE OF CONTENTS

Stuff You Need to Know on Group Creation..... 35

- Educate User Community ..... 36
- Educate People to Not Share Copyrighted Content on Yammer ..... 38
- Publish Useful Yammer Content to Create Leadership Engagement ..... 40
- New User Checklist ..... 41
- Promotional Ideas..... 42
- Other Posts to Be Published by Community Manager ..... 43

Summary..... 45

**Chapter 3: Ways to Keep Your Network Engaged .....47**

- Differences Between Community and Hierarchy Models..... 48
- Hierarchy Model ..... 49
- Keep Your Network Engaged by Working Like a Network ..... 51

  - Use Yammer Like We Use External Social Media Platforms ..... 52
  - Yammer Helps You Support Social Business ..... 53
  - Develop New Ways of Working by Engaging Your Network ..... 54
  - Yammer—A New Way of Working ..... 56
  - Engage with YamJam Sessions ..... 64
  - Engage with YamChat Sessions ..... 66

- Summary..... 69

**Chapter 4: Run Campaigns Using Yammer ..... 71**

- Getting Started with Yammer for Campaigns..... 73

  - You Do Not Have to Be a Yammer Expert to Run a Campaign on Yammer..... 76
  - Do a Proper Launch on Yammer ..... 80
  - Remain Engaged on Yammer During Your Campaign ..... 81
  - Involve as Many People as You Can..... 82
  - Be Innovative: Think of Viral Ideas ..... 82

Hold Yammer Network Event During Campaigns.....	84
Conduct a Yammer Town Hall During Campaign.....	87
Conclude Your Campaign with Thanks .....	88
Example Campaign.....	88
Benefits of Running a Campaign on Yammer.....	89
Platform.....	89
Reach.....	91
Involvement.....	91
Power .....	92
Flexibility .....	92
#Benefit .....	93
Yammer Is as Awesome as You Make It!.....	93
43 Awesome Ways to Use Yammer.....	94
Where Do You Use Yammer?.....	105
Summary.....	107
<b>Chapter 5: How Can an Organization Remain Engaged on Yammer?.....</b>	<b>109</b>
Define Your Vision .....	109
Example Vision Statements .....	110
Welcome to the ENGAGE Framework for Yammer.....	112
E: Explore Your Business Using Yammer.....	112
N: Navigate Implementation with Yammer .....	113
G: Get Sponsorship from Management for Yammer .....	115
A: Add Business Value .....	117
G: Gauge Success.....	117
E: Evolve It.....	118

## TABLE OF CONTENTS

<b>Awesome Ways to Become a Social Enterprise Using Yammer .....</b>	<b>119</b>
Department: Executives .....	119
Department: Sales .....	120
Department: Delivery .....	120
Department: Marketing and Communication .....	121
Department: Research and Development .....	122
Department: Human Resources .....	122
Department: Finance .....	123
Department: IT .....	123
Department: Legal .....	124
<b>Define a Yammer Steering Committee .....</b>	<b>124</b>
Project Manager .....	127
Business Owner .....	128
Community Manager .....	129
Executive Leader .....	130
Group Leaders .....	131
Champions or Power Users .....	132
Education Lead .....	133
Communication Lead .....	134
HR Manager .....	135
Technical Specialist .....	136
<b>Build a Team of Champions .....</b>	<b>137</b>
Spreading Enthusiasm .....	137
How to Find Champions .....	137
What Do You Do with Your Champions? .....	138
Generate Executive Engagement .....	138
<b>Summary .....</b>	<b>141</b>

**Chapter 6: Measure the Success of Your Yammer Network .....143**

- Introduction to Measuring Business Value..... 144
- Network Maturity and Business Value ..... 145
- Quantitative Measures of Network Health ..... 147
  - Available Quantitative Measurements ..... 147
  - Quantitative vs. Qualitative Measures ..... 148
  - Conclusion after Comparison ..... 149
- Why Collaboration in Networks? ..... 150
  - Phase 1: Measuring Social Media ..... 151
  - Phase 2: Measuring Social Networking..... 153
  - Phase 3: Measuring Job Fulfillment ..... 155
  - Analyzing Collaboration Behaviors ..... 157
  - Sentiment Analysis with Yammer ..... 160
  - A Window into Your Organization’s Culture..... 160
- Yammer Group Insights..... 163
  - Everyone Is a Community Manager..... 163
  - Active People Summary ..... 165
- Summary..... 168

**Chapter 7: Integrate Yammer with Existing Platforms ..... 169**

- Different Knowledge Needs of the Workforce ..... 171
- What Is Knowledge Management (KM)? ..... 171
  - A New Definition of Being Social..... 172
  - Knowledge Sharing Versus Social Media ..... 172
  - What Is Social Knowledge Management? ..... 173
- Social Knowledge Management Using Yammer..... 174
  - Proposed Social Knowledge Management (KM) Strategy ..... 174
  - How Can Knowledge Mangers Use Yammer Effectively? ..... 175



TABLE OF CONTENTS

Yammer REST APIs..... 184

Summary..... 184

**Chapter 8: Digital Transformation with Yammer ..... 187**

    What Is Digital Transformation? ..... 187

        Why Is Digital Transformation Important? ..... 189

        Define Digital in Digital Transformation ..... 189

        Finding the Right Digital Transformation Strategy ..... 190

        A Strategic Framework for Digital Transformation ..... 190

        Make Use of Yammer over Distribution List..... 192

    Use Yammer to Create a Digital Workplace..... 199

        Project Team Journey with Desktop/laptop Approach ..... 200

        Project Team Journey with Yammer ..... 202

        Use Yammer for Office 365 Adoption..... 205

    Summary..... 209

**Chapter 9: Collaborate with Your Clients, Suppliers, and Partners ..... 211**

    Why Is External Collaboration Required? ..... 212

        What Are Yammer External Networks?..... 213

        What Is an External Group? ..... 213

        When Do We Use External Networks and Groups? ..... 214

        How Do You Create an External Network? ..... 214

        How Do You Manage External Groups? ..... 215

        How Do You Create an External Group? ..... 218

        Frequently Asked Questions ..... 219

        Collaboration Between Project Team and Customer ..... 222

    Tips to Build a Successful Yammer External Network ..... 225

    What to Share and What Not to Share..... 227

        Frequently Asked Questions ..... 228

An Example of Yammer Usage Policy..... 232

    POLICIES/RULES ..... 232

How Can You Be a Yammer Star?..... 236

    Yammer Etiquette ..... 236

10 Ways to Maximize External Collaboration ..... 238

Summary..... 239

**Chapter 10: Next-Generation Yammer .....241**

    Disruption of Social Media ..... 241

    Email Notifications from Yammer.com to Your Company Domain xyz.com ..... 243

        Posting by Email ..... 245

        Posting to Groups ..... 245

        Posting to Members ..... 245

    Information Security, Data Privacy and German Workers Council..... 247

        What Are the Main Data Protection Issues? ..... 247

        Overview of Yammer Security ..... 248

        German Workers Council ..... 250

    Seven Awesome Ideas That Will Make Yammer a Next-Generation Platform ... 251

        Email Can Be Replaced by Yammer ..... 251

        Yammer Can Make Face-to-Face Collaboration Possible..... 252

        Build a List of Group Landscape (Default Group List) ..... 254

        Augment Features for Creativity in Yammer ..... 257

        Build a Business Gaming Zone Within Yammer ..... 258

        Create Culture of Sharing Secure Content..... 259

        Features That Will Make Community Managers’ Lives Easier ..... 262

    Summary..... 263

**Index.....265**

# About the Author



**Charles Waghmare** worked as Global Yammer Community Manager from 2011 until mid-2018 with Capgemini, and previously he was Community Manager of SAP-based communities at ATOS, where he managed communities using TechnoWeb 2.0, a Yammer-like platform.

The Capgemini Yammer network, one of the largest Yammer networks, was moderated by Charles to make Yammer a wonderful experience for each Capgemini user—in short, to make Capgemini users collaborate, connect, and share on business-related activities. Charles had some incredible opportunities to travel with Yammer to Paris, Amsterdam, Atlanta, Shenzhen, and San Francisco to connect with Yammer customers and teams. He was awarded “Most Engaging” by Yammer Customer Network members in 2012. He is also Yammer Community Management Certificated.

Contact Charles through email ([charles.waghmare@gmail.com](mailto:charles.waghmare@gmail.com)).

# About the Technical Reviewer



**Chandrasekaran Duraiswamy** is a seasoned marketing communications professional with over 17 years of experience working in diverse verticals (manufacturing, information technology). He has worked in multicultural environments (United States, India, and France) handling marketing, strategic, tactical, and change-management communications targeting executive, internal, and external audiences.

He is passionate about diversity and inclusion and was instrumental in launching an Outfront (LGBT+) chapter at Capgemini India; he continues to spearhead various D&I initiatives to create a safe and inclusive work environment.

He holds a master's degree in chemical engineering from Western Michigan University–Kalamazoo and an MBA in marketing and finance from University of Rhode Island. He also holds a diploma in print journalism from University of Madras. He is a PROSCI-certified change-management practitioner and holds certifications from Stephen Covey Institute on the 4 Roles of Leadership and 7 Habits of Highly Effective People.

Aside from his professional and academic pursuits, he is an avid blogger and has written travel blogs for magazines including *Les Concierge*. He is also a connoisseur of world music and a fitness freak. He has cycled extensively along both sides of the Atlantic Ocean in the United States and Europe.

# Acknowledgments

**Dr. S. Kumaresan, Renowned Mathematician**, my Maths teacher during my master's year 2004–2006 at Mumbai University, who gave me a mantra “Whatever decision you make, try to be successful in that.”

**Anil Malvankar, ex-DGM at SISL**, who offered me my first job in SIEMENS back in 2006. I thank for his mentoring till day.

**Manish Saxena, Head KM and Collaboration at ATOS**, who gave me my first chance to work on social collaboration with TechnoWeb 2.0 in 2010; without him, my Yammer journey would not have been possible.

**Yves Noble, Program Manager at Capgemini**. Starting from 2011, I worked directly with Yves for six years in my role as Yammer Community Manager. Yves taught me writing and speaking. Consequently, I wrote this book and facilitated multiple workshops and masterclasses on Yammer.

**Nisha Talwar** (Engagement Manager at Capgemini), **Annapurna Raina** and **Reshma Kamath** (Both my Capgemini colleagues), who supported me during difficult phase of my life.

**Laurent Delattre, Comms Director at Capgemini**. He helped me make Yammer a big success at Capgemini.

**Pravin Thorat, BU head at ATOS**. For his prayers and good wishes.

**Mike Grafham, Customer Success Leader at Microsoft**. For motivation and guidance.

**Nick Mathews, Kate Forgione, Miguel Garcia, and Lanre Owolabi** were part of Yammer, Inc. from 2011 to 2013. I offer a big thanks for their support during my Yammer journey at Capgemini.

**Loved ones:** Nipa Patel, Rajlaxmi Padiyar, Alwin Fernandes, Abdul Vasi and my Church, The Salvation Army, Matunga Corps.

## ACKNOWLEDGMENTS

**“The Lord is my shepherd; I shall not want.”**

**—Psalm 23:1**

First, I would like to say thanks to Almighty **Lord Jesus Christ** for making my life meaningful. I owe everything to Him. I take this opportunity to praise and glorify Him for all the wonderful things that He has been doing for all. **God Bless.**

I would like to dedicate my book to the following:

My dearest parents—my father, **Mr. David Genu Waghmare**, and my mother, **Mrs. Kamala Waghmare**—who laid the foundation of my career; without them I am nothing. I thank God for my best Mom and Dad.

My adorable sisters, **Carol** and **Mary**, for their immense love and prayers, and for standing behind me in times of great difficulties. Also to my dearest sisters, Usha, Esther, Margret, and Diana, for their love.

Close to my heart, my dearest nephews—**Kris**, a computer science student, and **Savio**, a classical singer—who have always inspired me for a life full of fun! Also to my beloved nephews, Sachin, Atul, Amol, Nelson, and Lenin, and nieces, Dr. Pratibha, Clera, and Stela, for their affection, as well as my cousin, **Mr. Suresh Waghmare** for his care.

To Late **Mr. Pramanik B. Chakranarayan**, who showed me the Way to Salvation.

And to **Mr. Billy Raj** and **Dr. Vasantha Rani (MD, MHA, CWP)**, for their love, prayers, and encouragement.

# Introduction

Yammer is an enterprise social collaboration and networking platform adopted by multiple organizations to collaborate on, connect with, and share business activities, form expert communities, and transform an organization's way of working. Yammer service is available under the Microsoft Office 365 product family.

## What is in the Book

Collaboration, connection, and sharing are pure human behaviors and are not processes or technologies. Companies using enterprise social networks such as Yammer have found an easy way to connect with people and listen to them. Not only this, but by using such social networks employees are able to collaborate on business problems, recommend solutions to peers, and connect with likeminded colleagues to achieve their business goals. With the evolution of Yammer, working in a hierarchy has become an ancient way of working, and people have started to prefer working in a network, which yields useful opportunities for them.

## Audience

This book is intended for those who wish to contribute to their organization's goals, bring change management to their organization's way of working, create opportunities for employees, bridge the gap between employees and management, make Generation Y (GenY) employees contribute more to creating a new vision, and, last but not least, make their organization go digital.

## CHAPTER 1

# What Is Social Collaboration?

Over the centuries, there have been different patterns observed in the way human beings do work. In ancient days, humans worked individually to sustain their families; for example, hunting prey for their own families. Later, this changed, and people living in same area started working together toward one goal and sharing benefits equally; for example, cattle breeding, farming, and other tasks where collaboration was necessary for business growth. People started hiring others to execute their work, paying them wages or a salary. This way of working lead to the development of companies or small-scale factories.

As a result of globalization and the rapid disruption in technology and communication, companies became able to work in different locations with common goals, and thanks to the immense development in computer technology and the internet in the last 30 to 40 years, today we are witnessing global organizations—i.e., one name, one culture, one ambition, but present in several different countries. Small companies have become huge by merging or acquiring new companies.

With this tremendous development in the way of working, we see people collaborating with each other to achieve company goals. The primitive way of individual working did not last much longer, and it has mostly died out. Today, we do not see such a working pattern. For any small to big business,



collaboration between colleagues is necessary to achieve profits. In short, human beings are born to collaborate for their own self-development and for the organization or company for which they are working.

## Birth of Being “Social”

*It takes two flints to make a fire.*

—Louisa May Alcott

By nature, human beings are social; they live with other human beings to interact and form a lifestyle of their own in order to survive on this planet. The word *social* has different meanings. According to Webster’s dictionary, a person is social when he or she is likely to seek or enjoy the company of others or tends to group with others of the same kind. A person who has an active social life has a life marked by or passed in pleasant companionship with friends or associates. Surprisingly, a person who drinks with a set of people at a get-together is termed a *social drinker*.

The word *social* has been closely associated with the word *society*. Some synonyms of *social* are *companionable*, *extroverted*, *friendly*, and *hospitable*. In short, we understand that a person is social if that person is interactive, good, approachable, and active. People like to be associated with those who are social for many reasons, such as finding specific information, seeking help or advice, figuring out solutions to problems, and simply to talk. This is society’s accepted meaning of the word *social*. Also, a person with social attributes is accepted as a good person and is often compared with others—they set a benchmark for good character.

## Collaboration—An Introduction

*Collaboration is a Human Behavior not a Technology or a Process but an Act or series of acts that you choose to perform with one or more specific people to accomplish specific purpose or goal.*

—David Coleman, *Collaboration Strategies*

Let's say you are in a huge store, such as Walmart, and plan to buy groceries, books and stationary, clothes, and small electronic items for your family. You took a taxi—booking it online—to travel to the store. Normally, big-box stores like Walmart are huge, and things that should be obvious around you cannot be found so easily, so you tend to ask for help, only to discover that the things you wanted to buy actually were close to you. Later, you might give feedback to the sales people working on the floor on how to organize things so they can be located easily by customers. This is probably not a very good experience for you, given you spent about two or three hours in one big store.

Once you enter the store, you open your list of items to be purchased. First off, you approach the information counter and ask them where the Books & Stationary section is. You are able to find the books you want and drop them in your cart. Then, you realize that there is a book called *The Monk Who Sold His Ferrari*, recommended by your friend, that you are unable to find in the shelves. So, you ask for help from the sales people in that section: Why can't I find this book? When will it be available? What is the discounted price? And so on. To impress you, the sales person answers your questions and gives several recommendations of other books to buy, sharing short overviews about the books and their authors to try to sell you other books available in the store. Finally, you decide that these books sound interesting, and you choose to buy some of the ones recommended by the sales person.

Next, you go to the clothes section to buy some of your favorite-brand jeans, keeping your fixed budget in mind. You go to the shelf and start picking up jeans, but you are unhappy with their size or color. Again, you call a sales person over and ask for help. This smart sales person understands your needs and recommends a pair of perfect-size jeans in the latest color—and you like them! Even though they are on sale, you feel uneasy with your budget and ask for other varieties. Normally, you do not express your budget constraint to strangers. However, sales people understand customers' budget needs, and this sales person recommends a pair of jeans with a more discounted price, a perfect fit, and in your preferred color. Besides, you buy two pairs of jeans and stay in budget!

What next? It's time to rest and grab a coffee and a sandwich before you continue shopping. These days, big-box stores have small in-house restaurants to attract customers with decent food and exciting combo offers. So, you decide to have a cappuccino and a chicken sandwich on whole grain bread. You are enjoying your food, listening to the good music around you, when suddenly somebody says hello to you. A sales executive from a reputed bank tries selling you a credit card with zero fees, minimum documentation required, and a 10 percent discount on most products in the store. It is a perfect deal. Anybody would consider getting it, and you decide to sign up for the credit card. After completing your paperwork, the executive hands you a set of stationary, and that too is absolutely free. What an exciting experience!

Then, you set out to buy your groceries. This time, you immediately seek the help of a sales person to find out the latest discounts and offers. However, the sales person is unable to help you find the infused oil you are looking for as they are new to the store. However, they seek the help of another experienced sales person and finally help you find the best infused oil with the best price.

Now you are left with only the electronic items to buy, and you want to get the best LCD television for your house. Once you are in the Electronics section, with different types of televisions around you, you get confused

as to what product you want. This time, you choose to check reviews online, looking at people's ratings for each LCD television available in the store. Then, you finalize your decision about brand and size and request a demo from a sales person. After an exciting demo, you ask for a discount; however, the sales person says that the chosen product is not on sale. You do not want to end your good shopping experience on a bad note, so you approach the sales manager and discuss your problem. Sales Manager who are willing to help customers though could not offer you discount but could offer product on monthly easy installments with minimum interest.

Finally, you are checking out. However, the cashier introduces you to a profit club card that will provide you with more discounts and is free of charge. You decide to buy profit club card, and you get 10 percent cash back and 120 minutes of 4G internet. At last, you take a taxi home after your pleasant shopping experience.

It's a big example, but it will make it very easy to understand the concept of collaboration. So, what is collaboration?

In the big-box store example, it was you who wanted to buy the best products from a family of big brands, with the best fit and best prices. In short, this was your goal. On the other hand, there were sales people, executives, and managers who wanted to sell their products, achieve their sales target, satisfy clients, and meet management expectations. So, this was *their* goal. To achieve their respective goals, both parties spoke to each other by sharing information, asking questions, providing guidance, and finding a solution to the problem; i.e., when you were unable to find your book, the sales person gave recommendations of other books in line with your interests. When you wanted jeans but had no idea what to buy, the sales person helped you find the best fit and best price. When you were unable to get a discount on an LCD television, you chose to discuss your concerns by asking questions of the sales manager, who in turn helped you buy the product with easy monthly installments.

So, all you and the store employees did is discuss or *collaborate* between you to achieve your respective goals.

In the preceding example, there is a lot of technology involved, such as a credit card, a profit club card, the scanner at checkout, and the review system. You and the employees used it to achieve your goals. Getting a discounted price via the credit card or the profit club card allowed you to buy products with more freedom and choice. Technology was and is a facilitator for collaboration.

Also, there are processes in place in a big-box store. To get a credit card, you need to sign forms; you pay for your purchases at checkout with a card or cash; and you might contact store employees for assistance. You and the employees used processes to achieve your goals. Process facilitates collaboration.

Collaboration is not limited to being just between people. It can be between organizations, educational institutions, and departments of the same or a different organization. Today, different countries work collaboratively in the areas of science, technology, and medicine to achieve their individual goals. Countries work together in crises as well. For example, after the crash of MH370—a Malaysian airline flight—countries such as Australia and Malaysia worked together to find debris of the missing flight.

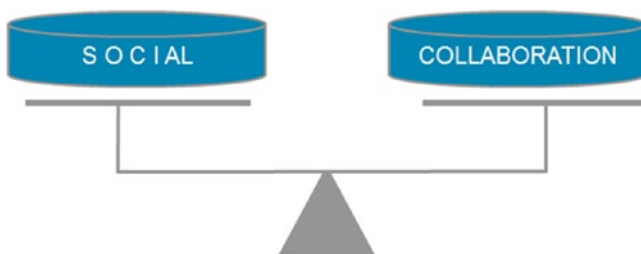
The concept of collaboration exists everywhere. Collaboration can exist between ships or vessels. A daughter vessel collaborates with its mother vessel to carry goods within a given timeframe to meet the delivery needs of customers. In restaurants, chefs, kitchen staff, and servers collaborate with each other to serve food that has been requested by their customers. In academics, students and professors work together to write research papers, review articles, and journal articles. On information technology service teams, onshore and offshore teams collaborate with each other to achieve customer delivery. In manufacturing companies, different assembly lines collaborate with each other to build a final product. Collaboration exists in almost every industry, whether it is IT service, product, shipping, or manufacturing.

Collaboration exists not only in the professional arena but in personal lives as well. Organizing a family picnic involves collaboration between family members; you come up with a good holiday destination after collaborating with your friends and colleagues; you find good restaurants by collaborating with your friends and reading their reviews; you try a new product, such as shoes or a radio station, by collaborating with your friends and family members; and, finally, if you invite people for dinner at home then you collaborate with them to find the best possible time.

In the entire chain of collaboration, people are an important focus. Without people, collaboration does not exist. You may challenge that two or more assembly lines or two or more machines can work in human-like collaboration. This is true in the sense that it is people behind the machines or assembly lines who have configured these systems to work collaboratively. You cannot simply take away focus from people. They are needed in the entire chain of collaboration, or collaboration will not exist. As mentioned earlier, technology and processes can facilitate but cannot replace collaboration.

## What Is Social Collaboration, Then?

Now that we know what *social* and *collaboration* mean, it is time to understand both words together—*social collaboration*—and get its real meaning (Figure 1-1).



**Figure 1-1.** Co-existence of social and collaboration

## CHAPTER 1 WHAT IS SOCIAL COLLABORATION?

We know from looking at the term *social* that, by nature, human beings are social and live with other human beings to interact with and form a lifestyle of their own so as to survive on this planet. A social person speaks freely, is friendly, is confident, and has other good attributes. *Collaboration* is well understood after looking at the big-box store example, where your goals and the employees' goals were met by discussing, sharing, and asking questions. As a result, collaboration was well established.

Social collaboration is not difficult to understand. It means that to form social collaboration one has to socially collaborate. This was already seen in the shopping example. You were very social, i.e., polite, when asking questions about discounts and missing books, or when talking to the new employee, who was unable to help you until they consulted a colleague. Neither you nor the employees in the store were rude, brutal, or unfriendly in the quest to achieve their respective goals. Neither you nor them became aggressive or called police or decided to send legal notice when dissatisfied. The collaboration existed without any violence, which is very important. So, it is thus important to be social during collaboration to achieve social collaboration so as to reach everyone's goals.

“Social collaboration is an act or series of acts that you choose to perform with one or more specific people to accomplish a specific purpose or goal.”

Let's examine the examples of social collaboration seen in the following list:

1. A team working together to send a rocket into space
2. A football team scoring the most goals to win match
3. In relay-race competitions, athletes passing the baton to win the race
4. A group of students working on a research project
5. A military parade
6. A set of doctors performing surgery

7. A group of dancers
8. A journalist sharing news through web camera
9. Meetings and discussions through applications such as Skype for Business
10. Workers on a civil contractor site

In the preceding examples, the social aspect is very important, and the minute you take this aspect away you are likely to have an unhappy ending.

Social collaboration can occur face-to-face or virtually. It may happen that you cannot see human faces or cannot speak with them, but through technology you can collaborate with them to achieve mutual goals and establish connections.

## Fundamentals of Social Collaboration

It is a rule of thumb that every concept needs the fundamentals in place before it can be achieved, and this rule is very much applicable to the concept of social collaboration. The fundamentals will help you understand the concept, clear out doubts, and create a roadmap for implementation. By using the following list of fundamentals, readers of this book can easily implement the concept of social collaboration in their organization or wherever they are working.

The following are the bare minimum ten fundamentals of social collaboration:

1. Identify groups or parties between whom social collaboration will take place.
2. Define the goals you want to achieve.
3. Define the way of collaboration; i.e., the way both parties will discuss, share information, and assist each other to achieve goals.



4. Collaboration could be face-to-face or through video or audio or text.
5. Keep your collaboration purely social and professional.
6. Respect the interests of each participant.
7. Define a time limit for the collaboration so that the discussion will be fast and energized.
8. There is no hierarchy during social collaboration. People defined with roles and responsibilities need to act whenever needed.
9. Groups or parties need to work as a team as there is no hierarchy.
10. Sustain motivation and energy.

## **Social Collaboration Makes an Enterprise Work Like a Network**

In social collaboration, you will have team members, project managers, directors, executive vice presidents, and so on taking part. However, in such a situation there is nothing bigger than business goals. There is no hierarchy defined in social collaboration, but each individual has to work to achieve the business' goals. In a relay race, different participants take part in the race to represent their country. There could be a gold medalist, a multiple-times world champion, a record breaker, and another who never won a medal for their country. During a relay race, all this is kept to the side, and the focus is on presenting as one team for their country and winning the race by passing the baton as quickly and smoothly as possible. Once the team sets their focus on winning the race, nobody cares about past gold medals, world records, and the like; the only thing they keep in mind is winning the race. This is social collaboration.

Social collaboration can be done face-to-face or virtually with audio, video, or text. You can choose one or two or all three of them. There are technologies available that will facilitate social collaboration. Choose technology such that your team across geographies can participate in achieving business objectives. You cannot bring people from different continents into one room for face-to-face collaboration every day. However, technology makes it possible to bring all participants into a virtual room or into a forum or space where they can discuss their issues or problems in order to achieve their goals and thereby satisfy customers.

## **Advantages of Social Collaboration**

The concept of social collaboration has been helping different organizations, which you can confirm by examining the huge investments being made by companies. Today, products are built using the concept of social collaboration. Microsoft Office 365 is built and deployed with huge investments. All services in Office 365, such as Yammer, SharePoint, Skype for Business, and Sway, are seamlessly integrated so that you can share content from one service to another, use one credential to access all services, and view one service into another using widgets.

This fascinating development can make anyone realize that collaboration is important. In the world of today, Office 365 is at the forefront of any type of industry, and it all revolves around collaboration. Technology such as Microsoft Office 365 facilitates social collaboration independent of geographies, hierarchies, and time differences.

Such investments or developments in collaborative technologies have become possible by researching the working methods employed by people to work effectively. People are open or social when they are part of collaborative teams rather working in silos or in a hierarchy model.

Technology plays a critical role in fostering social collaboration at workplaces and thus makes employees work like a network. There are various tools available in the market that facilitate social collaboration; widely used tools are Yammer, Chatter, Tibbr, Jive, and SharePoint.

The following are ten important advantages of social collaboration:

1. You work like a network and not in a hierarchy.
2. Your people are more open; i.e., more social.
3. The focus is on business goals.
4. You get a 360-degree view of the entire organization.
5. You build a culture of sharing, since “sharing is caring.”
6. You connect with like-minded people.
7. You develop groups of like-minded people; i.e., a community.
8. You collaborate, connect, and share between like-minded people.
9. It is an opportunity for management to take or give feedback.
10. There is a strong connection between leadership and management teams.

People who know a technology—for example, SAP—can walk and talk about SAP; however, people who know SAP cannot walk or talk about other technologies such as Java or Oracle as they are living in the world of SAP. Unknown crises, new issues, or serious problems related to SAP can be debated or discussed by people who live with SAP and can predict solutions, but they cannot predict solutions for Java or Oracle. To summarize, like-minded people can collaborate well in a controlled

environment and will develop innovative solutions. Like-minded people form a community where there is no hierarchy, but rather a group of people ready to collaborate socially to achieve business goals.

Social collaboration helps you identify like-minded people and then leads into the development of a community that collaborates, connects, and shares with other like-minded people in order to achieve business goals. In subsequent chapters we will learn more about communities.

## Introduction to Social Media

Social media is a computer-based technology that helps with the sharing of ideas and information and the building of virtual social networks and communities of like-minded people across the globe. Generally, social media is internet dependent and offers users an easy way of communicating personal information and sharing videos and photos within their social network. Users remain engaged with social media via computer, tablet or smartphone.

The following are ten powerful features of social media:

1. Social media are accessed the using internet.
2. Users can maintain their user profiles, which contain personal and professional information.
3. Users can share content such as text, images, and videos and express emotions about them by using features such as comments, likes, and start conversation.
4. Users can connect to other users and form their own social network.
5. Users can maintain their profiles as private or public per their choice.

## CHAPTER 1 WHAT IS SOCIAL COLLABORATION?

6. You can manage your own profile picture.
7. Users can do either one-to-one or one-to-many chats with other users.
8. Users can tag posts with similar content.
9. Users can access such applications through mobile devices.
10. Special users such as developers can access the application programming interface (API) to build customized innovative solutions for other users.

Social media is not a single application that can be accessed and used by users free of cost. There are hundreds of social media applications that have been made available to end users, and only a few of them were sustainable; others improvised to fall into very specific categories. The following is a timeline of well-known social media applications or platforms.

---

<b>Year</b>	<b>Name of Platform</b>
1999	Yahoo! Messenger, a popular instant messaging service.
1999	MSN Messenger (also known as Windows Live Messenger), a popular messaging, video, and voice calling service, launches.
2000	Habbo, a game-based social networking site, launches.
2002	Social networking and gaming site Friendster launches. The service would be popular in Asia and the Pacific Islands.
2002	Business-oriented social networking service LinkedIn launches.
2003	Social networking website Hi5 launches.
2003	Another business-oriented social networking website, Xing, launches. This service is more popular in Europe.
2003	MySpace, one of the most popular social networking sites ever, launches.

---

<b>Year</b>	<b>Name of Platform</b>
2003	Skype, a very popular instant messaging and video/voice calling service (VoIP), launches.
2004	Facebook, the most popular social networking service to date, launches. It now features a voice and video calling service, as well as a widely used instant messaging service.
2004	Flickr, an image and video hosting website, launches. Many users use Flickr to keep personal photos, and it is also widely used as a platform for hosting images and videos that are later embedded in other websites and services (such as blogs).
2004	Orkut, a social networking website owned by Google, launches.
2005	Reddit, an American social news aggregation, web-content rating, and discussion website, launches.
2005	YouTube, a video-sharing service that allows users to post virtually anything, from music, let's plays, and vlogs, launches. Users can then comment on these videos.
2006	Twitter, one of the most popular social networking sites worldwide, launches. This website is very popular in Brazil and India.
2007	Tumblr, a popular microblogging and social networking website.
2009	WhatsApp Messenger, a freeware and cross-platform instant messaging service, launches. The application allows the sending of text messages and voice calls, as well as video calls, images and other media, documents, and user location.
2010	Pinterest, a photo-sharing website, launches. This service allows users to submit images, or "pins," then other users can "pin" them on personalized "pinboards." Users can then comment on each other's content and interact with it.
2010	Instagram, a photo/video-sharing and social media service.

*(continued)*

---

<b>Year</b>	<b>Name of Platform</b>
2010	Quora, a popular question-and-answer platform.
2011	Snapchat, a photo/video sharing and social media service.
2011	Google+, a social networking service.

---

*Timeline assembled from publicly available information.*

Most of the platforms mentioned are well known to us, and most of us are using them in our personal and professional lives. Before discussing various aspects of these platforms, we must acknowledge that the statistics of some of them are simply incredible. If you look at the statistics of very popular platforms—such as Facebook, Twitter, LinkedIn, YouTube, and Instagram—that follow, you will realize (or some of you already know) how popular social media platforms are. They have become integral to our lives, and these statistics tell us a lot about them:

- Facebook: 2.072 billion users, 500,000 new users every day, six new profiles every second, 60 million active business pages
- Twitter: 330 million users, 1.3 billion accounts, 500 million tweets sent each day, 6,000 tweets every second
- LinkedIn: 500 million users, average CEO has 930 LinkedIn connections, 3 million companies have created LinkedIn accounts

- YouTube: 1.5 billion users, 300 hours of video are uploaded every minute, people watch 1 billion hours of YouTube videos every day, 1,148 billion mobile video views per day
- Instagram: 800 million users, 40 billion photos shared, 95 million photos are uploaded each day, 4.2 billion Instagram likes per day.

The preceding figures are publicly available through the website: <https://www.brandwatch.com/blog/96-amazing-social-media-statistics-and-facts-for-2016/>.

Here are some common usages of social media platforms:

1. Social networks such as Facebook, Twitter, and LinkedIn are used by people to connect with people (and brands) online.
2. Media-sharing networks such as Instagram, Snapchat, and YouTube are used by people to find and share photos, video, live video, and other media online.
3. Discussion forums such as Reddit and Quora are used to discuss and share news, information, and opinions.
4. Bookmarking and content-curation networks such as Pinterest are used to discover, save, share, and discuss new and trending content and media.
5. Blogging and publishing networks such as Tumblr are used to publish, discover, and comment on content online.

This information is publicly available using <https://blog.hootsuite.com/types-of-social-media/>.



## Start of New Definitions

Until now, the word *social* has been associated with people who are good, friendly, approachable, and open to talking. However, while such an understanding exists in dictionaries and books, with the evolution of social media the meaning of the word *social* has changed drastically, and all of Generation Y (people born after 1981) has a common understanding of this definition. Today when we refer to someone as social it means one who is active on social media channels. A person may try bringing all the traditional attributes of being social (good, friendly, approachable, and open to talking) to their social media channels. However, a person may also display on these platforms attributes that are not aligned with the traditional definition of *social*. Social media platforms are so open that you are free to share content of your choice, connect with people of your choice, and give opinions. There are no rules whatsoever!!

The most interesting part of social media platforms is their access. You need just one email address to create an account, and that too is free. There is zero cost involved in creating your account, sharing content, and giving opinions. You can access these platforms from any part of the world through the internet using desktop, laptop, and mobile devices.

Social media has changed the definition of being social, and no one is bothered to think about the older definition. Humans deemed social by the traditional definition have now switched to social media channels to continue their activities and continue to be social as defined today.

## Rise of Internal and External Social Media

In 2009, as part of Siemens IT Solutions and Services—SIS (which has not existed since 2011 and was a subsidiary of Siemens AG), I started my social collaboration journey with an application called TechnoWeb 2.0, which was built was by a team based in Vienna, Austria. For an

application management support (AMS) organization, I was given an opportunity to manage various SAP communities through an initiative called “Community Exchange” to create a culture of knowledge sharing, social collaboration, and connection between employees. At that time, people were not really exposed to external social media such as Facebook, LinkedIn, and Twitter or to the mobile technology revolution we have today, and the assignment itself was quite new and challenging. I had several opportunities to train thousands of end users in the social features of TechnoWeb 2.0.

First, let’s understand what TechnoWeb 2.0 is. In late 2005, Xing was a well-known social media platform in Europe and was quite commonly used by people living in Germany. It was reported by Siemens AG management that their employees were discussing company-related matters on Xing, and discussing client-related information publicly could lead to business problems. With this background, Siemens created an internal social media platform called as TechnoWeb 2.0 so that employees could discuss work-related matters. The objectives for creating an open platform for technology networks were as follows:

- Increase efficiency of daily work.
- Leverage collective intelligence and content generation.
- Facilitate internal exchange of contacts and information at zero cost.
- Keep relevant networking within corporate boundaries and reduce “digital emigration.”

## **Background of Communities Exchange Initiative in AMS Organization**

At that time, interestingly, our AMS organization was restructured into a communities-based organization. We had 13 communities with over three thousand community members, 13 unique community leaders, and a community sponsor. The following is an overview of operations:

- For each community, there was a unique community created on TechnoWeb 2.0, a community charter, and an engagement plan.
- Increasing community membership on TechnoWeb 2.0 was one major goal for each community.
- The community engagement plan contained actions such as a community plan with the underlying scope, publishing weekly five hot topics, and creating knowledge assets.
- For governance, there was a weekly review meeting between community leaders and sponsor to track the progress of each community. Reviews were so serious that it was mandatory that each community leader, who normally was of higher designation, or their backup be present with their weekly community highlights, and minutes of the meetings were immediately sent to all after the weekly review to set expectations for the next week.

## **Integration of Reward System with Communities Exchange**

Since a community is by the people and for the people, rewarding employees and communities for their active participation is important. To ensure that there is such active participation and that you are rewarded

for being active, a new reward system was introduced. The following were initiatives as a part of this reward system:

- Most Vibrant Community
- Champion of each community
- Author of the Month

## **Community Exchange Accomplishments**

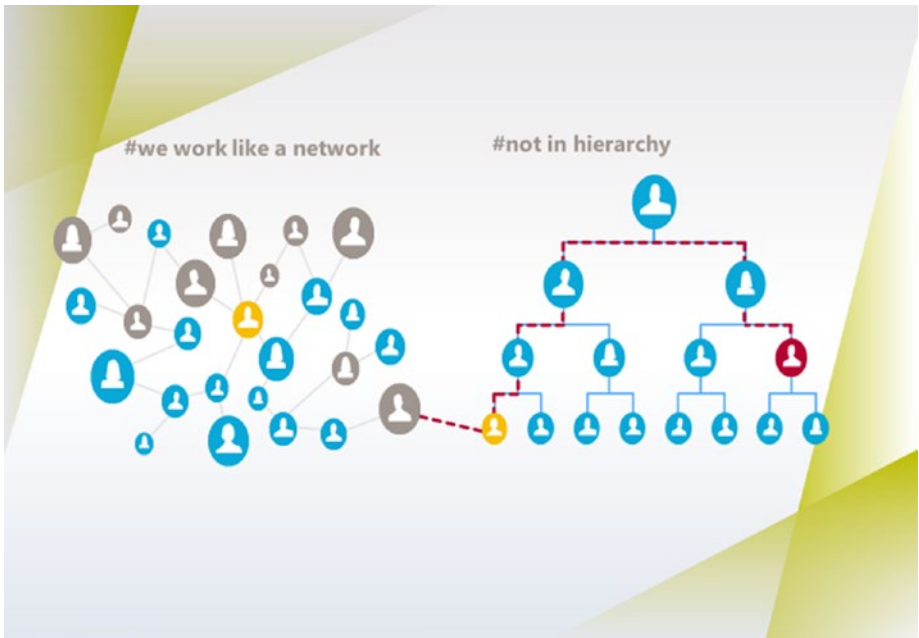
The following are community exchange accomplishments:

- 70 percent of workforce subscribed to communities within a period of five months.
- The average participation was about 50 posts per week in all communities.
- Five hot topics were launched in all communities as per engagement plan.
- All communities were cross networked.
- The following success stories were discovered:
  - An incident solution was discovered through TechnoWeb 2.0 communities during a crisis.
  - There was a roll-out of a new enhancement management process.
  - New customer references were found.
  - Customer satisfaction stories were generated with the help of TechnoWeb 2.0 communities.

## Birth of Yammer

Social collaboration in an enterprise lead to the development of enterprise-level social collaboration, and Yammer has been leading the race since its inception. TechnoWeb was built by an internal Siemens AG team for Siemens only, whereas Yammer is the first ever social collaboration platform built for any enterprise that wants to transform itself into a social and collaborative organization. Yammer (acquired by Microsoft in 2013) was launched at the TechCrunch50 conference on September 8, 2008. Since then, it has been ruling the world of enterprise social collaboration platforms. Yammer is available as Software-as-a-Service; no in-house installable is available. Yammer grounds itself with “Facebook DNA,” and Facebook’s founder president served on Yammer’s board of directors at one point in time. Yammer is the default social network on Office 365 and seamlessly integrates with the Microsoft 365 family of services.

The primary reasons why enterprises adopt Yammer is to work like a network, collaborate, connect, and share, and to not work in a hierarchy model. See Figure 1-2.



**Figure 1-2.** Social collaboration in an enterprise

Normally, in a work environment you tend to face issues such as those shown in Figure 1-3.



**Figure 1-3.** Day-to-day business queries

Business issues are normally queries, and Yammer helps you find answers to them. With Yammer, you can find answers from a larger audience.

Yammer is a social collaboration and networking platform used inside an organization, whereas external social media platforms, such as Facebook, LinkedIn, and Twitter, are used for similar purposes outside an organization.

## Summary

In this chapter, we have learned what social collaboration is, how *social* and *collaboration* co-exist, and the important role social collaboration plays at workplaces. The overall information on social collaboration provided in this chapter will help you build a social and collaborative culture in your organization, and you will be able to clearly explain social collaboration to the people of your organization.

Yammer is a popular platform for social collaboration adopted by most global companies, such as Deloitte, Capgemini, Accenture, Wipro, and others to collaborate, connect, and share about business-related activities. Yammer makes day-to-day work social, mobile, collaborative, able to be done in real-time, and contextual. In the upcoming chapters, you will learn the guidelines of Yammer implementation, how to break silos, and how to create a collaborative workforce using Yammer, transforming the way you work.

## CHAPTER 2

# The Art of Community Management

In this chapter, we will learn the art of community management and some guiding principles. Also, this chapter will help you become a successful community manager so you can inspire others to follow in your footsteps. In reality, a community manager is neither a leader of a community nor a sponsor of the community. A community manager is a person who knows the business goals very well and, to achieve them, drives different user engagement.

## Who Is a Community Manager?

A community manager is like a health and safety officer responsible for the health and well-being of the community. You can think of a community manager as one who energizes the community, keeping it lively and engaged in order to achieve business goals.

A community manager does not dominate or dictate, but rather motivates people to participate and guides a few to lead the show. He or she is not an expert on the specific topic at hand, but instead helps the organization find an expert through community engagement. A community manager does not solve a business problem directly, but rather facilitates finding solutions by driving engagement and collaboration.



Today, organizations are spread out globally, and in such situations community managers require a platform such as Yammer to effectively engage and connect with employees. Therefore, community management has become more challenging and interesting as you build communities that are virtual in nature and exist across cultures. It is challenging because you cannot see your community members, yet you need to virtually motivate them to drive organizational benefits. There could be one or multiple community managers building and managing communities for your organization using the Yammer network.

As a Yammer community manager, you must understand and master how Yammer functions and how its features can be used to build and manage communities. You need to understand that Yammer is a medium through which community members will listen and communicate with you. Not only this, but community members will participate in the events and engagements you create for community development. Therefore, it is important that you, as the community manager, understand Yammer features and make effective use of them.

## **How Does One Become a Community Manager for Yammer?**

There is no ideal job description for a Yammer community manager. To become a Yammer community manager, you do not need to be specially qualified in a particular area. Information and awareness about community management will definitely help in role of community management. There could be specialized course offered by Universities or B-Schools that could prove to be useful. Ideally, if you want to implement new ideas it is always better to see what people have actually done in that area, learn from their experience and with faith, implement your ideas with consistent practice.

According to me, if you want to become a Community Manager, you need to possess “Passion” as your skill. In the role, community manager there is no definite job description and normally when you take up this role you would define your job responsibilities. Besides, there are no routine or repetitive tasks in this role, but you are required to be innovative.

Back in 2011, before I accepted my first job as a Yammer community manager, I was informed in my interview that they required a passionate person who could manage their Yammer network, but there was no specific job description discussed. When I had been working in my role for over three months, my sponsor and I created the following job description for a Yammer community manager in the beautiful city of Amsterdam.

There is no ideal job description for a Yammer community manager, as it will be specific to your Yammer network. You can create your own description once you are clear about the purpose of using Yammer. The following description was created and published on the Yammer network, and it helped the user community get an idea of how they can be helped with their Yammer needs. This description will help you perform community management activities on your Yammer network.

---

**Note** Unless stated otherwise, communication actions are systematically done through Yammer.

---

## ROLLOUT AND MODERATION

---

Continuous communication with user community	<ul style="list-style-type: none"><li>• Publish important company news and announcements</li><li>• Share Yammer best practices</li><li>• Publish ongoing issue status</li></ul>
Handling deployment of new Yammer features	<ul style="list-style-type: none"><li>• Get detailed information from Yammer product team about new features</li><li>• Communicate new features to end users</li><li>• Beta test new features and collect feedback/ comments</li></ul>
Increase and optimize usage of Yammer	<ul style="list-style-type: none"><li>• Encourage creation of groups on relevant topics (instead of having most posts going into the “all company” group) and group activity</li><li>• Rationalize groups on common areas of work/ interest to merge</li><li>• Facilitate YamJams and YamChats. Run campaigns</li><li>• Promote Yammer usage and benefits on Yammer and other internal platforms</li><li>• Liaise with key global/regional stakeholders to increase Yammer usage at country level</li></ul>
Yammer content – Ensuring content relevance and compliance	<ul style="list-style-type: none"><li>• Does not violate any IP rights or client confidentiality</li><li>• Does not contain abusive, derogatory or inappropriate language</li><li>• Is not defamatory to any individual or to Company name</li></ul>
Reference documents – Maintain a list of reference materials	<ul style="list-style-type: none"><li>• Identify relevant documents from various sources</li><li>• Create user help and useful links documents</li><li>• Maintaining the Yammer usage guidelines</li></ul>

---

---

**GOVERNANCE AND SUPPORT**

---

Yammer steering committee—Facilitation of meetings	<ul style="list-style-type: none"><li>• Report on mega-trends</li><li>• Present plans/ideas to be implemented</li><li>• Discuss key issues and make decisions</li><li>• Align moderation objectives with stakeholder views</li><li>• Maintain relevant governance and process documents</li></ul>
Issue management and new feature request management	<ul style="list-style-type: none"><li>• Consolidate issues and suggestions from end users and share with Microsoft Product team</li><li>• Raise tickets in Microsoft Premium Portal</li><li>• Publish user communications on issue resolution or its integration into Yammer product roadmap</li></ul>
Groups and accounts—Regular cleansing	<ul style="list-style-type: none"><li>• Delete empty groups</li><li>• Ensure removal of user accounts who have left company</li></ul>
Manage Microsoft relationship	<ul style="list-style-type: none"><li>• Build and manage premier support contract</li><li>• Conduct Yammer adoption workshops and user interviews with help of Microsoft</li><li>• Participate in Yammer product forums and get Yammer best practices from other countries</li></ul>

---

*(continued)*

## **BUSINESS VALUE AND REPORTING**

---

Yammer value—	<ul style="list-style-type: none"><li>• Build and publish success stories</li></ul>
Demonstrating value and ROI to stakeholders	<ul style="list-style-type: none"><li>• Produce use cases</li></ul>
Analytics—Maintaining a repository of monthly measures	<ul style="list-style-type: none"><li>• Gain insights into usage and trends (from analytics) and derive action plan</li><li>• Collect data; produce and publish reports</li><li>• Communicate to stakeholders and super-users</li></ul>

---

## **YAMMER NETWORK ADMINISTRATION**

---

Manage Network data—	<ul style="list-style-type: none"><li>• Enable Active Directory process to remove users who have left company and monitor its daily status</li></ul>
Manage user profiles and data created by them	<ul style="list-style-type: none"><li>• Users—Add/deactivate/invite guest/block/bulk update</li><li>• Data export— User profile and entire network data</li></ul>
Content and security—	<ul style="list-style-type: none"><li>• Define keywords and monitor their usage</li></ul>
Ensure network security	<ul style="list-style-type: none"><li>• Set an IP range for your network to only allow it to be accessed from your office network or VPN</li><li>• Facilitate data-retention policy for your network</li></ul>

---

The preceding job description for a Yammer community manager is quite long, and obviously you need to possess passion as a skill to be involved with people and execute the actions mentioned in the description. However, you also need to be innovative so as to learn and be responsive to actions. For example, let's say you are required to execute a Yammer admin function and do not know its impact. In such cases, you need to be innovative and get in touch with Microsoft colleagues or get engaged in a

Yammer admins forum to ensure that you understand the impact and can be responsive when taking the action. To become a successful community manager, you need to be collaborative as well. It is said that if you want to create change, then change should begin within us. You are required to be collaborative in your approach. Let's see the following ten principles that can help make you a successful community manager:

- **Generate passion:** You need to be enthusiastic and possess high energy levels, as community manager is not a job of repetitive activities.
- **Innovate:** To work on non-repetitive or undefined tasks, you must be innovative.
- **Develop a learning attitude:** Every day you will have to work on challenging actions, so having a learning attitude will keep you focused.
- **Build good knowledge about Yammer, customers, and your product roadmap:** As a Yammer community manager, you will be dealing with plenty of questions related to Yammer on Yammer posts and in meetings, formal discussions, and talks. Be a part of the Yammer product forum and learn what Microsoft is doing with Yammer and what other customers are doing with Yammer, and then try implementing these ideas.
- **Create your virtual network of champions:** On the Yammer network, it is close to impossible to monitor all posts and respond to them. So, build your network of Yammer champions in different areas, such as information security and data privacy, marketing communications, branding, technologist, and others.

- **Collaborate socially:** You, as community manager, must accept the fact that you cannot solve all problems alone; therefore, you need to get in touch with your super-users/Yammer champions and connect with your supporting leadership team and Microsoft teams. Ask for help, work together as a team, and be social collaborators.
- **Enhance writing skills:** Starting Yammer conversations, replying to Yammer posts, building content for Yammer training, and writing articles as community manager require strong writing skills. Writing what is needed and being to the point and understandable are key to Yammer community management.
- **Cross-pollinate from external social media:** Access your social media accounts, such as LinkedIn, Twitter, and SlideShare, to look for a good tweet or article that will create engagement between users.
- **Build networking with Microsoft:** Be in touch with the Yammer technical account manager (TAM), Account Technology Strategist, or whoever your point of contact at Microsoft is so that you are updated about the latest features or changes that will take place in Yammer. Today, Yammer is part of the Office 365 product family, and Microsoft is making huge investments to get Yammer aligned with the Office 365 product roadmap.

- **Act as an evangelist:** You cannot force transformation, so find every opportunity to talk about being a Yammer community manager on Yammer and during business meetings, or connect with leadership teams and tell them about Yammer. Building support for Yammer community management in a bottom-to-top Yammer rollout is extremely important. Therefore, be an evangelist and spread the good news about Yammer and community management so that there is continuous awareness and people remain well informed.

## Regular Actions in the Life of a Community Manager

As mentioned previously, the job of community manager is challenging as well as exciting. There is no routine or repetitive tasks like with other roles, such as a project manager, who has daily standup meeting (DSTUM) or daily reports to be published. However, a community manager creates a scope of work for themselves and further builds on that scope of activity. As a community manager of a Yammer network, I had to go through multiple learning situations, which I will share in this chapter. Let's look at some of the activities I would like to share with you.

### Check Whether Yammer Is Functioning from Technical Standpoint

The active directory synchronization process is a very important process to execute with success daily as it will prevent leavers from accessing the Yammer network and mitigate security risks. There have been some cases where a user has left a company but their Yammer account is still active until somebody points it out. Hence, it is important to check status daily



via active directory synchronization. Ensure the mobile app is working as it should because today we have Generation Y working with us, who prefer to access Yammer through their mobile devices. It is very important to check the Yammer mobile app by posting conversations through your mobile device to confirm its status.

## **Respond to User Posts**

When you start your Yammer community manager role, you will be bombarded with this question from the user community: What is in it for me on Yammer? Answer: Yammer is a place where you will build collaborative solutions and find answers to your business issues. Therefore, it is necessary that Yammer community managers are responsive. You alone cannot respond to all user queries; therefore, it is necessary to have Yammer super-users or champions to respond. Use the @mention Yammer feature, which will send a notification to your champion to intervene on certain Yammer posts. Use the “Share” Yammer feature to share a conversation in relevant groups so that like-minded people in these groups can quickly respond. Respond to primary messages sent by users so that they feel important and that you are not ignoring them. Share content such as files and word documents whenever you need to post your replies. Use images to share announcements and information. Create Yammer hash topics—for example, #benefit—for posts that have been successfully replied to so others will reuse them.

## **Post a Link from Internet to Build User Engagement**

Building user engagement is an art every community manager should learn to be a successful community manager. Post conversations in the form of questions or ask for feedback/reviews or opinions to generate replies. When you share images from a business situation, people find it easy to understand because they can connect with the Yammer post through the image rather than text and then tend to give replies.

Using the @mention Yammer feature, which sends a notification to the user who is mentioned, produces replies to a conversation. When there is disagreement between members of the user community in the posts, create a poll and let the best answer get maximum response.

A community manager needs to always be cool as ice, as they will engage across the network with users who post extremely heated messages or multiple @mentions or several private messages. However, in such situations, the community manager needs to be cool and calm and provide replies to users with courage and politeness.

## **Guide People to Not Create Groups on Similar Topics**

On Yammer, users can create multiple groups on similar topics, and in a large company network this will lead to chaos. Having multiple groups on the same topic does not go hand in hand with a good knowledge-management process, as the knowledge is scattered and accessible to the limited people in the various groups. Having one large group on a topic with everyone in that one group is better than having several similar groups with only a few people in each group. Also, people often create groups that then go unused and are kept idle. Therefore, you are likely to have multiple groups on the same topics, and sometimes they are idle without any business purpose.

## **Stuff You Need to Know on Group Creation**

Before you create a group:

- Check out group directory and list of engaged groups to see whether the group you plan to create already exists.
- Confirm the group you want to create does not already exist by using search.

- Do not duplicate any existing group and do not create group that overlaps with an existing group (it is better to expand the scope of an existing group).
- Don't forget that you will have to moderate the group you create, so think twice!
- If in doubt, please contact Group Yammer Moderator, who will assess your needs and assist you.

## Educate User Community

You need to educate not only users but also those who are responsible for managing groups and keeping the users engaged. You can educate them on what group administrators are expected to do, how they can build a group strategy to keep it lively and engaged, how to publicize their groups, and how they can archive old groups.

## What are you expected to do as a Yammer group administrator?

- In the Group Settings tab, if you have specified “Require new members to be approved by me” then you need to ensure that you either approve or deny requests to join the group.
- Make new members feel welcome and encourage group engagement.
- Moderate conversations as appropriate and @mention relevant members for attention.
- Provide basic Yammer support to the group and escalate to Help Center if required.

- Handle duplicated conversations and intellectual property-related issues.
- Archive or close the group when it has lived its life.

## **Build group strategy**

- Setting up a group objective will clearly identify your expectations.
- Organize a poll on Yammer to better understand member expectations for the group.
- Build a weekly/monthly group engagement plan.
- Identify power users to understand expectations. Involve them to drive engagement plan.

## **Publicize your group**

- Introduce your group and ask target audience to “join” by sending a mailer.
- Publish a synopsis of your group in the “All Company” feed to publicize it on the Yammer network.
- Send invites to join group. Check out available Bulk Invite option.
- Hold a webinar to explain objectives of the group.
- Link your group URL into people’s email signatures.
- Get leaders on board and get introductory messages published by them.

## How do you archive or delete your group?

- Post a group-wide announcement to inform members about closure/archiving.
- Set up two-week timeframe for users to react. Make this clear in your announcement.
- If you delete a public group, then all posts will remain available in search. If you delete a private group, then all posts are lost forever. Again, make this clear in your announcement.
- Take an appropriate stand when you want to delete a group. Do not forget to mention name of this group in overall list of Deleted Groups.
- When you want to archive a group, rename it by adding an “archive\_” prefix to prevent any new posts’ getting published. Do not forget to mention name of group in overall list of Archived Groups.
- If members make noise and resist closure/archive, then you should find ways to revive group engagement.

## Educate People to Not Share Copyrighted Content on Yammer

Yammer is such an open platform that any user working from any location can upload copyrighted content, which will lead to possible violation of laws and consequently the imposition of huge penalties on the organization. A copyright owner is the owner of their content, and

rights to share or distribute that content belong only to the copyright owner; without permission, users are not allowed to share that content on Yammer. Some important point to remember:

- Always check the license or terms before uploading.
- Please check anything you may have uploaded in the past. Remove it if the license does not explicitly allow re-distribution of the material.
- To avoid copyrights issue, do not share the files, but instead provide a URL to view/download files hosted by the copyright owner.
- When including any URL in your Yammer message, please ensure that the thumbnail preview does not show any customer name or confidential information.
- Do not share any copyrighted material on Yammer even if it was made “freely” available for download by the IP owner or publisher.

During my tenure as Yammer community manager, a huge amount of copyrighted content was shared by users without any legal awareness in place. However, it was noticed by the group’s Intellectual Property department, which mandated that we analyze all content, including thousands of files, to check their copyright status and remove them if copyright permission did not exist. During this assessment, many copyrighted *Dilbert* images were found to have been uploaded by users; however, when asked to show permission to reproduce those images, the user community was not able to produce evidence of such permission from the organization that created the *Dilbert* images. The internal assessment was completed, and the network was made free from copyrighted content.

## **Publish Useful Yammer Content to Create Leadership Engagement**

As a community manager, it is expected that you will maintain continuous communication with the end user, and to do that, you will need to have content. Providing guidance on how to use Yammer and create user engagement is one of the ways in which you can be in continuous touch with end users. The company's leadership team is a specific user community that often needs a little extra guidance on how to be engaged on Yammer. The following sections will help you effectively collaborate with them.

### **Reasons why employees want execs active on Yammer**

- To know leadership team and connect with them
- To get support for Yammer
- Want the opportunity for recognition from leadership
- Ability to easily follow and communicate directly with leadership

### **Reasons why execs should be active on Yammer**

- Get a pulse check on your organization. Yammer gives real-time information on what your employees are thinking.
- Opportunity to interact with employees directly
- To get feedback and suggestions on company processes
- To reduce gap between employees and leadership team
- To foster a culture of openness and sharing
- To drive innovation and rapid ideation

## How leaders can spend 60 seconds a week on Yammer

- Monday: “Join” a group. “Follow” an active user.
- Tuesday: “Like” a message.
- Wednesday: “Reply” to an existing conversation.
- Thursday: “Publish” a new conversation.
- Friday: “Invite” a new member to Yammer.

## New User Checklist

A Yammer community manager shows the path of engagement to new Yammer users. The following ideas will help new Yammer users remain engaged when they start their Yammer journey:

- Access Yammer through URL: [www.yammer.com/companyname.com](http://www.yammer.com/companyname.com).
- Read and understand the Yammer Usage Policy.
- Upload your profile picture. Use a real photo of yourself!
- Complete at least three profile fields. We recommend these: department, location, expertise.
- Follow at least three colleagues you work with directly to understand how notifications work.
- Follow (or create!) at least three topics you find interesting.
- Join the New to Yammer group and other Yammer-related groups, such as Yammer Events, Yammer product features, and Yammer issues.



- Join at least three groups related to the nature of your work.
- “Like” messages and posts that appeal to you.
- Reply to user messages with comments, questions, or suggestions.
- Say hello and post a message about what your current role is.
- Set your preferred email notifications.
- Download Yammer mobile app.

## Promotional Ideas

The Yammer community manager needs to promote Yammer in the organization so that it is known to all employees. The following are a few Yammer promotional ideas:

- Feature a Yammer success story in an article on your company intranet or blog.
- Spotlight a Yammer champion and their contributions to the network in your company newsletter.
- Display Yammer feeds on a projector or monitor in public areas like the front lobby or cafeteria.
- Create a slide that managers can include in their meetings to highlight recent relevant activity on Yammer.
- Share examples of valuable conversations in a monthly report to senior executives.

## Other Posts to Be Published by Community Manager

As a community manager, you are expected to remain in continuous touch with the user community on topics other than user guidance. By doing this, the user will trigger engagement on a regular basis.

Your posts should be short, to the point, and easy to read. Use bullets, dashes, and hyphens to make them easy to scan and understand at a glance. One to two sentences is ideal. Posts should be in a conversational tone, and the content should be professional and polite, similar to a face-to-face conversation. Consider the use of active voice and present tense. Take a moment to think through your posts; they should be constructive, helpful, and devoid of sarcasm.

The following is a list of different types of messages the community manager can publish to build and sustain engagement:

- Your network contains valuable conversations that show how Yammer helps employees to collaborate, communicate, and get more done. The best conversations involve instances when employees have used Yammer to
  - surface key decisions and make important company announcements;
  - share critical industry or competitor news;
  - gather opinions and ideas from across the company;
  - discover valuable information from past discussions; and
  - introduce new hires to get them up to speed faster.

## CHAPTER 2 THE ART OF COMMUNITY MANAGEMENT

- Clarify organization policy updates received from official channels.
- General updates:
  - Include other employees in an @mention to bring them into the conversation.
  - Use the “Notify additional people” field to add employees that may contribute to the conversation.
  - Include links to additional content (within and outside of Yammer) and remove duplicates.
  - Include a topic. Topics keep content and conversations organized and easy to find in search. They also link conversations between groups.
  - Consider adding an image to increase visibility.
- Praise:
  - Include one person or several.
  - Use “Notify additional people” field to include managers of the person or team you are praising.
  - Choose the appropriate badge image.
  - Add an image of the award, team, etc.
  - Links don’t work in the description, so reply to the posts with any links (remove duplicates).
- Polls:
  - Use questions that will prompt conversation.
  - Avoid “yes” or “no” questions.

- Announcements (group or network administrators only):
  - There is lots of formatting available! Use it to make your posts more engaging.
  - Attached related materials as necessary.
  - Think about your audience, announcements generates email, notifications.

## Summary

In this chapter, you have learned the art of community management and how Yammer community managers can deploy various ideas to sustain user engagement and achieve their business goals. Also, the description of the Yammer community manager role may have given you an idea of how exciting it is to be a community manager for your Yammer network.

In the next chapter, we will review some interesting ideas to keep your Yammer network busy and engaged.

## CHAPTER 3

# Ways to Keep Your Network Engaged

Building on your new knowledge of social collaboration and community management gained from the previous two chapters, we will now aim to learn about various ideas and tools that can be used by community managers to create engagement in their Yammer communities. In the beginning, we will examine the vital difference between community-based and hierarchical ways of working and reveal that the community-based way is the better way to create user engagement.

Today, most organizations spend money to engage with their employees and to get them to produce the desired results for the organization. However, the deployment approach for user engagements has been changing from a hierarchical one to a community-based one where user participation is expected to be high. With the evolution of social technology, the mindset of employees has changed, and they tend to be more responsive when engagement is done in a community style and not in a hierarchical way. Information shared in community-based engagement moves very fast as the employees are connected through a social network, and as a result awareness of the information spreads rather quickly. Hence, user participation is more than in community-based

engagement. In hierarchical-based engagement, instructions are received from top to bottom and then the response is produced. Such an approach results in engagement roll-out taking a long time, as user awareness depends upon the superior's role in the organization.

Engagements in a community are sets of activities with specific business objectives in which users participate to achieve the desired outcome. User participation is either mandatory or voluntary depending upon the nature of the community engagement. A poll on a business topic, organization-wide campaigns, surveys on organizational growth, and organizational branding events are good examples of generating employee engagement on your Yammer Network.

## Differences Between Community and Hierarchy Models

In this section, we will look at the different models of working—community and hierarchy—and discover that the community model is the best way of working from a people standpoint, as it generates productivity and makes the workplace more social. The following are some differences between the two models:

- In the community model, people are at the center, whereas in the hierarchy model the work is central and people are not important.
- In the community model, each employee has the right to voice their opinion during any engagements; however, in the hierarchy model this is not the case.
- In the community model, employees work like a network, whereas in the hierarchy model employees depend upon their superiors for their work.

- The community model offers recognition of employees for their work. Recognition is meant for superiors in the hierarchy model.
- People are productive and connected in the community model (Figure 3-1). People work in silos in the hierarchy model.



*Figure 3-1. Community way of working*

## Hierarchy Model

Have you ever called your cell phone provider with a question about data rates or a service problem? The customer service representative was perhaps unable to help you. Someone on the other side of the organization might have been able to help you, but that person didn't have the ability to connect with the customer service representative who was dealing with you, the customer. And what if the customer service representatives were getting a huge number of calls that spoke to a larger trend that the CEO knew a solution for? But how would the CEO ever find out about it? In many respects, companies were designed to resist change and be efficient—not adaptable. This is the heart of the problem.

In this example, if there had been a social network through which employees were allowed to collaborate, connect, and share regarding business-related activities, then the customer service representative would have answered more efficiently.

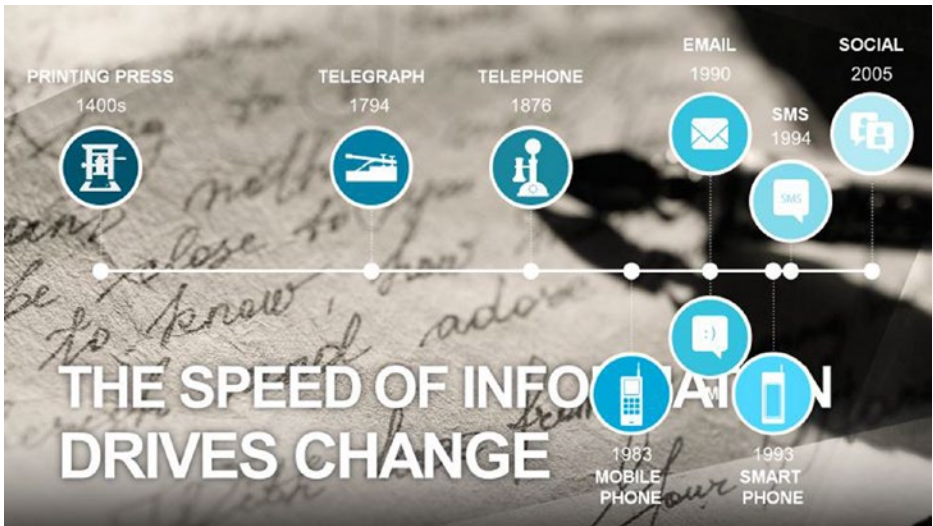
In our personal lives, because we're so connected, it's easy to get information we need to make decisions. At work, we don't always have access to the right people or information to help us do our jobs, whether we're the CEO or the agent in customer service. The world has become a network, but companies have remained rigid hierarchies due to poor organization objectives.

Originally, companies were built to perform routine tasks in the most efficient way; they were not built for change. All this change is happening in the world, but companies have not evolved since the industrial revolution, when we designed them to be stable, consistent, and as efficient as possible.

We built companies primarily for people to do routine work that doesn't require judgment or creativity. A Gartner study, "World of Work Will Witness 10 Changes During the Next 10 Years starting from 2010," says that the amount of non-routine work is rising dramatically and continues to rise. A strategic-planning assumption was made that by 2015, 40 percent or more of enterprise work would be "non-routine," up from 25 percent in 2010. This is because we have started using technology to optimize for the old way of working (see Figure 3-2). Automation technology has helped us automate all the routine work. As work becomes increasingly non-routine, employees need better information to make decisions.

When you learn new info, you change and adapt. We are now constantly learning new information. When I think back to when I was a kid in the 1990s, I wonder how often I encountered new info that changed my opinions of things. It wasn't that often. But today we encounter new information literally every day, which changes our worldview. Acceleration of how information has traveled: go through each communication innovation.





*Figure 3-2. Evolution of technology over the years*

## Keep Your Network Engaged by Working Like a Network

In this section, we are going to see how you can keep your network engaged by using Yammer in a way similar to how you use external social media platforms (Facebook, LinkedIn, Twitter); support social business; and explore techniques of user engagement, such as YamJam (brainstorming sessions on Yammer) and YamChat (question-and-answer sessions on Yammer), to build employee engagement, team collaboration, and business agility.

## Use Yammer Like We Use External Social Media Platforms

Facebook, LinkedIn, Twitter, and other social media applications are used to collaborate, connect, and share in one's personal life—i.e., the world outside out of one's organization. Yammer is built to collaborate, connect, and share about business-related activities within one's organization. Apart from Microsoft's Yammer, there are other enterprise social networking platforms, such as Salesforce Chatter, Jive, and Tiber.

Today, in fact, external social media channels such as Facebook, LinkedIn, and Twitter are used for employer and employee branding by organizations as a part of their digital transformation strategies. It is quite natural to use such platforms for branding as the world is connected through social media channels with no specific boundaries like the physical boundaries that exist between countries.

A new report compiled by Hootsuite and We Are Social and published by The Next Web found that in until mid of 2017 there were 3.028 billion active social media users around the world. That's a mind-boggling number, especially when you consider that the Earth's population is estimated to be 7.524 billion people. See Figure 3-3.



*Figure 3-3. Social media users report*

This report is available at on the <https://mashable.com/2017/08/07/3-billion-global-social-media-users/#YyUbiFrdkaq1> website.

Today, organizations publish their accomplishments on external social media channels. Huge investments are made in branding on these channels so as to portray the organization in an ideal way. Organizational engagement on social media channels has led to social business, where organizations sell their products or services on and users buy from these platforms. Organizations are so serious about external social media accounts that any user complaint or dissatisfaction is quickly addressed. By building a strong brand, an organization is able to hire and retain the best talent. This is known as employer branding.

## Yammer Helps You Support Social Business

External social media has become a marketplace for selling and buying. Organizations spend a huge amount of money to showcase their products and services in the form of infographics, videos, thought leadership articles, animations, and promotional campaigns. As a result of these

engagements, a company generates leads, and later these leads get converted into potential customers. Nobody would have thought 23 years ago that people would buy and sell over the internet, where the buyer and seller have never seen each other face-to-face. In fact, these social business opportunities are supported by Yammer, which allows people to work as a network to respond to customer delivery needs.

Internally, many opportunities exist, but if we are unable to connect the dots these will be lost. Yammer helps you connect your people, and internal opportunities are generated in the social business. Opportunities could be resale within organization, onsite international opportunities and provide global support to clients.

## Develop New Ways of Working by Engaging Your Network

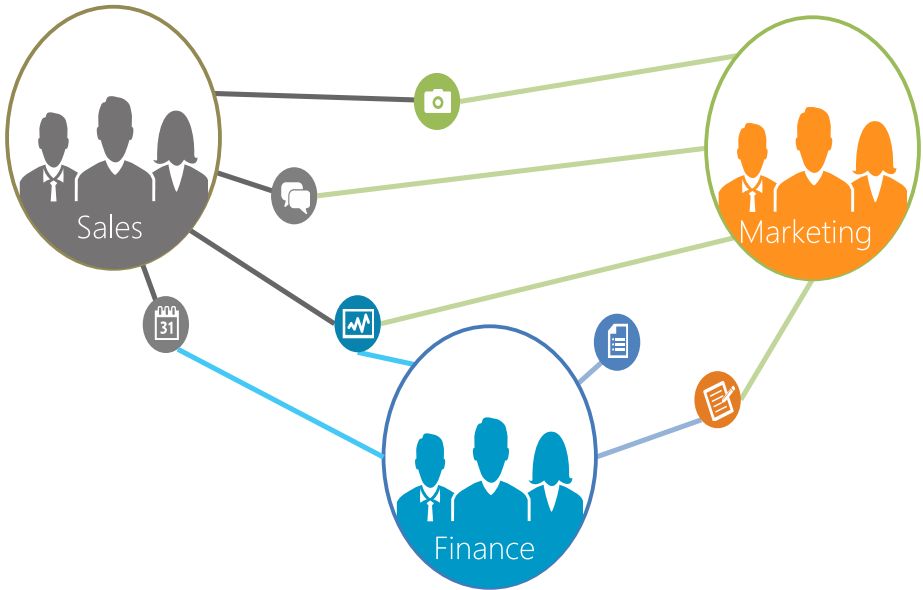
**Employee Engagement:** Remove communication barriers and give employees a voice, information, and the tools they need to take your business to the next level (Figure 3-4).



*Figure 3-4. Employee engagement*

Companies with engaged employees see 18 percent higher productivity and 51 percent lower turnover. (*Source:* Gallup Consulting, Employee Engagement, What's Your Engagement Ratio?)

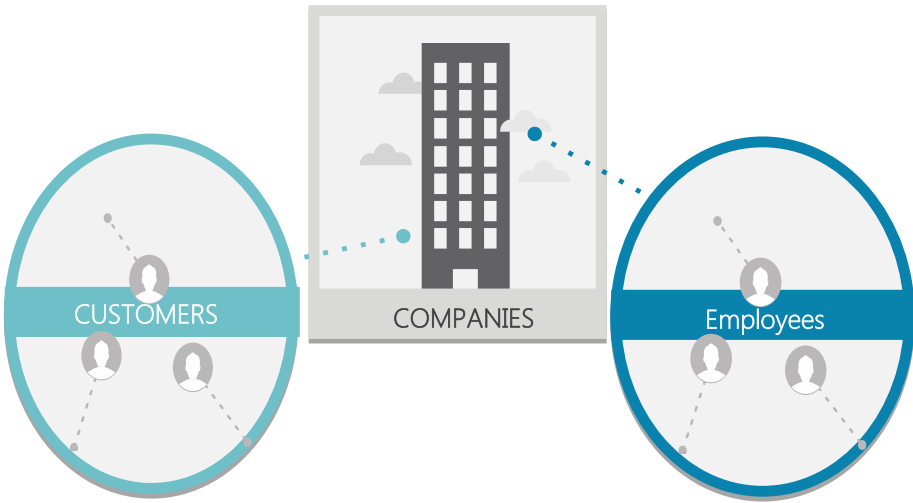
**Team Collaboration:** Teams need to be connected and learn from each other to thrive in a rapidly changing world (Figure 3-5).



**Figure 3-5.** Team collaboration

Organizations see a 20 to 25 percent boost in productivity with collaboration driven through social media channels. (*Source:* McKinsey, *The Social Economy*)

**Business Agility:** People, culture, and communication are the key success drivers for agile businesses (Figure 3-6).

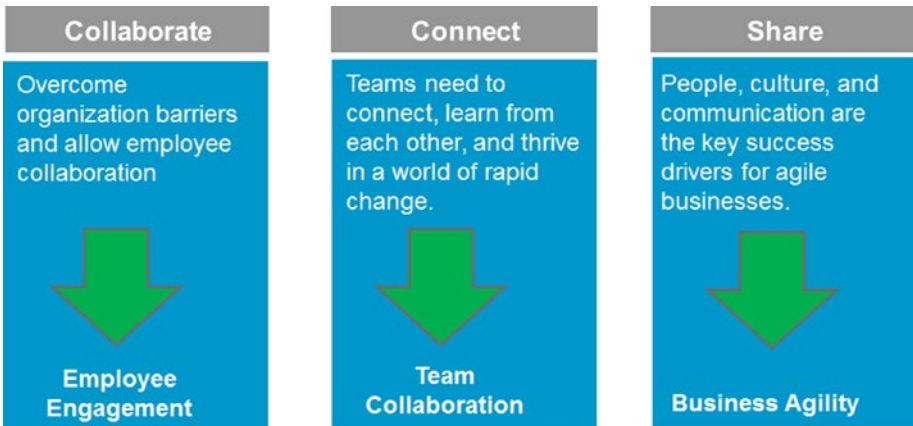


**Figure 3-6.** *Business agility*

64 percent of successful transformations engage and energize the organization through ongoing communication and involvement. (Source: McKinsey, *What Successful Transformations Share*)

## Yammer—A New Way of Working

Let’s discover some more why’s and how’s of Yammer (Figure 3-7).



**Figure 3-7.** *Collaborate, connect, and share*

Here are some tips to help you keep community managers and normal users engaged on Yammer:

- Join groups
- Follow people
- Add /follow #topics
- Start and join conversations
- Send private messages
- Post polls
- Give praise
- Collaborate using files and notes
- Start online conversations with Online Now
- Manage notifications
- Use network-wide search
- Adhere to Yammer Usage Policy

## Why Yammer?

As a Yammer champion, normal user, or community manager you will face this question quite often, so the following are answers you can probably use to convince and increase engagement on Yammer:

- Post query and find answers quickly
- Share knowledge related to projects and avoid reinventing the wheel
- Connect with people who have similar interests and common expertise

- Publish news and announcements to inform a wider audience
- Collaborate on major organizational discussions and prepare for transformation
- Gather views, opinions, and ideas from people across the company
- Collaborate between different project teams based out of different locations
- Put attention on what's happening and where
- Onboard new hires and quickly get them to a certain level
- Find valuable information that will assist you in being productive
- Remain connected using Yammer mobile apps

## **How Do I Leverage Yammer?**

In general, how are companies leveraging Yammer so that you can reuse their engagement style?

- Live reporting of events
- Host YamJams
- Welcome and onboard new joiners
- Use Yammer over distribution list
- Global technology teams find solutions to incidents or issues
- Human resources team reduces new hire ramp-up time
- Knowledge managers request content to support RFP/RFI



## Challenges and Solutions

During your Yammer engagements, you may face challenges, some of which may be complex. This section will help you to overcome them.

### Challenge: Culture

- Gap between Gen Y and more experienced employees
- Processes are first, followed by people
- What is social media?
- Reluctant to share business issues on Yammer
- Email supporters
- Business unit not serious about making their unit social

### Overcome

- Training and education
- Execute campaigns based on people-focus
- Publish marketing content and success stories

### Challenge: Engagement

- Who will participate on Yammer during campaign?
- Lack of business initiatives to trigger participation
- Resistance to change
- Same set of users participating
- Campaigns without business objectives

### **Overcome**

- Connect with internal communications manager to drive participation
- Include Yammer in regional induction program
- YamChats (Q&A session on Yammer) with leadership teams

### **Challenge: People**

- People too rigid and unresponsive to change
- Happy to be lurkers rather than posters
- Love traditional methods of working
- Not interested in sharing and building connections

### **Overcome**

- Online community engagement tactics
- Publish YamPolls so lurkers can at least cast vote
- Education

### **Challenge: Content**

- Content that is not business related
- Copyrighted content
- Confidential information
- Personal content

### **Overcome**

- Educate users on handling copyrighted content
- Delete copyrighted content
- Create specific groups for non-business content

### **Challenge: Business**

- Lack of buy-in for social
- Lack of focus on employee engagement
- Investing in duplicate platforms
- Absence of social design
- Yammer not aligned with business objectives
- More interested into ROI

### **Overcome**

- Define objectives, such as to collaborate, connect, and share
- Integrate Yammer with group-level applications
- Demonstrate value to business through user success stories

### **Challenge: Leadership**

- Limited leadership engagement
- Lack of adoption and education
- Busy schedule and travel limits participation

### **Overcome**

- Launch leadership event on Yammer
- YamChats—moderated Q & A sessions
- Publish guide—how leadership teams can use Yammer in 60 seconds during a week (Note: we learned this in [Chapter 2](#))

### **Challenge: Technical**

- Complexities surrounding around Active Directory
- Multiple email IDs for each user
- Users changing their primary email IDs

### **Overcome**

- Set up Office 365 AD-SYNC process to manage leavers
- Map users' primary email ID to their Yammer account
- Delete duplicate accounts

### **Challenge: Process**

- Information security and IP compliance
- Adherence to Yammer Usage Policy

### **Overcome**

- Launch and publicize Yammer Usage Policy
- Assess Yammer for security compliance
- Create Yammer security guidelines

### **Challenge: Analytics**

- Limited statistics available from Yammer
- No figures available to measure end-to-end implementation
- Extra investment required to purchase analytics

### **Overcome**

- Rely upon users to demonstrate ROI through their stories
- Publish customized analytics on a regular basis
- Implement actions based upon customized reports

### **Challenge: Expectations**

- High expectations in bottom-to-top Yammer deployment model
- Consistent increase in Yammer engagements
- Users expecting solution to each problem in short time

### **Overcome**

- Build connections with different businesses
- Execute campaigns to increase engagements
- Increase leader participation through YamChats

## Engage with YamJam Sessions

A YamJam is a team-wide or company-wide collaborative real-time brainstorming session focused around a specific topic and held over a specific time frame.

### Purpose of YamJam

YamJam's purpose is to build momentum and generate new ideas around the topic at hand. The bigger the audience, the more likely it is that debate will occur. It is good to have leaders as part of any YamJam.

### YamJam Guidelines

- YamJam starts on a scheduled day with the introduction of guests/members and topic.
- After introduction, the moderator will post YamJam guidelines. Participants are requested to “Like” this post to show courteousness.
- After YamJam guidelines are posted, YamJam begins with a message from moderator to start.
- Following message to start, any participant can start the YamJam. Post questions, problems, experience, and insights, and anything else related to the topic.
- Participants can reply to each other's posts during a YamJam. Participants may use @mention to reply to a specific participant's post.
- During the entire YamJam, use the same conversation started by the moderator for posting messages. Avoid starting new conversations.

- During the YamJam, the moderator may send private messages to participants who get off topic. Participants may send private messages to each other.
- You must follow the Yammer Usage Policy during YamJams.
- YamJam is declared over with a message from the moderator.

## An Example YamJam

You can start a YamJam with a topic—let’s say, “What are stress-relieving tips for IT professionals?”

And you get the following, which is quite exciting. A lot of useful ideas are shared in a short span of time. More important, ideas or views are shared by your employees. See here:

- Jot down the causes of stress; write three stresses.
- Make sure you relax every day for 30 min. (by listening to music, dancing, or taking a nap).
- Call your close friend and chat for 15 min. a day.
- Keep a positive attitude: “You can do it.”
- Give yourself time to organize an event or project; prioritize your work.
- Exercise—it improves your health and quickens your brain!
- While you sit at your desk, stretch your leg and tuck-in your belly and breathe in, breathe out! Do this every hour.

- Massage therapy: relax the muscles and improve blood circulation; Epsom salt-soaked bath
- Herbal tea to reduce anxiety
- Sleep: improve memory and reduce anxiety and irritability
- Diet: whole grains and protein can improve your mood. Junk food can cause depression and attention deficit.

## Engage with YamChat Sessions

A YamChat is a Q&A session with an executive. Questions are gathered prior to the event, and the discussion is more structured. During the scheduled time for YamChats, executives will answer the questions collected on Yammer.

### Purpose of YamChat

The purpose is to lessen the gap between employees and leadership teams and to increase leadership engagement on Yammer.

### YamChat Guidelines

- A YamChat starts on a scheduled day with the introduction of guests.
- A week before, the YamChat session will be announced in order to collect questions.
- Executives will answer the questions during the scheduled YamChat.
- Users can reply and create a YamJam around each answer.



- Participants can reply to each other's posts during a YamChat. Participants may use @mention.
- You must follow the Yammer Usage Policy during YamChats.
- The YamChat ends with a message from the moderator.

## YamChat Examples

The following are some examples of topics that you can host YamChat sessions for, inviting the management side of the respective topics to participate in answering end users' questions:

- How to be compliant with intellectual property
- Questions around achievements and ambitions in community management
- Information security challenges in cloud, social, and mobile technologies
- Key technologies that organizations should focus on

## Differences Between YamJams & YamChats

A YamJam is very similar to holding a brainstorming session for a problem.

A YamChat is a Q&A session with executives .

- During a YamJam, the traffic of the unstructured posts gets created, whereas during YamChats posts structurally get created.
- A single conversation covers an entire YamJam. For each Q&A on a YamChat, a different conversation gets created
- YamJams are aimed to get a group of people engaged, whereas YamChats are aimed to lessen the people-leadership gap through executive engagement.

## **Benefits of YamJams & YamChats**

- Teams engage through YamJams. Executives engage through YamChats.
- Brainstorm to find answers to your problems during a YamJam. Get straight answers for your queries from executives during a YamChat.
- All employees can get engaged in YamJams and YamChats.
- Discover opportunities to collaborate with colleagues in different geographies. Get one-to-one connection with executives through YamChats.
- Crowdfund new ideas during a YamJam. Get guidance from executives during YamChats.

## **Prerequisites for YamJams & YamChats**

- Join specific group created to host YamJams and YamChats.
- Nominate topics for YamJams. Recommend executives for YamChats.
- Moderator block participants' calendars during YamJam & YamChats.
- Follow Yammer Usage Policy and YamJam and YamChat guidelines.
- For each YamJam & YamChat make announcements
- Time duration 60 minutes
- Time to host 12:00 PM CET (It is said, all employees globally are available at this time)
- Have FUN!

## Summary

In this chapter, we got the opportunity to learn how the community-based way of working is a better approach for building employee engagement, and we discovered how techniques such as YamJams and YamChats can create engagement. Further, we have learned that we can use Yammer for internal branding, employee retention, and creating internal opportunities. In the next chapters, we will use the ideas learned in this chapter to run campaigns on Yammer.

## CHAPTER 4

# Run Campaigns Using Yammer

Now that you are trained in Yammer community-management and user-engagement techniques, the time has come to implement them. In this chapter, you will get an idea of how you can run a campaign on Yammer, what the different techniques are to execute such a campaign, and the benefits of running a campaign on Yammer. Finally, in the last part of the chapter, you will find some innovative ways of using Yammer.

Today, whenever a company launches their products, services, or even when they acquire a new company, these achievements are communicated internally to employees or externally to the world in the best possible way. To communicate this news, events are organized, company branding is done on available channels, and campaigns are launched. In these ways, organizations are able to communicate the information they want in the most effective manner. Companies allocate a huge budget for executing marketing campaigns, for hosting events, and for branding and communication. External social media channels such as Facebook, Twitter, LinkedIn, and Instagram are used to launch these promotional activities. These activities have led to the evolution of agencies (a type of specialized organization) that help companies build content for branding, campaigns, and events.

Much emphasis is now also put on promoting campaigns internally. Topics such as information security, data privacy, and copyright protection not only are shared through screensaver text or through a set of joining documents, but are also communicated through campaigns, advertisements, and branding. A list of such topics is shown here:

- People/diversity, organization-level tools
- Advertisements and branding
- Environmental sustainability/smarter travel
- Learning
- Values, compliance, and ethics
- Community
- Information security
- Cyber security
- Data privacy
- Community
- People and culture
- Global sports such as Rugby or football World Cup

The preceding topics can get promoted internally so that organization-level objectives and messages are communicated to employees. Internal campaigns based on such topics often lead to employee engagement and participation as they voice their opinions. In some organizations, rewards and recognition programs are linked to employee participation. Huge investments are being made to implement such campaigns. Internal marketing and communications teams play an important part in rolling out such internal campaigns.

## Getting Started with Yammer for Campaigns

About a decade ago, only two basic platforms were getting used to launch campaigns: email and traditional Intranet (i.e., only hosting content). With the evolution of platforms such as Yammer, things have changed tremendously. Reach and user participation are vital to any campaign, and maximizing them has become possible through Yammer. Internal campaigns launched through Yammer have become a key enabler in the age of social media. Marketing content can be easily shared with a vast audience by internal communication and marketing teams. Not only this, but employee engagement can also be energized during such campaigns.

It may sound surprising, but Yammer has the potential to make your campaign awesome. In my experience as a community manager, I had the opportunity to launch a variety of campaigns, including one-week focus campaigns; business-specific campaigns that ran for more than a week; campaigns related to specific achievements, such as an organization turning 50, which would run between six and nine months depending upon the budget; and some people- and culture-related campaigns that ran through the year.

My favorite type to launch was the one-week campaigns because of the shorter duration and the excitement involved. A set of one-week focus campaigns was planned at the start of each year, with one per month getting launched. The following Yammer items were part of each one-week focus campaign:

- Publish communication on campaign
- Create #tag for campaign
- Publish Yammer masthead (now this feature has moved to Office 365 admin)
- Post Yammer poll #Yampoll

- Organize YamJam and YamChat. YamJams could be weeklong as well.
- Promote intranet articles
- Link Yammer group URLs in mailers and email signatures
- Launch brownbag session and post photo on Yammer
- Publish marketing collateral, such as animation, posters, and screensavers. Also, cross-reference Yammer hash topics and engagements on marketing collaterals.

YamChats were one the hottest sites of action in the one-week focus campaigns as they involved the top leadership team's participation on Yammer, sharing their views and opinions with the audience. YamChats were conducted at 12PM CET so that employees from almost all time zones could participate.

Yammer is such a lively platform that it can help things in any campaign go viral. Internal communication team members could do live reporting on the status of a campaign in their respective regions. During a campaign based on Yammer itself, we circulated Yammer posters and asked people to talk about them, print them out, and put them on their desks, escalators, reception areas, cafeterias, and other crowded places. We then asked them to share photos of the posters up in their respective locations. Posting photos on Yammer is easy, and thanks to the Yammer app we received photos from Mumbai, San Francisco, Paris, Stockholm, Amsterdam, and various other offices. Some executives had put their Yammer posters in their offices so that individuals visiting could take note of them. It is quite amazing to be a part of such a campaign, where stuff easily goes viral on Yammer. The importance of Yammer can be realized when you imagine such a campaign without Yammer—email and traditional intranets would not have helped or paid such rich dividends.

For campaigns with other business focuses or that lasted months, Yammer was used to share content, publicize the theme, and encourage user participation through photos or events such as YamJams or YamChats. During Capgemini's 50th anniversary year, there were plenty of events that took place and had coverage on external social media channels, such as Facebook, LinkedIn, Twitter, and other channels. Yammer was also one of the ways to communicate anniversary-related information. During the 50th anniversary, marathon runs took place in different locations, and Yammer was used to post photos from the live events. Not only this, but people who participated in the events also could share stories about how they felt both to be a part of Capgemini for many years and to take part in the marathon. Internal communications team members were doing live reporting of the event. If Microsoft can launch a video feature in Yammer in the coming years, then it would be surprising to see any difference between a journalist and an internal communication manager covering external events.

Let's attack the question on which this chapter is based: How do you run campaigns on Yammer? You will find that you do not need to be a Yammer champion or expert to run a campaign on Yammer. You need to know Yammer features and have a passion for using Yammer for campaigns—Yammer and its user community will help with the rest.

As mentioned earlier, campaigns launched with emails and intranets have a very limited reach and limited employee engagement and participation due to the nature of the platform and technology. Campaigns were one-way focused and were meant only to communicate; nobody thought of communicating both ways until the birth of Yammer.

With Yammer, communicating the objectives and message of the campaign became very easy. Not only this, but sharing marketing collaterals—such as posters, animations, cards, and other stuff—has become easy, and the budget required to share such things across global offices turned to zero. Most important, launching campaigns on Yammer



has become a two-way street. Campaigns are launched to relevant teams, but user feedback—or the voice of the employee—can also be captured in real-time. That's a big change.

With Yammer, people started coming up with new ideas to run their Yammer in the most effective manner, one result of which was the new name for campaigns: digital campaigns. Here are seven ways to launch or run a campaign on Yammer; they are listed based on Yammer my experience.

## **You Do Not Have to Be a Yammer Expert to Run a Campaign on Yammer**

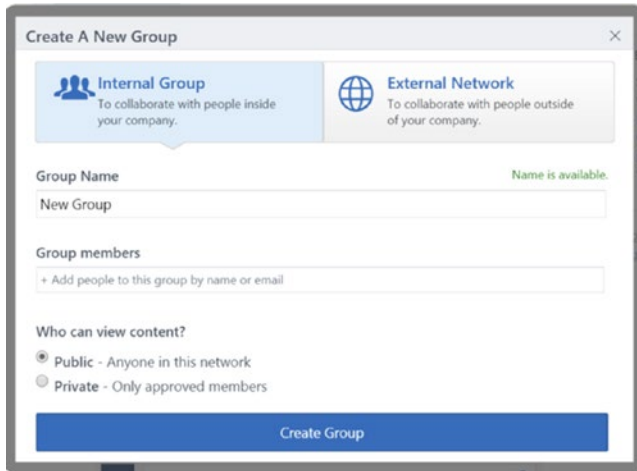
When I started using social media platforms such as Orkut, Facebook, LinkedIn, and Twitter, nobody trained me, or nor I trained others.

These platforms are so appealing by design that users do not require any training material, classroom training, or masterclasses. People of all ages, educational backgrounds, and professions, such as information technology specialists, doctors, lawyers, scientists, and others, can use social media platforms effectively and in an efficient manner. This reminds me of the print media, i.e., newspaper. Across the world, millions of different newspapers are getting published in different countries, and people from different educational backgrounds, professions, and age groups can read the newspaper and understand it. Nobody trained us to read a newspaper, and we never attended a masterclass. It just happened, and we have been reading it for many years.

Yammer is much the same. Yammer by design is simple, easy to use, and can be used effectively without training or a masterclass. You do not have to be a Yammer expert to run a campaign using it. It is your

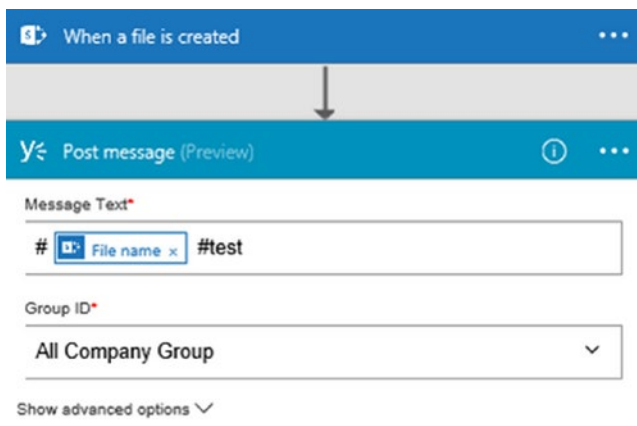
passion to drive a campaign on Yammer that will make you successful. To run a campaign on Yammer, you should know a few Yammer features:

- Group creation (Figure 4-1)



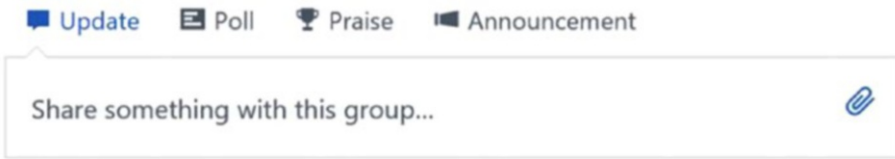
**Figure 4-1.** Create a Yammer group

- Create hash topic (Figure 4-2)



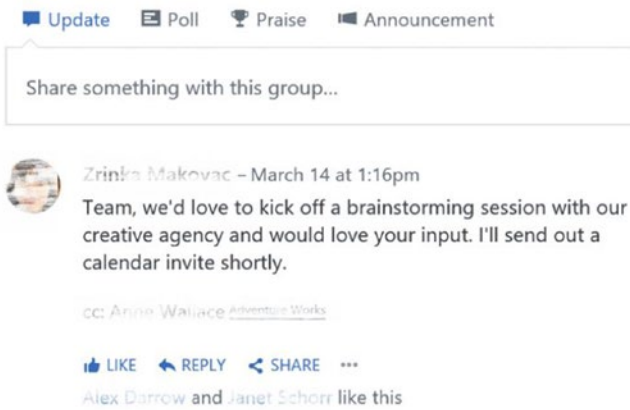
**Figure 4-2.** Create hash topic #test

- Publish conversation or announcement (Figure 4-3)



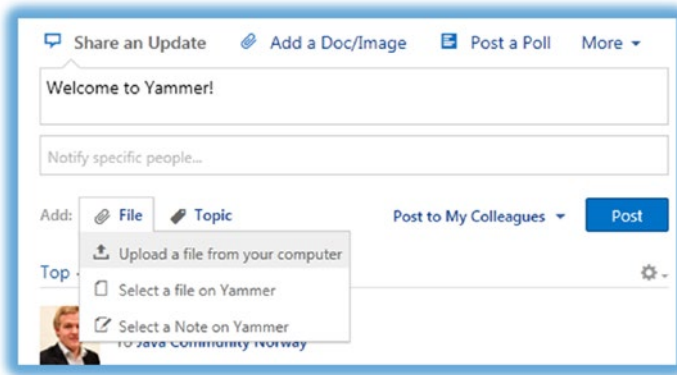
**Figure 4-3.** Share conversation or announcement

- Like and share a conversation (Figure 4-4)



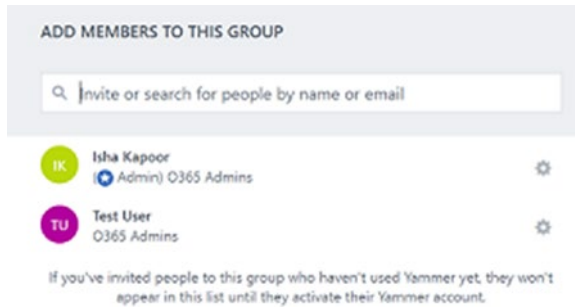
**Figure 4-4.** Like or share a conversation

- Upload attachments (Figure 4-5)



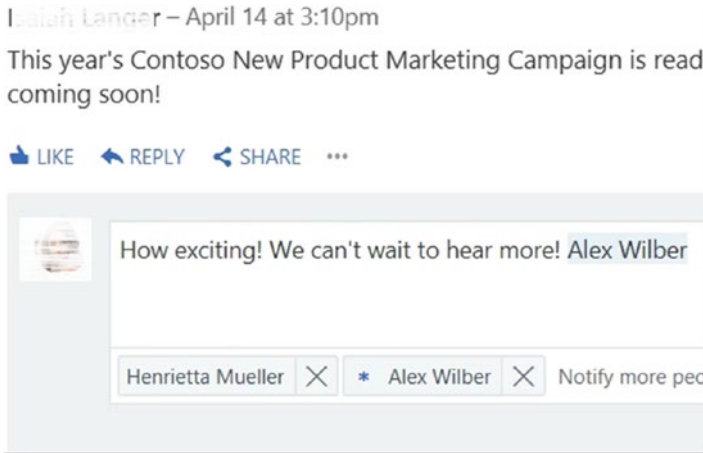
**Figure 4-5.** *Uploading attachments*

- Add users to groups (Figure 4-6)



**Figure 4-6.** *Adding users*

- @mention to call relevant people in conversation (Figure 4-7)



**Figure 4-7.** Use of @mention

The preceding listed features will help you run a campaign successfully on Yammer. These features are very basic and very easy to use. So, you do not have to be a Yammer expert to run a campaign on Yammer.

## Do a Proper Launch on Yammer

If you are clear about what you want to do, then you will achieve desired results on most occasions. This philosophy has been adopted by those who are most successful, and they are successful indeed. To run a campaign, it is very important to know why you are doing the campaign, who the participants will be, who will receive benefits, and what you want to achieve through the campaign. There could be other opinions or views about running a successful campaign, but I have shared the bare minimum requirements. If you are clear about what you want to achieve through a campaign and plan how you are going to communicate your

objectives through Yammer so that people are well informed, you will see the desired results. The following ideas can be used to do a proper launch of a Yammer campaign:

- Post an announcement.
- Define a hash topic for your campaign.
- Add the group URL where you will create Yammer engagement in your email signature.
- Send a mailer through your leader's mailbox to all employees highlighting good things about campaign.
- Put a Yammer video or animation in your reception area.
- Ask your employees to sign up for Yammer by putting computers in your reception area or cafeteria.
- Ask people what they expect out of the campaign.

## **Remain Engaged on Yammer During Your Campaign**

Be active on Yammer during campaigns. You need to post conversations, reply to messages, tag conversations with hash topics, encourage people to post, ask for feedback, ask for suggestions, reply to user queries, post pictures, request people share images, share marketing collaterals, ask people how they feel about the Yammer collaterals, moderate YamJams, moderate YamChats, and just be engaged to make a difference.

If you do not remain engaged then people will not be inspired to post messages. Only limited people will participate, and consequently the campaign will die and you will not achieve the desired results. So, it is very important that you remain active in Yammer campaigns and drive the campaign.

## **Involve as Many People as You Can**

You can run a campaign on your own or with a group of people. If you have a group of people driving the campaign then you will be able to get more attention for the campaign and engage more people on Yammer during campaigns days. It is not only about having people to drive engagement on Yammer during the campaign, but also about inviting people to be a part of the campaign. For example, involve your leadership team during YamJams and YamChats, involve your design team on Yammer to get suggestions or feedback on marketing collaterals they created so that during the next campaign they will meet people's expectations, involve your global teams based in different locations so that they will know like-minded people beyond their area, and involve your supervisors, managers, directors, and vice presidents to make campaign successful.

If you have limited people engaging, the campaign will not be a super hit, as you would likely expect. In this developing world, it is always best to grow mutually and collaboratively, and therefore it is very important to run a campaign on Yammer by involving as many people as you can.

## **Be Innovative: Think of Viral Ideas**

Being active on Yammer does not mean that you follow rules from a textbook, run an algorithm to get ideas, or ask a decision support system to decide on some rules. That may not be possible. You need to be innovative to engage people during a Yammer campaign. You need to come up with ideas that could go viral. The following are some ideas to make your campaign go viral:

- Ask people to post photos during campaigns. With smartphones, people are fanatics about taking pictures and sharing them with those they know.

- Organize gifts during a Yammer campaign. I am not talking about an expensive gift, but a small gift—a pen or a diary—could make hardworking employees give broad smiles.
- Ask people involved in the campaign to do brownbag sessions so that people can participate, know the objectives, and ask others to contribute.
- Ask your leadership to post a message on Yammer. We do not expect them to remain active throughout the day, but the seconds required to post a message will make a difference.
- Use graphics during your Yammer campaign. People are normally bored of reading text, and graphics will give them a change and trigger them to contribute.
- Ask people to post their stories. When you ask people to post stories related to work or their achievements, you will get a response for sure.
- @mention people so that they feel good and respond to your message on Yammer.
- Host YamJams and YamChat sessions with leadership teams.
- Make your campaign gamified.
- Develop marketing collaterals.

We live in a digital world where content is a game changer. These days, people do not like to read text, or they feel quite bored reading text. Therefore, pictures or gamified objects or animations would make them happy—it would be easy to understand the objectives of the campaign without spending too much time reading. Create posters, images,



cards, screensavers, animations, and gamified objects so that people remain engaged while looking at them. Long, hard text can be easily ignored. Technology has made people too lazy to read text, and they have developed the expectation that they should be able to understand everything quickly.

If you do not have the budget to develop exciting posters or animations, just keep it simple. Go for simple images or ask people to post images from their smartphones to make it a digital campaign.

## **Hold Yammer Network Event During Campaigns**

A Yammer network event is a company-wide social event designed to increase adoption of and build excitement about Yammer. It typically combines offline promotions and in-person activities with online usage of Yammer.

If you are rolling out Yammer company-wide, a Yammer network event helps you promote the use of Yammer and creates momentum. As for a launch event held during a campaign, it is best held after the initial active directory sync and once your senior leadership has made an official announcement introducing Yammer.

Yammer network events aren't limited to initial rollout, however. They can be held at any time; for example, in conjunction with major company events or any other significant organizational change. One of the most popular and beneficial events is a Town Hall on Yammer featuring some senior executives sharing insights about a critical topic important to a wide audience of employees. This can be a great way to involve new and existing users by engaging them in a substantive, focused conversation during a set period.

For best results, we recommend holding at least one Yammer network event per quarter, if not more frequently as resources permit. You can also encourage departments and teams to hold their own Yammer network events, or even challenge each other to raise participation rates.

The following Yammer network events are provided as examples for you to consider and adapt for your company and audience. The Launch and Training tabs of success.yammer.com contain additional messaging and communications content that may be useful as you plan and prepare for these events.

## Yammer Network Event Ideas

Yammer can be used during annual tech expos and fairs, encouraging on-site sign up and sharing promotional materials to help new users get started. In addition to these activities, we recommend holding any of the following events to help get the word out about how and why to use Yammer:

- A social media conference: educate employees about the benefits and differences of using social tools like Facebook, Twitter, and Yammer. You can use your company's external Facebook page and Twitter profile as a comparison with the internal communication and collaboration that occurs within Yammer.
- An internal collaboration expo: showcase social, mobile, and other collaborative projects occurring within the organization using the tools you recommend. Invite project team members to share the specific ways they managed projects and coordinated work, what they learned, and best practices.
- Welcome to Yammer Open House: hold informal Yammer learning and orientation sessions in the same space every day for several days. Share sample messages and dos and don'ts and encourage users to sign on and post to Yammer during these sessions.

- **Yammer Profile Photo Day:** organize a headshot photo shoot in a public place such as the cafeteria (you can even use Yammer to find a volunteer photographer within your organization!). Encourage employees to be themselves and show some personality.
- **Power User Friday:** encourage power users and champions at your organization to wear Yammer shirts and badges that say, “Ask Me About Yammer” in conjunction with a brownbag lunch discussion or other informal get-together about the best ways to engage and collaborate on the network.
- **Power Yammer Session:** encourage users to post as often as possible during one period, then reward the most active employees. While casually referred to as a [SPAM Yammer day](#), it’s important for group admins and event promoters to recommend specific topics or questions to address so that the conversation is always constructive.
- **Philanthropic event:** use Yammer to promote a charity fundraiser, food drive, or other philanthropic activity. You can use Yammer to identify volunteers and organize the event, apply a related hashtag, and update frequently with progress toward goals so that everyone is informed.

For any of these events, keep in mind that you can always recognize top participants, including those who post the most, those whose messages are most liked, those who were most helpful, and so forth to promote certain types of behavior on Yammer.

## Conduct a Yammer Town Hall During Campaign

A Yammer Town Hall is a moderated, live Q&A session open to employees throughout your organization. The primary benefit of a Yammer Town Hall is the open, focused discussion that occurs from which interested followers and the company at large can benefit.

These sessions are typically between 30 minutes to an hour in length and feature a C-level or senior executive discussing the latest company news or other subjects that are top of mind among employees. They can also involve Yammer users of a similar function or in the same department sharing news and best practices.

For best results, recruit designated conversation leaders along with a group of engaged users who can help promote and facilitate the conversation by asking questions and encouraging others to participate. You and your conversation leaders can determine in advance which questions to cover or decide to keep it open for employees to ask what they choose. Typically, four to six questions are enough for an hour-long session, depending on the level of conversation and audience engagement.

### Sample Town Hall Topics

For C-level conversation leaders:

- **Change management:** discussion about reorganization activities, including acquisitions, mergers, or divestments
- **Regulatory changes and industry news:** impact of new regulation and industry changes upon your business
- **New leadership:** new executives can introduce themselves and engage with your employee base by sharing their vision and plans

## Conclude Your Campaign with Thanks

The start and the end of a campaign are the two most important components. At the start, the launch is very important and helps to communicate the objectives of the campaign. The end is equally important. Once your campaign is over, use the Yammer praise feature to praise people who have participated in the campaign. The people being praised will be excited and would likely willingly offer you help during future campaigns.

Besides using Yammer praise, you can remain in touch with these heavy users by creating a dedicated Yammer group for them. Nurture them, get ideas from them, and encourage them to be Yammer champions so you can make changes with their assistance. The end of a campaign is not an end, but rather a road leading to the start of a new campaign with a new set of people with innovative ideas.

## Example Campaign

In my career, I have had several opportunities to execute campaigns on Yammer. I would like to share my experience that occurred during a one-week information and cyber security campaign. I hope this will inspire you to launch campaigns on your Yammer network.

- A week before the start of the information and cyber security campaign, a list of planned user-engagement activities was announced on Yammer. Also, a Yammer hash topic—for example, #infosec2018—was announced.
- On Monday of the campaign week, various intranet articles involving information and cyber security were shared on Yammer. Also, a weeklong YamJam was announced.

- On Tuesday of the campaign week, Yammer polls were published on Yammer.
- On Wednesday of the campaign week, users were encouraged to share their stories involving security issues.
- On Thursday of the campaign week, security SPOCs for different regions shared their experience working on security matters.
- On Friday, the concluding day of the campaign, a YamChat was organized with Information and Cyber Security management.

The preceding list of activities contains too much if you have a large network; you can cut down based on the availability of resources. The five days of campaigns like this are the busiest days, and you should enjoy them. Finally, at the end of the campaign, users were praised for their support, and a report was shared with Information and Cyber Security teams.

## Benefits of Running a Campaign on Yammer

We will learn about the benefits of running a campaign on Yammer in the following sections.

### Platform

If you want to run a global campaign—let’s say, across different countries and offices and among people with different cultural backgrounds—and you need to circulate content, encourage participation, and get people onboard, what should you plan to do? You might use emails and the traditional intranet, as well as ask the people managing the campaign to

launch it into working areas, but do you have enough people to do so? How do you circulate content? There are many hurdles and challenges. How do you run a global campaign in a non-IT company, where people do not always have access to laptops, desktops, or intranet connections? How do you run a global campaign among sales colleagues in a pharma company, where people from sales are always traveling? How do you run a campaign such as One Team between people who work at the factory level? How do you run a campaign between a set of professors at a university?

Yammer is the answer! If you want to run a campaign across different countries and offices and among people with different cultures, and circulate marketing collaterals to them, Yammer is the answer. Yammer is as awesome as you make it. Access to Yammer is so simple and easy, and there is no training needed to learn how to access Yammer. With a simple URL, [www.yammer.com/companyname.com](http://www.yammer.com/companyname.com), you are into Yammer, or you can download the mobile app. Posting messages on Yammer is easy. You can clearly communicate your campaign objectives, connect with people based out of different countries, and reach people with different cultural backgrounds. It's quite simple with Yammer.

Today, we live in a digital world, and almost everybody has a smartphone or mobile device independent of their profession. People have company email addresses, as email is still the basic channel of communication for any organization. They know how to access apps, so they can download the Yammer app and start using it. So, if you want to run a campaign in a non-IT company, where people do not have constant access to laptops, desktops, or intranet connections, it is possible with Yammer. If you want to run a global campaign among sales colleagues in a pharma company who are always traveling, then use Yammer. If you want to run a campaign such as One Team between people who work at the factory level, then use Yammer. If you want to run a campaign between a set of professors at a university, then Yammer is the answer.

## Reach

Before the launch of Yammer, connecting with people was difficult because it was close to impossible to reach hundreds or thousands of people over a single platform, allow them to share their opinions or views with others, share content or messages with them, connect with them for their expertise, do crowdsourcing, ask for ideas or solutions, or establish a long collaborative journey. It was possible though through face-to-face interaction. Yammer made things that were impossible, possible. Now you can connect, collaborate, and share with people in different countries; it does not matter if you know them or not, and time zones do not matter. People from one country in one time zone can connect with people from other country in another time zone. Life has become simpler with Yammer.

## Involvement

What is the point of a campaign if we do not have channels on which to share views, opinions, and feedback? What is the point of a campaign if it is one-sided and is just communicating one way? What is the point of a campaign where there is no participation or engagement? Nobody would want to be a part of a campaign where there was no opportunity for involvement. People's involvement during a campaign has become possible with Yammer. Getting people to participate on Yammer during campaigns has become easy. With easy access to Yammer using a link or mobile app, along with easy-to-learn Yammer features, participation is more possible.



## Power

*Power* here means you will have influence, authority, and control over as many things as you want during the campaign. You can be innovative in your approach. For example, if you do not get the level of involvement you expected, then you can extend the campaign by simply adding a conversation on Yammer. Another example would be if you wanted to share content that was not part of the plan, in one click you could share that piece of content. There used to be many limitations when managing a campaign, but with Yammer it has become easy.

Once, as moderator for a YamChat session (a question and answer session on Yammer), I was informed that the leadership team was unavailable for the scheduled YamChat—and this was just 30 minutes before the start of the YamChat. Since the YamChat was at the global level, I requested replacements; otherwise, users would express negative sentiments on Yammer, and it would get out of control. The concerned team was able to organize replacements, and I was able to conduct the YamChat and moderate it. The easiest part, though it appeared very challenging, was announcing the change in guests for the YamChat in real time. Yammer made it possible with a lot of comfort, and that's the power of Yammer—you are in control of the situation at any point in your campaign.

## Flexibility

Yammer helps you to stay flexible when you launch a campaign. In traditional settings, where only email or traditional intranets are available to launch campaigns, the focus is often put on completing the deliverables planned for the campaign rather than on the campaign objectives. With the launch of Yammer, we can stay focused on driving the objectives by involving people, creating engagements, sharing content, publicizing, sharing images, and doing innovative stuff. By doing so, you put more emphasis on the campaign to fulfill its objectives. The time horizon to launch campaigns using Yammer is different and allows you to stay flexible.

During my experience while driving a YamJam, campaign owners requested that I change the YamJam schedule from 30 minutes to one week so that people could contribute whenever they had time, and we got plenty of ideas. This last-minute change was communicated successfully on Yammer, and by the end of the week we had received more than 100 ideas.

## #Benefit

During any campaign, your network will contain valuable conversations that show how Yammer has helped employees to collaborate, communicate, and get more done. Normally, people tag such conversations using the hash topics #benefit or #yamwins.

Examples of #benefit conversations involve instances when employees have used Yammer to ask questions and find answers faster; collaborate to solve a problem; discover valuable information from past discussions; connect individuals to expertise and information; connect individuals across geography or job titles; and much more.

Tagging conversations with the topic #benefit or #YamWin can be a great way to organize quality Yammer threads and make them easy to find. However, sometimes reading a thread doesn't expose the inherent value that lies underneath. The guide in the next section of this book will help explain how to uncover the underlying business value.

## Yammer Is as Awesome as You Make It!

Whether you are an employee at a startup or CEO of a multinational corporation, your workplace is an important key to the success of your job and your company. In an organization, communication between employees is important to the business. Most organizations that have adopted Yammer have found it to be an excellent communication platform for internal collaboration between employees, for sharing content with

global teams, and for connecting employees across geographies. Yammer puts communication at your fingertips, is easy to use, and is a user-friendly technology to adopt.

In this section, you will learn 43 different ways to use Yammer during a campaign or in general to create user engagement. We are thinking out loud here to get ideas that will create the maximum benefit. I hope you enjoy it.

## 43 Awesome Ways to Use Yammer

The following are 43 awesome ways to use Yammer:

1. Work loudly using Yammer. Tell people exactly what you are working on. Yammer is an excellent platform for collaborating and connecting people working on various projects and sharing innovative ideas to build winning opportunities.
2. Communicate your expertise through Yammer. Normally, a job title or designation will not explain the work you do, and you may be more than that. Talk about your educational experience, different languages you know, number of books or white papers written by you, countries you have traveled to, pets you have, cooking experience, etc. You never know how these can help you.
3. Call experts by tagging them in Yammer conversations using the @mention Yammer feature. Community managers, or any user, can use an @mention to tag the relevant user for assistance or feedback.

4. Add your professional avatar to your Yammer profile to let know people know that you are real. Along with text messages posted by you, when people notice your avatar on Yammer then the discussion is likely to spread offline.
5. Use Yammer on sick days to remain engaged and see what's happening on the network.
6. Yammer is designed for people to collaborate on business-related stuff. But it can also help people be happy and relieved from stress in their day-to-day work. This is achieved by creating non-business-related groups for people to discuss their out-of-office hobbies. If you love photography, then create a Yammer group on photography; if you love French, then create a French language learning group; and if you like comics, then create a group to share and talk about comics. It's amazing.
7. Find people with common interests. Check user profiles and discover things they like to do. You may find a good reason to follow a user and further develop a mutual interest. You can mention this mutual interest in conversation and see where it leads.
8. Upload Word docs, PowerPoint presentations, and Excel spreadsheets, as Microsoft Office documents can be uploaded and edited on Yammer. Share your project-related content, whether it is your logo, team event photos, or photos taken during a customer visit. Upload any file of almost any type. It is easy to share content or URLs with global teams on Yammer. Add a hash topic to make it easily findable later.

9. Give a hash topic to each post. Community managers and users can tag conversations with hash topics to make it both easy to find later and easy to link older conversations to new ones.
10. The best way to engage users is to ask for feedback or suggestions, and this will trigger some response from the user community.
11. Always say “Thank you.” It will cost you nothing but will reap huge benefits. All organizations have barriers, such as cultural differences, the internal hierarchy, communication, and others. It is natural to have such hurdles in an organization, as no one is perfect. You could reach out to people on Yammer to ask for help, whether it’s asking for an answer on an issue, finding a bigger office space, requesting a point of contact for cross-selling, or connecting with a marketing and communication campaign. Once you receive help and the issue is fixed, let everyone know about their contribution and thank them for pitching in. Next time, they might be excited to assist you, and others as well.
12. Yammer is the best place to share what you have learned at conferences, seminars, or product launches you have recently attended. Share best practices or what other companies are doing that is different from your organization. Yammer is the most convenient place to share such learnings from any event you attend. Also, it takes very little time, and you do not have to repeat the learnings once they are shared.

13. Discover what competitors are doing by reading a blog or article on the internet, and then share it on Yammer so that your company colleagues can keep watch and be ready for the competition. With Yammer, communication is changing, and you are able to disperse vital information organization-wide within seconds. If you are not using it, then you are missing something. Two or three such updates on a daily basis will make your people aware and could be a game changer.
14. Share a URL from the internet, share the business issue you are facing, update on your next business trip, or publish information about the next holidays. Post something every day on Yammer.
15. Post an idea—everyone knows we all have some in us.
16. Share pictures from big meetings, town halls, events, conferences, summits, and community events. People in the office and outside the office will welcome pictures from office-related events. Yammer is the perfect channel and place to do this.
17. Ask questions. Asking a question is one of the best ways get replies, as it is human nature to start thinking of an answer once a question is read. You don't even need any evidence of this, as everybody knows it's true; the internal communications team might have more insight on this. Ask questions. Who can help me with this project? Who's handling this account? I'm new to the company. Where can I find xyz? Can't find solution to this error, who can help?

Cannot solve this high-priority incident ticket—please help! Has anyone worked on SAP-RFID integration? Looking out for a new opportunity? Help me! Who is a good caterer for a big meeting? Harness the invaluable pool of knowledge that is your Yammer network.

18. Answer queries. Questions are meant to be answered. Share an answer to a question if you can, or @mention somebody you know can answer. Today, if you answer somebody's question, then tomorrow your question will be answered by others. Contribute so that you will receive contributions. Employees from one country or region can ask a question, and employees from other countries or regions can respond with crucial real-time information and suggestions. Through external groups, client services have improved a lot, and now clients based in different countries or regions can collaborate in real-time with a service provider based out of a different country or region.
19. Start a Yammer group for your team/business unit/country or whatever suits your needs the best.
20. Ask someone for advice in their area of expertise. Everyone in the company is an expert, and Yammer helps you discover experts. Yammer gets all the experts together under a single platform.
21. Make your profile magical. Normally, a job title does not reveal your full potential. You are a communications manager, but you also have interest in creative animation work, or you are an

SAP expert who likes database technologies, or you are a business-unit head but have an interest in coaching. Put everything in your Yammer profile. Put what you'd like to be doing more of in your profile. Pop it in your interests and see what magic happens.

22. Ask people for feedback, opinions, and views on a specific topic. Crowdfund a topic of interest on Yammer. Yammer was made for crowdsourcing new ideas that were hidden in people's minds.
23. Yammer is about collaborating on business-related matters. Post your challenges, issues, and ideas to let people in your organization know about them, and use the knowledge capital embedded in your organization's DNA. People will be empowered if their views and opinions are getting used to resolve business problems, and as a result they might prefer to stay in the organization for a longer time.
24. Follow someone to learn or get input. Following someone will help you learn unexpected things. If you are followed by a lot of people, it is something to be proud of, and it shows you are an asset.
25. Introduce yourself to colleagues located in different areas. On Yammer, there are no frontiers, and you can collaborate, connect, and share with your colleagues even if you have never met them. Yammer helps you build connections across geographies, which will help you with cross-selling and creating new stories.



26. Never underestimate any team or department. Ask your IT or admin departments what they think can be changed in the working culture so the organization can become better. Big ideas can come from anywhere in the organization.
27. Meet the customers, suppliers, and partners. Build communities using Yammer external networks or create an external group to collaborate, connect, and share regarding your business activities. Also, having some common interests with these groups outside of the business arena is not a bad idea.
28. You might not be able to reply to a conversation due to a lack of knowledge, but you can “Like” it to acknowledge the conversation. By doing so, you are creating an opportunity for users who follow you to react to it. The “Like” may seem like a small feature, but it is powerful and will unlock doors to new opportunities.
29. When you meet in person, if possible, say, “I have seen you on Yammer, and your posts are exciting.” Connecting with people makes a big difference in achieving your business goals.
30. Yammer facilitates collaboration between strangers. Participate in discussions started by people who are not from your project or department. Talking to strangers will help you share your ideas and opinions. Discover a learning opportunity with them. In the future, it may happen that strangers will save you from a difficult business situation.

31. Normally, people like to hear thought-provoking stories—it is a normal human tendency. Use Yammer as your story-telling platform. It could be a story on new customer wins, how Yammer helped resolve a business problem during a critical time, how you discovered a new opportunity, or how you found new colleagues for carpooling. It can be your experience at a customer event or a global conference. Be ready to share your story.
32. Build a learning journey with Yammer. Just think about this! You have a one Yammer network, multiple expert groups, people posting different messages and uploading files, stories being told, and champions continuously being engaged. In addition, the community manager executes campaigns, YamJams, and YamChats. It's all happening on Yammer. It's a learning goldmine!
33. Sometimes on Yammer you will observe some discussions that are a little immature, and they need some encouragement to improve the discourse. Use the private message (PM) feature to encourage users to make this discussion more positive without losing enthusiasm. You need to be careful when using private messages, as people may resist changing. Stay positive, and it will make others positive. Sometimes you are unable to correct people in the group feed, and in that case you can send a private message. In YamJam events, sometime the discussion becomes hot, and to make it cool you can use private messages. It may happen that you are

not comfortable starting a conversation, as you are directly related to the area in question, and in such a situation, you can send PMs to relevant people requesting they start such a conversation.

34. Introduce yourself on the network so that network members know who you are. Members will know you only when you tell them about yourself. So, do not miss the opportunity to introduce yourself.
35. Talk about clients behind their backs. It is for their own good. The more information you and your colleagues share about a client, the better you can meet their needs. In our organization, we use Yammer to collaborate, connect, and share business-related activities to meet clients' demands and requests. If we do not discuss what our clients want, we cannot improve our client services, and thus we cannot be successful in a competitive market.
36. Host a YamJam or YamChat. Do not miss the chance for a brainstorming session, as it will encourage people to participate. Hold a YamChat with leadership teams so that people get a fair chance to ask them a question.
37. Plan events on Yammer. Host a YamJam and YamChat. Create a plan for them and share with end users. Plan webinars, conferences, team dinners, office get-togethers, town halls, holiday parties, team outings, and happy hours. Planning events on Yammer creates user engagement, and you will hear plenty of new ideas relevant to your events.

38. Discover social knowledge management through Yammer. It is possible that the business problem you are facing today was already tackled by another team, who fixed it successfully. Yammer helps connect the dots, and you might get connected to a reusable solution that already exists in your organization.
39. Organize a drill on Yammer. What if there are heavy rains or snowfall and as a consequence metro or trains do not function? For Yammer, there are no obstacles; whether rain or snow, user engagement will be still possible. When holding such a drill, discover how people remain in touch with each other despite difficulties and how they ensure urgent customer deliverables are met while enjoying their day working from home.
40. Organize a “No email day” in your organization and use Yammer instead. Stop email distribution lists and use Yammer for open communication. If you are not comfortable with open communication, then use private messages for one-on-one communication. Using Yammer rather than email will create a new working culture and will make people more social. Host quizzes and contests with exciting gifts on Yammer to reward user engagement, which will allow people to forget the siloed world of email for a little while.

41. Sometimes you will find the same question, which was already answered, gets repeated. In such situations, share a link to the previous conversation where the answer exists. After some time, you will learn which common questions are often repeated, and it will be the right time for you to create a FAQ containing links of Yammer conversations with overviews of those conversations. This is knowledge management; you are not reinventing wheel, but rather reusing existing knowledge.
42. Often there is no time for user engagement. However, people remain engaged on Yammer during office hours, out-of-office hours, holiday season, weekends, public holidays, and natural disasters, such as heavy rainfall or snowfall. With Yammer, the show of user engagement goes on and on.
43. Tell me how you use Yammer by writing to [charles.waghmare@gmail.com](mailto:charles.waghmare@gmail.com).

---

**Note** As a Yammer community manager at Capgemini, I had multiple opportunities to attend Yammer events. In one of these events, I received a small booklet on “43 ways to use Yammer,” which was so mesmerizing that I kept it with me until today. It inspired me to write my own 43 ways to use Yammer based on my own experience.

---

## Where Do You Use Yammer?

The following list conveys that you can use Yammer almost anywhere you want. If there is a will to use Yammer, then you can definitely use it anywhere:

- On your desktop/laptop
- On your mobile phone
- At home
- At the airport
- On a bus
- In a car (but not driving!!)
- On your iPad
- In bed
- At the theatre (during intermission)
- Under the sea
- On a boat
- At the salon
- At the library
- At your work
- At an office event
- During an office meeting
- During internal campaigns
- During team offsite event
- During office party/lunch

## CHAPTER 4 RUN CAMPAIGNS USING YAMMER

- During business travel
- During customer meeting
- During town hall
- During exposition
- During community work
- At office pantry
- In the office cafeteria
- In conference rooms
- At a conference or summit
- During a felicitation ceremony
- During a fire drill
- At sports tournaments
- During vacation
- During sabbatical
- On a national holiday
- During festival times
- During a colleague's birthday celebration
- At a colleague's farewell party
- Anywhere with an internet connection

## Summary

I believe that we now have enough information on how to run a campaign on Yammer and have mastered the techniques required to execute campaigns. With such experience, you can plan various campaigns based on your business needs. You have also been exposed to different ways of using Yammer through the sections “43 Awesome Ways to Use Yammer” and “Where Do You Use Yammer?” With such knowledge in your armory, you can create a Yammer army. In the next chapter, you will learn how you can keep your entire organization engaged on Yammer, and with this current chapter now in your tool belt, one of the ways is by running a campaign.



## CHAPTER 5

# How Can an Organization Remain Engaged on Yammer?

Yammer is a platform designed to be used at the organizational level, and therefore it is necessary to have an organization-wide vision and engagement plan for Yammer. Without this, it will be difficult to manage the Yammer network, and users will take Yammer for granted without getting seriously involved in its implementation. In this chapter, we will learn how an organization can remain engaged on Yammer by defining a vision, developing guidelines on how departments can use Yammer, and creating a Yammer steering committee, with its responsibility being to improve Yammer adoption.

## Define Your Vision

A vision statement for using Yammer is critical for implementation in both big and small organizations. Such a statement is the backbone for communicating and demonstrating the business value of Yammer to top

executives. Each organization that has decided to use Yammer must create a vision statement; otherwise, we cannot expect organic growth of the Yammer network. The following questions may help you create a vision for using Yammer:

- Why do we need Yammer?
- What is the purpose of using Yammer?
- How will Yammer transform our work culture?
- How will Yammer help employees and the organization?
- How do we make Yammer part of the organization's business goals?
- How do we make sure Yammer is accepted by the entire organization?
- How will Yammer complement the organization's strategy and values?

## Example Vision Statements

The following are examples of vision statements you can ponder as you define a vision statement for your own Yammer network. The vision must be short, clear, up to the point, and easy to understand.

### Example 1

*"Yammer: Transforming the way we work"*

The preceding example covers the following:

- **Builds crystal-clear communication:** A platform to facilitate two-way communication and consistent delivery of news and information to the entire organization

- **Drives collaboration between projects:** Increases productivity by facilitating collaboration based out of different geographical locations
- **Knowledge-Sharing Culture:** Yammer allows an easy way to share knowledge between peers and colleagues in different regions and to learn from them. Employees become well informed.
- **Accelerate work:** Drives innovation on Yammer by giving employees ability to share ideas and solutions linked to business transformation.

## Example 2

*“We create a safe and open collaboration platform for easy sharing of company data and news between employees to improve efficient execution of our strategies as part of our culture of performance.”*

## Example 3

*“One Place for Employees to Learn, Connect, and Collaborate”*

## Example 4

*“We’re utilizing Yammer to provide a community for the team to collaborate, connect and share on business related activities”*

The preceding example covers the following:

- Collaborate seamlessly on projects.
- Reduce duplication of work through better access to resources.
- Harness the knowledge and power of our collective group.
- Stay abreast of changes occurring throughout the team.

- Learn and grow through intrinsic knowledge consumption.
- Easily access information and updates from anywhere.

## Example 5

*“Transforming the way our department connects with each other, works together on tasks or projects, communicates with leadership, and streamlines processes for efficiency and clarity.”*

## Welcome to the ENGAGE Framework for Yammer

The following ENGAGE framework will give you an idea of how you can effectively increase user engagement on your Yammer network:

- E: Explore your business
- N: Navigate implementation
- G: Get sponsorship from management
- A: Add business value
- G: Gauge success
- E: Evolve it

## E: Explore Your Business Using Yammer

You should explore which business processes can be socially enabled. Social is all about keeping your people at the center of your business. It is a way to connect people and information in the most efficient way. Working socially will help people discuss business issues more freely, work in a collaborative manner, and develop connections with like-minded people.

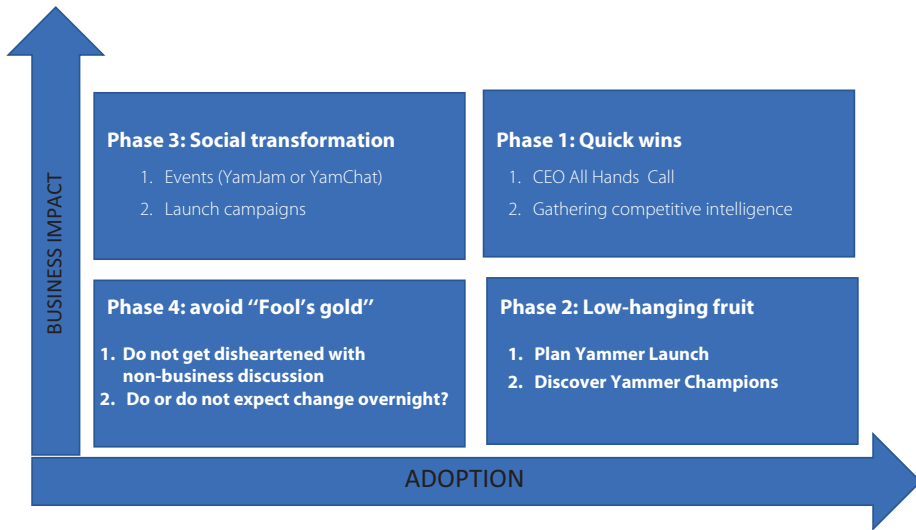
Define the goals for which you want to use Yammer. You may want to use it to transform your working culture or to create knowledge-sharing communities or as a social intranet. Identify a clear purpose and build your vision statement so that you are in a position to measure the business value of Yammer.

Once you define your goals, identify how each department can use Yammer effectively. Identify department processes, find areas or use cases where Yammer can fit, educate people to use Yammer in those areas to achieve benefits, and finally measure your success. Areas such as daily meetings or daily task list email communications could be replaced by Yammer. Not only this, but also ask people to use Yammer to make their work innovative and exciting.

## **N: Navigate Implementation with Yammer**

Navigate rollout. Build an implementation plan for Yammer covering how you are going to implement it. Identify Yammer champions and use their help for implementation. Target teams that can adopt Yammer and use their example to convince other teams. Identify challenges and risks and develop a mitigation plan to fix them.

The Yammer implementation grid will help you and your management team by identifying Yammer priorities and all use cases required to demonstrate the business value of Yammer (Figure 5-1). Once you follow the action plan as per the grid, you will have a clear roadmap of where to start and stop your Yammer activities and thus implement Yammer as per your business expectations. You can see that all the ways to use Yammer fall into four basic categories: Quick Wins, Low-Hanging Fruit, Social Transformation, and “Fool’s Gold.” So, what exactly does that mean?



*Figure 5-1. The Yammer implementation plan grid*

## Phase 1: Quick wins

Start simple and easy. Start with quick wins that are easy to implement and result in a big change that creates a big business impact.

For example, have an all-hands meeting with the CEO and ask people to sign in to Yammer at reception, offering a reward to do so.

## Phase 2: Low-hanging Fruit

These are easy-to-implement actions that have less of a business impact. However, these activities are easy ways to bring people to Yammer and keep them engaged.

For example, send a mailer to all employees with Yammer announcements. Discover new Yammer champions in this way.

### **Phase 3: Social Transformation**

This phase is challenging, but if you implement it then you will experience transformation in your organization with Yammer.

For example, hold events such as YamJams and YamChats and run campaigns.

### **Phase 4: Fool's Gold**

The activities in this phase are good but are difficult to implement and have very little business impact.

For example, do not expect change overnight. Allow people to post non-business-related content in dedicated groups.

## **G: Get Sponsorship from Management for Yammer**

Your Yammer sponsors should include a business executive and the Yammer community. It is recommended that the executive remain engaged on Yammer with at least four posts per week. Posts could be thank-you messages, status updates, or questions. The community manager should encourage people to talk on Yammer by posting interesting tweets or links, @mention-ing Yammer champions for their expert advice, and reporting important updates.

In a top-down approach, buy-in from sponsors is very important; otherwise, there will be challenges to allowing your Yammer network to grow organically. Sponsors are a source of inspiration for Yammer champions, and in a situation where Yammer adoption in fact goes down, it is the team of sponsors who will bring life to the network with their posts and engagement. If sponsors and executives are playing a part in the Yammer implementation, then it makes more sense for the user community to participate, and it becomes a serious asset to your organization.

## **Tactics**

You cannot change a company's culture overnight. You need a serious approach in order to change the work culture and gain buy-in from your company executives. You need to have some great tactics in place to encourage the shift to Yammer.

### **Migrate email chains**

When an email communication is started, ask sponsors to say, "Let's continue this discussion on Yammer to get more ideas and to not flood mailboxes." Get this email in a public Yammer group and participate in this group. Such an idea is effective mail chain is using an email distribution list.

### **Inspiration**

Ask your sponsors to identify employees with great work and tap them to share their work on Yammer and contribute new stories. Ask your leaders to build a Yammer army!

### **Persistence**

Be smart in promoting Yammer in your organization. Promote Yammer through email signatures, ads on the intranet, referencing Yammer in posters used for campaigns, and displaying Yammer animations in your office reception area. Some CEOs have given up using emails and the phone and are using Yammer to collaborate with employees, as they find it very useful to know what is happening in their organization. Take help from such leaders in order to be persistent in your implementation.



## **A: Add Business Value**

Activate Yammer users with education. Make Yammer part of learning and development. Ensure Yammer is part of the onboarding program so new joiners know about it. Use Yammer for branding top teams, projects, and leadership teams, which will trigger user engagement so people will be part of different Yammer groups.

Run a campaign on Yammer, organize worldwide brownbag Yammer sessions, send a mailer on Yammer to all employees, host webinars with the help of Yammer champions, and stick Yammer posters in areas where you have a lot of people going in and out. These different methods will help you increase the number of Yammer users and reap its benefits.

## **G: Gauge Success**

Gauge your success by measuring and monitoring the progress of your Yammer network following your launch by using Yammer campaigns, education, and user engagement. You will get a clear idea on the collaborative behaviors of different users and how they consume information.

## **Organizational Metrics**

Before plotting on the ENGAGE grid, it is necessary to have your vision and goals defined. At this point, you can see how far you have come and what remaining goals remain for you to achieve. First, you need to look at adoption at the organizational level.

Look over the last seven days of use and record the following, which can be produced with the help of a full Yammer data export:

- Total number of conversations
- Total number of messages

- Total number of new groups created
- Total groups that have the maximum members
- Total groups have the maximum messages
- User who has the most followers
- User who has the most conversations/replies

The preceding set of Yammer analytics will give you some idea of your Yammer network and where it is heading. These statistics can be produced via a full data user export from Yammer. Such an export can be requested by a verified Yammer admin or Office 365 admin. Also, these analytics can be built by using social media analytics tools integrated with your Yammer network.

## Opportunity Metrics

Opportunity-level metrics will help to demonstrate the tangible business value of your Yammer network. Share use cases to demonstrate how quickly Yammer helped you to find a solution to a problem, what your savings are after using Yammer, and how many reusable solutions you have created using Yammer. You can highlight many such cases to demonstrate the tangible benefits of Yammer.

## E: Evolve It

Now we arrive at the end of the framework, where it is time to evolve what we have done so far in our Yammer journey. Go back to the framework, identify activities you planned to implement, think about whether you can add something to make it innovative or if you want to modify it to keep it simple. Listen to your users—they are your customers and will bring life to your Yammer network. Learn from your mistakes and build best practices. Demonstrate the business value of Yammer using opportunity and

organizational metrics. Make leaders part of the Yammer journey. Educate users and continue to create Yammer champions that will make difference to your network.

## **Awesome Ways to Become a Social Enterprise Using Yammer**

The desire to become a social enterprise with Yammer implies that you are looking for a change that will deliver value to your business. Being social means that this change will revolve around people and their behavior. In addition to the change you are looking for, you will also face a tremendous amount of pushback coming from people; however, you need to be persistent. When you say your enterprise has gone social with Yammer, it means people use Yammer in their day-to-day work, the use of emails or email distribution lists has been minimized, people find it easy to connect with like-minded people through Yammer, people are able to share content with their global teams, and there is strong management support for Yammer. Not only this, but Yammer also gets embedded into departments such as knowledge management, learning and development, internal communications, and customer relationship management. This means the people behind these processes rely upon Yammer for their work. Let's see in detail how different departments can use Yammer effectively.

### **Department: Executives**

- Drive innovation by encouraging people to participate.
- Get best possible feedback on company policies or on leadership views or opinions.
- Using Praise feature, show appreciation for top performers in the organization.

- Create a digital transformation using Yammer.
- Get connected with people across different geographies.
- Participate in YamJams and YamChats.
- Create private Yammer groups for collaboration between leadership teams.

## **Department: Sales**

- Using @mention, involve experts in your sales conversations and maintain momentum throughout deal process.
- Use Yammer to share lessons learned from customers.
- Host YamJam (brainstorming) sessions to come up with new customer proposals.
- Share Customer References using Yammer.
- Announce new-customer wins.
- Get faster answers from Yammer while responding to RFP (Request for proposal).
- Build connections for cross-selling of products and services.

## **Department: Delivery**

- Create a Yammer group for new hires to make them feel comfortable asking newbie questions.
- Host training videos and process documents for new joiners.

- Share key documents, such as use cases, functional specification documents, reusable solutions, and process documents (such as incident and change management).
- Project Yammer conversations on the walls as a feed fall (earlier known as a Yamfall) to supercharge your delivery teams.
- Host YamJams to find solutions to customer problems
- Celebrate wins on Yammer by sharing your customer story and team photograph.

## **Department: Marketing and Communication**

- Brand people, processes, and projects on Yammer.  
Build brands using Yammer.
- Publish marketing collaterals on Yammer.
- Publish important news and announcements on Yammer and capture people's reactions.
- Live report an event on Yammer.
- Collaborate with people and find new topics on which to create intranet articles.
- Use Yammer to run internal campaigns and get maximum reach.
- Facilitate initiatives such as an expert connection program on Yammer.

## **Department: Research and Development**

- Encourage collaboration between cross-functional and cross-product teams.
- Plan product launch to discuss trade-offs and set priorities.
- Manage Agile product development across geographies.
- Maintain continuous communication with sales and marketing teams to get faster feedback and share product updates.
- Create Yammer groups to assess competitive products and share market-research analysis and the results of user acceptance tests (UAT).
- Pilot new product discussions on Yammer, with ideas coming from employees and customers.

## **Department: Human Resources**

- Involve your organization in refining hiring strategies.
- Create a buddy referral program on Yammer.
- Use Yammer to post internal and new jobs.
- Create collaboration between different recruitment teams.
- Get feedback on HR policies and use Yammer to create new policies and renew existing ones.
- Use Yammer to give full coverage of your fun activities.

- Use Yammer to make announcements, such as about the launch of a new employee benefit program, renewing healthcare policies, and answering the annual employee survey.

## **Department: Finance**

- Maintain transparency in your financial projects or initiatives by providing continuous updates on Yammer.
- Encourage people to invest in shares by demonstrating benefits.
- Create private groups for discussing budget planning between different finance teams.
- Publish your monthly spreadsheets.
- Publish policies related to buying new goods and services and to renewing contract and rate cards.
- Post your company's stock-performance information on Yammer (which is already on public websites).

## **Department: IT**

- Use Yammer as a social helpdesk to address end-user queries and concerns along with those of Yammer users.
- Showcase your latest IT products, both hardware and software; demonstrate its benefits.
- Use Yammer to educate and get feedback when rolling out new IT products.

- Share your IT market standard, certification achieved (ISO27001, SAS70), and security standards so people will know your levels, and address any queries linked to their deliveries.
- Make all your internal apps go social by using Yammer APIs with your legacy technologies.

## **Department: Legal**

- Use Yammer to educate and address queries related to data privacy and client information security.
- Publish updates and share information on new rules and regulations, such as the General Data Protection Regulation (GDPR), German worker's council, and trade unions.
- Use Yammer to educate people on intellectual property matters such as copyrights.
- Make use of Yammer to report infringement seen or experienced by end users on the work floor.
- Educate on legal requirements linked to cloud technologies such as Software as a Service (SaaS) and Platform as a Service (PaaS).

## **Define a Yammer Steering Committee**

Behind every successful Yammer network there is a committed team of individuals from a cross-section of the organization that monitors the progress of your network and brainstorms new ideas for growth. This team is called the Yammer steering committee, which we will explore in this section.



As you review each of the roles, keep in mind that engagement guidelines indicate the estimated number of required hours per week that the resource should commit pre- and post-launch. Depending upon the size and makeup of your organization, it is possible for some of these roles to overlap or to have one team member fill multiple roles.

In one of the organizations where I worked, I was fortunate to be part of the steering committee, and using this experience and my continuous interactions with the Microsoft Customer Success team, I was able to produce the overview of a Yammer rollout team shown in Table 5-1.

**Table 5-1.** *High-level Overview of Each Role Within Rollout Team*

<b>Role</b>	<b>Responsibilities</b>	<b>Pre-Launch Est. Hours/Wk</b>	<b>Post-Launch Est. Hours/Wk</b>
Project Manager	Oversees the entire launch and rollout process	10	2
Business Owner	Provides guidance, approval, and support throughout the rollout	1.5	0.5
Community Manager	Manages daily network activity and events; provides guidance and best practices	15	10
Executive Leader	Actively communicates the overarching value Yammer will bring to the company	1.5	0.5
Group Leaders	Evangelize Yammer throughout business units; involved in use-case development	3	1

*(continued)*

**Table 5-1.** *(continued)*

<b>Role</b>	<b>Responsibilities</b>	<b>Pre-Launch Est. Hours/Wk</b>	<b>Post-Launch Est. Hours/Wk</b>
Power Users	Help CM provide guidance and training to users and manage objection handling	2	3
Education Lead	Plans and delivers Yammer training sessions for users and new hires.	4	2
Communication Lead	Oversees the development, approval and delivery of companywide comm.'s.	5	2
HR Manager	Helps integrate Yammer into HR processes and manages HR related groups.	2	1
Technical Specialist	Oversees all technical aspects of the rollout, including integrations.	10	1

## Project Manager

---

<b>Focus</b>	Planning and execution of the rollout
<b>Department</b>	Project Management
<b>Summary</b>	Oversees entire network rollout, from pre-launch project planning and assignments to deployment Experienced in successfully managing an enterprise-wide initiative or program
<b>Time</b>	Pre-Launch: 10 hrs/wk
<b>Commitment</b>	Post-Launch: 2 hrs/wk
<b>Qualifications</b>	Strong interpersonal, leadership, and motivational abilities Results-driven problem solver Detail oriented, excellent time management Social-media savvy, Yammer advocate
<b>Responsibilities</b>	Define project scope, goals, timeline, and milestones and review with other stakeholders. Assign responsibilities to rollout team and clearly communicate expectations. Ensure coordination of network launch, communications, and end-user engagement activities. Coach, mentor, motivate, and supervise project team members and resolve rollout issues/conflicts.
<b>Work Social</b>	Create a Rollout Team group within your network and invite other rollout team colleagues to collaborate. Use the group to keep tabs on the rollout project plan and timescales, share status updates, and delegate responsibilities.

---

## Business Owner

---

<b>Focus</b>	Project ownership and guidance
<b>Department</b>	Executive Leadership
<b>Summary</b>	Provides guidance, approval, and support throughout the rollout Influential leader who understands and actively communicates the business value of the network
<b>Time</b>	Pre-Launch: 1.5 hrs/wk
<b>Commitment</b>	Post-Launch: 0.5 hrs/wk
<b>Qualifications</b>	Ability and authority to facilitate cooperation and lead people toward meeting the organization’s vision and goals Authority to directly influence spending on technology vendors Innovative visionary who encourages new ideas and cutting-edge technology, tech/social-media savvy Decisive—makes well-informed, effective, and timely decisions
<b>Responsibilities</b>	Own and allocate budget to Yammer and rollout; sponsor integration into other business applications. Review and provide approval of rollout plan and processes. Articulate value proposition/ROI among executive team. Author and deliver communications to build awareness and encourage adoption.
<b>Work Social</b>	Use the Yammer All Company group to keep members informed about the organization’s vision and goals for being a social enterprise. Create an Executive Team group to collaborate with other executives on company-wide initiatives and strategies.

---

## Community Manager

---

<b>Focus</b>	Network facilitation
<b>Department</b>	Corporate Communications/Social Media Strategy
<b>Summary</b>	<p>Manages day-to-day network activity and helps project manager with rollout execution</p> <p>Well connected, authoritative, and has experience in communication, technology, and social media</p>
<b>Time</b>	Pre-Launch: 15 hrs/wk
<b>Commitment</b>	Post-Launch: 10 hrs/wk
<b>Qualifications</b>	<p>Well-connected, enthusiastic, and engaging professional who understands internal company structure and culture</p> <p>Social media/networking expert and Yammer advocate</p> <p>Multi-disciplinary and capable of motivating/influencing diverse stakeholder groups</p> <p>Has ability to effectively communicate business value/ROI to various stakeholder groups, including executives</p>
<b>Responsibilities</b>	<p>Champion Yammer to new and existing users; serve as a role model and community support.</p> <p>Participate in training preparation and delivery, communication development, and distribution.</p> <p>Encourage engagement to optimize network value; provide best practices on network etiquette and usage.</p> <p>Manage Yammer events and awareness campaigns; compile support resources into a Yammer 101 group.</p>
<b>Work Social</b>	<p>Actively engage with members in the network, respond to unanswered posts, and share conversations to appropriate groups.</p> <p>Create and upload support resources to Yammer help group, answer how-to questions, and provide tips, tricks, and product updates.</p>

---

## Executive Leader

---

<b>Focus</b>	Ownership and guidance
<b>Department</b>	Executive Leadership
<b>Summary</b>	Plays an essential role in championing Yammer throughout the organization Influential leader who understands and actively communicates the value of the Yammer network
<b>Time Commitment</b>	Pre-Launch: 1.5 hrs/wk Post-Launch: 0.5 hrs/wk
<b>Qualifications</b>	Innovative visionary who encourages new ideas and the use of cutting-edge technology Collaborates across boundaries to build strategic relationships Yammer advocate who is tech/social-media savvy
<b>Responsibilities</b>	Encourage Yammer usage and emphasize that it is supported for the organization. Articulate value proposition across executive team. Serve as a role model in the community. Participate in a network-engagement event to help launch effort.
<b>Work Social</b>	Deliver the introduction to Yammer communication as part of the network launch effort. Use Yammer as a platform to issue future company-wide announcements and updates, such as QBRs, earnings summaries, etc. Take advantage of the Yammer feed to keep a finger on the pulse of the organization. Periodically “like” posts that are appealing to encourage continued good conversations/collaboration in the network.

---

## Group Leaders

---

<b>Focus</b>	Engagement and adoption within business unit
<b>Department</b>	All departments/business units, management level
<b>Summary</b>	Identify how specific departments and teams will use Yammer Evangelize Yammer across teams and encourage active participation and engagement
<b>Time</b>	Pre-Launch: 3 hrs/wk
<b>Commitment</b>	Post-Launch: 1 hr/wk
<b>Qualifications</b>	Superior interpersonal skills; well-connected, influential, and respected among peers Understanding of and ability to navigate departmental operations, information environment, organization, and culture Strong listening and mentoring skills Management support and bandwidth to actively participate and fulfill leadership responsibilities
<b>Responsibilities</b>	Serve as a liaison between end-user community and rollout team. Articulate Yammer benefits and value across business units. Deliver department-specific communications and guidance on Yammer usage. Identify opportunities to streamline business processes with Yammer.
<b>Work Social</b>	Create Groups for your department, business unit, or team to collaborate with one another, discuss team initiatives, and projects. Create specific project-focused Groups, upload relevant files, and keep track of assignments and progress with Word Online.

---

## Champions or Power Users

---

<b>Focus</b>	Awareness and engagement
<b>Department</b>	All departments, staff level
<b>Summary</b>	Build Yammer awareness, understanding, and engagement throughout the community Enthusiastic and knowledgeable about enterprise social and eager to grow the network
<b>Time</b>	Pre-Launch: 2 hrs/wk
<b>Commitment</b>	Post-Launch: 3 hrs/wk
<b>Qualifications</b>	Tech/social-media savvy Enthusiastic and forward thinking Thought leaders who are eager to participate in making the network a success
<b>Responsibilities</b>	Evangelize the Yammer network and the value across teams. Build awareness through informal communication channels. Support community manager in launch activities, awareness campaigns, and engagement events. Assist in welcoming new users by providing guidance and best practices.
<b>Work Social</b>	Use a group to have ongoing discussions about network activity and brainstorm ideas to boost engagement and adoption. Assist community manager by encouraging participation and directing users to appropriate groups and reference materials.

---



## Education Lead

---

<b>Focus</b>	Training
<b>Department</b>	Learning and Development, Human Resources
<b>Summary</b>	Establishes a thorough understanding of Yammer and its intended use among end users Manages and delivers all training content creation/customization
<b>Time</b>	Pre-Launch: 4 hrs/wk
<b>Commitment</b>	Post-Launch: 2 hrs/wk
<b>Qualifications</b>	Experienced in multi-channel training development and delivery Ability to plan and coordinate with a diverse group of people Highly organized and detail oriented; excellent verbal and communication skills Tech/social-media savvy
<b>Responsibilities</b>	Review resources available in the Office 365 Customer Success Center and customize to meet internal standards. Coordinate logistics for all training activities; regularly conduct and supervise Yammer training sessions. Integrate Yammer training into the new hire onboarding process. Use the Yammer 101 group for training resources and collect feedback.
<b>Work Social</b>	Use a Yammer group to develop and organize ongoing training initiatives and programs, including Yammer training, and provide employees a place to ask questions/seek assistance with training. Integrate Yammer with other training and performance-management applications that are being used.

---

## Communication Lead

---

<b>Focus</b>	Awareness/understanding
<b>Department</b>	Corporate Communications
<b>Summary</b>	Oversees the development, approval, and delivery of company-wide communications related to the rollout Strong working knowledge of internal communications best practices
<b>Time</b>	Pre-Launch: 5 hrs/wk
<b>Commitment</b>	Post-Launch: 2 hrs/wk
<b>Qualifications</b>	Demonstrated success in developing and implementing corporate communications for a variety of audiences Experience using social media tools and approaches as part of communication strategy Outstanding writing, proofreading, and editing skills; excellent verbal communication skills Authority to approve and deliver corporate communications; strong working knowledge of communications best practices
<b>Responsibilities</b>	Work closely with other members of the steering committee on rollout communication strategy. Customize communication materials to meet any internal guidelines. Ensure timely delivery of all pre-launch and launch communications. Position Yammer as a primary corporate communications channel.
<b>Work Social</b>	Use a Yammer group to issue company-wide announcements and newsletters and respond to questions/feedback. Use a Yammer group to share news and articles related to the organization/industry.

---

## HR Manager

---

<b>Focus</b>	Business-process integration
<b>Department</b>	Human Resources
<b>Summary</b>	Responsible for integrating Yammer into existing HR processes Creates and manages all HR-focused conversations/content on the network
<b>Time</b>	Pre-Launch: 2 hrs/wk
<b>Commitment</b>	Post-Launch: 1 hr/wk
<b>Qualifications</b>	Experience in managing all HR functions, including recruitment, onboarding, performance/benefits Ability to plan and coordinate with a diverse group of people Highly organized and detail oriented; excellent written and verbal communication skills Tech/social-media savvy
<b>Responsibilities</b>	Review current HR processes and identify opportunities for Yammer integration. Identify opportunities to use Yammer to gain employee support and feedback for HR initiatives. Proactively manage all HR-focused groups on Yammer. Assist rollout team in drafting the Yammer Usage Policy.
<b>Work Social</b>	Create a Yammer group for employees to access necessary HR documents and ask questions about policies. Create a New Hire group with relevant onboarding materials to manage new personnel. Introduce new hires to the rest of the organization via the All Company group.

---

## Technical Specialist

---

<b>Focus</b>	Technical setup and support
<b>Department</b>	IT
<b>Summary</b>	Oversees all technical aspects of integrating Yammer with existing business applications Has the authority to make high-level IT decisions
<b>Time</b>	Pre-Launch: 2 hrs/wk
<b>Commitment</b>	Post-Launch: 1 hr/wk
<b>Qualifications</b>	Deep understanding of internal technical architecture and integration opportunities, including AS Sync and SSO Experience with managing IT support teams and authority to make IT decisions affecting large audiences Social-media savvy/Yammer advocate
<b>Responsibilities</b>	Review all Yammer integration and technical guides available in the Yammer Success Center. Identify and involve all required IT personnel. Work with community manager and project manager on integration timing/logistics. Communicate any technical issues or queries to the Yammer Support Team.
<b>Work Social</b>	Create and design a Technical Support group on Yammer to answer questions and provide support related to IT infrastructure. Redirect users who submit tickets through traditional channels to submit queries through Yammer and utilize uploaded guides.

---

# **Build a Team of Champions**

## **Spreading Enthusiasm**

A team of champions serves two key purposes:

- They are your eyes and ears throughout the organization, letting you know about successes and objections.
- They are your worker bees, helping to disperse information, answer questions, and encourage daily Yammer use.

## **How to Find Champions**

You can use traditional communications channels:

- Attend department meetings.
- Send an email to a group distribution list.
- Host a brief information session during the lunch hour.

Or, you can target specific individuals:

- Ask influential leaders and well-respected colleagues.
- Make personal appeals.
- Ask your Customer Success manager to run the Influencer report and share the results.

## What Do You Do with Your Champions?

Channel your champions' enthusiasm:

- Set up a Champions group on your network.
- Share with them the network strategy.
- Ask them how they want to help the company reach network goals.
- Define roles and responsibilities.
- Agree on a series of small, achievable goals just for the champions to work on.
- Communicate regularly on Yammer and meet every other week.

## Generate Executive Engagement

### Getting the C-Suite Social

Executive engagement is critical to the success of your network:

- Employees look to executives for leadership and guidance.
- Executives who show their support for collaboration and transparency can lead their organization toward innovation.

### How to Build Executive Engagement

- Identify leaders who have already expressed an interest in social media or in Yammer.
- Gauge their support for Yammer directly or through intermediaries.

- Offer 1:1 training.
- Work with your CSM to identify and share executive use cases.
- Routinely share Yammer success stories.
- Coordinate a YamJam to connect leaders directly to employees.

## **Ideas for Executive Engagement**

Executives can do the following for your network:

- Demonstrate corporate vision and mission
- Flatten organization
- Engage employees
- Enable other leaders to lead more effectively

Reasons for Executives to remain engaged on Yammer

- Why: Understanding the challenges that the grassroots are facing
- How: Reaching out to the people and asking for their feedback
- What: Using Yammer announcements and posts
- Why: To understand employee behavior and reactions
- How: Dialogue with users
- What: With Yammer announcements and posts

To be a good leader, you need to understand the challenges that your employees are facing on a daily basis. To do so, you have to reach out to them and periodically ask for their feedback, and that could be a daunting task, especially in big companies. Yammer announcements and posts are the most straightforward and easiest way to achieve this task.

As a leader, you are keen to understand what feelings employees have for the company, what their expectations are, and what their challenges are. By using Yammer announcements for major news and Yammer posts that ask for feedback on policies, you can understand expectations, and a lot of other benefits can be achieved.

Reasons for Yammer Champions to be engaged on Yammer

- Why: Improve your efficiency, increase your influence in the company
- How: Sharing knowledge and ideas, collaborating in real-time
- What: Yammer content creation in pages and conversations, files sharing, replies
- Why: Key to Yammer success
- How: Assisting Yammer users and collaborating
- What: With continuous posting

We all want to improve our efficiency at work and at the same time increase our influence among our colleagues. Now, you do not have to choose between one or the other: you can share your knowledge and ideas and collaborate in real-time to get a lot of velocity while being visible to the whole company. Yammer allows you to create content in pages and conversations and engage with anyone (yes, also with the CEO) at any point in time.



Yammer champions are key to any Yammer network. With their advocacy, change-management challenges can be mitigated to a large extent. Yammer champions should shoulder responsibility in a way similar to community managers in order to take the Yammer network to the highest level.

## Summary

We have learned different things in this chapter, such as building a vision for your Yammer network, educating various departments on how they can effectively use Yammer, forming a Yammer steering committee that contains various roles and responsibilities, finding Yammer champions, and running executive engagement.

This chapter contains end-to-end information on how an entire organization can remain engaged on Yammer, and if you follow some of the exciting ideas shared here, then I must confess that you will make a great difference in your Yammer user engagement levels.

## CHAPTER 6

# Measure the Success of Your Yammer Network

Now that you have learned the techniques of user engagement, it is time to think about how successful they are by measuring them with some tangible parameters. In the past, we never tried measuring the business value of systems such as intranet and email, but we require them on a daily basis to support our business. In this chapter, we will explore the ways in which we can demonstrate the business value of Yammer and measure user engagement.

During my professional life as a Yammer community manager, I was asked to demonstrate the business value of Yammer by determining whether we were really discussing business-related or non-business-related matters on Yammer. I took a sample of a thousand messages, and with the help of two colleagues I identified and separated business and non-business matters, concluding that more than 70 percent of the discussions happening on Yammer were business related.

## Introduction to Measuring Business Value

Business value is determined through a combination of quantitative and qualitative measures that are linked to one or more of the following three solutions: engage, collaborate, and innovate (see Figure 6-1).



**Engage** : Attract, engage, and retain, your employees



**Collaborate** : Connect and share with high-performing teams



**Innovate** : Adapt, compete, and win through rapid innovation

**Figure 6-1.** Measure engagement, collaboration, and innovation

These three solutions provide a great structure for identifying a social network’s business value by linking to the organization’s mission, vision, values, and strategy. Developing use cases enables the definition of clear business objectives and measures of success, whether those be quantitative or qualitative. In each area where you are measuring business value, you would have one or more use cases linked to one of the three solutions (Figure 6-2).



**Figure 6-2.** Three-solution structure

There are three key steps on the journey to achieving business value:

- People talking on the network is an important first step, but not knowing what they are talking about makes it difficult to understand the value.
- Knowing what people are talking about is insightful, but not knowing the outcomes of the conversations makes it challenging to understand the value.
- Business value comes from capturing and understanding the outcomes of conversations (Figure 6-3).



**Figure 6-3.** *Demonstrate business value*

## Network Maturity and Business Value

Business value can be demonstrated if there is a certain level of engagement on your Yammer network. Therefore, it is necessary to have a plan containing a list of engagements to be executed. Connections in the network grow exponentially with the number of users on the network. It is important to have enough active and engaged people on your Yammer network before focusing on business value.

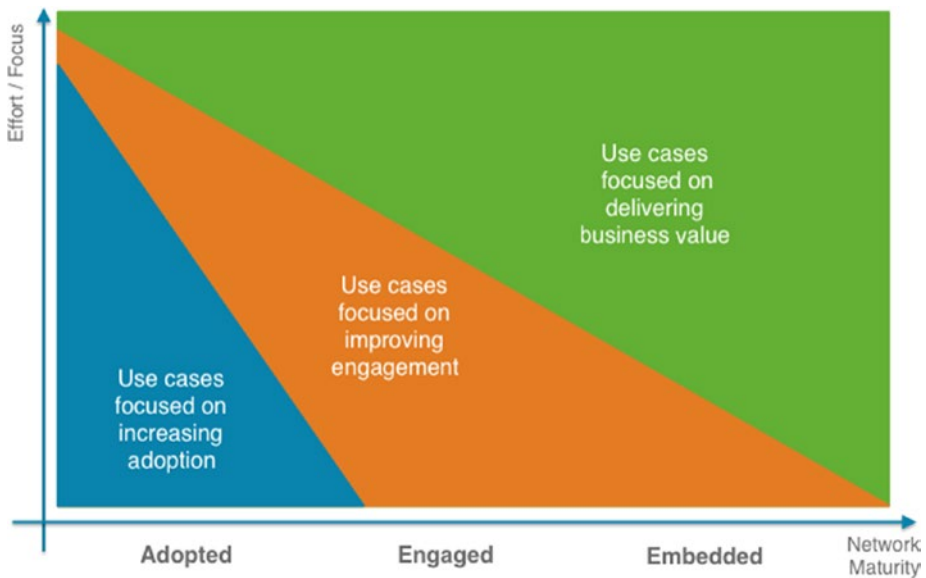
Delivering business value is a process of continuous iteration:

- Start with a defined business purpose/use case.
- Focus on delivering business value.
- Celebrate success to inspire others to initiate their own use cases.

Achieving outcomes that deliver business value is directly linked to the maturity of your Yammer network:

- The initial focus should be on getting people on the network and talking (Adoption).
- Next, get people talking about specific business areas/ topics (Engagement).
- Only then will you be in a position to begin delivering business value (Embedded).

As the network matures, the blend of where you focus efforts will change (Figure 6-4).



**Figure 6-4.** Different types of Yammer users

## Quantitative Measures of Network Health

The Yammer Analytics Dashboard provides a number of statistics on network activity and can be important for less-mature networks. It shows:

- Number of members
- Number of posts
- Number of likes
- Number of groups

Quantitative statistics are useful for illustrating that your network is active and growing. For example, a growing upward trend in the number of posts published by users indicates that your network is quite active and healthy and that employees are finding it useful.

## Available Quantitative Measurements

Yammer has the following quantitative measurements:

- **Analytics Dashboard:** available for Office 365 admin console, where you can view user behavior such as posters, readers, and likers
- **Data Export:** available for verified Yammer admins and Office 365 admins. Data export contains data such as Yammer messages, groups, users, files, and hash topics. Data can be processed to produce customized reports.
- **Third-Party Applications:** available under Office 365 apps directory and can be integrated with your Yammer network for online reports

## Quantitative vs. Qualitative Measures

- When describing quantitative measures, we are primarily focusing on statistics obtained from the Yammer Analytics Dashboard and data export.
- We also encourage capturing qualitative success stories at regular intervals. This is a great way to identify and celebrate the business value that your Yammer network is delivering.
- Though quantitative statistics can be obtained easily, without understanding the qualitative aspects they will not demonstrate the business value of your Yammer network.
  - For example, most of you would prefer 20 people discussing business-related matters on your Yammer network rather than having 100 people just discussing non-business stuff.
- To demonstrate business value, the primary focus of mature networks should be to identify qualitative outcomes in conversations and realize how they have delivered business value.
- So, what techniques can you apply in your Yammer networks?
  - If your organization has a clear vision of how to use Yammer and how it will help you achieve your organizational goals, then it is easier to demonstrate the business value of Yammer.

- To measure performance, focus on the metrics that the business is already using. Clearly define how Yammer is going to support the success of the organization.
- Launch surveys before and after going live with the Yammer network:
  - To get maximum participation, surveys can be linked to annual employee engagement surveys, which will reveal exciting insights into employee engagement.
  - Add #benefit or #yamwin hash topics to conversations that have demonstrated business value.

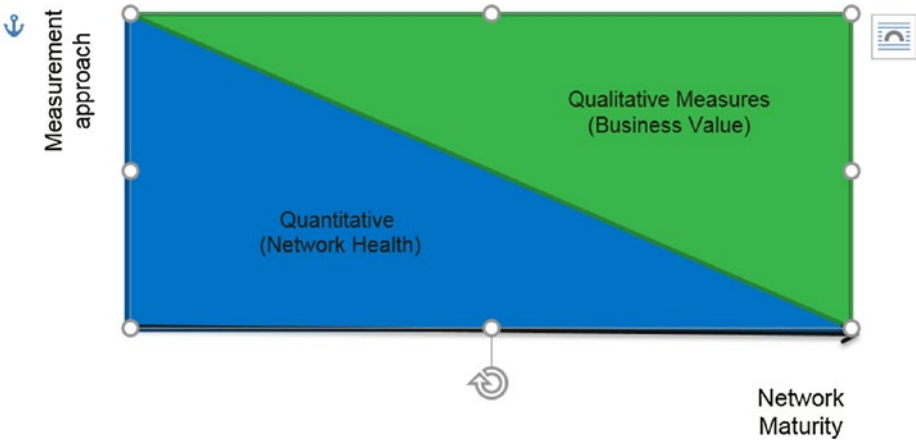
## Conclusion after Comparison

After we see various options for quantitative and qualitative measurement a conclusion is drawn as below. Quantitative is seen easy way to show health status of network and qualitative demonstrating business value.

*Table 6-1. Below table of conclusion*

Quantitative	Qualitative
Quick & easy to capture and good for showing network health	More difficult to capture but better for demonstrating business value

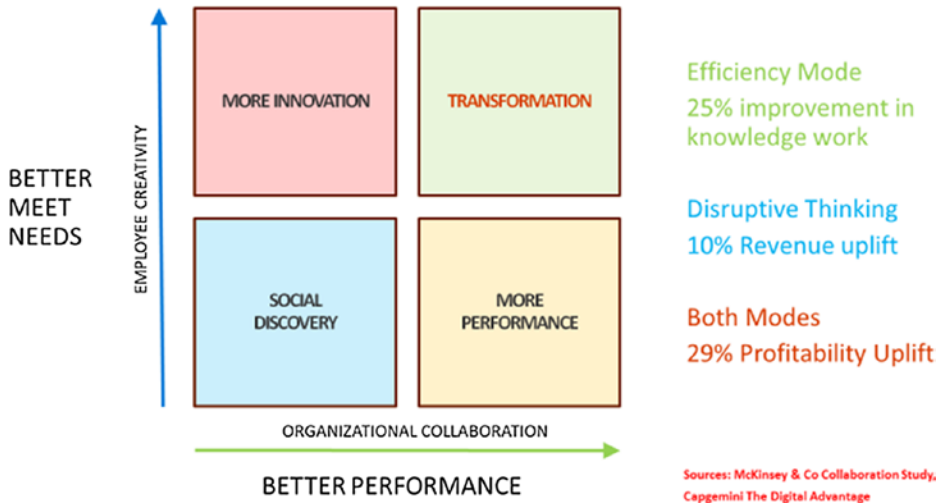




*Figure 6-5. Depicts quantitative measures are focused on network health and qualitative measures are focused on network maturity.*

## Why Collaboration in Networks?

The Collaboration in networks exists for various purposes such as Innovation, Transformation, Discovery and Better performance. A joint study was conducted by McKinsey and Capgemini that calculated a tangible amount of reasons for collaboration. This is shown in Figure 6-6.



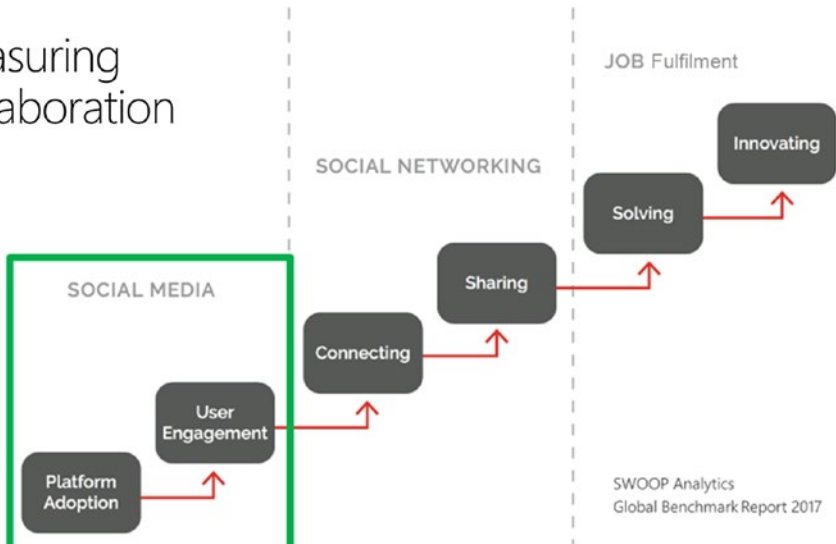
**Figure 6-6.** Sources: McKinsey & Co. Collaboration Study, Capgemini Digital Advantage

Let’s look at the Swoop Analytics Global Benchmark Report 2017 to see how we can we can measure the success of our Yammer network.

## Phase 1: Measuring Social Media

In the social media setup, tangible areas of measurement include social media, which covers adoption and user engagement; social networking, which covers users connecting and sharing; and, finally, job fulfilment, which covers problems fixed and innovation. This is shown in Figure 6-7. The Global Benchmark report was published by Swoop after collaborating with different organizations that use Yammer.

# Measuring Collaboration



**Figure 6-7.** *Measuring collaboration.* Source: Swoop Analytics Global Benchmark Report 2017.

Figure 6-8 shows a benchmark proposed by the Swoop Analytics Global Benchmark Report for the Social Media phase. As per the report, 70 percent of total employees should be on your Yammer network, and between 30 and 50 percent should be active during user engagement.

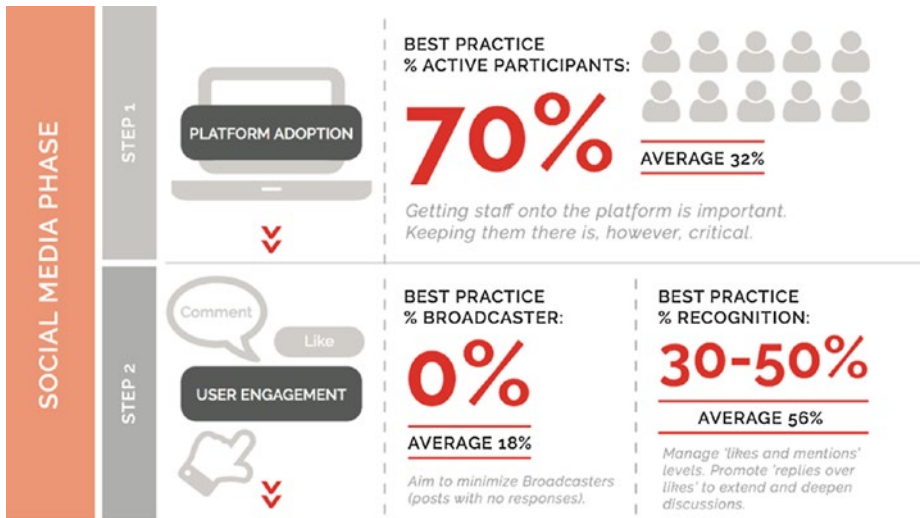


Figure 6-8. Social Media phase benchmark—Steps 1 and 2

## Phase 2: Measuring Social Networking

### Social Networking: Connect

- Help people make sense of need for change
- Connect people, processes, and teams
- Creating digital leadership—champions

## Benefits

- Save on search time
- Deeper engagement

## Social Networking: Share

- Align the organization
- Fill in the information gaps
- Start working out loud

## Benefits

- Better alignment
- Prevent duplicated work
- Improve productivity
- Reduce coordination costs
- Reuse intellectual property
- Accelerate learning

Figure 6-9 shows a benchmark proposed by the Swoop Analytics Global Benchmark Report for the Social Networking phase. As per the report, 39 percent of users should be engagers, 42 percent should be catalysts, and 47 percent should be responders. Furthermore, the report says there should be 100 percent public Yammer groups so that knowledge is accessible to all users.

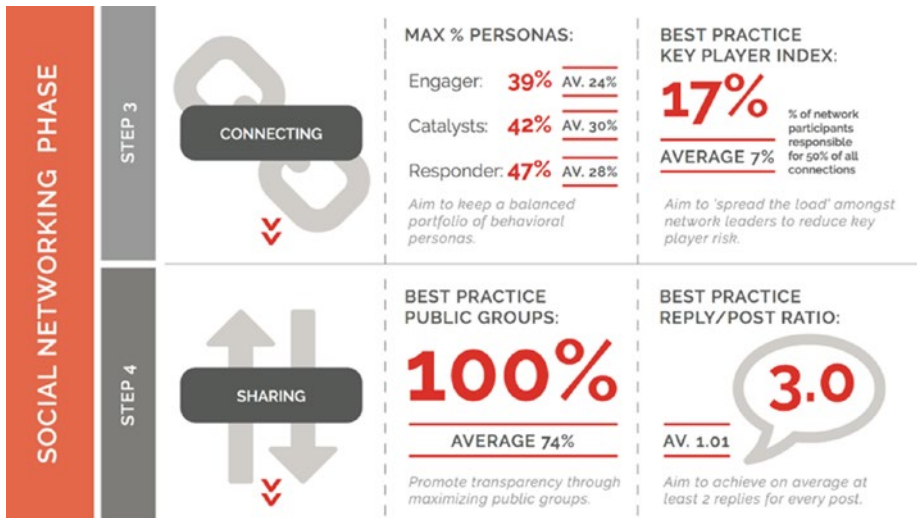


Figure 6-9. Social Networking phase benchmark—Steps 3 and 4

## Phase 3: Measuring Job Fulfillment

### Job Fulfillment: Solve

- Integrate everyday work for everyday value
- Create a culture of continuous improvement
- Embed working out loud across the organization

### Benefits

- Improved quality
- Improved agility
- Avoid rework
- Improved productivity

## Job Fulfillment: Innovate

- Let employees meet customer needs
- Learn and adapt using insights
- Create the right incentives through purpose, leadership, and trust

## Benefits

- Increased revenue
- Greater stakeholder value
- Reduced risk

Figure 6-10 shows a benchmark proposed by the Swoop Analytics Global Benchmark Report for the Job Fulfillment phase. As per the report, an average of 40 percent of users should participate in replies so that problems are resolved. Furthermore, if 64 percent of users remain active then they will contribute to innovation.



**Figure 6-10.** Job Fulfillment phase benchmark—Steps 5 and 6

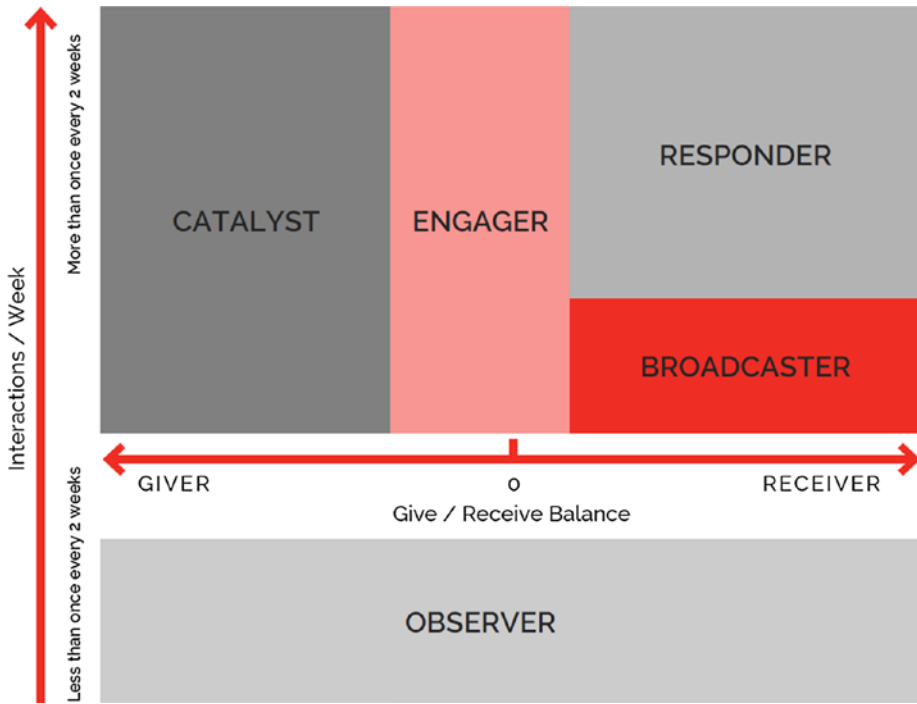
## Analyzing Collaboration Behaviors

Most of us are aware of the term *personas*, which is often used by marketing departments to classify buying behaviors and build forecasts for future demand. Personas have strong behaviors, and their behavior patterns produce interesting insights. In the world of enterprise social collaboration, we are looking for similar collaboration behaviors that exist among users. The following collaboration behaviors usually exist on Yammer or any other enterprise social networking platform:

- Posters: posts messages
- Lurkers or Readers or Observers: reads or lurks around content but does not post messages
- Likers: likes messages only
- Unengaged Users: does not access Yammer despite having a Yammer account
- Dependent on email notification: subscribed to email notifications only

Let's have a look at some collaborative behaviors using a well-known framework from Swoop (Figure 6-11). The vertical axis in the figure shows active participants on the Yammer network as well as those who have minimum interactions on Yammer.





**Figure 6-11.** *Collaboration behavior framework*

Observers are classified as those who interacted on the platform less than once every two weeks.

Now, let's now focus on the roles that are major contributors to enterprise social networks (ESN) as they interact more than once every two weeks. We are aware of behaviors such as Givers, Takers, and Matchers, as defined by Wharton professor Adam Grant. As per Grant:

- Givers: a set of people who like to give more than they receive
- Takers or Receivers: a set of people who like to take more and give less and thus put their own interests ahead of others
- Matchers: a set of people who keep balance between give and take

Grant identifies Givers as a set of users operating in organizations with a “giving culture”; these are believed to be the strongest performers. Matchers maintain a balance between give and take and help to create a giving culture and downgrade Takers.

In our case, the scope of the Give–Receive measure includes the contributions made, such as posts, replies, likes and so on, as well as the responses received, such as replies received, likes received, etc. We classify those participants who maintain a balance between giving and receiving as Engagers. It is believed that these users are the heart of any network as they keep the balance between talking and listening on the network. Engagers are Matchers, as stated earlier.

We classify Catalyst users as those who generate the most replies, likes, etc. with the least amount of engagement. Bloggers or tweeters are catalysts who generate the maximum response through the least engagement. You need to have such roles on a network so as to create a huge level of engagement with minimal involvement by getting more participation from other users. Catalysts are Receivers, as stated earlier.

Finally, we classify users who fall into the Giver side; these users are known for maximum participation on the network. They contribute by posting new conversations or adding to existing conversations by means of replies, likes, etc. They do not necessarily create huge engagements with their contributions, but they are like caregivers who always prefer to contribute. We call such users Broadcasters when posting new items or Responders if they contribute to existing items.

For community managers, these different personas are vital to meeting expectations on an enterprise social network. At any point in time, these sets of users characterize the behavior of the network (Figure 6-12).



*Figure 6-12. Different personas*

## Sentiment Analysis with Yammer

The Microsoft [Cognitive Services offerings](#) are broken down into the following categories: Vision, Speech, Language, Knowledge, and Search. How could a business make use of the Language, Knowledge, and Search offerings in the context of conversational platforms like Yammer and Teams?

Using text analytics to identify emotion and sentiment across large repositories of conversational text could provide strong insights into culture and behaviors across whole organizations. Knowledge-acquisition bots could respond to questions posed online by prompting responses from those who previously demonstrated the capability to answer effectively, or the bots could potentially source the answer from previous similar questions.

In this way, the problem-solving capabilities of whole organizations and beyond could be dramatically improved in an efficient and timely manner.

## A Window into Your Organization's Culture

While most AI deployments focus on helping with tactical challenges, we wanted to explore how something like AI and Yammer might provide a window into an overall organizational culture. Yammer may not be the most used application in the Office 365 suite, but our prior research showed it hosts the most enterprise-wide conversations and therefore is a good place from which to explore enterprise culture.

After assessing a number of individual organizations, Mars, Inc. combined the Yammer activities of four organizations operating across different industry sectors and encompassing some 20,000 employees to provide a more generic picture of organizational culture. We undertook sentiment analysis of over 15,000 pages of text messages exchanged on Yammer over a six-month period. We then applied the results to enrich the behavioral profiles that reflect the different personas employees adopt when collaborating online. The large sample set made us confident that the cultural picture could be a rich one—and we weren't disappointed. Our “cultural” summary is provided in Table 6-2.

**Table 6-2.** *Online Behavioral Personas*

---

Online Behavioral Personas	Cultural Signatures
----------------------------	---------------------

---



Catalysts spark reactions online. Sentiment analysis told us they:

- Showed the most positive and most negative sentiments
- Made the longest posts on average
- Whatever the sentiment, Catalysts contribute “energy” to the organization and contribute to a positive culture.



Engagers connect networks by balancing their contributions with the reactions they receive. Sentiment analysis told us they are:

- Middle of the road for emotion—positive and negative sentiments
- Their messages are on average second in length to the Catalyst
- Sentiment analysis reinforces the Engager as those special individuals who can balance competing demands and their emotions at the same time. They can be the “engine room” for an organization in getting things done.

*(continued)*

**Table 6-2.** (continued)

---

**Online Behavioral    Cultural Signatures**  
**Personas**

---



Responders sustain networks by ensuring that participants are welcomed and supported. Sentiment analysis showed us they:

- Showed the most emotion, largely positive
- Were the most succinct in their responses
- Shared their positivity more broadly
- Responders are good for an organization’s culture by spreading positivity.



Broadcasters are concerned with sending a message, without much concern for engaging in conversation. Sentiment analysis showed us that they are:

- Largely emotionless in their delivery
- Were second to Responders on their breadth of audience
- Culturally, Broadcasters add little positivity to an organizational culture. Too many can even be destructive.



Observers are those who infrequently join conversations. They may be either simply reading conversations or avoiding them altogether. The Observer pattern was the most common though. Sentiment analysis told us that they are:

- Mostly negative in their sentiment
  - The least engaged with others
  - Had the narrowest reach
  - Observers are often the “silent majority” hidden in an organization. Observers need to be transformed to more positive behavioral personas if a positive cultural change is desired.
-

## Yammer Group Insights

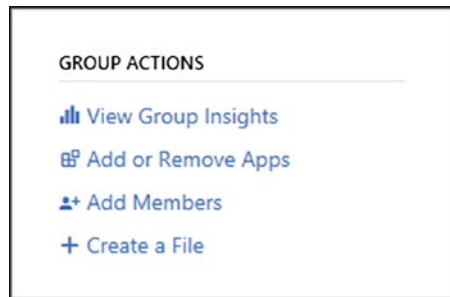
In this section, we will explore the existing Yammer feature called Group Insights, which provides Yammer analytics. This feature is available to all Yammer users to measure the success of their Yammer engagement.

### Everyone Is a Community Manager

More and more, employees are taking on the role of community manager for individual groups on their company's enterprise social network. Sometimes, a company doesn't have a global community manager, or maybe there are so many groups that it's become a challenge for one person to provide reporting across every group company-wide. Today, many of these group admins are realizing that they need to personally track their group activity in some way in order to determine if their engagement efforts are paying off. They're taking responsibility for their online discussions as an integral part of their day-to-day work efforts.

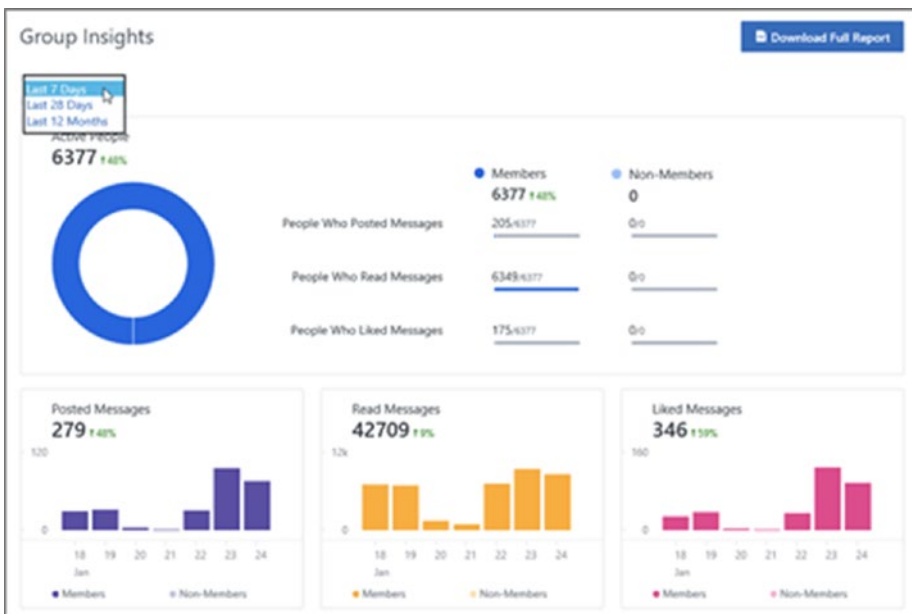
In a much-anticipated move to support these group admins, Yammer has just introduced Group Insights—a simple, effective set of analytics that give lightweight details about activity. Group admins can now have a look into the metrics for the groups they manage to get a feel for how much their members are posting, reading, and liking the items posted in their group.

Anyone within a group can view Group Insights by selecting View Group Insights (Figure 6-13).



**Figure 6-13.** Group Actions insights

From the Group Insights drop-down, you can select to view activity for the last 7 days, 28 days, or 12 months (Figure 6-14).



**Figure 6-14.** Insights for the last 7 days, 28 days, or 12 months

This helps you:

- Know how many members and non-members are active in the group
- Observe predominant activity—posting, reading, or liking messages—of group members and non-members
- Get a glimpse of how key metrics—for example, number of active people, number of posted messages—have changed since the previous period

Group Insights also shows you how activities are trending over time. The visualized trends show the contributions to the activity of the group to help you track engagement with content from campaigns or initiatives hosted on Yammer, report back to leaders, and optimize efforts.

## Active People Summary

Yammer provides rolling metrics for the last 7 days, last 28 days, or the last 12 months. The Active People Summary breaks down the number of people who posted messages, the number of people who read messages, and the number of people who liked messages—for both members and non-members of a group. This breakdown helps admins see if they have engaged members or if they are attracting a lot of non-members to the group. This is important because it helps admins understand the global reach of their content beyond the group's virtual walls—if a particular piece resonates, the group admin can take this information and open a strategic discussion with other areas of the business.

## Posted, Read, and Liked Messages

Again, broken down into members versus non-members, the Posted, Read, and Liked Messages information will show this activity within your group for the chosen time period. Keep in mind that if a person posts multiple



times within the time frame, each post is counted (so, these numbers are not a reflection of unique user activity). This is important because it serves as a general health check on your group: are people sharing and reacting? Are people reading but not reacting? Look for trends that indicate a healthy balance of consuming and reacting and intervene when needed to support more engaging content if needed.

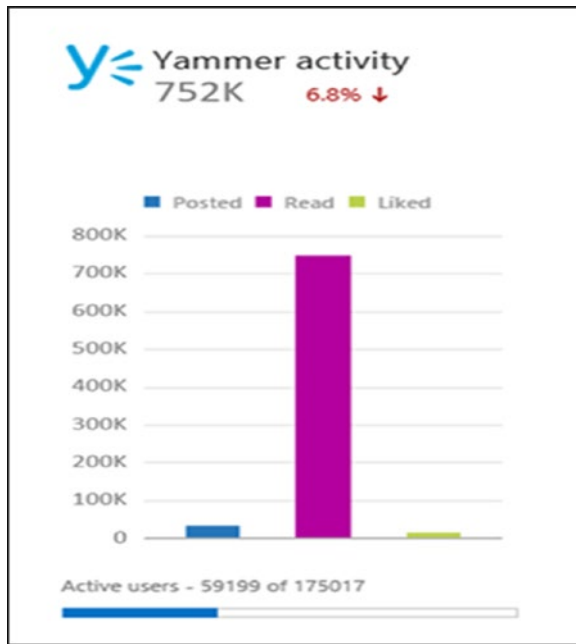
## Downloading a Report

In addition to Groups Insights, Office 365 admins have access to the Yammer Activity Report. This downloadable report will provide data for every day for the last 24 months. This is great news for those who prefer to aggregate and crunch their own data on a strictly month-by-month basis (instead of “last 28 days”), or who might want to exclude weekends or holidays from their graphs.

With this report, you can understand the level of engagement of your organization with Yammer by looking at the number of unique users using Yammer to post, like, or read messages and the amount of activity generated across the organization.

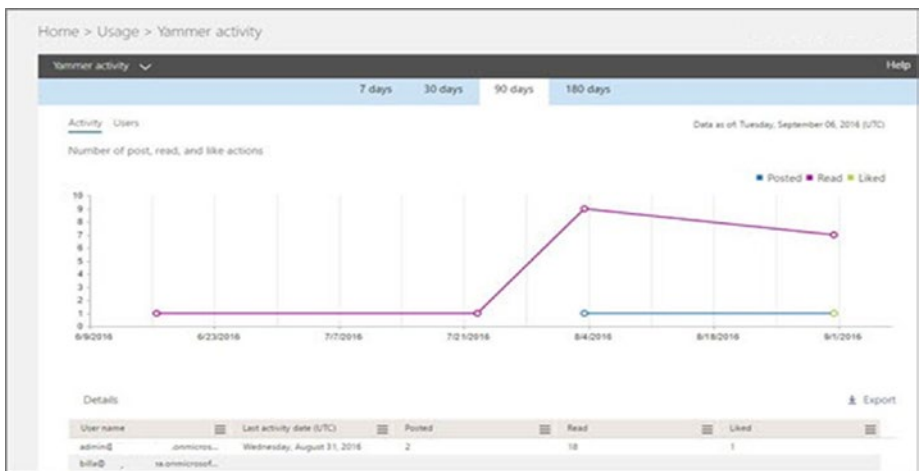
Unfortunately, you must be a global administrator in Office 365, an Exchange, SharePoint, or Skype for Business administrator, or a reports reader to see the Yammer Activity Report under Office 365 Reports. Getting such rights is very challenging as you would be exposed to the highest level of admin actions that could impact the entire organization.

To get to the Yammer Activity Report, go to the Office 365 Admin Center ► Reports ► Usage and then Select the Yammer Activity widget on the Reports dashboard. You will see the report shown in Figure 6-15.



**Figure 6-15.** Yammer Activity Report

The Yammer Activity Report can be interpreted by looking at the Activity and Users charts (Figure 6-16).



**Figure 6-16.** Yammer Activity Report for 90 days

The Yammer Activity Report shows trends over the last 7 days, 30 days, 90 days, or 180 days. However, if you click into a day in the report, the table will show data for up to 28 days from the current date and not the date the report was generated.

## Summary

In this chapter, we have learned both qualitative and quantitative ways of demonstrating the business value of Yammer. Furthermore, we looked at setting up benchmarks by using the 2017 Swoop Global Benchmark Report for effective measurement. Finally, we saw the Group Insights and Yammer Activity Report, available to all users and Office 365 admins, respectively.

After learning about user engagements and how to measure them, the time has come to move on to the next chapter to find how to integrate Yammer into existing platforms to widen the scope of engagement.

## CHAPTER 7

# Integrate Yammer with Existing Platforms

So far, we have explored how to engage via Yammer in different ways, such as YamJam and YamChat; how to execute campaigns on Yammer; and how to host company-wide events on Yammer. In this chapter, we are going to see how to integrate Yammer with existing internal applications so that collaboration can take place between both systems and users.

In an organization, there are different internal applications, such as the intranet, knowledge management, and customer relationship management, used for business activities. However, such systems normally do not have web 2.0 or social features. Thus, people cannot discuss or share content easily or follow active users to see what they are sharing, as such an option is not present. As a result of having such systems, people work in silos, and there exists a multicultural way of working in the organization.

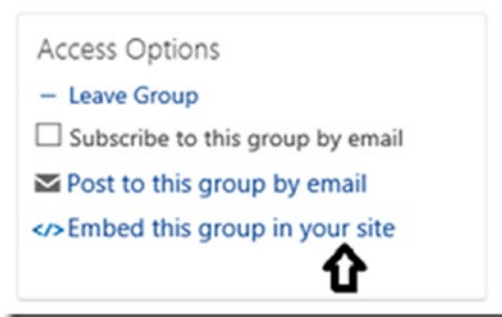
In short, to make social features available in existing internal applications, you can integrate it with Yammer with the help of some of its features, such as the Yammer Embed feed, Share button, and application programming interface. This chapter contains all necessary information to transform your internal applications from standalone to social.

In the next section, we will examine how to integrate a standalone knowledge management system with Yammer and transform it into a social knowledge management platform. In fact, we will see how

the Yammer Embed feed is used to integrate standard knowledge management with Yammer to create a social and collaborative experience for end users. But first, let's look at how we can use the Yammer Embed feed feature in general for integration purposes.

Yammer Embed is used to display data from Yammer in your application. The specified Yammer feeds are displayed as widgets within your existing application. Using Embed, you can display My Feed, a group feed, a topic feed, or a user feed. Yammer Embed displays a snapshot of a specified feed and functions as a scaled-down version of your Yammer network.

To use to this feature, navigate into the Yammer group whose feed you want to embed. On the bottom right-hand side, under Access Options, you will find the link "Embed this group in your site." Figure 7-1 will help you understand what we are discussing here.



**Figure 7-1.** *Yammer Embed code for each Yammer group*

Once you click the link, a pop-up will open containing the embedding code; copy and paste this code into the web part of your standalone application. After authentication, users will be able to see the specified Yammer feeds and post messages into Yammer from within the application. For more details, you can refer to <https://developer.yammer.com/docs/embed>.

## Different Knowledge Needs of the Workforce

In any organization, the workforce has different knowledge needs that must be fulfilled to achieve the business goals. Let's examine what those different needs are. The following are some examples of knowledge needs:

- **Create reusable solution:** Record past solutions, stop re-inventing wheel, and use reusable solutions.
- **Document collaboration:** Have a single platform to access all project-specific documents and share them globally.
- **Process improvements:** Make processes user friendly and provide transparent operating instructions.
- **Enterprise social collaboration:** Encourage people to collaborate on business issues.
- **Business intelligence:** Have dashboards to make decision-making process easy.
- **Enterprise search:** Ensure similar contextual knowledge is available in different systems.
- **Learning:** Encourage learning through Massive Open Online courses (MOOCs).

## What Is Knowledge Management (KM)?

Knowledge is everywhere! Knowledge linked to a project is discussed during project-related meetings; file systems contain a huge amount of knowledge; the hard drives on employees' desktop, mobile, and laptop devices contain organization-specific knowledge; knowledge lies in the

interaction between you and your clients; knowledge lies in your product, services, and processes; and knowledge lies in your business relationships as well. These are some examples of explicit and tacit knowledge. In addition, you might discover other organization-specific knowledge dimensions. Today, organizations have created systems and processes to capture such knowledge and reuse it for the organization's benefit. This leads to the creation of knowledge assets and capital, which have become vital today. Trends in technology and innovation have made capturing and reusing knowledge assets more challenging.

## **A New Definition of Being Social**

Participation on Facebook, LinkedIn, Twitter or Yammer answers this question in a most practical way. The sharing of knowledge and ideas on these platforms, regardless of title, boundaries, and experience, makes us social.

## **Knowledge Sharing Versus Social Media**

Historically, Greek culture has taught us that to gain knowledge one must share it, while other cultures had the innate perspective to restrict sharing of knowledge to prevent its being an asset to others. Different cultural set-ups have impacted the flow of knowledge in organizations. In some organizations, knowledge is shared through defined hierarchies, while in others, employees depend upon their colleagues to know. A lack of knowledge sharing has led to many disadvantages, like the inability to make decisions, duplication of work, reduced scope for innovations, rising cycle time, and more. Today, many organizations are making huge investments in KM programs to harness their employees' tacit knowledge and convert it into intellectual capital.

Social media channels like Facebook, LinkedIn, Twitter, and others have made knowledge sharing very easy. Internal social media applications such as Yammer, Jive, and Chatter also have made knowledge

management very simple in an organization set-up and have led to social knowledge management happening among users.

## **What Is Social Knowledge Management?**

Social media and knowledge management are two independent practices that can be seamlessly integrated with each other. Social media facilitates easy interaction between people, whereas knowledge management facilitates reusing the knowledge created by people. Knowledge management is a process through which a company tells its employees the knowledge they need to know, whereas social media connects colleagues with each other to share knowledge based on their experiences, without any recorded process. To enact knowledge management, organizations have pre-defined processes to capture, store, reuse, and access knowledge. In addition, companies conduct audits to check the reusability status of knowledge, and if it's not reusable, they delete it. On the other hand, social media is very chaotic, but there is a structured process for discussing and sharing content. There are specialized social media analytics tools that measure engagements, such as number of people who have posted content or viewed content, and top contributors. Social knowledge management is not a mixture of knowledge management and being social, but rather two strong aspects of a business combining to form a competitive business opportunity.

The integration of a traditional management system with social media in order to harness and reuse knowledge with a very limited process in place gives rise to social knowledge management. This integration with may not be a solution to improve the KM process, though it appears as merely a technology upgrade of the KM system. However, user participation drives the social KM system, leading to benefits like knowledge creation, sharing, and reuse; collaboration; connection; and branding, which are targeted benefits of a standalone KM system. However, now these benefits are achieved through a cultural change of being social rather than with a set of ad-hoc knowledge-sharing processes.



## **Social Knowledge Management Using Yammer**

Today, global organizations provide a social KM experience to their employees through Yammer. Regardless of geography, title, or experience, users have been sharing knowledge and ideas to collaborate on their business activities. Different knowledge management Yammer groups have given users an opportunity to connect and collaborate with knowledge managers working in the company.

By subscribing to the Yammer network, knowledge managers can connect with people working on same issues, thus cutting down on duplication, providing existing solutions to teams, and building tacit knowledge by starting useful conversations. Consistent engagement in knowledge sharing through Yammer has brought about a shift from a traditional KM system to a social KM one. In the coming years, this platform is destined to demonstrate the use of innovative knowledge-sharing practices in organizations to achieve business benefits.

## **Proposed Social Knowledge Management (KM) Strategy**

Knowledge management and Yammer will make a difference in the way you're doing KM in your organization. The following list contains ideas on how different you can become:

- Facilitation of education and promotion of knowledge management using Yammer
- Change management to knowledge-sharing culture and adoption
- Capture different types of knowledge, such as transactional, experiential (tacit and explicit), and external, to meet people's needs

- Empower culture of sharing and reuse of knowledge assets
- Bridge knowledge and business processes together with continuous discussions with knowledge managers
- Leverage power of communities in harnessing and sharing knowledge
- Break organizational silos with social collaboration and improve access to standardized content with standardized documentation structure
- Measure business and financial impact created by reuse of knowledge assets

## **How Can Knowledge Mangers Use Yammer Effectively?**

The following are some ideas for knowledge managers on how they can leverage Yammer for social knowledge management:

- Build knowledge assets using Yammer
- Ask for ideas, opinions, reviews, suggestions, and feedback to retain best knowledge assets
- Host Knowledge Cafes on Yammer
- Organize a YamJam to brainstorm solution to your knowledge needs
- Interview knowledge management experts and share their guidance on Yammer
- Execute KM promotional events on Yammer, such as content-generation campaigns
- Share KM success stories

## Use Yammer to Share Knowledge

Sharing knowledge assets is important in knowledge management. The following are some ideas on sharing knowledge using Yammer:

- Share your experience after attending a KM conference or workshop
- Post KM news and announcements
- Publish KM best practices
- Share your successfully reused knowledge assets
- Share your KM expertise to connect with like-minded knowledge managers
- Share customer issues fixed through knowledge management

## Reuse Knowledge Using Yammer

Reusing existing knowledge assets rather than creating duplicates is important in KM. The following are some ideas for reusing assets using Yammer:

- Before creation, use Yammer's search feature to find people, content, discussions, and so forth
- Promote reuse of knowledge assets with @mention to connect people to knowledge in context and people to experts in context
- Before invention, collaborate with other knowledge managers through Yammer conversations
- Stop duplications by sharing successfully implemented KM solutions

## How to Develop a Knowledge-Sharing Culture

Having learned how to build and share knowledge using Yammer, let's now learn a few tips on how to create a knowledge-sharing culture:

- Praise top-performing knowledge managers (say congrats!)
- Reward and recognize KM community for their contributions
- Organize quiz based on knowledge management
- Be KM storytellers
- Speak about customers using your KM services
- Start periodic newsletter series on KM and publish it on Yammer
- Build your network of knowledge managers

## Brand Knowledge Management (KM) Through Yammer

As we have learned in previous chapters, Yammer is quite useful for branding purposes. Therefore, let's examine some branding ideas for KM:

- Ask knowledge managers and KM leaders to remain engaged on Yammer to build KM brand through their continuous engagement
- Promote #knowledgemanagement hash tag
- Build a Yammer group to get help on knowledge management
- Publish KM learning videos
- Keep different KM Yammer groups engaged with KM articles and best practices across all organizations

- Share insights from KM world conference ([www.kmworld.com](http://www.kmworld.com)) and American Productivity and Quality Center ([www.apqc.org](http://www.apqc.org)) websites
- Organize YamChats with KM experts
- Nurture KM advocates and influencers
- Onboard new knowledge managers

## **Business Benefits of Social Knowledge Management**

After learning how to use knowledge management for building, reusing, and branding KM, let's look at some benefits of doing social KM through Yammer:

- Increases productivity of your resources and assures first-time right (FTR) work-ways through continuous engagement on Yammer
- Ensures faster adoption of new joiners through Yammer and as a consequence minimizes impact on customer delivery
- Provides access to common sources of knowledge, which yields higher flexibility
- Increases cross-selling chances and upselling through sharing of KM success stories
- Provides access to global subject-matter experts (SME) and connects islands of knowledge; i.e., it connects creators, seekers, enablers, SMEs
- Drives culture of sharing, reuse of knowledge, and having an organizational body of knowledge to achieve long-term business goals

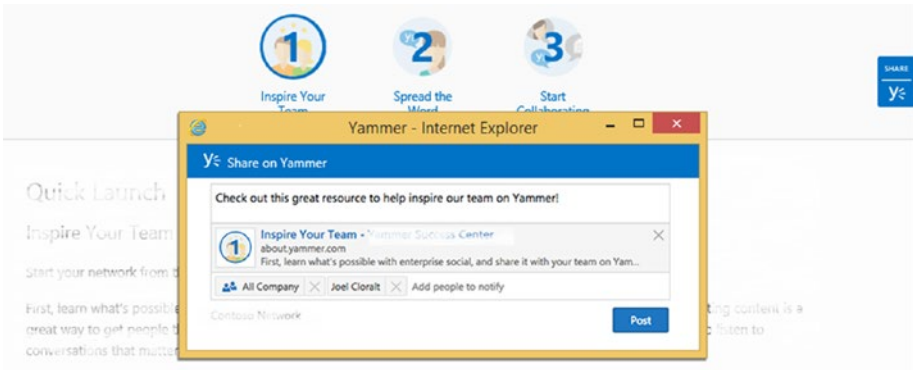
- Generates transactional knowledge, experiential knowledge, and external knowledge to meet all-around needs of the Customers
- Inspires an open, transparent work culture that respects new ideas and thereby encourages innovations
- Generates knowledge and intellectual capital for organization

## **Transform Your Intranet of Static Pages into Social Intranet with Yammer**

Intranets are huge sources of information related to the company. Traditional intranets are static web pages where people just view content. People do not get the opportunity to convey their views or opinions on the information shared on the intranet. As a result, communication is one way; there is no channel for feedback. Also, those creating the information have no idea what type of information employees are expecting or what will be valuable in their day-to-day work. With Yammer, however, things have become social, which has led to the evolution of the social intranet. This means people will not only view information on the intranet, but can also provide their opinions and views, share the information present on the intranet with a larger audience, and ask for information. This can be achieved through embedding the Share button on your intranet pages so that information available on the intranet can be shared with a wider audience. Let's see an overview of this feature.

Yammer is all about sharing and exchanging information and ideas to foster collaboration and make your work a team effort. With the Yammer Share button, you can share useful web content directly into your network to help your colleagues get the most out of Yammer. You can easily embed the Yammer Share button within your own sites for sharing web content

into Yammer (Figure 7-2). All in all, this button is a great way to share and discuss information with your colleagues from wherever you are. To embed this button, access this link: <https://developer.yammer.com/docs/share-button>.



**Figure 7-2.** Yammer Share button

## Leverage Yammer by Integrating with Internal Communications

The practice of communication within companies is called internal communications (IC or internal comms), and it is crucial to boosting employee engagement. Strong internal communications create a culture that fosters the company’s values internally, such as creativity and productivity. The internal communications landscape is changing very fast as a result of changes linked to employees’ relationships with work and the workplace, and changing technology allows people to connect in new ways.

In my time as a Yammer community manager, I had the opportunity to work with a large and global internal comms network of around two thousand internal comms managers. The objective was to leverage Yammer as much as possible for IC activities. Besides providing guidance,

I had several opportunities to conduct Yammer Master Class sessions working with comms teams; these sessions were attended by hundreds of comms managers.

After working with the IC community for more than four years, I saw the community was extensively leveraging Yammer to communicate effectively with a larger audience, to execute employee engagement on a bigger scale, and to create a culture of digital communication.

From my experience, I would like to share best practices on how internal comms can leverage Yammer, run campaigns effectively, encourage employee engagement, and integrate Yammer into the way we work. I hope you find these best practices useful and that you can rejuvenate the internal communications in your organization.

## Leveraging for Internal Communications

- Make Yammer part of your comms plan
- Define Yammer #hash topic for your campaigns or events
- Cross-reference Yammer actions planned during campaigns or events with screensavers, posters, or animations that are released during such occasions
- Run internal campaigns on Yammer (you can revisit [Chapter 4](#) on how to run campaigns on Yammer)
- Use Yammer for team collaboration between global IC teams for sharing content-related campaigns or events
- Host company-wide YamJams and YamChats
- Share intranet articles on Yammer using Share button and ask for feedback or opinions



- Link Yammer in your newsletters, email signatures, and mailers
- Welcome and onboard new joiners to your IC team

In Chapter 4, we learned how to run a campaign on Yammer. Let's see some best practices from the internal comms community now.

## How Do You Run Internal Campaigns on Yammer?

- Publish masthead using Office 365 admin feature
- Be ready with your #Hash topic linked to campaigns
- Organize company-wide YamJams, YamChats, and Yam Polls by inviting some guests from leadership teams
- Share posters, newsletters, animations, and other collaterals linked to campaign with wider audience
- Publish campaign-specific articles on intranet and, using the Share button, share it on Yammer
- Share team and events photographs
- Praise contributors from user community
- Run contests with rewards for participation

## Encourage Employee Engagement

The internal comms community actively started new conversations to discover different topics on which to write intranet articles, to find themes for new campaigns, to encourage users to share feeds on leadership decisions, and to create awareness on topics such as gender diversity. Most discussions took place in various expert groups; the most common of these were Yammer groups based on technology, learning, and the internal community, as well as the Yammer 101 and Yammer Champions groups.

As a result of the high level of participation from the IC community achieved by executing internal campaigns, sharing internet articles, and engaging users in ongoing discussions, people's awareness increased, and people started using Yammer over distribution lists. As it is a very open platform for communication, where people from different parts of organizations—such as new joiners, consultants, programmers, managers, and leadership teams—can interact, users remained engaged on Yammer.

People used Yammer hash topics for multiple reasons; conversations tagged with the hash topic #benefit were identified as conversations that added business value to the organization. The success of the Yammer network was demonstrated through multiple success stories; the following are a couple of examples of business benefits.

It used to be that most global and internal communication teams' strategies and operations were managed by geographically dispersed communications teams located in different time zones; these teams primarily relied on emails and distribution lists for their work. However, with active participation from the IC team network, which was about 2K users, the time-zone barrier was removed, and the community became more agile and transformed into a 24/7 team. Following this change, Yammer became part of the IC strategy for how information was published and gathered and how best to provide best-in-class solutions for business and for supplementing other internal communications channels.

With Yammer integrated into the way we work—like a network—by means of continuous engagement on the part of the internal comms community, the organization became mature in its social identity, and it significantly improved up to the point that Yammer is the way we work and not just an additional tool with which to perform work. Given the success of Yammer, it was embedded into the global and local intranet sites. Further, it was embedded into business applications, such as the knowledge management portal, customer relationship management tools, and learning and development sites.

## Yammer REST APIs

We have come to the last section of this chapter, where we will glance at the Yammer REST application programming interface (API), which will help you integrate your internal applications and third-party applications (such as those apps available in the Office 365 apps directory) with Yammer.

APIs are another way to make Yammer feeds visible in your internal applications. Other than this, by using the APIs you can export data from Yammer to create custom analytics or use the data for other purposes. Third-party applications installed through a verified Yammer admin account are integrated with your Yammer network with the help of APIs.

APIs are available in a ready-to-use format, and no serious coding is involved. Details of the Yammer APIs can be found at <https://developer.yammer.com/docs/rest-api-rate-limits>, and updates to the APIs are available at <https://developer.yammer.com/blog>.

In my Yammer journey, when using Yammer APIs I have performed the integration of Yammer with enterprise search applications such as Exalead and Sinequa, gamification applications such as Badge Ville, and social learning applications such as SumTotal. If you are a developer with some programming experience, you can create miracles using Yammer APIs.

## Summary

In this chapter, we have learned about Yammer Embed, the Share button, and Yammer APIs, which are used for integrating Yammer with different kinds of applications. We also looked at transforming traditional KM into social KM and an intranet with static pages into a social intranets.

I hope you have enjoyed reading my experience with a large internal communication team that changed the way we work by integrating Yammer into day-to-day work and made the workplace social and collaborative through their employee engagements and IC activities. Now that we have examined integration, it is time to move ahead with learning how to achieve a digital transformation journey with Yammer.

## CHAPTER 8

# Digital Transformation with Yammer

Now that we have acquired knowledge on how to integrate Yammer into existing organizational platforms, the time has come to use Yammer to transform an organization digitally. In this chapter, we will learn how to make the best use of Yammer to digitally transform an organization. When we hear *digital transformation*, our mind leaps to words such as *automation*, *DevOps*, *digital customer experience*, *mobile apps*, *big data*, and *Internet of Things (IoT)*. There are also digital transformation courses offered by various management schools. Today, organizations are seriously focused on using digital technologies to become digitally transformed organizations so as to provide an excellent digital experience to the customer.

In the following part of the chapter, we will try to understand digital transformation in simple ways, and then we will immediately start focusing on the heart of the chapter to see how Yammer will help to digitally transform your organization so that your customers will have a rich digital experience.

## What Is Digital Transformation?

To start, we will define *digital transformation* so that we are very clear at the point when we decide to use Yammer for a digital transformation journey. There are thousands of definitions and explanations available as a

consequence of the several disruptions of technology taking place in a very short span of time; however, we will try to choose simple ones.

Digital transformation has a broad scope, and not just a mere two words: *digital* and *transformation*. The technology revolution has created such a big impact as to transform our working styles. It has changed our thinking as well, and we now think more about using the customer's mind. Digital transformation is a transformation wherein we make maximum use of the latest technology to enrich the customer experience (Figure 8-1).



**Figure 8-1.** *Employee of digitally transformed organization*

The Global Center for Digital Business Transformation says that “organizational change is the foundation of digital business transformation.” This is correct because changing an organization means changing the mindset of each employee, the work culture, organization-wide processes, employee collaboration, and finally the strategies that the entire organization uses to function. During such a digital transformation, the organization will identify gaps that must be filled in order to make the business efficient, and, consequently, with focused strategies it will achieve its goal of being a digitally transformed organization so as to offer an enhanced customer experience.

## Why Is Digital Transformation Important?

As per public information made available by analyst house IDC, worldwide digital transformation business will reach nearly 18 trillion USD in additional business value. Also, as per public information made available by research firm Gartner in its CIO's agenda, by 2020 digital business will represent an average of 36 percent of overall business. Besides, as per the group's report, "Gartner's IT Market Clocks for 2016,"

*"Digital Transformation Demands Rapid IT Modernization found that 66% of companies doing digital transformation expect to generate more revenue from their operations, while 48% predict that more business will arrive through digital channels. Other reasons for doing it were to empower employees with digital tools (cited by 40%) and to reduce costs (cited by 39%). It's clear that there's no better time to embark on your own digital transformation journey if you want to reap the rewards down the line."*

—Gartner report, "Gartner's IT Market Clocks for 2016"

## Define *Digital* in *Digital Transformation*

*Digital* in *digital transformation* is linked to the technology used in different projects to bring about transformation. Businesses that become digitally transformed use analytics tools for business intelligence reports to help make decisions, performance management systems to improve production, tools like Yammer to encourage social collaboration, artificial intelligence to automate processes and eliminate waste, and other technologies. Therefore, *digital* refers to the various technologies adopted by businesses to increase profits by enhancing the customer experience.

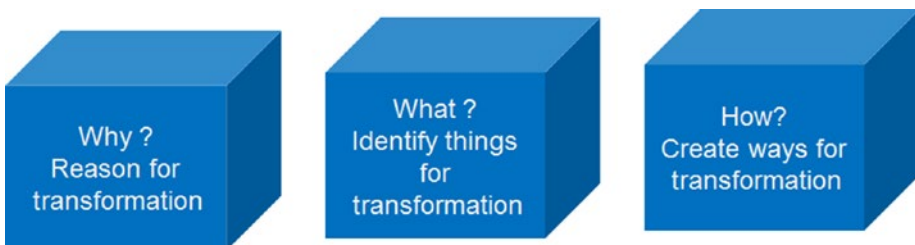
## Finding the Right Digital Transformation Strategy

There is no perfect digital strategy. It is in fact very challenging to build a digital transformation strategy because it affects people, business, and the finances of the organization. As per Deloitte’s 2015 report, “Strategy, not technology, drives digital transformation”. Technology changes and adapts over time and it’s likely that in a few years, the technology your business needs will change. However, it’s vital that the way you implement that technology is watertight to prevent any hiccups along the way.

Organizations also need to lessen the gap between online and offline worlds. For example, if a bank provides a mobile app for online mobile banking, then it needs to have a banking process in the offline world already in place to provide end-user satisfaction.

## A Strategic Framework for Digital Transformation

Figure 8-2 shows an example framework that can be used for a digital transformation using Yammer. This framework identifies different reasons for why the call for digital transformation has been made, areas that require transformation, and the ways in which they should be transformed. If this is done, then we can walk on the path of digital transformation.



**Figure 8-2.** A framework for digital transformation



## Why Digitally Transform with Yammer?

- To be aligned with global change of digitalization
- To make your workplace the best place to work by putting people at the center
- To make collaborating, connecting, and sharing between employees very easy
- Make Gen Y feel super excited to be at workplace
- Develop chains of social businesses

## What to Transform with Yammer?

- Transform your communication to be more social, i.e., more focused
- Allow people from different departments to work collaboratively and not in silos
- Change your existing organizational culture to culture of sharing and social
- Build employee and leadership connections through Yammer
- Encourage knowledge sharing within organization

## How to Transform with Yammer?

- Define business objectives and use Yammer to achieve them
- Launch Yammer in your organization with some buzz
- Build chain of Yammer community managers and Yammer champions

- Involve leaders to create a difference
- Execute business-focused campaigns on Yammer

## **Make Use of Yammer over Distribution List**

In this section, we will see how emails have made us work in silos, become less productive, and held us back from becoming digitally transformed. Further, we will look at some effective techniques for reducing the exchange of emails in the workplace. Once we understand all of this, we will look at the Going Zero email story to get inspiration for using Yammer rather than a distribution list.

### **Zero-Email Strategy**

Today, we are living in a globalized and connected world where information is available at our fingertips. Mobile technology has completely transformed the way we access information. Technology developments have become so common that we hear of a new technology almost every day. Due to this technology revolution, workplaces have become social, and people are able to access information when they need it, leading to less dependency on individuals. With such a large transformation, we must ponder this question: What is the position of email in relation to the latest communication technology we use today? Despite modern communication technologies, email still exists, and we do use it to access information.

Despite the use of email, there are likely to be situations at work where we would prefer to use other communication platforms that meet needs beyond those met by email. Email does not allow us to communicate or collaborate as widely as a collaboration platform such as Yammer does. Further, email allows us to communicate in a hierarchical and not collaborative way. Email distribution lists have become very difficult to manage because of their limited reach in today's globalized

organizations. Email features such as CC and BCC are not much use today, as collaborative platforms are able to achieve a wider reach and such email features end up clogging people's systems. People overloaded with emails lose productivity as they cannot respond to them all in a timely manner. People have discovered that collaborative platforms are more useful than traditional emails in the workplace.

It is well known that ATOS—a French IT services company—is using a smarter working technique with zero email using Bluekiwi, a social collaborative platform hosted in the cloud. The revolution of zero email at ATOS has resulted in minimum usage of email distribution lists and maximum usage of Bluekiwi for internal communication. They used a top-down implementation of Bluekiwi with maximum support from top management. With this zero-email strategy, ATOS found that people became more aware, agile, and collaborative when working on business-related matters. Besides, ATOS found productivity increased by 20 percent, time that had been used managing emails.

ATOS's Going Zero strategy using Bluekiwi is an inspirational story as it shows we can make our global organization social, agile, and connected to better meet business requirements and deliver customer expectations. You can create massive cultural change through social collaboration platforms such as Bluekiwi or Yammer and can drive change to reduce email traffic, make employee communication more meaningful, and make your workplaces more social and collaborative.

## **Yammer Can Do What an Email or Distribution List Does**

In Table 8-1, we have tried to find all possible scenarios to show the benefits of Yammer over distribution lists (DLs), and these scenarios revealed that Yammer could have done a better job than DLs or email. The objective of the following table is to unveil the potential of Yammer to people who have a serious dependency on DLs or email.

**Table 8-1.** *Comparing Yammer to Email or Distribution Lists*

Sr. Event	Yammer	Email or Email Distribution List
1 Work loudly	Tell what are you working on to get feedback or an idea	Distribution list will limit conversation asking for feedback to very few participants.
2 Share your expertise	Share your professional expertise, skills, languages, and competencies. Also, share your outside-of-work experience to build connections that may help you.	Distribution list does not hold your expertise information.
3 Share useful links	Share interesting articles, blogs, and videos available on internet or intranet. You can see thumbnail preview of URL.	Through distribution list, you can share infographics, articles, etc. with very limited participants.
4 Publish something exciting	Share non-business-related content to empower people outside of work.	Distribution lists in an organizational setup are not known for sharing funny things.
5 Share attachments	Upload documents without any size limitation.	You can attach documents but with size limitations, and there is no feature to get comments and feedback.
6 Edit documents while you work	Edit documents in realtime and work collaboratively.	With distribution lists, it is not possible.

*(continued)*

**Table 8-1.** *(continued)*

<b>Sr.</b>	<b>Event</b>	<b>Yammer</b>	<b>Email or Email Distribution List</b>
7	Announce event or post meeting information	Make announcements about events or meetings to reach a wider audience.	Skype for Business invitations for an event or meeting can be sent to a distribution list. Again, the meeting or event is held with limited participants.
8	Use hash topics to tag relevant conversations	Use hash topics for people to follow and search for relevant conversations.	With distribution lists, it is not possible.
9	Publish poll	Publish poll to get consensus from Yammer users.	Email poll feature can be sent to a distribution list. Again, participation is very limited.
10	Publish an idea	An idea triggers solutions to problems.	Posting an idea through email will result in an exchange of email replies, which is very difficult to keep track of.
11	Ask challenging questions	Ask questions related to HR policy or organization restructuring to get some exciting responses.	You can ask questions by sending an email to a distribution list; however, answers to those questions will be spread over multiple email exchanges, which will fill people's inboxes.

*(continued)*

**Table 8-1.** *(continued)*

<b>Sr. Event</b>	<b>Yammer</b>	<b>Email or Email Distribution List</b>
12 Post a query when you are unable to proceed	If you are unable to proceed, go to Yammer and post your issue. It might just be that a colleague sitting in another country has already worked on the same problem and can help. With email, this is not possible, as you would not have known to contact that particular person.	With distribution lists, you send emails to people you know, which is very limited.
13 Reply to conversations	To get a reply to your posts, you reply to conversations published by others.	With distribution list, this is not possible.
14 Say thank you	Help people increase their visibility by saying thanks to them publicly.	You can thank someone over an email by carbon copying their manager.
15 Praise other Yammer users	Recognize people for their contributions and assistance during critical times.	No praise feature is available in email.
16 “Like” messages	Show you are acknowledging a message by liking it	No “Like” feature is available in email.
17 Create a private group	Collaborate with a limited number of people.	No group feature is available in email.
18 Create public group	Collaborate, connect, and share with the entire organization.	No group feature is available in email.

*(continued)*

**Table 8-1.** *(continued)*

Sr. Event	Yammer	Email or Email Distribution List
19 Join groups of your interest	To know what is happening in your areas of interest, join expert groups on Yammer.	No group feature is available in email.
20 Contribute in an all-company group	Break silos and work in an open environment by participating in an all-company group.	No such feature is available in email.
21 Build following relationships	Build relationships by building following relationships.	No such feature is available in email.
22 Know your colleague's name	Discover new colleagues along with names and expertise on Yammer.	It is difficult to find names unless you know some part of the name with which to search in your mailbox.
23 Post your introduction	Introduce yourself on Yammer to make yourself visible. People may say when they meet you, "I've noticed you on Yammer!"	Introducing yourself is possible by sending an email to a limited number of people via their direct email address or a distribution list.
24 Connect with like-minded people as part of various projects	With Yammer, it has become possible to connect with like-minded people in different parts of your company.	You can connect in the background through some other medium and then communicate via email.
25 Learn from others	Learning from the Yammer expert community is always a great experience.	Proactive learning is not possible through email.

*(continued)*

**Table 8-1.** *(continued)*

<b>Sr. Event</b>	<b>Yammer</b>	<b>Email or Email Distribution List</b>
26 Use private messages	One-to-one or one-to-few Yammer private messages help you.	You can use one-to-one email communication.
27 Minimize email usage	Minimize the use of distribution lists and standard emails that contain URLs or help guidelines. Try using emails for confidential matters only.	Alternatives to stopping email are to use Yammer, make a phone call, or organize a conference call.
28 Share updates	Yammer is the best place to share updates with the entire organization and also to get feedback on them.	You can give updates over email to those participants you know.
29 Participate in groups	Participate in different groups to share your views and opinions. If you cannot help, then share the conversation with a relevant group.	This is not possible with email.
30 Publish a newsletter instead of forwarding through email	Share the URL of a newsletter on Yammer to get maximum exposure rather than forwarding them through email.	You need to forward in an email.
31 Discover files quickly	Discover files through the dedicated Files tab available in Yammer groups or through search.	It is not easy to find attachments.

*(continued)*



**Table 8-1.** *(continued)*

Sr. Event	Yammer	Email or Email Distribution List
32 Follow documents uploaded	Get alerts related to document edits or comments.	This is not possible with email.
33 @mention users	@mention users to call for their attention.	This is not possible with email.
34 Publish PowerPoint deck created by you	Get feedback and opinions on a client presentation you are building to make it more effective.	This is possible with email. But you will receive multiple emails.
35 Share team photos	Share your photos from team events, customer visits, and town halls.	This is possible with email. But size could be issue.
36 Share links to videos or animations	Share links to videos or animations with people who do not like to read much text.	This is not possible with email. You need to share the URL in an email.
37 Publish meeting notes	Publish your meeting notes. Get feedback from people who were passive during meeting and ideas from those who were active.	Notes can be shared with limited participants but cannot be liked in email.

## Use Yammer to Create a Digital Workplace

After going through Digital Transformation introduction and details, time has come to see how we can use of Yammer to make our organization digitally transformed. Let's look at a sample project team journey in two ways: first with a desktop/laptop approach, and then using Yammer.

## Project Team Journey with Desktop/laptop Approach

First, let's see such a journey without Yammer (Figure 8-3).



**Figure 8-3.** Journey without Yammer in preceding pictures is not very straight, and team has to rely upon email communication to collaborate and share stuff

**Kick-off:** The team brainstorms twice: once on the whiteboard, once on the laptop:

- Allan and Janet both write ideas on whiteboard.
- Vince takes a picture of the whiteboard and captures minutes of the meeting afterward.
- Vince shares the minutes of the meeting by email.

**Delivery:** Sequential delivery with too many emails sent:

- Vince starts editing a version of a document and sends by email to Jane and Vincent.
- Janet modifies a few elements and sends it to Allan and Vince in a new document version.
- Documents are stored online, but co-edition is technically not possible (conflicting versions).

**Knowledge Management:** Documents shared manually on the KM platform and also by email:

- Vince uploads deliverables on the KM platform and tags them so his colleagues can find them easily.
- However, Vince, Janet, and Allan are still asked to send their deliverables by email to some of their colleagues.

**Project Planning:** Project lead puts a lot of effort into reporting and task follow-up:

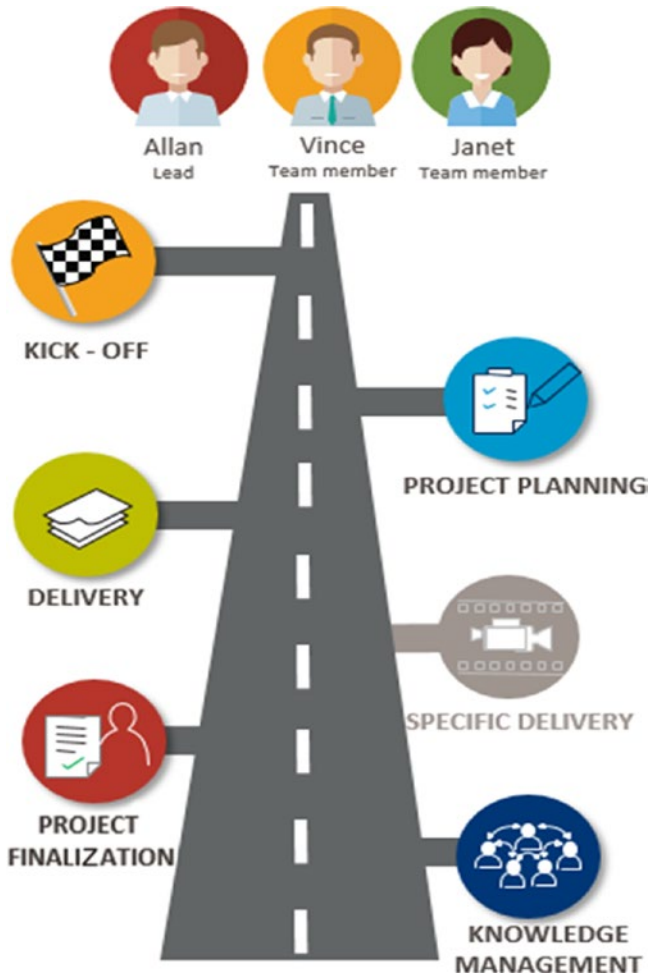
- Allan writes down tasks in a PowerPoint presentation or Excel spreadsheet.
- Allan needs to ask his team to report their activity.
- Janet and Vince update their task status manually on a weekly basis.

**Project Finalization:** Too many iterations with the client, with many emails forwarded:

- Allan emails deliverable to clients.
- When documents are too big, Allan sends them via FTS (usually used to share files with large size).
- The client asks for some modifications.
- Allan transfers them to Vince and Janet.
- Another version of the deliverables is sent to the client for validation.

## Project Team Journey with Yammer

Now, let's see how the journey goes when the project team uses Yammer (Figure 8-4).



**Figure 8-4.** Journey with Yammer in this image is very straight forward as Yammer is now available for team to collaborate and connect faster

**Kick-off:** Minutes of the meeting are being captured on Yammer as brainstorming progresses:

- Allan, Janet, and Vince write ideas on an interactive whiteboard.
- Output of brainstorm is instantly shared in the Yammer group with picture of sketch on whiteboard.

**Delivery:** Parallelized document edition with automatic notifications and live chats on Yammer:

- Vince and Janet co-edit deliverables and notify Allan when work is done.
- Allan modifies a few elements and notifies Vince and Janet.

**Project Finalization:** The client is integrated in an end-to-end manner:

- The client is invited to check deliverables as they are produced, or they receive a link to check them when finalized.
- The client can directly comment on deliverables through Yammer.

**Project Planning:** Project lead can easily access the updated version of the report at any time.

- Allan writes down tasks on Yammer directly.
- Vince and Janet instantly report their progress as project goes on.

**Specific Delivery:** Project team can amaze their client through disruptive media.

- Vince uses a videomaking tool available in Yammer apps directly or as shared by another user on Yammer.
- Janet creates an interactive dashboard for the client with a tool available in the Yammer apps directory or shared by another user on Yammer.

**Knowledge Management:** Main deliverables are published automatically on Yammer.

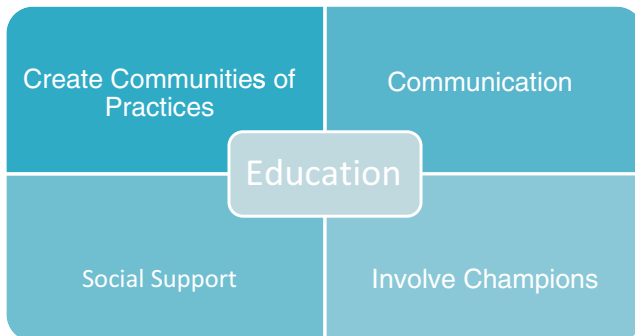
- Deliverables are automatically uploaded on Yammer as soon as the client validates them with the right tags.

## Use Yammer for Office 365 Adoption

Use the following framework to utilize Yammer for increasing Office 365 adoption.

Traditional organizations use email, posters, or roadshows to encourage the adoption of new products. However, these methods can be used only for a limited period. Digitally transformed organizations use Yammer for the adoption of new products. In this section, we will learn how Yammer can be used for Office 365 adoption to make your organization digitally transformed.

If you have a Yammer premier support contract with Microsoft, then Microsoft can conduct a three-day customer workshop called “Office 365 Adoption—Work Like a Network with Yammer” in which several ideas are discussed and shared on how to use Yammer for Office 365 adoption (Figure 8-5).



**Figure 8-5.** *Yammer on Office 365*

Yammer is a default service available on Office 365 and, with the minimum license, is accessible for all users. Yammer holds a good place in the Microsoft Office 365 Product Roadmap as most of the Office 365 services, such as SharePoint, Sway, TEAMS, and Office 365 Videos, are seamlessly integrated with Yammer. This means one can share content from these services in Yammer.

Yammer can be used to roll out Office 365 services in your organization, and the framework in Figure 8-5 can help you do so. Once you have defined your business goals and strategy for Office 365, you can proceed with the rollout. The most important thing when doing an Office 365 rollout using Yammer is that you are continuously communicating and interacting with end users, and other platforms will not allow such flexibility. Changing from one IT technology to another, such as Office 365, can be a challenging task, and the potential exists to create a large degree of disruption and uncertainty throughout the organization. This calls for change management. Using a community-based approach on your Yammer network, with peer-to-peer learning, will help your organization adopt new technologies alongside the change.

The following ideas come from customers who have successfully used Yammer to communicate during an Office 365 rollout. Many customers have voiced the need to plan and decide what role Yammer should play before, during, and after completing the rollout. The following sections contain some of their best practices for an Office 365 rollout using Yammer.

## Communities of Practices

- Create a group for specific audiences related to the deployment. For example, create a group for the pilot users, the project team, and the testing team. Use these groups for communication about deadlines, requirements, and updates to information concerning the change.



- Use Yammer for Q&A by creating a New to Office 365 group. This will encourage users to help each other as they transition to Office 365. Recruit your super users to help monitor this group. Share #how-to-tips.
- Collect feedback through a group called Feedback on Office 365 or use a topic hashtag like #Office365 in related conversations. Something not working like you thought? Have an idea? Collect it all in a central place so everyone can benefit from the feedback and build on these ideas.

## Communicate the Change

- Share the plan. Plans change. The timelines shift. Something goes well, something breaks. Communicate this openly on Yammer and allow for the community to engage and be involved. Lessen the surprise by increasing the transparency.
- Host a YamJam about the change, migration, and transition. Invite the senior leaders and stakeholders to be involved in the YamJam to support deployment. Prepare some questions just in case, but give priority to questions from users. Examples of good questions to start with are as follows: Why are we upgrading? What are the benefits? Who else has done this before? What is the impact to our business?

## Social Support or Social Helpdesk

- During the adoption phase of different Office 365 services, people will have queries on how to use it, how to log in to the service, whether their UPN (unique principle name) is configured in the Yammer network,

how to access their home Yammer network, how to install Yammer webpart in SharePoint, and so forth. A dedicated support group on Yammer will connect Office 365 admins and experts and the user community to address such problems.

- The Office 365 Product Roadmap has multiple releases planned for each of its services. Yammer can be used to announce these new releases and assist new users if they are facing any issues post-release.
- Leadership teams that are part of the Office 365 rollout can participate in dedicated social support groups to interact with end users and work toward major rollout achievements.

## **Involve Champions**

- With your user communities, involve the champions and equip them with tools to help with the change. This could include their know-how of specific product needs and changes to the process that people need to be aware of due to the switch.
- Provide short training options that are specific to people's needs around the change. Help provide the content for these trainings, if necessary, along with success stories from across the organization.
- Host a lunch session to discuss best practices to improve productivity and highlight local wins and success stories.

## Education

- Office 365 is a family of dynamic products or services that undergo changes on a regular basis. Yammer can be used to educate users as to why such a change is required and how it will improve the end-user experience.
- Office 365 products have a lot of common features between them. Yammer can be used to educate users on the purpose of each product and feature created to improve user productivity. For example, Microsoft TEAMS can be used to collaborate within your team or project, whereas Yammer can be used for company-wide collaboration.
- Yammer can be used to educate new users, assist users to help them measure business value, and build premier support contacts to get Microsoft assistance for issues.

From these ideas we have learned how we can use Yammer to deploy Office 365 products by creating Office 365 communities of practices and using it as a social helpdesk, for user education, and for communication-related Office 365 matters. Using Yammer champions to deploy Office is a plus. There are several organizations that have used and are using Yammer for Office 365 adoption.

## Summary

In this chapter we have learned the concept of digital transformation, a framework by which to use Yammer for such a digital transformation, and how to use Yammer for the actual digital transformation. Further, we have

## CHAPTER 8 DIGITAL TRANSFORMATION WITH YAMMER

seen different scenarios where Yammer can help you do your job more effectively than if you used email or distribution lists. Finally, we looked at how Yammer can be used to create a digital workforce and to assist with Office 365 adoption to make your organization digitally transformed.

In the next chapter, we will learn all of the techniques needed to collaborate, connect, and share with your clients, suppliers, and partners.

## CHAPTER 9

# Collaborate with Your Clients, Suppliers, and Partners

Having learned about digital transformation with Yammer in the previous chapter, we will now apply this transformation to improve the way you collaborate with your clients, suppliers, and partners. The purpose of this chapter is to explain how, by using Yammer features such as Yammer external networks and Yammer external groups, external collaboration with users such as clients, partners, and suppliers can be achieved for the benefit of your business.

Today, not only do the service provider or product company use social collaboration platforms such as Yammer, but also the client organization or supplier organization. So, business collaboration is taking place on Yammer. Clients, suppliers, and business partners now understand the culture of being social and anticipate business results to be delivered with a collaborative approach. The advantages of this new way of working are transparency, agility, and continuous communication between services providers or product owners and clients, partners, and suppliers.

The use of Yammer external networks or external groups is not only limited to clients, partners, and suppliers, but can also be used to collaborate, connect, and share with a like-minded community

outside organizational boundaries. For example, a group of knowledge-management practitioners or cyber security or quality managers can remain connected over a Yammer external network to share best practices and contribute to innovation in their respective areas. An alumni Yammer external network can also be used to remain in contact with your former employees.

## Why Is External Collaboration Required?

Collaboration is an action where two or more people or groups get together to achieve business goals. In a traditional hierarchical way of working, queries to clients, suppliers, or partners are normally addressed by a specific set of people at the top of the hierarchy, with a lot of reviews and discussions involved. Such activity consumes a lot of time, and sometimes the original intent of the queries is lost. People who are part of the external community normally percolate the queries or issues to their subordinates for answers. In such a work environment, there is delegation of activities rather than collaboration between an organization and its clients, suppliers, or partners.

The following are some benefits of external collaboration:

- Organization and its partners work like a network or a team to achieve business goals.
- Discussions in progress are transparent and open.
- People who work on issues are able to provide feedback, and there is no work delegation.
- Transparency and trust are built with your clients.
- Both the organization and its clients become responsive and work as one team to create a win-win situation for both parties.

Such external collaboration can be achieved using features of Yammer, such as Yammer networks and Yammer external groups.

## What Are Yammer External Networks?

A Yammer external network allows any user that is part of the Yammer network to create a dedicated Yammer network with which to collaborate with their clients, suppliers, or partners. In this dedicated Yammer network, users from the external world cannot access the home Yammer network, whereas internal Yammer users can switch between the home Yammer network and external networks. An external network could be public or require users to request access via an invitation.

---

**Note** A home Yammer network is accessed only by company employees and not external users, such as client, suppliers, and partners.

---

## What Is an External Group?

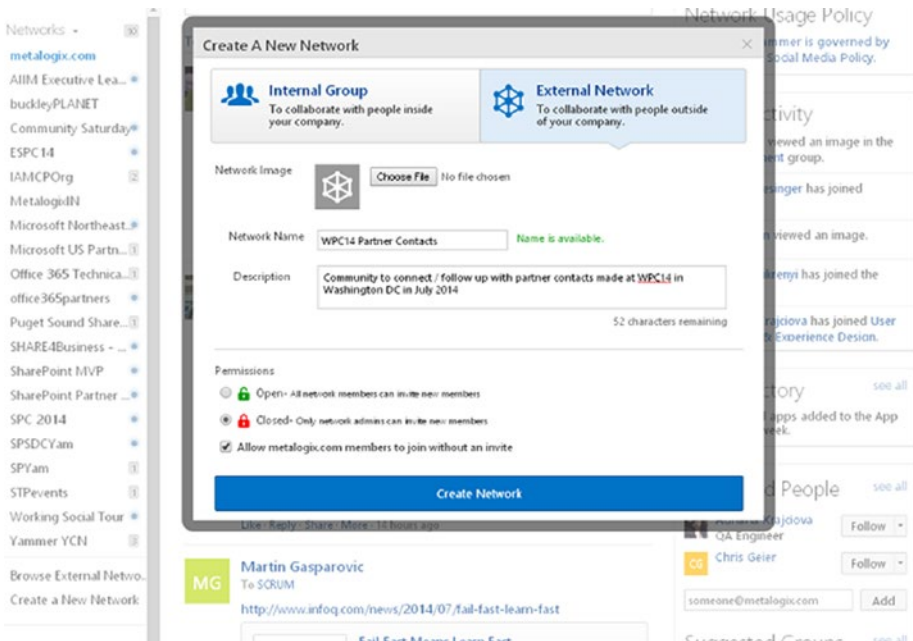
External groups in Yammer enable you to include people outside your company in a Yammer group, making it easier for extended teams to work together. External groups allow you to add people outside your organization directly to a thread in your organization's Yammer network. They allow team members with appropriate permissions from outside your organization to fully participate in projects and initiatives by providing access to all the conversations and content in the group. Each external group requires group admin approval for external members to join, and a set of proactive controls via Exchange Transport Rules prevents sensitive company information from being shared. All participants in an external group need to belong to a home Yammer network, which requires a corporate domain.

## When Do We Use External Networks and Groups?

External networks are great for hosting external communities and managing long-term projects. The external groups feature is meant for one-off, short-term communications that don't call for the creation of a new network.

## How Do You Create an External Network?

- Any user can create a Yammer network on their home Yammer network (Figure 9-1).



**Figure 9-1.** Creation of an external network



By default, the user who creates the external network becomes its admin.

- External networks are nearly identical to home networks, and in an external network admins have options to upload a dedicated logo, define network policies, create different groups, and more. In short, most user features that are available on Yammer networks also exist in an external network.
- The admin can decide to make an external network public or invitation-only.
- Admins of external networks can delete the external networks.

Generally, the Yammer external network feature is easy to use, and currently there are no feature-specific challenges. The only challenge from the user's perspective is that sometimes it becomes clumsy to manage multiple external networks.

## How Do You Manage External Groups?

How do Yammer external groups work?

- Yammer allows you to create a group that includes external users. This is called an external group. You must create the group as an external group—you cannot change an existing group to be an external group.
- Only the group admin can add external users to the group.

- In public external groups, other users in the group can suggest adding an external user, but the admin has control over whether that user is added and must approve the addition of the external member.
- In private external groups, only the admin can add external members, just like in private groups today.
- External groups look different than regular Yammer groups, so you can easily distinguish which groups have external participants. The group header for an external group will show that additional networks are participating in the group, as shown in Figure 9-2.



**Figure 9-2.** Group header for an external Yammer Network

- External groups will be included in a separate section in the left navigation under the Subscribed Groups list, as shown in Figure 9-3.

CONTOSO GROUPS	
Research	
Sales	3
Customer Care	7
Team Onboarding	
All Company	20+
EXTERNAL GROUPS	
Research Vendors	
Joint Sales Project	

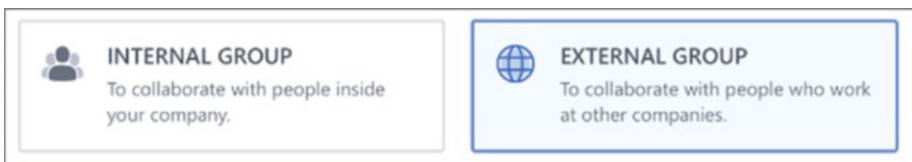
**Figure 9-3.** List of external groups you are subscribed to

- Users invited to participate in an external group hosted on a different network will be required to accept the invitation before being able to view any content in the group.
- External participants can only participate in conversations they have been explicitly invited to. They access these conversations via their Yammer inbox (on their own network). They have no access to the rest of your network.
- If you do not want to allow external groups in your network, you can opt out of external groups. Some companies have already deactivated the ability to create an external group.

- You must invite people using their company or work email address.
- External participants can upload files to the conversation, view and download files, and view Yammer notes.
- External participants can add others to the conversation, just as they can @mention people in that conversation.
- External participants can only see a limited view of your hover/profile card. Fields listed on the hover card include your name, title, email address, and network. Your profile picture, phone number, and more remain hidden to external participants.

## How Do You Create an External Group?

In Yammer, under the list of groups, select Create Group. A New Group dialog box opens. If your network allows external groups, you'll see options to create an Internal Group or External Group, as shown in Figure 9-4.



**Figure 9-4.** *Creation of a external group*

- Select External Group.
- Type a name in the Group Name box.
- Type the names of people to add to the group in the Group Members box.

- Choose whether to make the group public or private.
  - Choose Create Group.
- 

**Note** Some companies have allowed inbound external groups only. Users are blocked from creating external groups in their network, but still allow users to be invited to groups hosted on other networks.

**Recommendation** As Yammer external groups provide users with a real-time opportunity to collaborate on business issues, it is high time that organizations enable this feature by reviewing Yammer security policies at Microsoft: <https://support.office.com/en-us/article/yammer-security-faq-yammer-admin-guide-a2c84111-1da6-4c70-8646-bfe585b93c90>.

---

## Frequently Asked Questions

- *What's the difference between this feature and external networks?*

External networks are great for hosting external communities and managing long-term projects. This feature is meant for one-off, short-term communications that don't warrant provisioning a new network.

- *What information can external participants see about me?*

External participants will only see a limited view of your hover card. Fields listed on the hover card include your name, title, email address, and network. Your profile picture, phone number, and more remain hidden to external participants.

- *Where does the data live?*

Data lives in the network in which the conversation originated.

- *What rights do verified admins have?*

Verified admins can remove all external participants from any conversation at any time. We've also added additional functionality to data export to help verified admins see which files and conversations are accessible to external users.

- *Can external collaborators invite participants as well?*

Yes, but only to conversations they themselves have been invited to first. External collaborators (participants you invite to conversations in your network) can invite members from their own network as well as those external to them.

- *What happens when I remove an external participant?*

While the comments made by the external participant remain intact in the conversation, the conversation is pulled from that external participant's Yammer network. They will no longer retain a copy within their Yammer network. However, external participants can still find a record of the conversation within their email inbox up to the point they were removed.

- *What permissions do external collaborators have for content uploaded to the conversation?*

For files, external collaborators can only view and download. For notes, external collaborators can only view.

- *Can an external collaborator “share” this conversation?*

No. Because permissions restrict the audience to privileged members, external participants must be added individually to the conversation.

- *What happens if I accidentally add an external participant to the conversation?*

Don't worry—it happens to the best of us. Simply click “Remove Participant” on the system-generated comment announcing that participant has been added to the thread. For a visual description, please see end-user documentation.

- *What happens when I remove an external participant from a conversation?*

The conversation is removed from their Yammer network. However, their comments remain intact in the conversation.

- *Can external collaborators upload files to the conversation?*

This will be possible in the future depending on Yammer's product roadmap.

- *What happens if I click “Stop following in inbox” for an external message?*

The message is completely removed from your inbox.

- *Will Yammer users who unsubscribe from email notifications receive an invite when they have been added to a conversation?*

No.

- *Will pending Yammer users who have been added to a conversation receive an email to join Yammer?*

Yes.

## Collaboration Between Project Team and Customer

Tools Used: SharePoint, Yammer, TEAMS, OneDrive for Business, Skype for Business, and Outlook.

Situation: A project team, let's say ABC, receives a high-priority incident—an application is down and cannot be accessed by most of the users. The project team has strict SLAs signed with its customers, and any break would result in huge costs. Normally, a P1 ticket is supposed to be closed within three or four hours. This incident was received after working hours. The project team is based out of India, and the customer is based out of North America, but a project offshore manager is sitting in the customer's office.

Incident Acceptance: After reaching home, the project manager of the ABC project team receives an email notification from the Office 365 mobile app—i.e., through Outlook—that the customer's application is down and users are unable to access the application. This is business critical, as users cannot function without access to the application. A high-priority email is received from the offshore service manager that the application is down and to get it back to normal as soon as possible.

The project manager quickly realizes through Skype for Business that the offshore manager is available for discussion and initiates a Skype call to understand and assess the situation.

Discuss Incident Resolution Using Skype for Business and OneDrive: The project manager pings the offshore service manager on Skype for Business and they exchange Skype chats. The offshore manager is on the way to the customer's office, so he requests to schedule a Skype call after a gap of 30 minutes to discuss the incident.



In the meantime, both the project manager and the offshore service manager access OneDrive for Business to access an incident-management process document to check out SLAs, escalation contacts, and customer points of contact for major incidents.

During the Skype call, they are able to share screens, discuss the precise problem, and come up with a probable solution. After this discussion, an official email is sent to the customer to provide a status update.

**Team Helps to Collaborate in a Project's Environment:** Both the project and service managers chalk out a plan to fix the incident to restore the application. Communication is sent across the TEAM site, along with steps and actions contained in a Word document and Excel file. These Office documents are uploaded on SharePoint, and a link is shared on the TEAM site.

The project team working on the night shift receives instructions on incident resolution but are not convinced about the steps and actions, so they get into an immediate Skype call with the project manager, who is at home, and the service manager, who is in the United States at the customer's office. There is no agreement made in the call, and the team is instructed to share ideas on the TEAM site and suggest anything that could be a solution.

**Yammer Helps Build Collaborative Solution:** A project team member posts a conversation on Yammer looking for a solution that might have been implemented by other teams in the same area. Within a few minutes, a lot of replies are generated. In some Yammer replies, people from other projects share solution documents by sharing their SharePoint URLs. Other Yammer replies contain some queries, which the project team is able to answer on Yammer; for some answers, they must refer to documents hosted on the TEAM site, and other answers are provided through the TEAM site chat.

The solution provided in one of the Yammer replies is positive; however, the solution provider requests some information from the customer, which is accessed by the customer in the present state. The project team, with the help of a Yammer external network that exists

between the project team and the customer team, is able to share questions and get responses from the customer. However, this takes time, as the project team comes up with questions and then sends them to the customer over the Yammer external network, and answering questions from the customer side requires some intervention from the project team. In short, the project team is building a solution using Yammer and a Yammer external network.

To make the process more efficient and to work as one team, the project team created an external group on their home Yammer network and invited the customer and their team and the solution provider and their team. In real-time, these three different teams were able to collaborate and share documents with each other, and finally they were able to build a comprehensive solution to fix the incident. During the ongoing flow of the Yammer conversation, a solution was deployed. The customer gave User Acceptance Test confirmation through the Yammer external group, and the okay to go live as well. Finally, the customer expressed their appreciation in the external group.

This is a situation where an issue was reported over email, the initial discussion of the issue took place over Skype and TEAM site and the building of a collaborative solution happened through Yammer using features such as external networks and external groups. Document sharing also took place through Yammer, though the documents were hosted on SharePoint.

## Summary

Below is summary of tools and manner they helped resolving customer issue:

- Skype for Business: To schedule planned/unplanned meetings between different teams and customers
- TEAM site: To work collaboratively in project-specific environment
- SharePoint Online: To store documents or manage content

- Yammer: To build collaborative solutions, connect with teams/customers, and share content (even though hosted in SharePoint/OneDrive) with team/customers. No project-specific boundaries, as it exists in TEAM site.

## Tips to Build a Successful Yammer External Network

The following are some tips that will help you to build a successful Yammer external network with your clients, suppliers, and partners. This will help you to minimize your communication through email channels and to be more social:

- Become a Yammer super-user or champion.
- Build learning community using Yammer.
- Ask questions about using the platform; get access to product news, webinars, and more.
- Subscribe to Yammer's Vimeo channel to stay current with fresh info and tutorial videos.
- Understand the Yammer admin functions.
- The Yammer Admin Guide will help you understand how to administer and customize your external network.
- The Admin panel is where you can upload a network logo, set the header color, specify a usage policy, and bulk invite members.
- Set up the network to drive discussion and help new members.

- Determine a full list of individuals who should be part of the network. Invite just a handful first (those most likely to contribute and who have a clear vision of the purpose of the community) to seed activity that will shape the focus of the discussion.
- Create a few groups to guide the direction of the community.
- Set up a group specifically for posting questions, providing help, and sharing updates about Yammer. Use this group to post user guides, education materials, videos, etc. Post critical material in the Info tab so it's easily accessible.
- Invite all your other users (you can use Bulk Update in Admin panel if there are many of them), and you're on your way!
- “Walk the talk” of community management. Good community management is critical to keep a network humming. Try the following to help your community succeed:
  - Lead by example—be present, responsive, and helpful.
  - Welcome newcomers, encourage them to post an introduction, and help point them in the right direction.
  - Ask questions and share information, photos, videos, and links.
  - Help turn negative comments into positive action.
  - Build bridges between members: @mention individuals and share conversations between groups.

- Keep things relevant and alive. Often, an off-topic group can help keep the main feed focused on relevant topics. Let members know that such a group exists as a place for chat and social conversations—these kinds of interactions are often critical for building a sense of community, so don't shut them down; just create an appropriate place for them.
- Take initiative in sharing links and ideas, asking questions, and promoting discussion. Don't dominate, but play an active role in keeping conversation and collaboration alive.

## What to Share and What Not to Share

Thousands of people from diverse cultures based in different countries perform one common action—collaborating, connecting, and sharing through Yammer. It is transforming the way we work to make employees more engaged, boost team collaboration, and enable organizations to be more agile.

Within the organizational and technical environment, project information (consisting of a client's credentials and confidential information) is logically segregated and accessible only to resources working on the respective client account. We need to adhere to the same principles when sharing information on Yammer, meaning client-related discussions should happen in closed groups (a team where members are authorized) and are accessible to only those resources. If any client-related discussion needs to take place outside of a closed group, client reference and confidential information should not be mentioned. To summarize, sharing should not lead to any leakage of information for clients.

In addition, users need to respect the intellectual property rights of third parties (including clients) and desire to offer a platform that contains no content that violates those rights. The information posted by users must be accurate, lawful, and not in violation of the rights of third parties. It is required that users do not post any content owned by any third party without the permission of the copyright holder.

## Frequently Asked Questions

- *Can I mention the client name or client contact names on Yammer?*

You can mention the client name or client contact names in any group as long as doing so does not violate the client's contractual requirements on confidentiality and information security.

- *Can I publish client-related information on Yammer?*

Client-related information can be published in accordance with client contractual agreements:

- In situations where the client has specifically forbidden publishing information on any cloud-based platform, you should not publish client-related information on Yammer, even in private groups.
- In situations where confidentiality restrictions apply, but agreement does not explicitly mention cloud-based platforms, you can publish client-related information in private groups, exercising the same caution as if you were publishing on any other organizational platform.

- In all other situations, client-related information can be shared in a way that will help other users to understand the business situation and respond accordingly.
- If you are unsure about the client contractual restrictions, consult your legal department.
- *What kind of client-related information should be classified as confidential?*

Any information qualified as confidential as per client contractual requirements. Confidential information varies depending on the client's own information-security classifications and requirements.

- *Does thumbnail preview of URL that displays client information lead to security violation?*

If the URL is accessible to all users then it is not a violation. Further, if the URL is accessible to only a specific set of users, then a thumbnail preview of the URL that displays confidential client information could be a risk.

- *What action do I need to perform when mobile devices (smartphones and iPads) are lost when an active Yammer session was already logged in?*

Risk occurs when the mobile device is lost, and in that case the user can access the web version of Yammer and disable mobile access through available Yammer feature. Some control exists.

- *Is there a security risk when data from Yammer is extracted using an API?*

This is not a risk as only registered users can pull information using APIs.

- *Is it safe to use apps made available by Yammer through the apps directory?*

Yes, it is safe to use apps, as Yammer is now an ISO27001 certified organization. Further, users are advised to read terms and conditions of the app provider when trying to install the app.

- *Who owns responsibility for any security violation related to client's information?*

Responsibility related to security violations of client information is defined in the client contract. Failure to comply with the client contractual requirements can expose employees and/or employer to civil damages, criminal fines, and other penalties. Employees are informed that any breach will be taken extremely seriously and may lead to appropriate disciplinary actions.

- *Can I upload content to Yammer if I am not sure whether that would infringe someone's copyright?*

If you're not certain that you are legally authorized to use the content, do not upload it. If you have done so already, you should remove it. If you don't own the copyright to content you wish to post, posting it without permission of the copyright holder might be a violation of the law. Note that posting a link that



gives you access to a third party's information will be considered as posting the information and so would be copyright infringement. If you have any question whatsoever as to whether you are legally authorized to post any content, consult your legal department.

- *Can I upload content to Yammer that I filmed from the television, live concert, or any other event?*

Filming content with your own personal device does not necessarily mean that you have the right to film or that you are authorized to use it. Disclaiming ownership of that content cannot protect you from infringing on the third-party rights.

- *Can I copy information or upload content to Yammer that I found on the internet through Google or any other search engine?*

Information found on the internet is not all free to use. If you want to copy or use content (extracts from books, journals, or other publications; or illustrations such as images, maps, photographs, tables, etc.) from the internet, make sure you check if there are any terms and conditions linked to its use (normally as a license agreement). In other cases, you have to contact the author of the content and ask for his/her prior approval. These rules apply even if the work is old, if there is no copyright notice, or if you use only a small part of the work. In any case, contact your legal department.

- *Can I upload to Yammer the work developed on a client project that is not confidential?*

Uploading a work is considered use. Before using any work developed on a client project that is not confidential, make sure that your employer owns the work and grants you the right to reproduce it on a social network. If the intellectual property rights of the work have been transferred to the client in the contract, it cannot be used unless you have the written permission of the client.

## **An Example of Yammer Usage Policy**

### **POLICIES/RULES**

The following example of a Yammer Usage Policy will give you an idea of how you can build a policy covering areas such as confidentiality, intellectual property (IP) and data privacy, and ideal user behavior and etiquette.

### **Think Before You Post**

- What you post reflects who you are and will be interpreted as such by readers.
- Do not do anything that would reflect negatively on you, the company, or the people you work with.
- What you post in the “All Company” group and in public groups is visible to any employee. What you post in a private group is only visible to the members of that group. So, carefully think about who you want to communicate with before posting.

## **Be Aware of Your Personal Responsibility**

- You are responsible for your words and actions.
- You are not an anonymous person, and all content you post is associated with your name.
- Most of the content you post should be business oriented.
- Ensure content is factual and not in any way misleading or misrepresentative.
- Make sure your Yammer activity does not interfere with performing your job responsibilities and commitments to clients.

## **Behave in an Appropriate Way**

- Your online behavior should comply with the Organizational Code of Business Ethics.
- Share your expert knowledge, ask questions, help to resolve issues, promote learning, and communicate successes.
- Build trust by being polite and keeping a respectful and courteous tone when offering your opinion or debating on matters.
- Bear in mind that your tone may be perceived in various ways, depending on the reader's context and culture.
- Any non-business-related content should be posted in dedicated groups, not in the "All Company" group.

- Do not engage in a conversation that would be unacceptable in the workplace or that is unlawful.
- Be aware that the company reserves the right to moderate the use of Yammer.

## **Respect Confidentiality**

- Protect proprietary information, be it company, client, partners' or suppliers'.
- In a situation where confidentiality restrictions apply, but the agreement does not explicitly mention cloud-based platforms, it is permitted to publish client information in a restricted private group.
- Share client-related information in a way that will help other users to understand the business situation and respond accordingly.
- Do not mention client name or client contact names in a situation that will lead to infringement of client contractual agreements.
- Do not publish client information where the client has specifically forbidden publishing information on any cloud-based platform.
- Do not violate any non-disclosure agreement, including the one included in your employee contractual agreement.
- Reposting content from a private group to a public group is not permitted.
- If you are not sure you can share something, do not share it.

## Intellectual Property Rights

- Do not post information or upload files that infringe upon patents, trademarks, trade secrets, copyrights, or other proprietary rights of the organization, clients, partners, suppliers, or any other third party.
- If you don't own the copyright for the content you wish to post or upload, you need previous permission of the copyright holder to post or upload such content.
- Do not duplicate, license, sublicense, publish, broadcast, transmit, distribute, perform, display, sell, rebrand, or otherwise transfer information found on Yammer except if you have written permission of the owner.
- Do not use information, content, or data you obtain from Yammer to provide your own services to a client that would directly or indirectly compete with organization's business activities.
- Do not remove any copyright, trademark, or other proprietary rights notices contained in the documents or the information you upload.
- Do not use employer brand or third-party brands except as explained in the organization's Brand Policy and in the respective third-party policy.

## Comply with Laws and Regulations

- Comply with copyright and trademark laws.
- Comply with Organization Brand Policy.
- Comply with data privacy laws.
- Respect Yammer Terms of Use.

## Understand Data Privacy

- If you leave the organization, your profile information (including your picture) will be deleted and replaced by a “former member” mention, but your posts, notes, and files will remain available and attached to your name, unless you formally ask for them to be removed.
- Do not disclose any personal information about someone else, or publish photos portraying other people, without their explicit permission.
- Use external networks only when you have a need to use Yammer for collaborating with people outside of the organization.
- If you participate in external networks, be aware that your profile information is shared across all networks (home and external networks).

## How Can You Be a Yammer Star? Yammer Etiquette

- Be honest: If you get help off Yammer, acknowledge the ones who helped you.
- Be bold: If you are seeking information or advice, then simply ask the Yammer community. But do not forget that your own knowledge is probably valuable to others, so please share it. And if you find a new, effective way of using Yammer, please share that as well (both inside and outside of the Yammer community).

- You are a trusted member of the Yammer community, so please do not abuse that trust. If you are not sure about the information you are sharing, please say so, so others can verify it. Keep in mind that you are responsible for what you write.
- You have the freedom to put Yammer to good use for your daily work, so apply your expertise, offer your opinion, and enter into debates. But this freedom comes with responsibilities: respect the freedom of others and be tolerant of their opinions.
- On Yammer, you are part of one team. Help where you can, ask your peers, share your knowledge. Be sure to let the other users know who you are: fill in your profile so you can easily be contacted by new joiners and be found by those looking for your expertise. Constantly try to imagine how others might interpret your posts, and to this end try to write as concisely as possible.
- Be modest and refrain from posting boastful, pretentious messages. If you do not have an answer to a question, do not give an answer just to be heard. Rather, refer to an expert you know and who may have the answer.
- Celebrate your successes on Yammer, especially when the Yammer community contributed to it. And do not forget to have fun in collaborating with your colleagues on Yammer.

## 10 Ways to Maximize External Collaboration

The following tips will help you to maximize your usage of Yammer external networks in your day to-day activities:

- Minimize email communication with your client and create a Yammer external network to socialize with your client.
- Build an external network to create communities of practices on various topics, such as cyber security, data privacy laws, and others to hear what other companies are doing and get ideas from those.
- Involve your clients, suppliers, and partners in your day-to-day delivery-related matters by using Yammer external groups.
- Create Yammer external groups or networks for each of your clients, suppliers, and partners and build a foundation for social selling.
- External networks can be used for long-term customer engagement, whereas external groups can be used for real-time issues or for a mini engagement.
- Create a Yammer external network to collaborate with alumni.
- Brand your organization on external networks to attract exceptional talent.
- Make your new hires aware of your company before they join the organization by engaging them through Yammer external networks.



- Use Yammer external networks to communicate announcements and share general information and content with your clients, suppliers, and partners.
- Minimize usage of distribution lists and use Yammer external networks and external groups for external collaboration.

## Summary

In this chapter, we have learned how to make use of Yammer external networks and external groups to collaborate, connect, and share with clients, suppliers, and partners and to create a social journey with them. In addition to making our workplace social and collaborative with Yammer, we can do so for our external business world.

The next and last chapter of this book is based on exciting ideas that envision Yammer as a next-generation platform for making collaboration an awesome experience for the user community.

## CHAPTER 10

# Next-Generation Yammer

We have come to the last chapter of this book, where I would like to express my thoughts and vision of how Yammer can be used most effectively by future users, who will be Generation Y users. I would like to thank each Yammer user for coming on this journey with me. After spending over 2,555 days with Yammer (i.e., seven years), I wish to convey my thoughts so as to give readers an idea of the potential Yammer has both today and in the future. This chapter will cover several innovative and interesting ideas that will make Yammer an eternal multi-purpose platform.

## Disruption of Social Media

In this fast-moving world, innovative technologies come into our lives and make such a huge impact that living without them becomes close to impossible. Social media and mobile technologies are two examples, and it is hard to imagine surviving without them. Significant aspects of these technologies are that they interact with human emotions and that we use them in our personal and professional lives—the two most significant aspects of human life. Dependence on social media has increased not only in our personal lives but also at the workplace. People like to use social collaborative platforms to work loudly, connect with people, and share

solutions with others. Eighty-five percent of Fortune 500 companies use Yammer at work to foster team collaboration, empower employees, drive business agility, and bring social to their intranets. Yammer was built to work the way you work alongside your existing applications. When you focus on putting people at the center of your business, your employees will get opportunities to connect, communicate, and collaborate using Yammer.

Technology companies continuously strategize to make their products innovative, competitive, and user-friendly; otherwise, their products would be lost in the competition. Companies are trying to upgrade their products with new user interfaces, designs, features, and innovative services. Facebook, for example, has been consistently adding new features and making changes to keep it interesting for users. Today, we are using Windows 2010; the days of using Windows 98 or 2000 are over. As a result of mobile technology, companies are investing in developing mobile apps for their products so that people can access them through mobile in addition to on the desktop. To summarize, products need to be continuously updated so that they meet end-user requirements.

Yammer is no different. Since its launch in 2008, the Yammer product team has been continuously working to bring improvements, add new features, remove obsolete or redundant features, and produce more varieties to keep Yammer very innovative and simple for end users to use.

When Yammer first launched, it was launched as a Software as a Service (SaaS) model; i.e., the application was hosted in the cloud, customers paid for services on per-user basis, and there were no application or hosting charges as opposed to those found for on-premises hosted platforms. Not many products at the time were launched in the SaaS model, but in 2013, this model proved worthy when Yammer was moved into the Microsoft Office 365 cloud family of Microsoft products. Since then, Yammer has been available as a service under the Office 365 product family.

## Email Notifications from Yammer.com to Your Company Domain xyz.com

Email has been the primary medium of communication up to today, even though we are in a very fast digital world. This is surprising but true. Therefore, all products have email notifications built into them, which keep the user informed about activities happening over the platform. This seems somehow negative, as it means that we think the user will not visit the platform without prompting from email notifications. The reliance on email is ongoing still today. Just imagine—if we had stopped using email as the primary method of communication about 7 to 10 years back when products with Web 2.0 features were launched, then users would be forced to access the platform, and the entire objective of the existence of the platform would be achieved.

It seems that a similar philosophy has been adopted for Yammer. Users may not have time to access the Yammer platform, so, via the email notification feature, users can be notified about discussions taking place over Yammer. If the user finds them interesting, they can send a response by replying to that email notification, which will be published as a message on Yammer. This has become possible due to the seamless integration between Yammer and Outlook. Or, the user can access the Yammer platform by simply clicking the links present in the email notifications.

By default, all email notifications are enabled for Yammer users, and users can manage them depending upon their choice and requirements. One of Yammer's main goals is to connect people across the organization and break silos within the company, and Yammer is trying to achieve this through its email notification features. By doing so, these users can find out what other people are working on. Employees can find out about things that they wouldn't have discovered if they'd only interacted with their

inner loop. The following is a list of email notifications that are available for Yammer users:

**Email me when . . .**

- There are updates from my groups (daily)
- I receive a message in my inbox
- I get new followers
- I install a new application
- I log in from somewhere new
- I post a message via email (This will send a confirmation email.)
- Someone invites me to a group
- Someone likes messages I posted (daily)
- Someone modifies my org chart (daily)
- Someone requests to join a private group I administer
- There are highlights from groups I haven't joined (weekly)
- There are new suggestions for people to follow (weekly)
- Tips and important updates about Yammer features are available

**There is new activity in the following groups:**

- All Company
- Other Yammer groups to which I have subscribed

Besides receiving an email notification from Yammer, you can send emails to Yammer to remain engaged on Yammer.

## Posting by Email

Post an update by emailing it from any verified email address to `companydomain.com @yammer.com`.

## Posting to Groups

Send a group message by emailing it to `<groupname>+companydomain.com@yammer.com`. The short group name can be found on the group profile.

## Posting to Members

You can send a private message to a user by emailing it to `<username>+companydomain.com@yammer.com`. The short username can be found in the URL of the user's profile.

For example, your followers can send you a private message by emailing `Short user name + companydomain.com @yammer.com`.

For small Yammer networks, email notifications can prove useful as a small number of user subscriptions will result in a small amount of email notifications coming from `yammer.com` to `yourcompany.com`. Users can collaborate, connect, and share using email notifications, and Yammer's purpose of breaking silos and building collaboration will be achieved. Having a limited number of email notifications does not put pressure on your email gateways; they do not get overloaded with a huge number of notifications, and thus the entire objective to have email notifications is achieved. However, this may not be true for huge Yammer networks that contain more than 100,000 users and where you have over 100,000 email notifications going from `yammer.com` to `company.com`. Such volume would have a severe impact on your business as normal emails and critical emails would get lost in the onslaught. If the company email system gets

stopped up as a result of Yammer email notifications, then the purpose of using such notifications to break silos and build a collaborative work environment is not achieved. Therefore, it is necessary to have control over email notifications coming from Yammer .com. There are three possible solutions, as follows:

- Office 365 admins should have the option to disable “There are updates from my groups (daily)” email notifications for all existing users and disable it by default for new users who join in the future.
- Office 365 admins should have the option to divert email notification traffic to non-business hours.
- Provide an option for Office 365 admin to manage email notifications for end users.

Yammer email notifications are not an issue, and if notifications are managed through enhanced features as just discussed, they will not become an issue at all for huge Yammer networks in the future. In my career, I have twice come across the issue of receiving a ton of email notifications from yammer .com. In the first instance, Microsoft was forced to disable those daily digest email notifications that existed before for all existing users by developing a customized script. Today, as a result of enhanced processes at Microsoft, you cannot repeat the same workaround; rather, you need to submit a design request, which Yammer product teams will assess and then develop a permanent and feasible solution across all Yammer customers.

# Information Security, Data Privacy, and German Workers Council

In this section, we will see concerns related to Information Security, Data Privacy, and German Workers Council when Yammer is used in the organization.

## What Are the Main Data Protection Issues?

**Data security:** Information assets often include personal information (also called personal data). Security is one of the main enablers of data protection. To guarantee an adequate level of protection, organizations must implement a risk-management process that assesses the security risks of processing personal data. They must then implement security measures to deal with the identified risks. These measures may include organizational measures (e.g., policies, procedures, etc.) or technical ones (e.g., the implementation of antivirus software, backup files, etc.).

**Accountability:** Organizations need to ensure that their security controls remain effective in protecting data and mitigate existing threats over time. Regular monitoring—which involves an analysis of the needs of an organization, its processing operations, and security tools—is the most efficient way to keep an organization’s information security under control and correct for the purpose at hand. Such an analysis helps organizations to invest in the most appropriate security tools and justify such an investment.

When dealing with personal data, it is also necessary to consider the potential impact to the individuals concerned. For example, compromised security for medical data or criminal records may severely affect an individual and thus requires appropriately strong measures to reduce the associated risks.



## What Constitutes Personal Data?

Personal data is any information related to a natural person or “data subject” that can be used to directly or indirectly identify the person. It can be anything from a name, a photo, or an email address to bank details, posts on social networking websites, medical information, or a computer IP address.

Organizations with their origin in Europe follow EU GDPR—European Union General Data Protection Regulation. Cloud infrastructure hosted outside the European Union is considered to be unsecure as it may be hacked, and personal data will potentially be lost. Hence, any organization from the EU will express concerns when a cloud of SaaS applications is located outside EU boundaries. Some organizations evaluate SaaS platforms with the help of internal questionnaires and audits, and, based on results, conclusions are announced.

## Overview of Yammer Security

Yammer data is hosted in Microsoft-managed datacenters. Yammer is operated out of Microsoft’s global network of datacenters with 24/7/365 video surveillance, biometric and pin-based locks, strict personnel access controls, and detailed visitor entry logs. All data in transit into and out of the production environment is encrypted at all times. Communication with Yammer is done over HTTPS (TLS 1.2 supported) regardless of user endpoint (web, desktop app, mobile app, API). In addition to being encrypted in transit, Yammer data is encrypted at rest with AES-256 bit key encryption. Only employees with a legitimate business need can access customer data, and all access is on an approval-only basis. All access is logged and regularly audited. ISO27001 is the global standard in information security. Independent auditors have verified that Yammer meets the rigorous set of physical, logical, process, and management controls defined by the ISO27001 standard.

Let's look at some important points to be followed while using Yammer. Your company's Yammer Usage Policy will depend upon on your information security and data privacy officer but should consider the following:

- You can mention client name or client contact names in any group as long as it is not violating client's contractual requirements on information security.
- Client-related information can be published in accordance with client's contractual agreements:
  - In situations where the client has specifically forbidden publishing information on any cloud-based platform, you should not publish client-related information on Yammer, even in private groups.
  - In situations where confidentiality restrictions apply, but agreement does not explicitly mention cloud-based platforms, you can publish client-related information in private groups, exercising the same caution as if you were publishing on any other platform used by your organization.
  - In all other situations, client-related information can be shared in such a way that will help other users to understand the business situation and respond accordingly.
  - Any information qualified as confidential as per client contractual requirements cannot be published on Yammer.

- Will a thumbnail preview of a URL that displays client information lead to a security violation? If the URL is accessible to all users, then it is not a violation. Further, if the URL is accessible to only a specific set of users, then a thumbnail preview of the URL that displays confidential client information could be a risk.
- When mobile devices (smartphones and iPads) are lost when an active Yammer session was already logged in, risk definitely occurs, and in that case the user can access the web version of Yammer and disable mobile access through the available Yammer feature.
- There is no security risk when data from Yammer is extracted using APIs as only registered users can pull information using APIs.
- Publisher owns the responsibility for any security violation related to client's information when it is published.

## German Workers Council

The German Workers Council has always questioned whether any statistics produced with Yammer data can be used to evaluate employees' performance based on Yammer engagement. This is the case not only with Yammer, but also with other platforms such as CRM or knowledge management used by employees in Germany. Yammer itself contains no report through which user activity can be identified with their names and then a comparison be made to find the top user. In my experience, with the help of a Yammer API, a team was indeed able to produce a customized report in which user activity was identified with user names, and, based on that user activity, a top user was identified. In this case, data privacy officers requested answers to two questions: What is the objective of the report? What actions will be performed

as a result of the report? The internal team mentioned that the idea behind the report was to measure user activity and based on that reward top users. The entire exercise was meant for internal company purposes, and it was nowhere linked to the employee performance management system. Hence, considering this situation, such a report was allowed to be published.

## **Seven Awesome Ideas That Will Make Yammer a Next-Generation Platform**

In this section, we are going to look at seven ideas that I think will take collaboration to next stage. Besides, I thought of these ideas from user perspective who have demanded or proposed features in the past for better experience.

### **Email Can Be Replaced by Yammer**

Email has long been the primary medium of communication in the workplace. We communicate with people whose email addresses we already know. In addition, we carbon copy (CC) and blind carbon copy (BCC) recipients whose email addresses are well known to us. Email is considered a secure communication medium for sharing confidential information, such as salary details, organization performance data, and customer agreements. Confidential communication between clients and service providers often takes place through email. Today, emails can be accessed through mobile devices. The email feature is embedded in Outlook, which has other features, such as managing your meetings, tasks, and status for Skype for Business. Outlook is seamlessly integrated with Corporate Active Directory so that information from Active Directory, such as user email addresses, names, and more, can be fetched into email.

Yammer has a private message feature through which users can send messages to other known Yammer users in a way very similar to email. You can send private messages to one or more Yammer users. Yammer

private messages can be enhanced into Outlook so that you can send and receive email and copy Yammer users as CC or BCC. Skype for Business and Corporate Active Directory are already integrated with Yammer via Office 365. Therefore, setting up meeting invites and managing your Skype for Business status will become possible through Yammer. The integration of Yammer with Exchange Server is needed. We are not very far away from enhancing the private message feature into email so that emails can be managed through Yammer and not through Outlook. Further, private messages can be accessed in the Yammer app. If the Yammer private message feature is enhanced to work as we use email today, then it will be the biggest change in the history of communication.

There is definitely business value behind this idea. On Yammer, we can collaborate with an entire organization of people, both those we know and those we do not know, and we can collaborate with those we know through private messages. If Yammer can do what email can do today, then it will allow users to communicate more openly with a wider audience—i.e., with those known and unknown. Further, by using Yammer you can completely stop the culture of using an email distribution list; you can collaborate on your issues or queries with a large audience, generate ideas, share knowledge with a larger community, share content with global teams without any constraints on content size or number of recipients, and get feedback from a larger audience. This change will be accepted by Generation Y users, who are inclined to use social platforms for communication. This change will bring more business-focused communication as it will involve more people in solving business issues.

## **Yammer Can Make Face-to-Face Collaboration Possible**

Since the evolution of social media, there have been many discussions about face-to-face collaboration or interactions versus virtual collaboration. Most people believe face-to-face collaboration is an effective way of working

as you get a feel for the interaction and can see your collaborator's body language; therefore, you tend to produce more desired results. I totally agree with this, and have no objections to opinions in this regard. However, we must think a little beyond this. In the past we had great leaders, such as Alexander the Great, Mahatma Gandhi, Abraham Lincoln, and Nelson Mandela, and great minds, such as Srinivasa Ramanujan, Aryabhata, Albert Einstein, and Isaac Newton. Today, we do not see them, as they have passed into eternity, but their achievements are continuously interacting with us and inspiring us to make more discoveries. We are dependent on the theories, research papers, values, and dedication they have given to society, and as a result we have produced notable human beings in this world today. This is real collaboration at its best.

Today, companies are spread across different cities and countries. Some companies have offices in over 80 countries. It is very important that employees in a global setup should collaborate, connect, and share with each other to achieve the desired business results. Besides, clients and service providers are not necessarily in the same city or country. Almost all line one (L1) support offered by service providers has moved online; for offline L1 support there is now often a cost involved, which some clients are quite happy to pay. People use Yammer to collaborate with each other, and sometimes they use text messages to communicate to find solutions. Sometime such messages are not clear, so people reply with their own queries seeking clarification. If things remain unclear, collaborators will share their contact details and speak over the phone to clarify problems. In some situations, they have to involve more people over a call to clarify and find a solution. If Yammer had a video collaboration feature, then in most cases business problems could be fixed easily.

The idea of video collaboration sounds funny, but certainly it is possible and will create a difference in the workplace. Today's global organizations demand a video collaboration feature, as 100,000 people cannot collaborate using text messages. They will need more feelings attached to the messages, which can be done by adding the face, voice,

and tone of the people involved in raising the business problem and providing a solution. Video collaboration will be the choice of Gen Y users as they have always preferred to work in innovative ways.

## **Build a List of Group Landscape (Default Group List)**

On Yammer, any user can create a group, and due to such flexibility sometimes users create multiple groups on the same topic. As a consequence, your network fills up with too many Yammer groups, but only a few are active—most of them are without any activity. In my experience, I have seen cases where a group is created but there is no activity for several months—sometimes a year—but if you approach the group admin to delete the unused group you are met with resistance. I am quite fortunate to have used Yammer for the last seven years, and in that time, plenty of users have given feedback that it is difficult to manage too many groups in Yammer, and therefore there should be an option to merge groups so that life will be easier. I still see that discussion happening in some Yammer product forums. However, it is quite justified to allow all users to create groups since Yammer by nature is an open and social platform, and all social features are available to end users for its full usage.

People have also discussed how having too many external networks or external groups on their network has become difficult to manage. Yammer admins have an option to disable external network creation for users, allowing only admins to create them. But whenever this option is used by network admins there is some resistance from users on the network.

Not only individual users are responsible for creating multiple Yammer groups on the same topic; business users are also sometimes responsible for creating multiple groups where a single Yammer group would do; for example, to launch a Yammer campaign. Let's say the intellectual property department users created different Yammer groups to launch campaigns

in 2014, 2015, 2016, 2017, and 2018, and will create another Yammer group in the future to launch a campaign on the same topic. This could have been done with a single Yammer group and a hash topic to identify each campaign year.

People have also been creating multiple non-business-focused Yammer groups. In this situation, community managers experience difficulty managing groups and creating employee engagement. In my experience, I did execute campaigns and publish a list of engaged groups; I also performed group-cleansing activities, but that did not have the expected results. Even today, despite publishing group-creation guidelines, people find various business reasons to create different Yammer groups for the same topic rather than having a single group that can serve the desired purpose. Some companies have built a team to control the creation of multiple knowledge communities based on the same topic. The objective of knowledge management in these companies is to make knowledge available in public communities, not private ones, and to limit the list of new communities being created. Once a request is raised by end users to create a new community, it is assessed and requires business approval to be published. Before publishing, a user needs to share their engagement plan for their new community. However, such a process is not possible for all companies due to budget or resource constraints.

In general, Yammer is used across the organization and is not the kind of platform that is used only on a project- or engagement-length basis. Companies adopt Yammer to be used company-wide. It might be helpful for Yammer to provide a default list of groups as follows:

- Human resources
  - Recruitment
  - Sourcing
  - Onboarding
  - Resource management



- Operations
  - Incident management
  - Change management
  - Customized development
  - Manufacturing
- Quality and process excellence
  - ISO processed
  - Six sigma
  - Lean
  - Project management
- Support functions
  - Information technology
  - Security and data privacy
  - Sales and delivery
  - Marketing and internal communications
- Employee engagement
  - Community management
  - Outside-of-office events such as public speaking clubs, books, films, and humor

The preceding list may not be perfect, but organizations more or less have the same departmental structure. If Yammer can provide such default groups to start with, then both business and normal users will think twice before creating groups, because the group they want to create is already part of the default list. Even if they happen to create a new one, it will be created under default group list.

## Augment Features for Creativity in Yammer

Without a doubt, Yammer is a creative tool, and because of its creative features Yammer has been keeping millions of users engaged all over the world. Tools have to be creative so that users enjoy using them and do not feel bored. By using creative features users can express their business problems and solution providers are able to share solutions. If you have creative features, then sharing becomes very clear, transparent, and obvious. People get a feel of what has been shared and communicated to them, and they can act upon it quickly.

If you are using the latest mobile phone, then you have experienced the creativity that has been used to make user features appealing. Though I have not used it, I love the Apple iPhone. I wonder why I love Apple's phone despite not using one. The word *Apple* somehow makes me think of a better user experience and remember Apple stories I have heard in the past. It is the brand. Second, its features are awesome and the simplest to use. When you use the SMS feature, it feels like you are writing a newsletter or magazine because you have so many graphical features to use. When you connect to the phone directory, you see profile pictures of contacts very clearly. iPhone cameras have awesome features, such as Turn on the Grid, Set Focus & Exposure, Take HDR Photos, and Shoot Live Photos. You feel like you are a photographer.

Features that will make Yammer more creative include the following:

- List of emoticons and stickers that will make people happy while collaborating
- With a single click, launch device camera directly from Yammer to take a photo. Allow photo edits before publishing.
- Make a list of templates to create newsletters, blogs, storytelling, business cases, and processes.

- Integrate Yammer with your local transport system so that people can book a carpool ride or metro/train ticket for daily commute.
- Have ability to make phone calls from Yammer (but for business purposes only).
- Add a document scanner function that can automatically detect when a photo of a document is taken and allow you to fill in the blanks or sign it through the keyboard. Once you are done editing the document, you can export it as a PDF or document file.
- Integrate maps and lane guidance. This will help people find your office address.
- Add payment system to send and receive payments.

You cannot build the preceding features in one day, but you need to have such features in Yammer to keep it creative and help users enjoy their Yammer journey. Creativity is now ruling the world, and it is a strong factor in digital transformation.

## **Build a Business Gaming Zone Within Yammer**

Organizations are investing huge amounts of money in building gamification apps, games apps, and interactive user interfaces for campaigns or other events. Many organizations build games to increase engagement during events and campaigns, and based on users' participation in the games award a score and a surprise prize. Games are related to the business. For an example, annual survey can be gamified using badges to gain maximum participation. Once you respond, you are definitely going to get a new badge. But you can increase your badges by recommending people to participate in survey and once they successfully submit survey, for each unique submission, you will get an additional

new badge. More badges will earn you more points. The objective of these games is to spread awareness and information and make the user alert. However, building such gaming apps involves plenty of complications. The process starts with identifying a technology platform on which the app will be designed and built. Then comes the issue of hosting: should we host the app on internal servers or VM, or do we buy an SaaS product? Finally, once the game is ready, we share a link with users across platforms. What if we could have everything ready—i.e., technology, design templates, and hosting platform—and not need to communicate manually through each platform? Life would become easy, and marketing and communications would do innovate stuff to make their campaign go viral.

If Yammer could provide an app-hosting place, design templates to help create gamification apps, and create user-focused games, then it would become so easy to launch digital campaigns on Yammer. As we are living in a digital world, the user community expects digital features to make their job easy, transparent, and well recognized. Businesses expect employees to remain engaged through their digital interface rather than through text communication, which is quite easy to ignore.

Building a business gaming zone inside Yammer would give businesses multiple opportunities to communicate with their user communities about what they are currently doing, their challenges, their vision, and their expectations in a friendly and digital way. If we had these resources available through Yammer, then any user from the business could use design templates to create apps and roll them out to a large potential audience. Yammer could help you reach a vast audience with your app.

## **Create Culture of Sharing Secure Content**

Intellectual property (IP) is an item created by the intellect of the human mind. Intellectual property is a non-physical property that stems from, or is identified as, and whose value is based upon some idea.

Intellectual property rights (IPRs) are monopoly rights granted by a country to an inventor/author for the protection of certain intangible creations (ideas, works of art, software). To protect different aspects of an inventive work, IPR as a collective term includes important independent IP rights, such as the following:

- **Patent:** A patent is an exclusive right, granted by a country to the inventor for a limited period, to make, use, manufacture, and market the invention, provided the invention satisfies certain conditions stipulated in the law.
- **Trademark:** A trademark is a distinctive sign that identifies certain goods or services as those produced or provided by a specific person or enterprise.
- **Copyright:** Copyright is a form of intellectual property protection granted under law to the creators of original works of authorship such as literary works (including computer programs, tables, and compilations, including computer databases); dramatic, musical, and artistic works; cinematographic films; and sound recordings.

Intellectual property rights have become important in the face of a changing trade environment that is characterized by the following features: global competition, high innovation risks, short product cycles, need for rapid changes in technology, high investments in research and development (R&D), production, and marketing; and the need for highly skilled human resources.

Today, content (text, pictures, videos, and so on) is freely and easily available on the internet; it is simply a matter of searching for it. Reusing content is always very useful, and content such as text and images can be reused with just two functions: copy and paste. In such situations, we often

do not look at whether the content is free from copyrights, and later we might be served with a summons from court for violating IP laws.

In my Yammer career, there was one occasion where some users were sharing freely available technology tutorial PDF documents on Yammer. A number of such PDF files were shared in large numbers without the users' reading the IP clause, which was present in the PDF documents. An active Yammer champion noted this activity and immediately reported it to me and the legal department. Following a consultation with the legal department, the PDF documents were removed immediately. The IP clause in them mentioned that such documents could not be circulated in a commercial organization but could be circulated in an educational organization.

Then, tough action was needed to review all attachments already present on the Yammer network (over 50,000 attachments!) to ensure that they were all free from IP bindings, or the organization could have faced legal action. The legal department also said that if there were a string violation then our CEO could also have gone to jail. Through the assessment of attachments it was seen that several *Dilbert* cartoon images had been uploaded by users, and when the user was told to remove them for violating copyrights, the enthusiastic user got approval from the *Dilbert* copyright holder, and the images were retained. After about six to eight months, all copyrighted content was deleted through proper communication with end users, and the network was made free of any possibility of being sued about copyrighted content.

On Yammer, we need to have a flag or mark identified with content to confirm that the content is free from IP issues and can be easily used and shared in the company. Without any feature to monitor IP-protected content, it is very tough for organizations to find such content and get rid of it. Once we have a flag identified with content to confirm copyright status to users, we can keep our network free from IP-protected content, which will build a culture of sharing secure content.

## Features That Will Make Community Managers' Lives Easier

Community managers are the heart of the Yammer network as they pump the blood of user engagement. They need to have the best features available to them to make their lives easy. Community managers need to have a centralized information center that they host and from which they can reuse information whenever they need it. Community managers also need to have access to healthy analytics to demonstrate the business value of their Yammer network. The following features will make community managers' lives easier:

- Customized analytics. Having only figures available for groups and users will not help today in this digital world. What is the sentiment of your network? Which keyword is used more often? What are the discussion trends? At what time during the day do you have maximum Yammer users?
- Turn user engagement items like YamJam and YamChat into a community manager feature.
- A feature to define KPI for community managers (at group level and network level)
- A network-wide feature to clean away unused groups, hash topics, and external networks on a periodic basis
- A feature to create posters inside Yammer so that community managers can effectively communicate their message
- A feature to host a knowledge hub of user resources and links. Community managers of large networks spend a lot of time searching for content and making it available for end users.

## Summary

In this chapter, you have been exposed to a new set of ideas that will transform Yammer into a platform targeted for Generation Y users. New features need to be developed within Yammer to sustain it and for it to be accepted by an audience that is exposed to change, transformation, and digitalization daily. It is the user community that will demand new features in Yammer so that they can become more efficient in completing their business tasks. This chapter may not contain an ideal list of new features but rather a list of features that are known, are feasible, and can be developed in Yammer. On the other hand, some features already exist in the products available on the market, so it is a possible list.

I hope you have enjoyed reading each chapter of this book, and I hope that you have gotten some idea of how to roll out a Yammer network in your organization, be a community manager, or be a Yammer champion or whatever you expected before you picked up this book to read.

Nobody is perfect—even me. I may have missed some points or ideas in this book, but that's how life is! I hope that with your valuable feedback I can plan a sequel to this book. All the best!



# Index

## A

Application management  
support (AMS), 19  
Augment features, 257–258

## B

Business agility, 55–56  
Business gaming zone, 258  
Business value  
behavior framework  
Broadcasters, 159  
catalysts, 159  
ESN, 157–158  
Givers, Takers, and  
Matchers, 158–159  
collaboration networks  
behavior framework, 158, 160  
job fulfillment, 155–156  
online behavioral  
personas, 161–162  
sentiment analysis, 160  
social networking, 153–155  
Swoop Analytics Global  
Benchmark Report 2017,  
151–153  
network matures, 145–146

quantitative and qualitative  
measures, 147–149  
three-solution structure,  
144–145

## C

Campaigns  
adding users, 79  
43 awesome ways to  
use Yammer, 94  
benefits  
#benefit, 93  
flexibility, 92–93  
involvement, 91  
platform, 89–90  
power, 92  
reach, 91  
conclude with thanks, 88–89  
group creation, 77  
group of people, 82  
hash topic, creation, 77  
ideas, go viral, 82–83  
ideas, proper launch, 80–81  
innovative to engage people, 82  
internal communications  
team members, 75

## INDEX

### Campaigns (*cont.*)

- internal marketing and
  - communications teams, 72
- like and share conversation, 78
- objectives and message, 75
- one-week campaigns, 73–74
- promoting, 72
- publish conversation/
  - announcement, 78
- reach and user participation, 73
- remain engaged, 81
- upload attachments, 79
- use of @mention, 80
- uses, 105–106
- YamChats, 74–75
- Yammer champion, 75
- Yammer network event, 84
- Yammer posters, 74
- Yammer Town Hall, 87

### Collaboration, 3

- project team and customer, 222

### Community-based engagement, 47

### Community exchange, 19

### Community manager, 262

#### actions

- active directory
  - synchronization, 34
- building user
  - engagement, 34
- groups, creation, 35
- respond to user posts, 34

#### challenging, 26

#### collaborative, 31

#### definition, 25

### finding solutions, 25

#### group creation

- educate people to not share
  - copyrighted content, 38–39
- educate user community, 36
- leadership engagement, 40
- new user checklist, 41–42
- promotional ideas, 42
- publish to build and sustain
  - engagement, 43–45
- information and awareness, 26
- job description, 27, 30
- principles, 31–32
- rollout and moderation, 28–30

### Community model, 48–49

### Creativity tool, 257–258

## D

### Data privacy, 232, 236

### Data security, 247

### Digital transformation

- business, 188
- definition, 187
- digital, definition, 189
- digital workforce
  - (*see* Digital workplace)
- distribution list
  - benefits, 193–199
  - zero-email strategy, 192–193
- employee, 188
- framework, 190–191
- IT modernization, 189
- strategy, 190

- Digital workplace
    - Office 365 adoption
      - champions, 208
      - communicate the change, 207
      - communities of
        - practices, 206–207
      - education, 209
      - social support, 207
    - project team
      - journey without
        - Yammer, 200–202
      - journey with
        - Yammer, 203–205
  - Dilbert cartoon images, 261
- E**
- Email, 251–252
    - distribution lists, 192
    - notifications
      - control, 246
      - feature, 243
      - group message, 245
      - primary method, 243
      - private message, 245
      - update posting, 245
      - users, 244
  - Employee engagement, 54
  - ENGAGE framework
    - add business value, 117
    - evolution, 118
    - explore your business, 112–113
    - gauge success, 118
    - get sponsorship from
      - management, 116
    - navigate implementation, 113
  - Enterprise social
    - networks (ESN), 158
  - European Union General Data Protection Regulation (EU GDPR), 248
  - External collaboration
    - benefits, 212
    - external groups
      - creation, 218
      - description, 213
      - manage, 218
    - external networks
      - (see External networks)
    - ways to maximize, 238
  - External groups
    - creation, 218
    - description, 213
    - feature, 214
    - manage, 215–216, 218
  - External networks
    - building, tips, 225–227
    - creation, 214–215
    - description, 213
    - uses, 214
- F**
- Facebook, 52, 71
  - Face-to-face
    - collaboration, 252–254

## INDEX

### G

- Gaming zone, [258](#)
- General Data Protection
  - Regulation (GDPR), [124](#)
- German Workers Council, [250–251](#)
- Givers, Takers, and Matchers
  - behaviors, [158–159](#)
- Group Insights
  - active people summary, [165](#)
  - community manager, [163, 165](#)
  - downloading report, [166, 168](#)
  - posted, read, and
    - liked messages, [165](#)
  - view, [163](#)
- Group landscape, list of, [254–256](#)
- Group list, [254–256](#)

### H

- Hierarchical-based
  - engagement, [48](#)
- Hierarchy model, [49–51](#)

### I, J

- Information Security Data Privacy
  - accountability, [247](#)
  - data security, [247](#)
  - and German Workers
    - Council, [250–251](#)
  - ISO27001 standard, [248](#)
  - personal data, [247–248](#)
  - Yammer Usage Policy, [249–250](#)

- Instagram, [71](#)
- Intellectual property
  - (IP), [232, 259, 261](#)
- Intellectual property
  - rights (IPRs), [228, 235, 260](#)
- Internet of Things (IoT), [187](#)
- Intranets, [179](#)
- ISO27001 standard, [248](#)

### K

- Knowledge Management (KM),
  - [171, 255](#)
- Knowledge sharing *vs.*
  - social media, [172–173](#)

### L

- LinkedIn, [52, 71](#)

### M

- Microsoft Cognitive Services, [160](#)

### N

- Network engagements
  - business agility, [55–56](#)
  - challenges
    - analytics, [63](#)
    - business, [61](#)
    - content, [60](#)
    - culture, [59](#)
    - engagement, [59](#)

- expectations, 63
    - leadership, 61
    - people, 60
    - process, 62
    - technical, 62
  - community manager, 57
  - companies leveraging, 58
  - employee engagement, 54
  - social business, 53–54
  - social media platforms, 52–53
  - team collaboration, 55
  - YamChat (*see* YamChat)
  - YamJam (*see* YamJam)
- O**
- Office 365 adoption, 209
  - OneDrive, 222–223
  - Online behavioral
    - personas, 161–162
  - Organizational engagement, 53
- P**
- Personal data, 247–248
  - Personas, 157
  - Platform as a Service (PaaS), 124
  - Private message, 251–252
  - Process facilitates collaboration, 6
- Q**
- Qualitative measures, 148–150
  - Quantitative measures, 147–148

**R**

- Risk-management process, 247

**S**

- Sentiment analysis, 161–162
- SharePoint Online, 224
- Skype for Business, 222, 224
- Social collaboration
  - advantages, 11
  - definition, 8
  - enterprise, 22–23
  - examples, 8
  - face-to-face, 9–11
  - fundamentals, 9
  - technologies, 11
- Social enterprise, departments
  - delivery, 120–121
  - executives, 119–120
  - finance, 123
  - HR, 122
  - IT, 123
  - legal, 124
  - marketing and
    - communication, 121
  - research and development, 122
  - sales, 120
- Social knowledge management
  - branding ideas for KM, 177
  - business benefits, 178
  - definition, 173
  - internal communications,
    - integrating

## INDEX

Social knowledge  
    management (*cont.*)  
    encourage employee  
        engagement, 182–183  
    leveraging, 181  
    run internal campaigns, 182  
intranets, 179  
knowledge-sharing culture,  
    creation, 177  
leverage, 175  
reusing existing knowledge  
    assets, 176  
sharing knowledge, 176  
strategy, 174  
Yammer Share button, 180  
Social media, 241–242  
    channels, 18  
    communities exchange  
        accomplishments, 21  
        AMS organization, 20  
        reward system, 20  
    computer-based  
        technology, 13  
    definition, 18  
    evolution, 18  
    features, 13  
    objectives, technology  
        networks, 19  
    platforms, 14–17, 76  
    statistics, 16  
    TechnoWeb 2.0, 19  
    users report, 53  
Social networking, 153–155

Software as a Service (SaaS),  
    22, 124, 242  
Swoop Analytics Global  
    Benchmark Report 2017,  
    151–153

## T

Team collaboration, 55  
Team of champions  
    announcements and posts, 140  
    change-management  
        challenges, 141  
    C-Suite Social, 138  
    enthusiasm, 137  
    executive engagement, 139–140  
    traditional communications  
        channels, 137  
TechnoWeb 2.0, 19  
Three-solution structure, 144–145  
Twitter, 52, 71

## U

Usage Policy, Yammer  
    behave in an appropriate  
        way, 233  
    data privacy, 236  
    intellectual property rights, 235  
    laws and regulations, 235  
    personal responsibility, 233  
    respect confidentiality, 234  
    think before you post, 232

**V**

Video collaboration, [253–254](#)

Vision statements, [110](#)

**W, X**

Workforce, knowledge  
needs, [171](#)

**Y**

YamChat, [74](#)

benefits, [68](#)

examples, [67](#)

guidelines, [66](#)

prerequisites, [68](#)

purpose of, [66](#)

*vs.* YamJams, [67](#)

YamJam

benefits, [68](#)

example, [65](#)

guidelines, [64](#)

prerequisites, [68](#)

purpose of, [64](#)

Yammer

etiquette, [236](#)

external network, [213](#)

network events, [84–85](#)

REST API, [184](#)

steering committee, role within  
rollout team

business owner, [128](#)

communication lead, [134–135](#)

community manager, [129](#)

education lead, [133–134](#)

executive leader, [130](#)

group leaders, [131–132](#)

HR manager, [135–136](#)

power users, [132–133](#)

project manager, [127](#)

technical specialist, [136–137](#)

Yammer technical account  
manager (TAM), [32](#)

Yammer Town Hall, [87](#)

**Z**

Zero-email strategy, [192–193](#)