

**Corporate
Social
Networking
in
Europe**

**Independent Market
Research Report**

Commissioned by



October 2008

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1. Executive Summary

Who's doing what? [Section 3.1]

- 65% of European employees say their company has adopted social networking as part of everyday life at work.
 - 48% have adopted internal social networking tools
 - 29% have adopted external tools
 - 20% have adopted both internal and external types
- The Top 5 social networking tools being used as part of everyday working life are:
 1. Companies' own collaboration sites on intranets (39%)
 2. Internal forums within the company (20%)
 3. Company-produced video material shared on intranets (16%)
 4. Online social networks, like LinkedIn, Facebook etc (15%)
 5. External collaboration sites on the web and internal blogging sites (both 11%)
- 10% or fewer employees use other types of external social networking sites on the web, such as external forums (10%), social video sites (7%), external blogging sites (6%), social photo sites (4%), social bookmarking sites (3%) and microblogging tools (2%).
- However, 39% of employees use more than 1 type of social networking tool at work, 23% use 3 or more and 8% use 5 or more such networking tools.
- Adoption of social networking into the everyday working culture of companies is most pronounced in Germany, whereas Great Britain lags behind.
- In general, large companies have adopted this way of working more so than SMEs; however, the focus for large companies is on internal social networks, whereas for SMEs it is on the use of external networking tools.

Opportunities? [Sections 3.2, 3.4, 3.5 & 3.6]

- When asked, 74% of European employees think there are benefits to be had from using social networks and online communities.
- Benefits of employees using social networking sites include:
 - Increasing an individual's knowledge (38%)
 - Giving access to solutions to problems (38%)
 - Harnessing the collective knowledge of employees, customers and suppliers (36%)
 - Stimulating team building and better internal collaboration (32%)
 - Improving creativity (31%)
 - Helping improve cross functional / inter department teaming and interaction (29%)
 - Providing timely access to key individuals in all parts of the business (26%)
 - Sparking innovation (24%)
- But the research shows that more of those with first-hand experience of using social networks at work on a daily basis recognise benefits, compared to those who do not use them at work in this way.

- Indeed, 87% of those whose companies use such sites see a benefit, but a significant 49% of those whose companies do *not* use them on a regular basis also think there are benefits to be had from their use.
- Furthermore, when employees with first-hand experience are asked:
 - 65% say such sites have made them and / or their colleagues more efficient
 - 63% say they have enabled them and their colleagues to achieve things that would not otherwise have been possible
 - 46% say they have sparked ideas and creativity for them personally
- This is further supported by the fact that more employees in Germany, where adoption levels are highest, think there are benefits, and the same is true for large companies, compared to SMEs.
- The research also shows that more of the younger employees (18-34) think there are benefits to be had, as do all managers in the sample, compared to admin staff, who are generally less well-informed about social networking tools.
- Indeed, managers at senior level or above seem especially convinced about the value such tools can bring:
 - More (74%) think the use of social networking sites has made them and / or their colleagues more efficient, compared to all other employee groups (62-65%).
 - More (68%) think such networks have enabled them and their colleagues to achieve things that would not otherwise have been possible, compared to admin staff (60%).
 - More (63%) believe their use of such sites at work has sparked ideas and creativity for them personally, compared to admin staff (34%), junior (45%) and middle (51%) managers.

Challenges?

Negatives [Section 3.3]

- But this new way of working is not without its potential problems.
- In fact, 79% of employees in Europe associate a negative with social networks and online communities.
- Two main negatives emerge:
 1. Distraction to employees (49%)
 2. Source of company leaks of confidential information (45%)
- Fewer (22%) think social networks and online communities do not contribute to productivity, and only 13% think they add no real value to collaboration within the company.
- But 24% of employees admit they are not sure how the return on investment (ROI) of internal sites could ever be measured.

- Interestingly, more of those in Great Britain (where adoption levels are lower) think there are negatives, compared to Germany (where adoption levels are higher).
- There are also some interesting differences according to age:
 - More of those aged 18-34 think there are negatives, compared to those aged 55+
 - More of those aged 18-24 (56%) and 25-34 (55%) think such sites are a distraction to employees, compared to those aged 45-54 (46%) and 55+ (44%)
 - More employees aged 45-54 (49%) think they could be a source of company leaks of confidential information, compared to those aged 25-34 (43%) and 35-44 (44%)
- And while admin staff are generally less opinionated on the issue, senior managers are especially concerned about leaks of company-confidential information.

Transparency [Sections 3.7, 3.8 & 3.10]

- 67% of European employees whose companies use social networks believe their organisation has become more open and transparent since the adoption of this way of working.
- And this applies to more employees in Germany (84%) where adoption levels are highest, compared to Belgium (45%) and Great Britain (56%) where they are lower; it also applies to more middle managers (73%), compared to junior managers (59%).
- But overall, 21% of employees say their organisation has changed a lot in this respect, whereas 46% say the change has been slight.
- However, there are good and bad things that can come from enhanced openness: indeed, 24% of all employees say their company has experienced leaks of confidential information as a result of information posted on either internal or external social networking sites.
- And such leaks have been more common among companies that use social networking sites as part of everyday life (29%), compared to those that do not (14%).
- And this is supported by the fact that leaks have been especially common in Germany, compared to Great Britain, and also in large companies.
- Another potential downside of openness for the company is the access social networks provide to employees' work, career and contact details.
- Indeed, access levels are high, with 52% of all employees in Europe having a presence on social networking sites – and this figure is even higher among those whose companies have adopted this way of working (60%), compared to those in companies that have not (38%).
- And a presence on such sites has led to career opportunities for more than 1 in 2 employees, with 55% having been approached or headhunted by a potential recruiter as a direct result of their presence on such sites.
- But on the positive side for both company and employee, it is not just about poaching staff from one company to another, with 24% having been headhunted as a result of their presence on internal sites; but more (37%) have been approached via external

sites, and 12% have been approached from both internal and external social networking sites.

- In terms of the types of sites that have most commonly resulted in employees being approached, the Top 5 are:
 1. Online social networks like LinkedIn (20%)
 2. The company's own collaboration sites on its intranet (14%)
 3. External forums on the web (12%)
 4. Internal forums within the company (9%)
 5. External collaboration sites on the web (7%)
- Such headhunting has been especially common in Germany, but least common in Great Britain; and headhunting of employees in large companies has focussed on their presence on internal sites, whereas for SMEs it has been on external sites.
- Older employees aged 45+ have also experienced such approaches more than their younger counterparts; but more of the younger employees have been approached via external sites, whereas more of the older employees have been approached due to their presence on internal sites.
- Similarly, more middle and senior managers have been headhunted in this way, especially via internal networks.

Expectations? [Section 3.9]

- Among European employees, 41% would expect a new employer to have intranet collaboration sites – especially France (50%), compared to Germany (30%), the Netherlands (38%) and Great Britain (43%).
- In addition, 25% of employees would expect a company to have access to external social networking sites like LinkedIn etc - especially France (28%) and Germany (34%), compared to Belgium (22%), the Netherlands (16%) and Great Britain (22%).
- The research also shows that expectations are higher among those whose companies have adopted social networking into their culture, with 52% of them expecting to find intranet collaboration sites and 31% expecting to have access to external social networking sites in any new jobs.

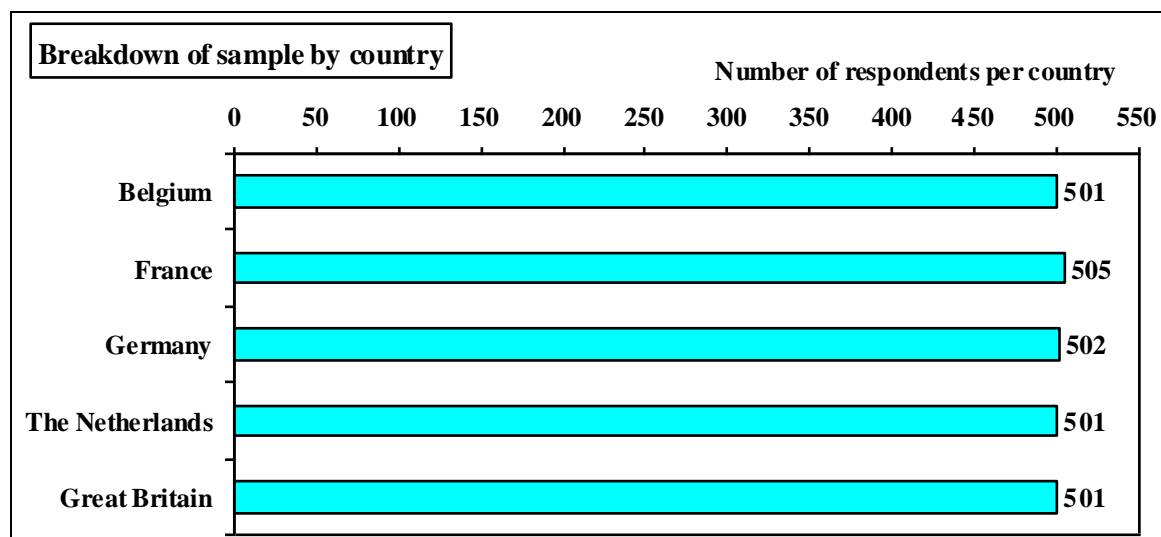
2. Research Methodology

2.1 Overview:

This report was commissioned by AT&T and details quantitative research with employees who use a computer at work in Great Britain, France, Germany, Belgium and the Netherlands.

2.2 Quantitative Research:

A sample of 2510 interviews was collected with adult employees, aged 18+. Respondents confirmed prior to interview that they were in employment and that they used a computer as a key part of their job.



50% of each country's sample is made up of employees who work in large companies with 250 or more employees. The remaining 50% of employees work in SMEs with 249 or fewer employees.

39% of employees describe themselves as admin staff, whereas 61% are managers: specifically, 16% are junior managers, 29% are middle managers, and 16% work at senior manager level or above. Also, more senior managers (24%) in the sample work in SMEs than in large companies (8%).

2.3 Comparative Analysis:

The findings of the survey have been analysed and compared systematically according to:

- Country
- Company size
- Age group
- Level of seniority

Table 2.1: Margin of error at a 95% confidence level:

Sample size	50	100	200	300	400	500	1000
5% or 95%	±6.2	±4.4	±3.1	±2.5	±2.2	±1.9	±1.4
10% or 90%	±8.5	±6.0	±4.2	±3.5	±3.0	±2.7	±1.9
25% or 75%	±12.5	±8.7	±6.1	±5.0	±4.3	±3.9	±2.7
50%	±14.1	±10	±7.1	±5.8	±5.0	±4.5	±3.2

Table 2.2: Sub-sample sizes (n):

Country	n=	Company size	n=	Age group	n=	Level of seniority	n=
Belgium	501	SMEs (1-249 employees)	1250	18-24	133	Admin staff	981
France	505	Large companies (250 or more employees)	1260	25-34	624	Junior manager	407
Germany	502			35-44	774	Middle manager	725
Great Britain	501			45-54	522	Senior manager or above	397
The Netherlands	501			55+	457		

Table 2.1 shows the margin of error at a 95% confidence level and Table 2.2 shows the sub-sample sizes. These tables can be used to determine whether an observed difference between two sub-samples (e.g. Great Britain versus France) is a *real* difference or not; in other words, to see if the difference is statistically significant.

This means that for an observed percentage of 5% on a sub-sample of 500 respondents, the *real* percentage could be +/-1.9%, so the *real* percentage could be anywhere between 3.1% and 6.9%. This means that if the survey were repeated under exactly the same conditions, there is a 95% chance of getting a number anywhere between 3.1% and 6.9%. It follows that if 2% of employees in Great Britain selected a particular answer, compared to 8% of employees in France, from a statistical point of view the observed difference is NOT statistically valid at a 95% confidence level.

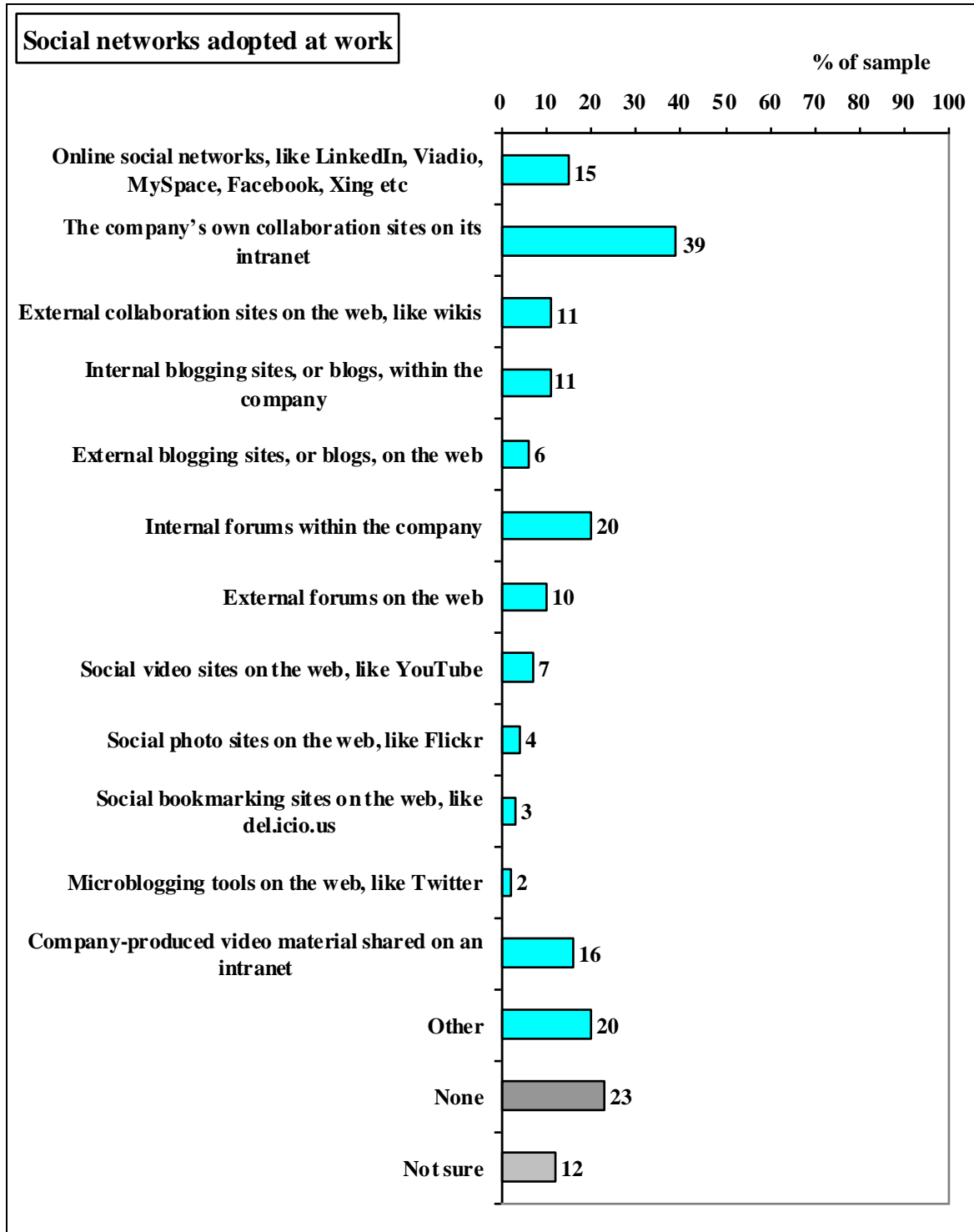
Therefore, where any differences exist that are significant at a 95% confidence level, and are relevant to the overall findings, they are described accordingly in this report.

The interviews were conducted using GMI's global online consumer panel between 17th September and 7th October 2008. Before and during the interviews, respondents were not aware that AT&T had commissioned the research.

Throughout this report, where any numbers do not add up to 100%, it is either because respondents were allowed to select more than one tick-box option in the question, or because of minor rounding errors, which should be ignored.

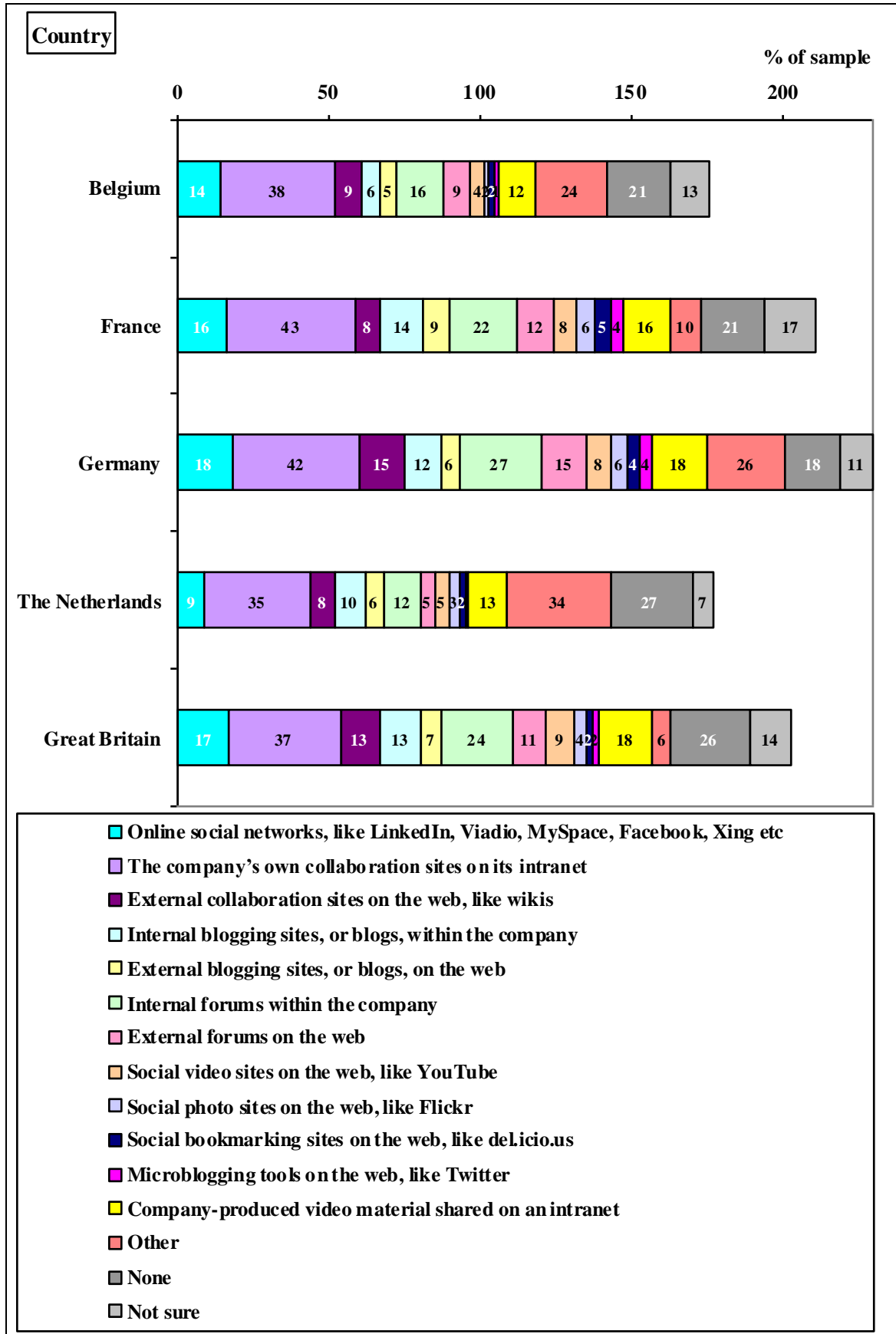
3. Key Findings

3.1. Which of the following have employees within your organisation adopted as part of their everyday life at work?

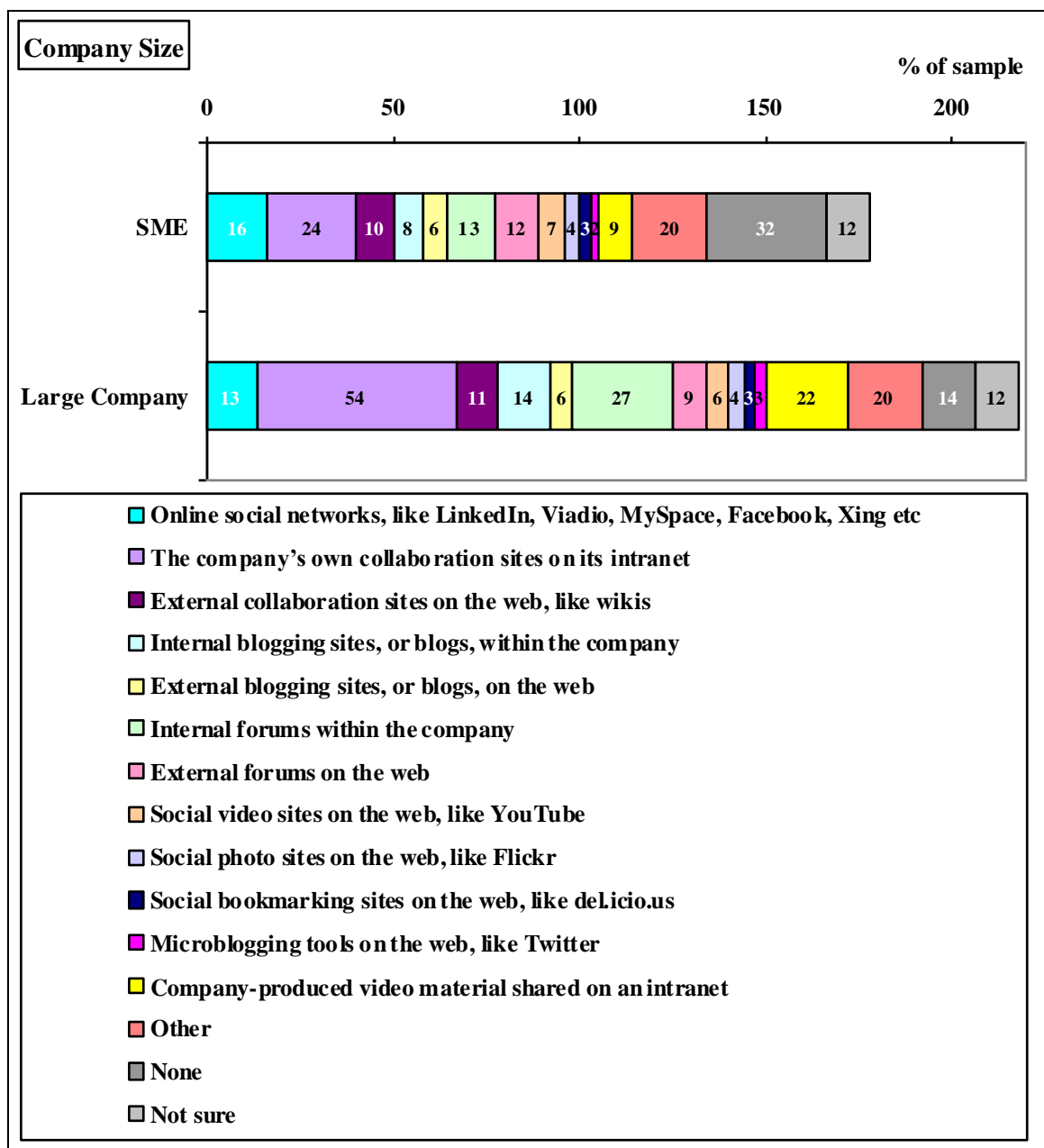


- 65% of employees in Europe say the employees in their organisation have adopted social networking as part of their everyday life at work.

- 48% of employees have adopted the use of internal social networking tools, whereas 29% have adopted the use of external tools, and 20% have adopted both internal and external types [not shown].
- Indeed, 39% of employees use more than 1 type of social networking tools, 23% use 3 or more and 8% use 5 or more such networking tools [not shown].
- The Top 5 social networking tools being used as part of everyday working life by employees are:
 1. Companies' own collaboration sites on intranets (39%)
 2. Internal forums within the company (20%)
 3. Company-produced video material shared on intranets (16%)
 4. Online social networks, like LinkedIn, Facebook etc (15%)
 5. External collaboration sites on the web and internal blogging sites (both 11%)
- 10% or fewer employees use other types of social networking sites on the web, such as external forums (10%), social video sites (7%), external blogging sites (6%), social photo sites (4%), social bookmarking sites (3%) and microblogging tools (2%).
- In contrast, 12% are not sure which, if any of these social networking tools employees within their organisation use as part of their everyday life at work.
- And another 23% say employees in their organisation do not use any at all.

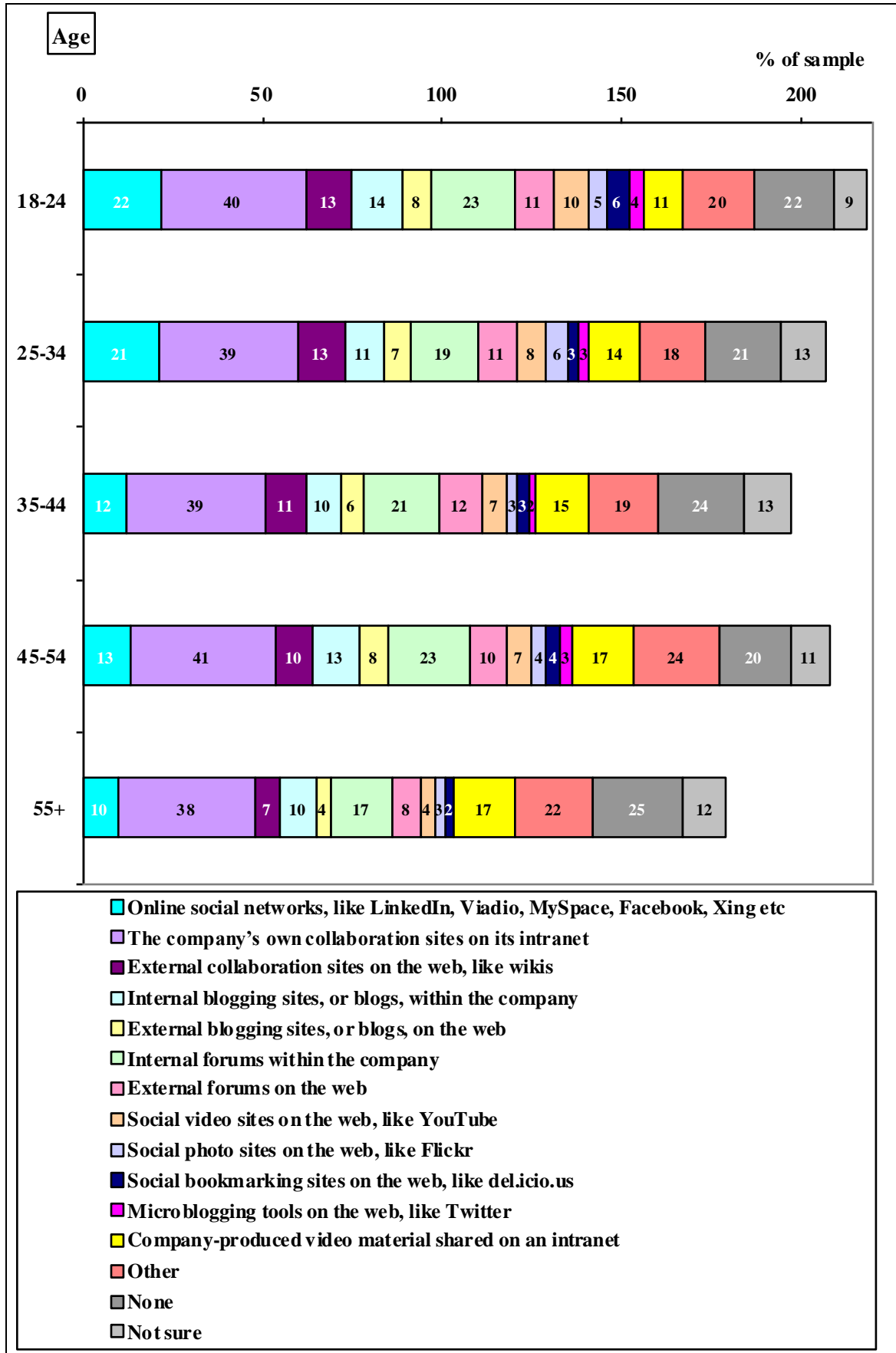


- Overall, German employees say the employees in their organisation use more social networking tools as part of their everyday working lives, compared to Belgium and the Netherlands (i.e. length of bars in the above chart).
- Indeed, more German employees (72%) have adopted social networks, compared to Belgium (65%), France (62%) and Great Britain (59%).
- But more French (51%) and German (52%) employees use internal social networks, compared to the Netherlands (45%) [not shown].
- However, fewer Dutch employees (20%) use external social networks, compared to all the other countries (29–34%) [not shown].
- But, more German employees (25%) use internal and external social networks, compared to Belgium (19%) and the Netherlands (14%) [not shown].
- And, more German employees (46%) have adopted 2 or more of these social networks, compared to Belgium (35%), France (38%) and the Netherlands (35%) [not shown].
- In addition, more French (10%), German (12%) and Great British (9%) employees use 5 or more of these social networks, compared to Belgium (5%) and the Netherlands (6%) [not shown].
- In more detail, fewer Dutch employees (9%) use online social networks, like LinkedIn, Viadio, MySpace, Facebook, Xing etc, compared to all the other countries (14–18%).
- And, more French (43%) and German (42%) employees use the company's own collaboration sites on its intranet, compared to the Netherlands (35%).
- In addition, more German (15%) and Great British (13%) employees use external collaboration sites on the web, like wikis, compared to France and the Netherlands (both 8%).
- However, blogging sites are popular with the French, with more French employees (14%) using internal blogging sites, or blogs, within the company, compared to Belgium (6%) and the Netherlands (10%).
- And more French employees (9%) use external blogging sites, or blogs, on the web, compared to Belgium (5%) and Germany (6%).
- But, more French (22%), German (27%) and Great British (24%) employees use internal forums within the company, compared to Belgium (16%) and the Netherlands (12%).
- And, more German employees (15%) use external forums on the web, compared to Belgium (9%) and the Netherlands (5%).
- More French, German (both 8%) and Great British (9%) employees use social video sites on the web, like YouTube, compared to Belgium (4%) and the Netherlands (5%).
- But, more Dutch (27%) and Great British (26%) employees say the employees in their company do not use any social networks as part of their everyday working lives, compared to Germany (18%).

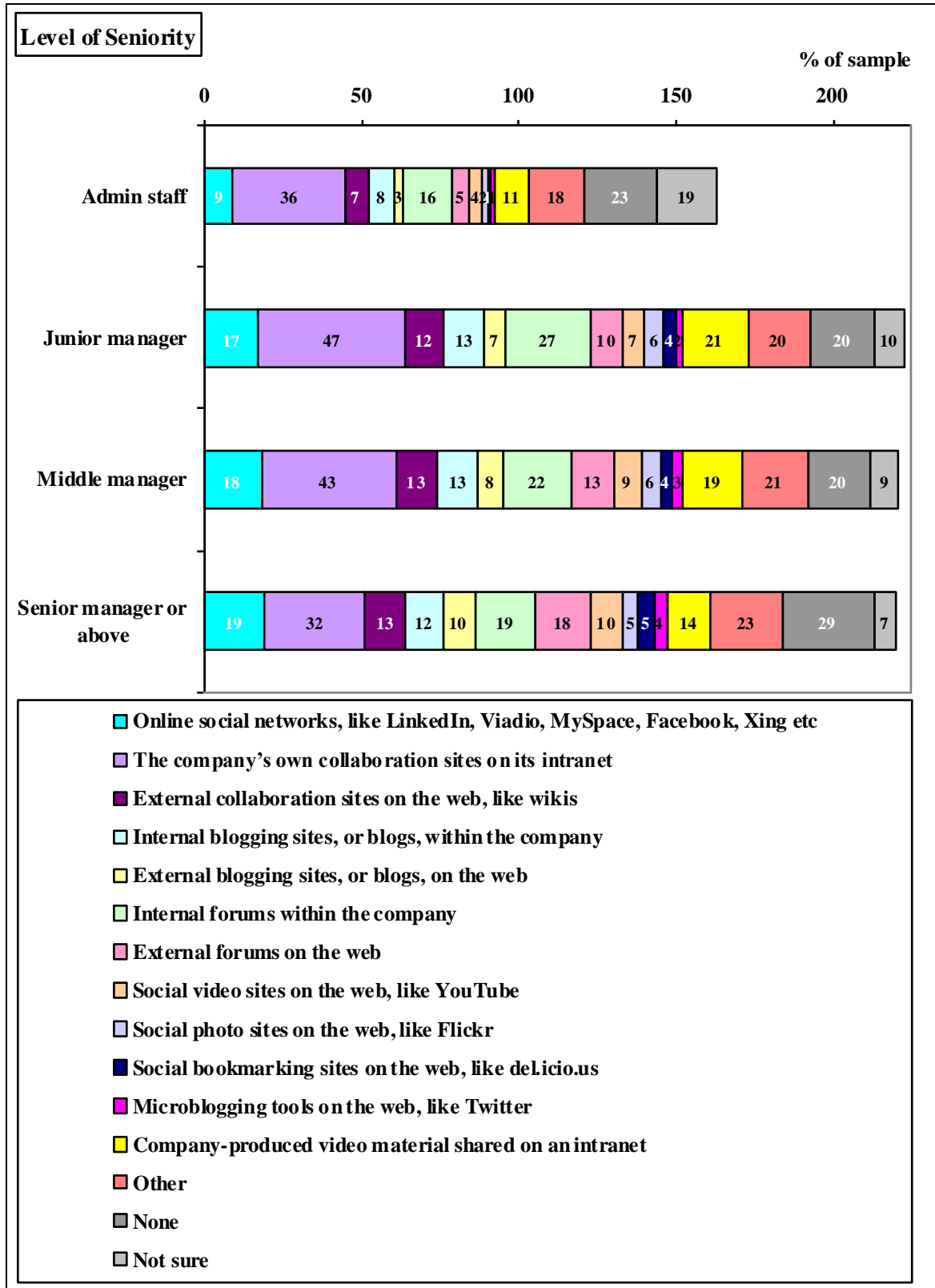


- Overall, employees in large companies say the employees in their organisation use more social networking tools as part of their everyday working lives, compared to SMEs (i.e. length of bars in the above chart).
- Indeed, more employees in large companies (74%) have adopted the use of some sort of social network into their working lives, compared to SMEs (56%).
- And more employees in large companies (64%) use internal social networks, compared to SMEs (33%) [not shown].
- And, more employees in SMEs (32%) use external social networks, compared to large companies (26%) [not shown].
- But, more employees in large companies (23%) use internal and external social networks, compared to SMEs (18%) [not shown].

- Also, more employees in large companies (46%) use 2 or more of these social networks, compared to SMEs (31%) [not shown].
- In more detail, more employees in large companies (54%) use the company's own collaboration sites on its intranet, compared to SMEs (24%).
- And, more employees in large companies (14%) use internal blogging sites, or blogs, within the company, compared to SMEs (8%).
- Also, more employees in large companies (27%) use internal forums within the company, compared to SMEs (13%).
- And more employees in large companies (22%) use company-produced video material shared on an intranet, compared to SMEs (9%).
- But, more employees in SMEs (32%) say the employees in their company do not use any social networks as part of their everyday working lives, compared to large companies (14%).



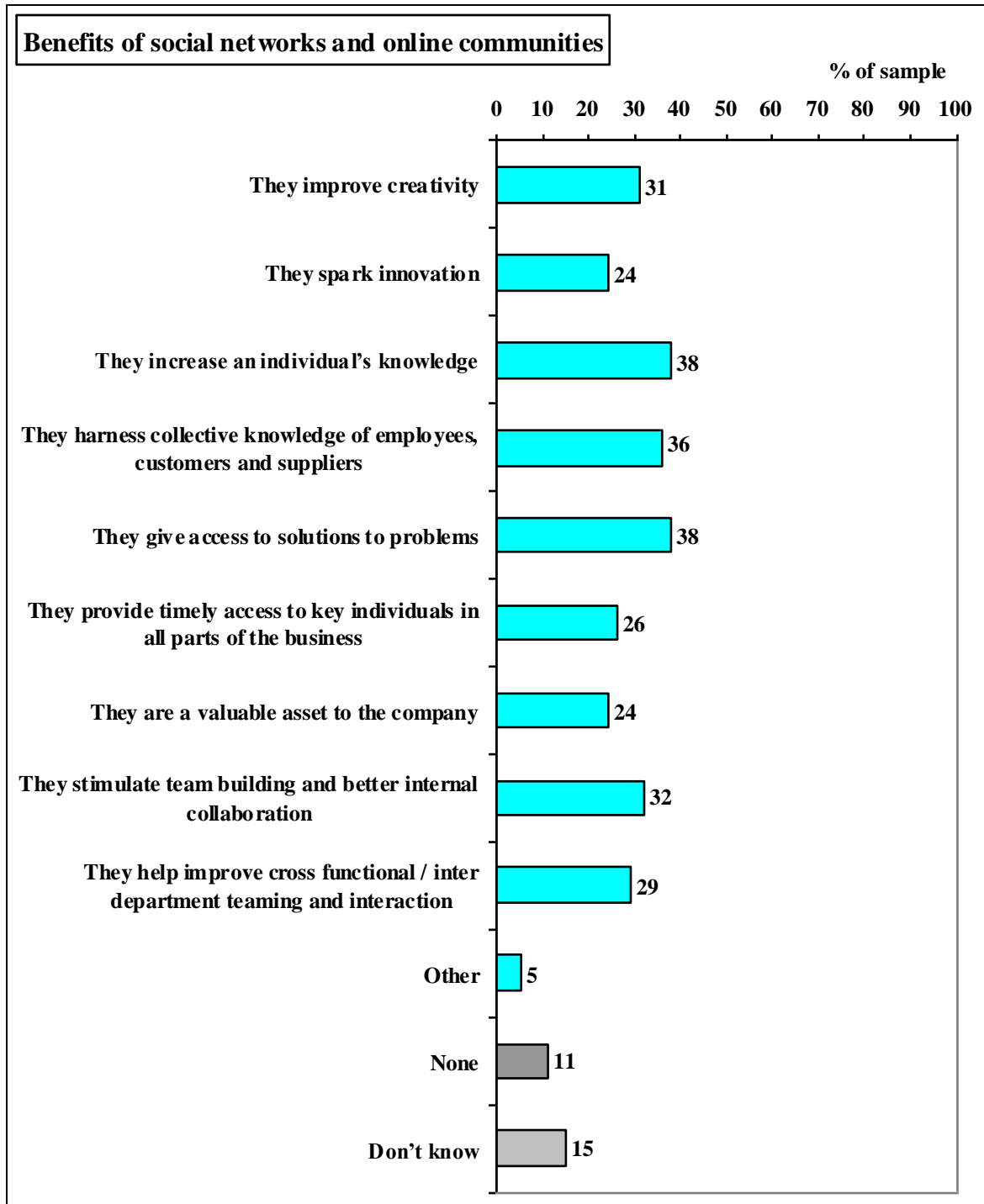
- Overall, employees aged 18-24 say the employees in their organisation use more social networking tools as part of their everyday working lives, compared to those aged 55+ (i.e. length of bars in the above chart).
- Indeed, more employees aged 45-54 (54%) say their company uses internal social networks, compared to those aged 25-34 (48%), 35-44 (47%) and 55+ (46%) [not shown].
- But more employees aged 18-24 (40%) and 25-34 (33%) say their company uses external social networks, compared to those aged 35-44 (28%), 45-54 (27%) and 55+ (24%) [not shown].
- Also, more employees aged 18-24 (27%) say their company uses internal and external social networks, compared to those aged 55+ (17%) [not shown].
- And, more employees aged 18-24, 25-34 and 45-54 (all 10%) say their company uses 5 or more social networking sites, compared to those aged 55+ (5%) [not shown].
- In more detail, more employees aged 18-24 (22%) and 25-34 (21%) say their company uses online social networks, like LinkedIn, Viadio, MySpace, Facebook, Xing etc, compared to those aged 35-44 (12%), 45-54 (13%) and 55+ (10%).
- And, more employees aged 18-24 and 25-34 (both 13%) and 35-44 (11%) work for companies that use external collaboration sites on the web, like wikis, compared to those aged 55+ (7%).
- But, fewer employees aged 55+ (4%) say their company uses social video sites on the web, like YouTube, compared to all the other age groups (7-10%).
- Whereas, more employees aged 25-34 (6%) work in companies that use social photo sites on the web, like Flickr, compared to those aged 35-44 (3%), 45-54 (4%) and 55+ (3%).
- However, more employees aged 55+ (25%) work in companies where employees do not use any social networking sites, compared to those aged 45-54 (20%).



- Overall, admin staff say employees in their organisation use fewer social networking tools as part of their everyday working lives, compared to the managers in the sample (i.e. length of bars in the above chart).

- Indeed, more junior (70%) and middle (71%) managers say employees use some sort of social network on a daily basis at work, compared to admin staff (58%) and senior managers (64%).
- And more junior (57%) and middle (54%) managers say employees use internal social networks, compared to admin staff (44%) and senior managers (41%) [not shown].
- But, more junior and middle (both 35%) and senior (38%) managers say employees use external social networks, compared to admin staff (18%) [not shown].
- However, more junior (27%), middle (26%) and senior (23%) managers say employees use internal and external social networks, compared to admin staff (13%) [not shown].
- And, more junior (48%), middle (45%) and senior (42%) managers say employees have adopted 2 or more of these social networks, compared to admin staff (29%) [not shown].
- In addition, more junior (10%), middle and senior (both 11%) managers say employees use 5 or more of these social networks, compared to admin staff (4%) [not shown].
- In more detail, more junior (17%), middle (18%) and senior (19%) managers say employees use online social networks, like LinkedIn, Viadio, MySpace, Facebook, Xing etc, compared to admin staff (9%).
- Also, more junior (47%) and middle (43%) managers say employees use the company's own collaboration sites on its intranet, compared to admin staff (36%) and senior managers (32%).
- In addition, more junior (12%), middle and senior (both 13%) managers say employees use external collaboration sites on the web, like wikis, compared to admin staff (7%).
- Furthermore, more junior, middle (both 13%) and senior (12%) managers say employees use internal blogging sites, or blogs, within the company, compared to admin staff (8%).
- And, more junior (7%), middle (8%) and senior (10%) managers say employees use external blogging sites, or blogs, on the web, compared to admin staff (3%).
- But, more junior managers (27%) say employees use internal forums within the company, compared to admin staff (16%) and senior managers (19%).
- And, more senior managers (18%) say employees use external forums on the web, compared to admin staff (5%), junior (10%) and middle (13%) managers.
- In addition, more senior managers (10%) say employees use social video sites on the web, like YouTube, compared to admin staff (4%).
- Whereas, more junior (21%) and middle (19%) managers say employees use company-produced video material shared on an intranet, compared to admin staff (11%).
- However, more senior managers (29%) say employees within their organisation do not use any social networks, compared to admin staff (23%), junior and middle (both 20%) managers.
- And, more admin staff (19%) admit they are unsure if employees use any social networks as part of their everyday working lives, compared to junior (10%), middle (9%) and senior (7%) managers.

3.2. Which of the following benefits do you think apply to such social networks and online communities?

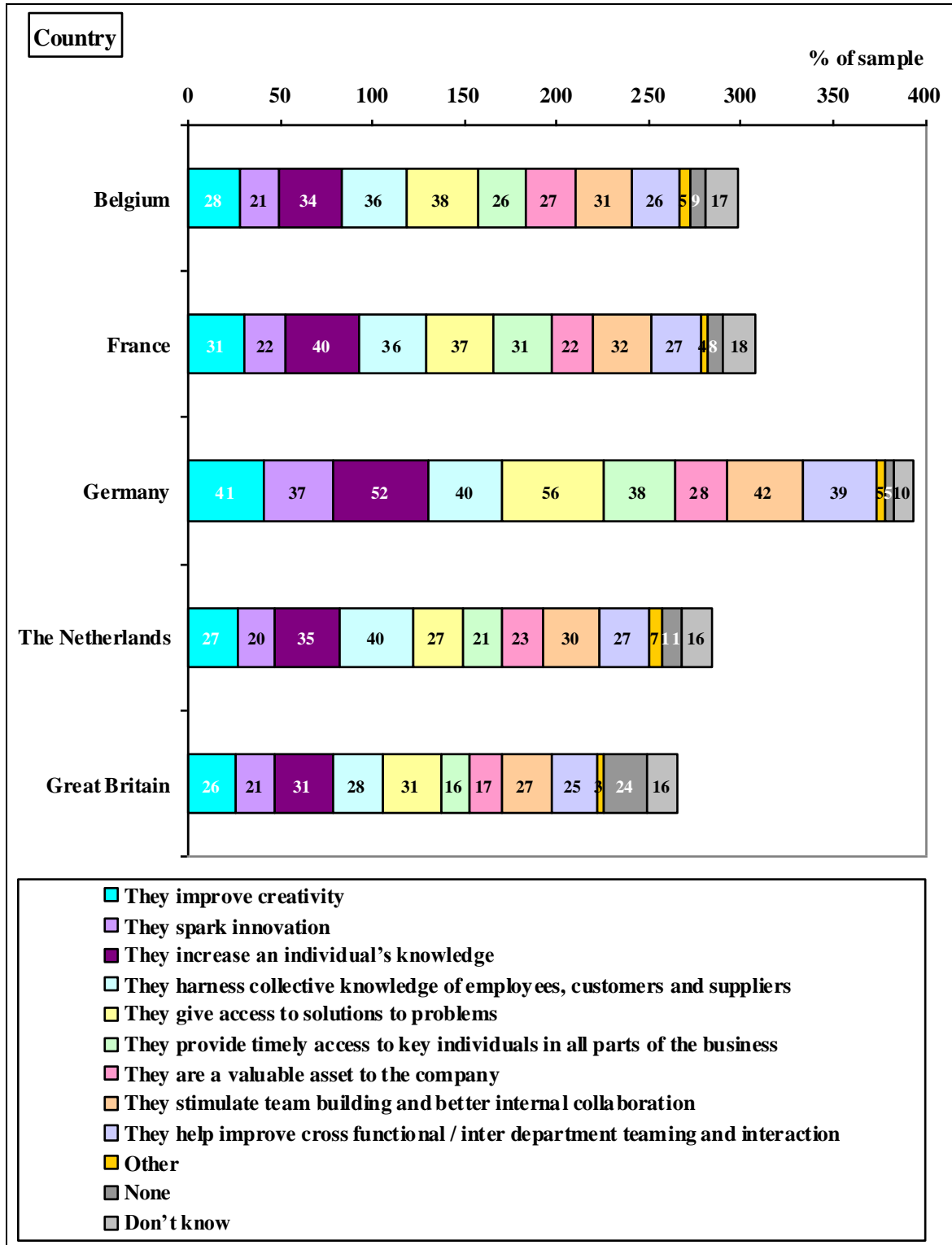


- 74% of employees think there are benefits to using social networks and online communities, and this is irrespective of whether or not they themselves and their colleagues use them.
- Indeed, 87% of those who work in companies where employees do use such sites see a benefit, but a significant 49% of those who do not work where employees currently use them as part of life at work also see some benefit [not shown].

- In detail, 38% say such sites increase an individual’s knowledge and the same amount (38%) think they give access to solutions to problems.
- Almost as many (36%) think they harness the collective knowledge of employees, customers and suppliers.
- 31% think these sorts of internet tools improve creativity, and 24% think they spark innovation.
- 32% think they stimulate team building and better internal collaboration, whereas 29% think they help improve cross functional / inter department teaming and interaction.
- 26% of employees think these sites provide timely access to key individuals in all parts of the business.
- And 1 in 4 employees (24%) think such networks and collaboration sites are a valuable asset to the company.
- In contrast, 15% of employees do not know if any benefits apply or not; and this mostly applies to employees whose companies do not use such sites, where 31% admit they do not know which benefits apply [not shown].
- Just 11% of employees say they do not think any benefits apply to using social networks or online communities at work.

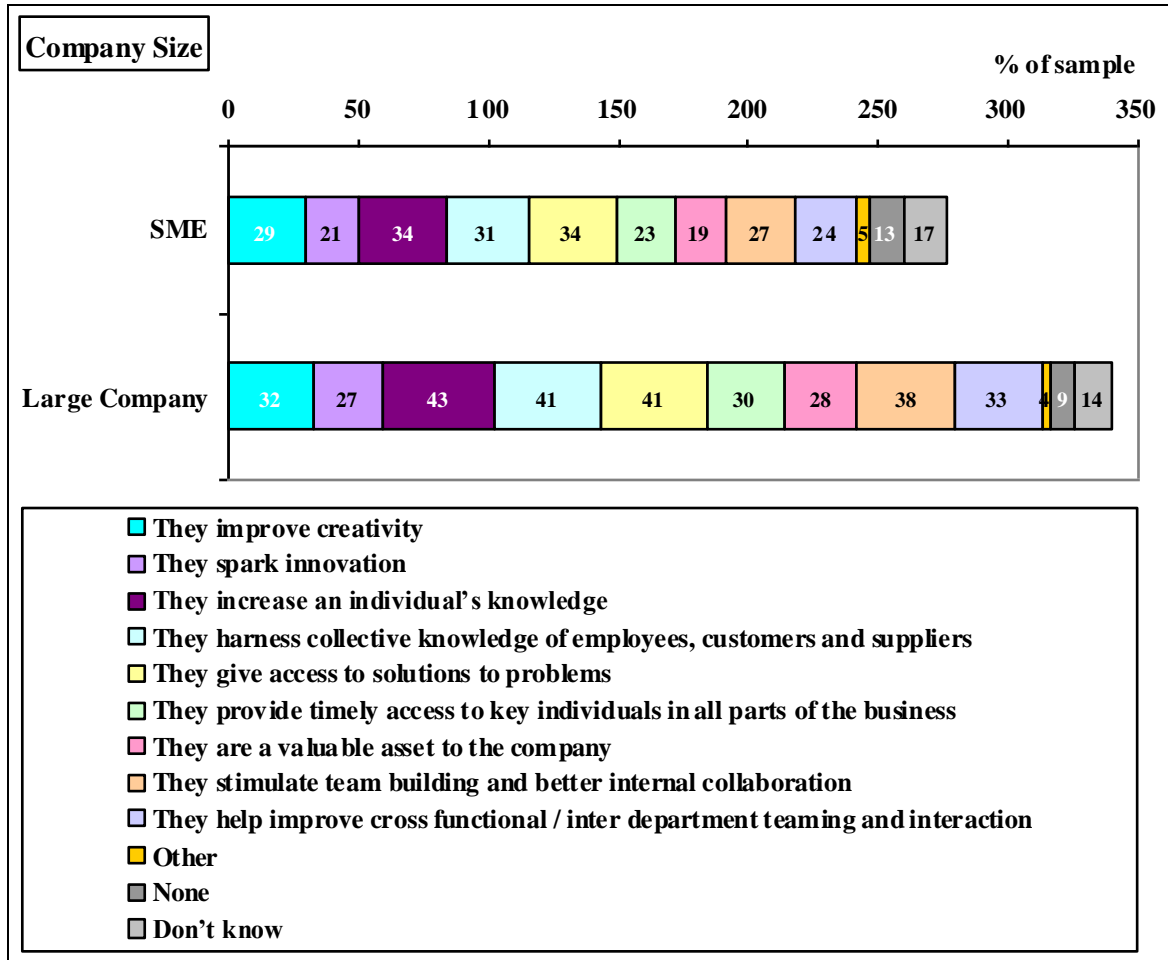
Benefits	Have adopted social networks	Have NOT adopted social networks
They increase an individual’s knowledge	47%	22%
They give access to solutions to problems	46%	23%
They harness collective knowledge of employees, customers and suppliers	43%	22%
They stimulate team building and better internal collaboration	39%	20%
They improve creativity	38%	17%
They help improve cross functional / inter department teaming and interaction	35%	17%
They provide timely access to key individuals in all parts of the business	33%	15%
They spark innovation	31%	12%
They are a valuable asset to the company	30%	11%

- Overall, those employees whose companies have adopted social networks recognise the benefits more than those in companies who have not adopted this way of working.



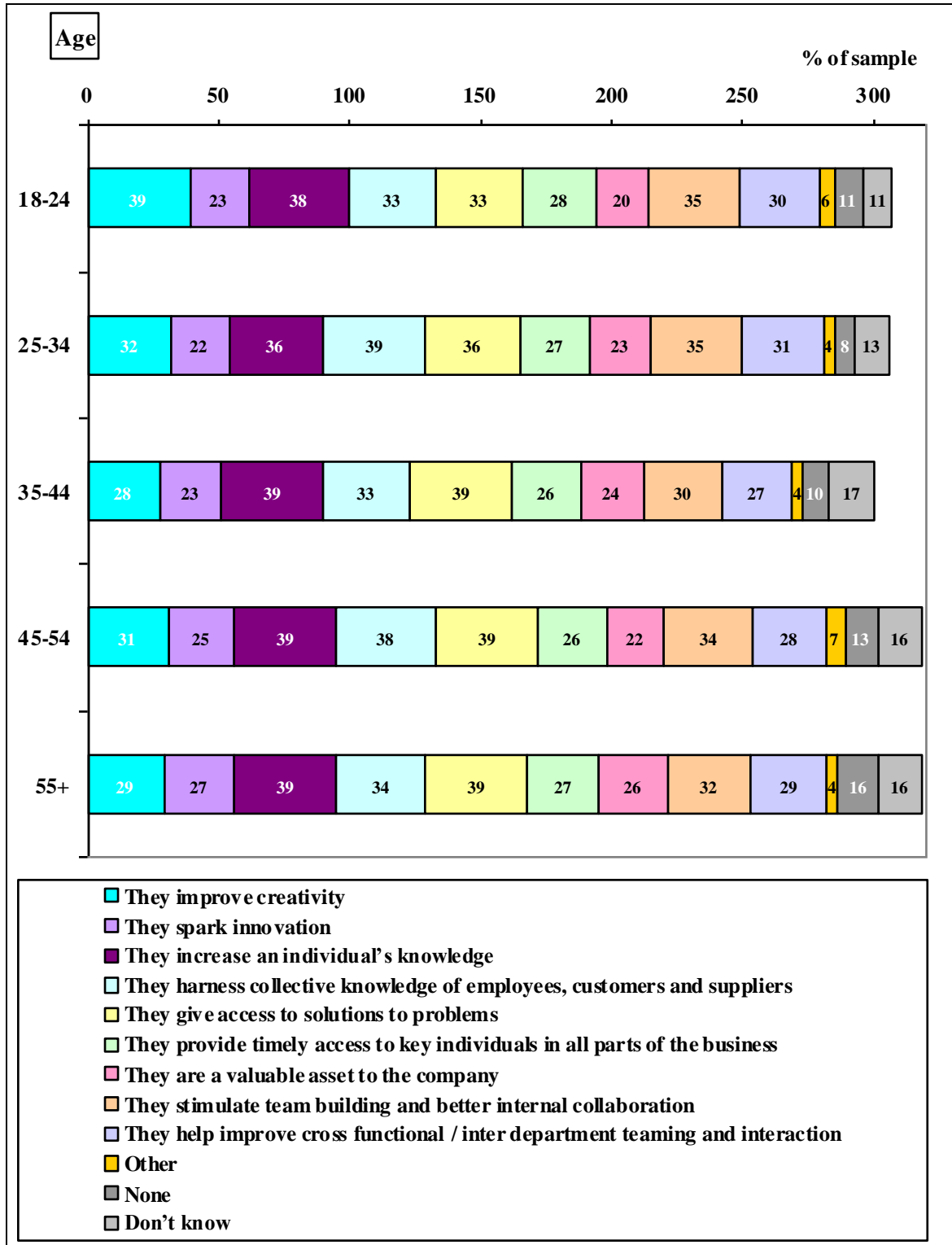
- Overall, German employees think more benefits apply to social networks and online communities, compared to the Netherlands and Great Britain (i.e. length of bars in the above chart).
- Indeed, more German employees (85%) think there are benefits to using social networks and online communities, compared to all the other countries (60-74%).

- And more German employees (73%) think multiple benefits apply to using social networks and online communities, compared to all the other countries (47-60%) [not shown].
- Also, more German employees (37%) think 5 or more benefits apply, compared to all the other countries (19-25%) [not shown].
- In more detail, more German employees (41%) think such sites improve creativity, compared to all the other countries (26-31%).
- In addition, more German employees (37%) think they spark innovation, compared to all the other countries (20-22%).
- Furthermore, more German employees (52%) think they increase an individual's knowledge, compared to all the other countries (31-40%).
- But, fewer British employees (28%) think they harness collective knowledge of employees, customers and suppliers, compared to all the other countries (36-40%).
- However, more Belgian (38%), French (37%) and German (56%) employees think they give access to solutions to problems, compared to the Netherlands (27%) and Great Britain (31%).
- And, more French (31%) and German (38%) employees think they provide timely access to key individuals in all parts of the business, compared to the Netherlands (21%) and Great Britain (16%).
- However, fewer British employees (17%) think they are a valuable asset to the company, compared to all the other countries (22-28%).
- Whereas, more German employees (42%) think they stimulate team building and better internal collaboration, compared to all the other countries (27-32%).
- And, more German employees (39%) think they help improve cross functional / inter department teaming and interaction, compared to all the other countries (25-27%).
- But, more British employees (24%) do not think any benefits apply, compared to all the other countries (5-11%).
- Finally, fewer German employees (10%) are unsure if any benefits apply, compared to all the other countries (16-18%).



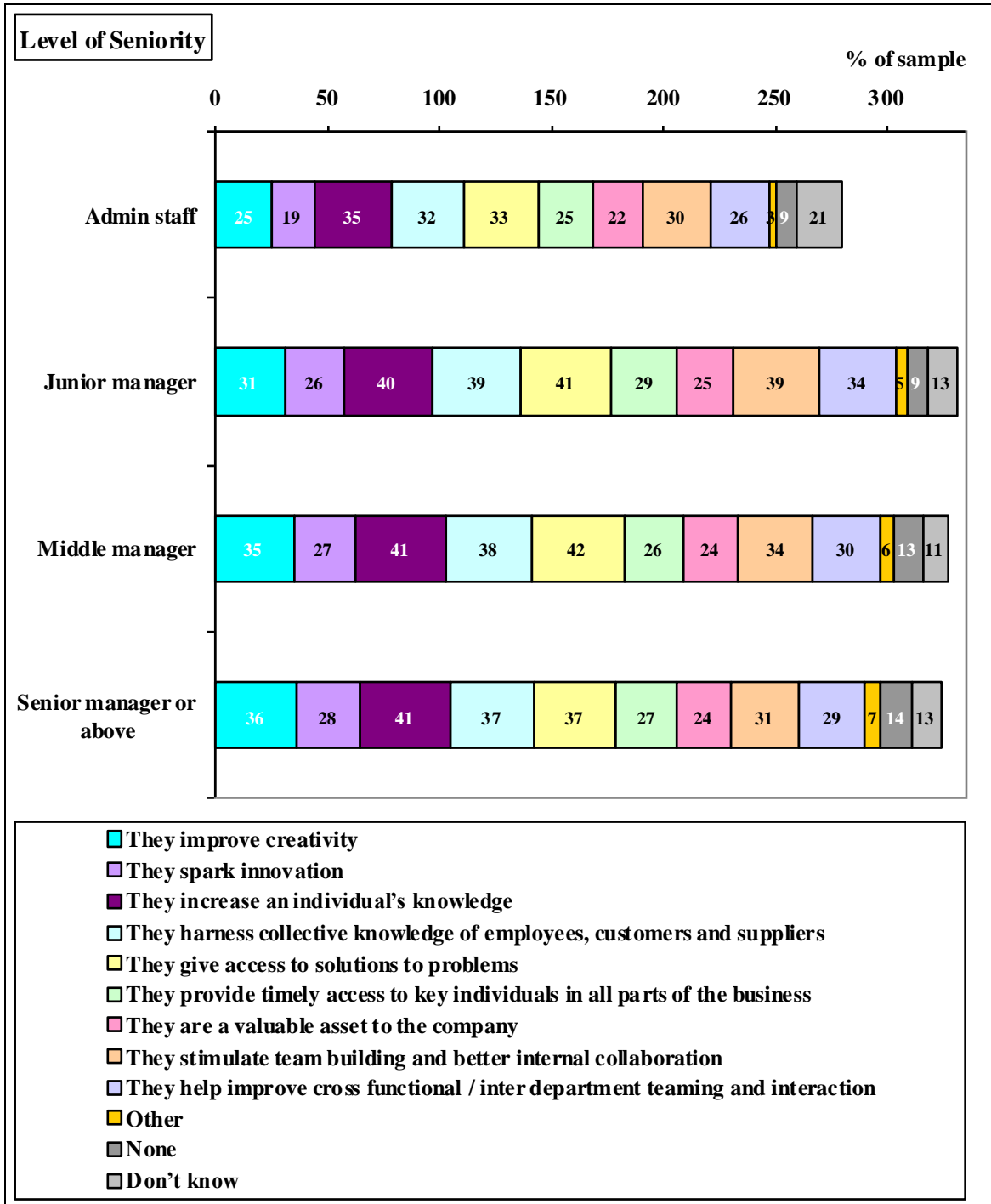
- Overall, employees in large companies think more benefits apply to social networks and online communities, compared to SMEs (i.e. length of bars in the above chart).
- Indeed, more employees in large companies (77%) think there are benefits to be had from using social networks and online communities, compared to SMEs (70%).
- And more employees in large companies (64%) think multiple benefits apply, compared to SMEs (55%) [not shown].
- In addition, more employees in large companies (30%) think 5 or more benefits apply to using such tools, compared to SMEs (20%) [not shown].
- In more detail, more employees in large companies (27%) think they spark innovation, compared to SMEs (21%).
- Also, more employees in large companies (43%) think they increase an individual's knowledge, compared to SMEs (34%).
- Furthermore, more employees in large companies (41%) think they harness collective knowledge of employees, customers and suppliers, compared to SMEs (31%).
- And, more employees in large companies (41%) think they give access to solutions to problems, compared to SMEs (34%).
- More employees in large companies (30%) think they provide timely access to key individuals in all parts of the business, compared to SMEs (23%).

- And, more employees in large companies (28%) think they are a valuable asset to the company, compared to SMEs (19%).
- Also, more employees in large companies (38%) think they stimulate team building and better internal collaboration, compared to SMEs (27%).
- In addition, more employees in large companies (33%) think they help improve cross functional / inter department teaming and interaction, compared to SMEs (24%).
- In contrast, more employees in SMEs (13%) do not think any benefits apply to using social networks and online communities, compared to large companies (9%).



- More employees aged 18-24 (78%) and 25-34 (79%) think there are benefits to using social networks and online communities, compared to those aged 55+ (68%).
- And, more employees aged 25-34 (64%) think multiple benefits apply to using social networks and online communities, compared to those aged 35-44 (57%) [not shown].
- But, more employees aged 45-54 (29%) and 55+ (28%) think 5 or more benefits apply, compared to those aged 35-44 (22%) [not shown].

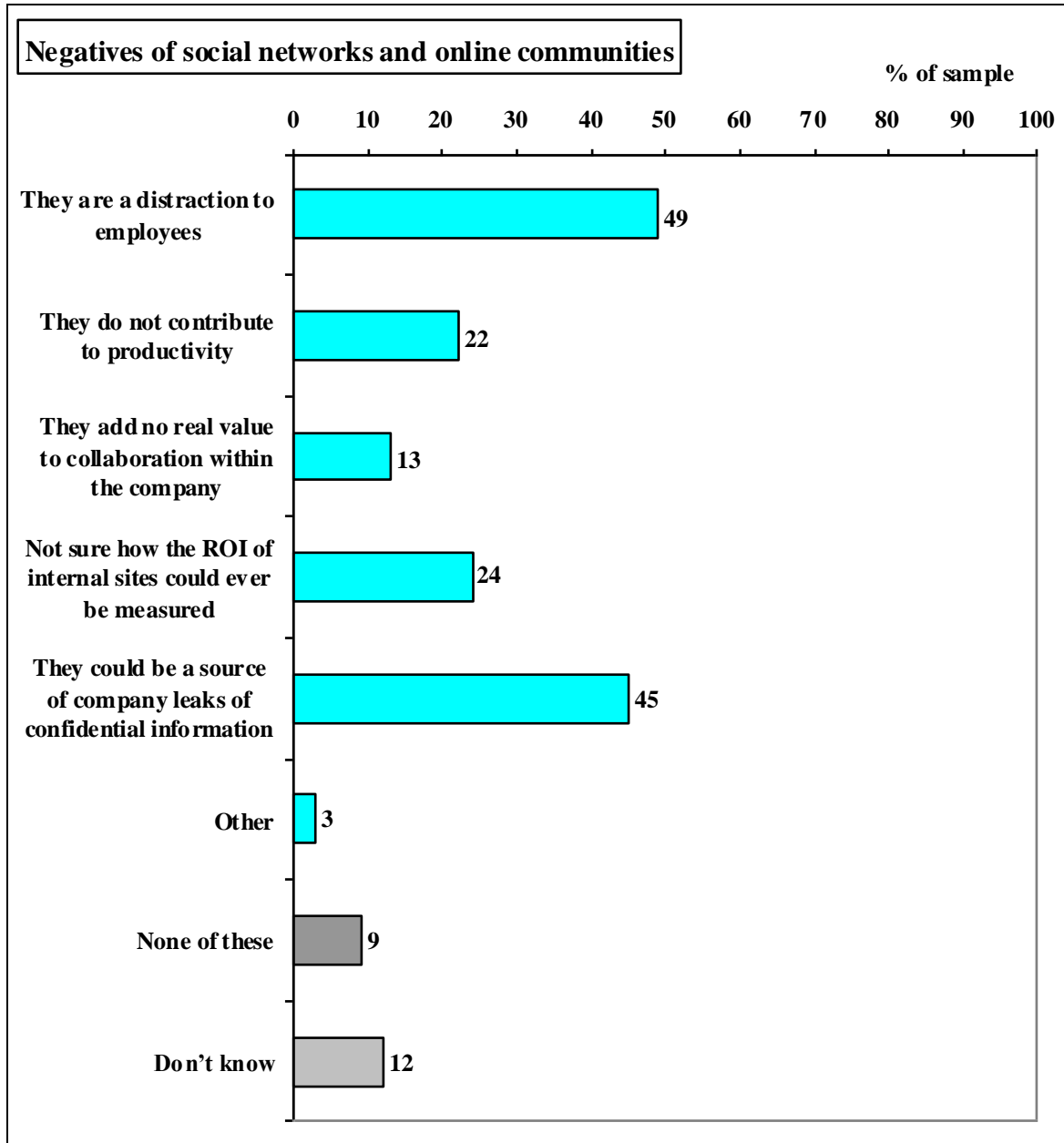
- In more detail, more employees aged 18-24 (39%) think such sites improve creativity, compared to those aged 35-44 (28%) and 55+ (29%).
- And, more employees aged 25-34 (39%) think they harness collective knowledge of employees, customers and suppliers, compared to those aged 35-44 (33%).
- However, more employees aged 45-54 (13%) and 55+ (16%) do not think any benefits apply, compared to those aged 25-34 (8%).



- Overall, admin staff think fewer benefits apply to social networks and online communities, compared to managers (i.e. length of bars in the above chart).

- Indeed, more junior (78%) and middle (76%) managers think there are benefits to be had from using social networks and online communities, compared to admin staff (70%).
- And, more junior (64%) and middle (63%) managers think multiple benefits apply to using such sites, compared to admin staff (55%) [not shown].
- In addition, more junior, middle (both 28%) and senior (27%) managers think 5 or more benefits apply, compared to admin staff (21%) [not shown].
- In more detail, more junior (31%), middle (35%) and senior (36%) managers think they improve creativity, compared to admin staff (25%).
- And, more junior (26%), middle (27%) and senior (28%) managers think they spark innovation, compared to admin staff (19%).
- Furthermore, more middle and senior (both 41%) managers think they increase an individual's knowledge, compared to admin staff (35%).
- And, more junior (39%) and middle (38%) managers think they harness collective knowledge of employees, customers and suppliers, compared to admin staff (32%).
- Also, more junior (41%) and middle (42%) managers think they give access to solutions to problems, compared to admin staff (33%).
- But, more junior managers (39%) think they stimulate team building and better internal collaboration, compared to admin staff (30%) and senior managers (31%).
- Also, more junior managers (34%) think they help improve cross functional / inter department teaming and interaction, compared to admin staff (26%).
- But, more middle (13%) and senior (14%) managers do not think any benefits apply, compared to admin staff and junior managers (both 9%).
- Finally, more admin staff (21%) admit they are unsure if any benefits apply, compared to junior (13%), middle (11%) and senior (13%) managers.

3.3. In contrast, which of the following negatives do you think apply to such social networks and online communities?

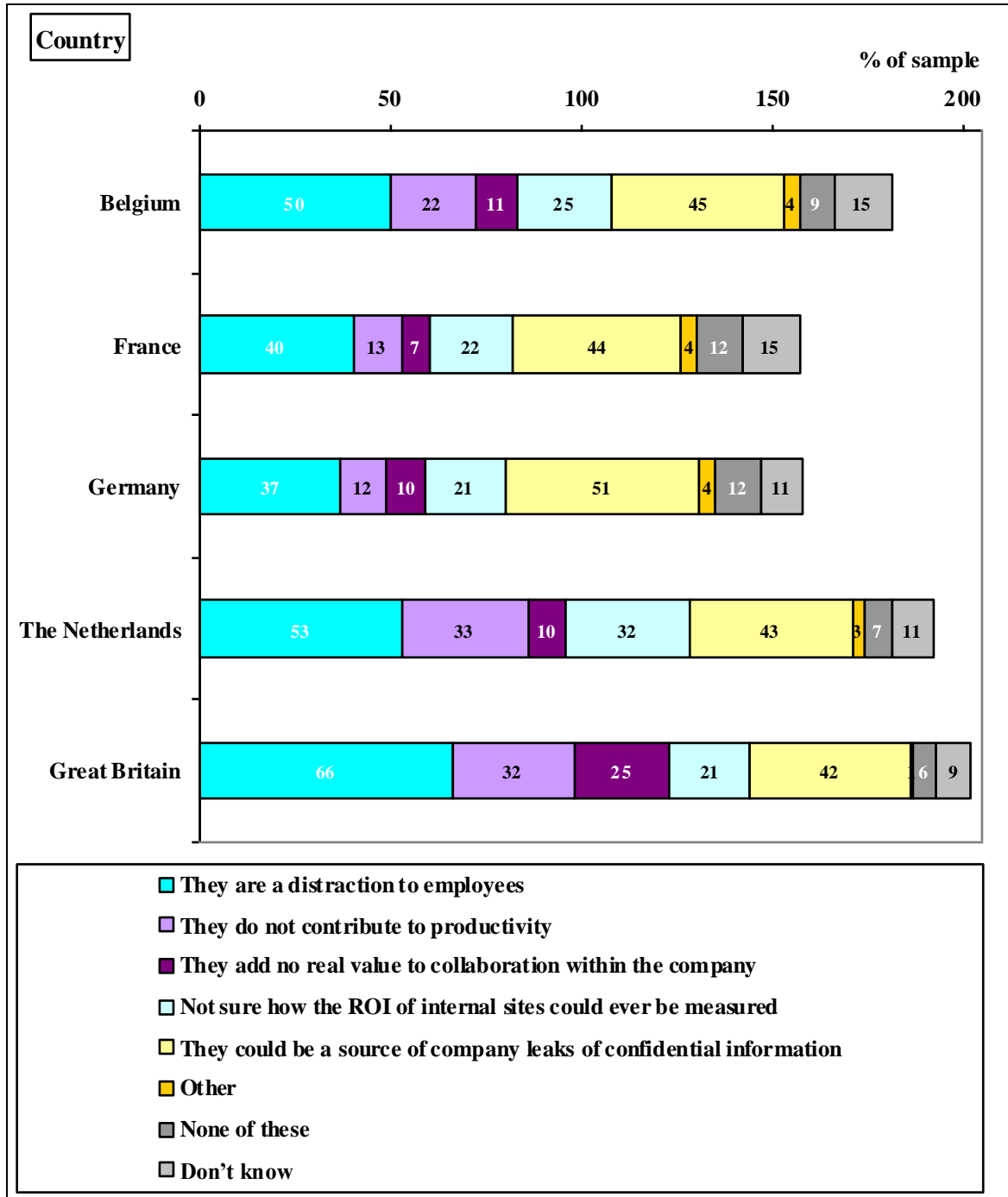


- 79% of employees in Europe associate a negative with social networks and online communities.
- Two main negatives emerge:
 1. Distraction to employees (49%)
 2. Source of company leaks of confidential information (45%)
- Fewer (22%) think social networks and online communities do not contribute to productivity, and only 13% think they add no real value to collaboration within the company.
- But 24% of employees admit they are not sure how the return on investment (ROI) of internal sites could ever be measured.

- In contrast, 12% of employees admit they do not know if there are any negatives (again, with ignorance more pronounced among those whose companies do not use such sites), and 9% do not think there are any negatives.

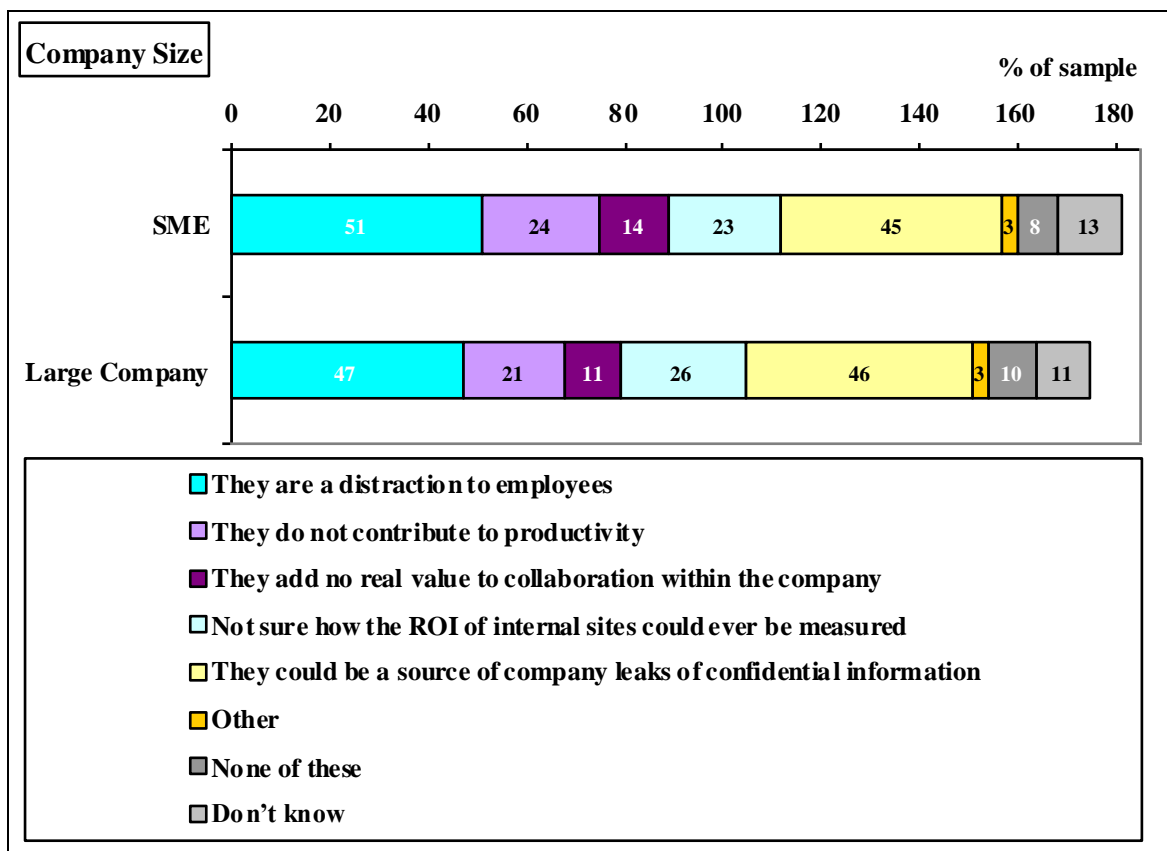
Negatives	Have adopted social networks	Have NOT adopted social networks
They are a distraction to employees	47%	53%
They do not contribute to productivity	20%	27%
They add no real value to collaboration within the company	10%	17%
Not sure how the ROI of internal sites could ever be measured	25%	22%
They could be a source of company leaks of confidential information	49%	39%

- More employees whose companies use social networks (83%) think at least 1 negative applies to them, compared to 72% of those whose companies do not use them [not shown].
- But more of those whose companies do not use them think such networks can be a distraction, and more think they do not contribute to productivity and also that they add no real value to collaboration.
- Conversely, more of those employees whose companies have adopted social networks are not sure how ROI on internal sites could ever be measured and more think that social networks could be a source of company leaks.

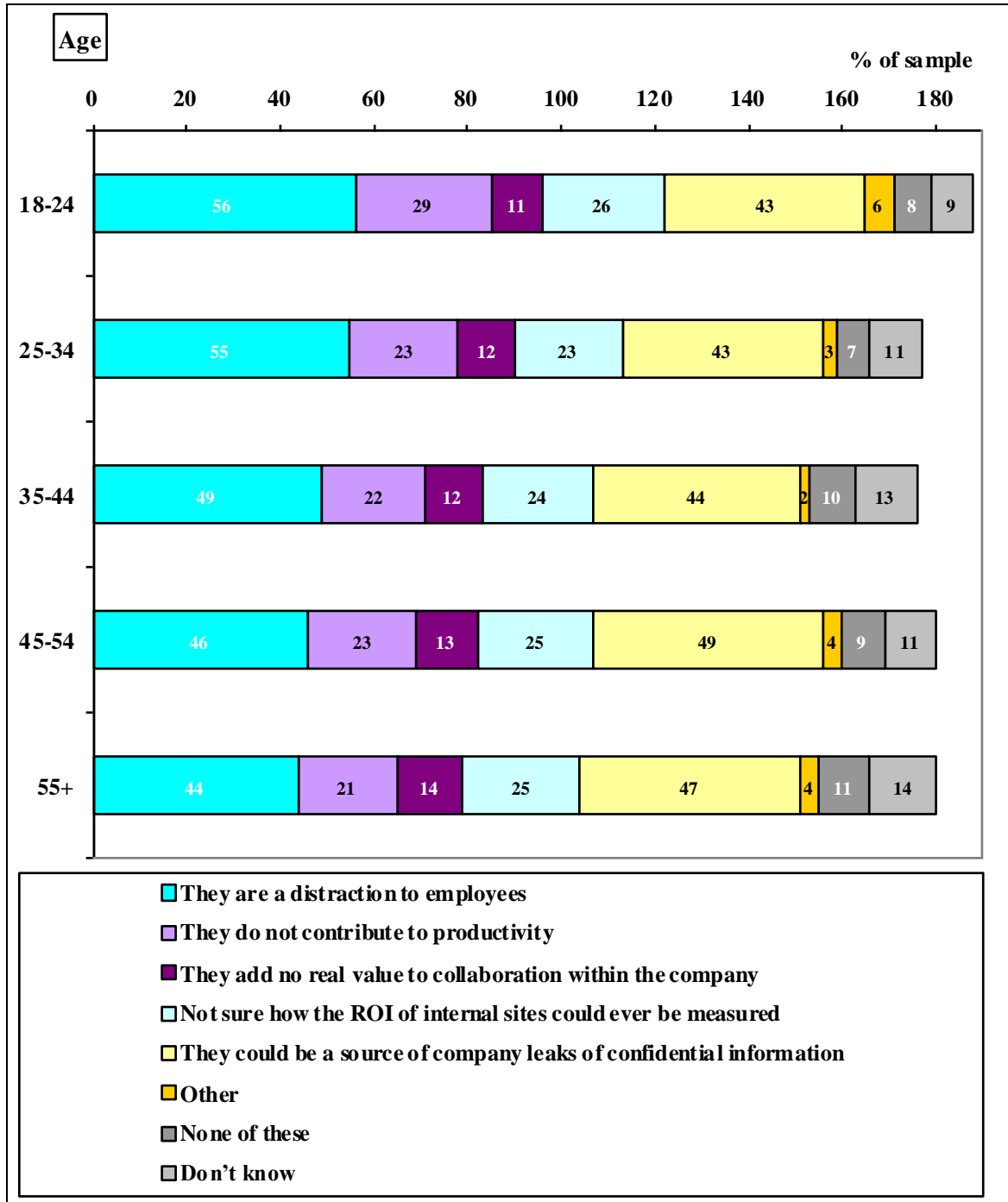


- Overall, British employees think more negatives apply to the use of social networks and online communities, compared to France and Germany (i.e. length of bars in the above chart).
- Indeed, more Dutch (82%) and British (85%) employees associate a negative with social networks and online communities, compared to France (73%).
- In more detail, more Belgian (50%), Dutch (53%) and British (66%) employees think such sites are a distraction to employees, compared to France (40%) and Germany (37%).
- And, more Belgian (22%), Dutch (33%) and British (32%) employees think they do not contribute to productivity, compared to France (13%) and Germany (12%).

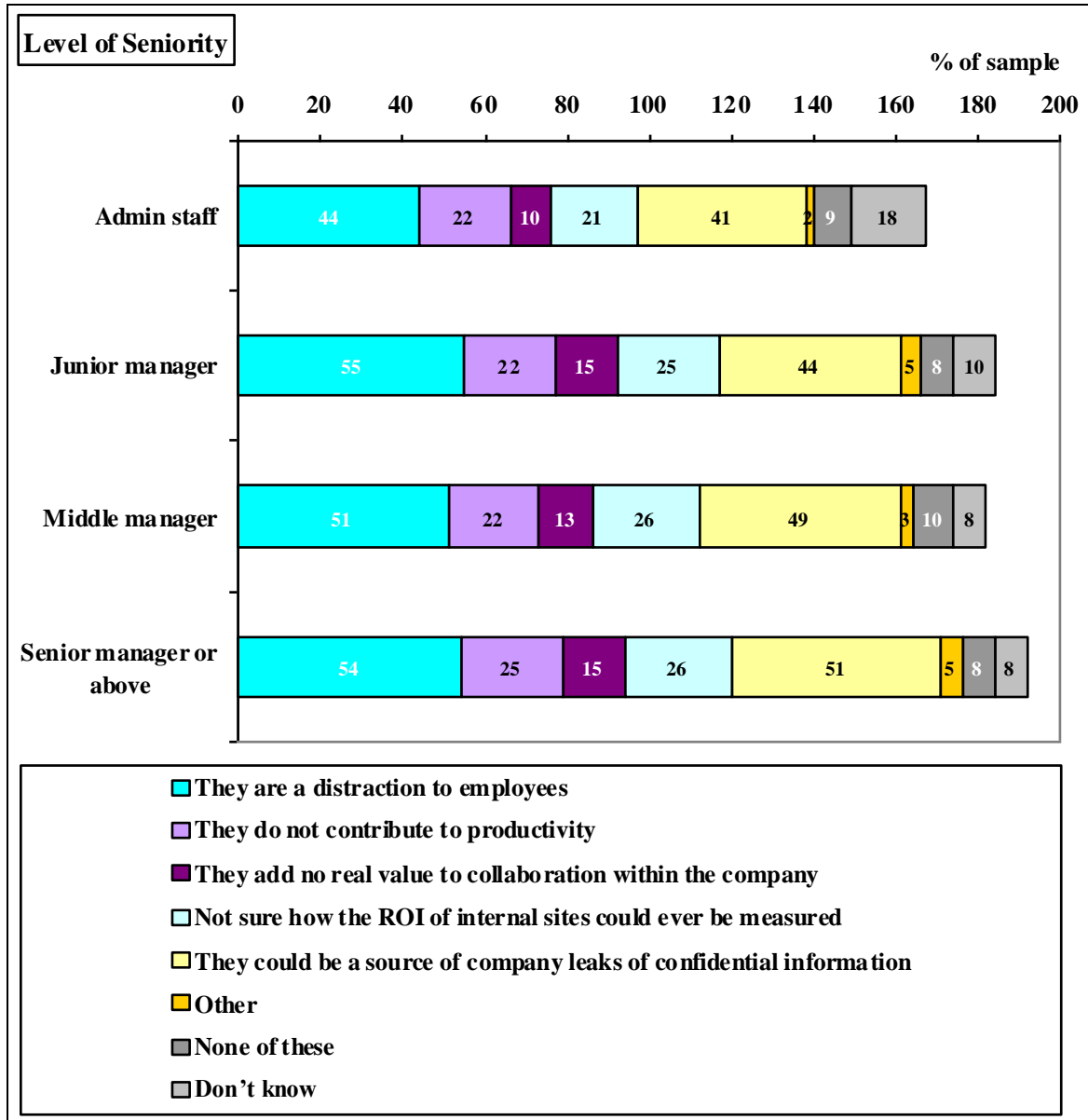
- Also, more British employees (25%) think they add no real value to collaboration within the company, compared to all the other countries (7-11%).
- In addition, more Dutch employees (32%) are not sure how the ROI of internal sites could ever be measured, compared to all the other countries (21-25%)
- However, more German employees (51%) think they could be a source of company leaks of confidential information, compared to all the other countries (42-45%).
- Yet, more French and German (both 12%) employees do not think any negatives apply to social networks and online communities, compared to the Netherlands (7%) and Great Britain (6%).
- And, more Belgian and French (both 15%) employees admit they are unsure if any negatives apply, compared to the Netherlands (11%) and Great Britain (9%).



- Statistically, there is no significant difference according to company size and whether or not employees think negative aspects apply to social networks and online communities.

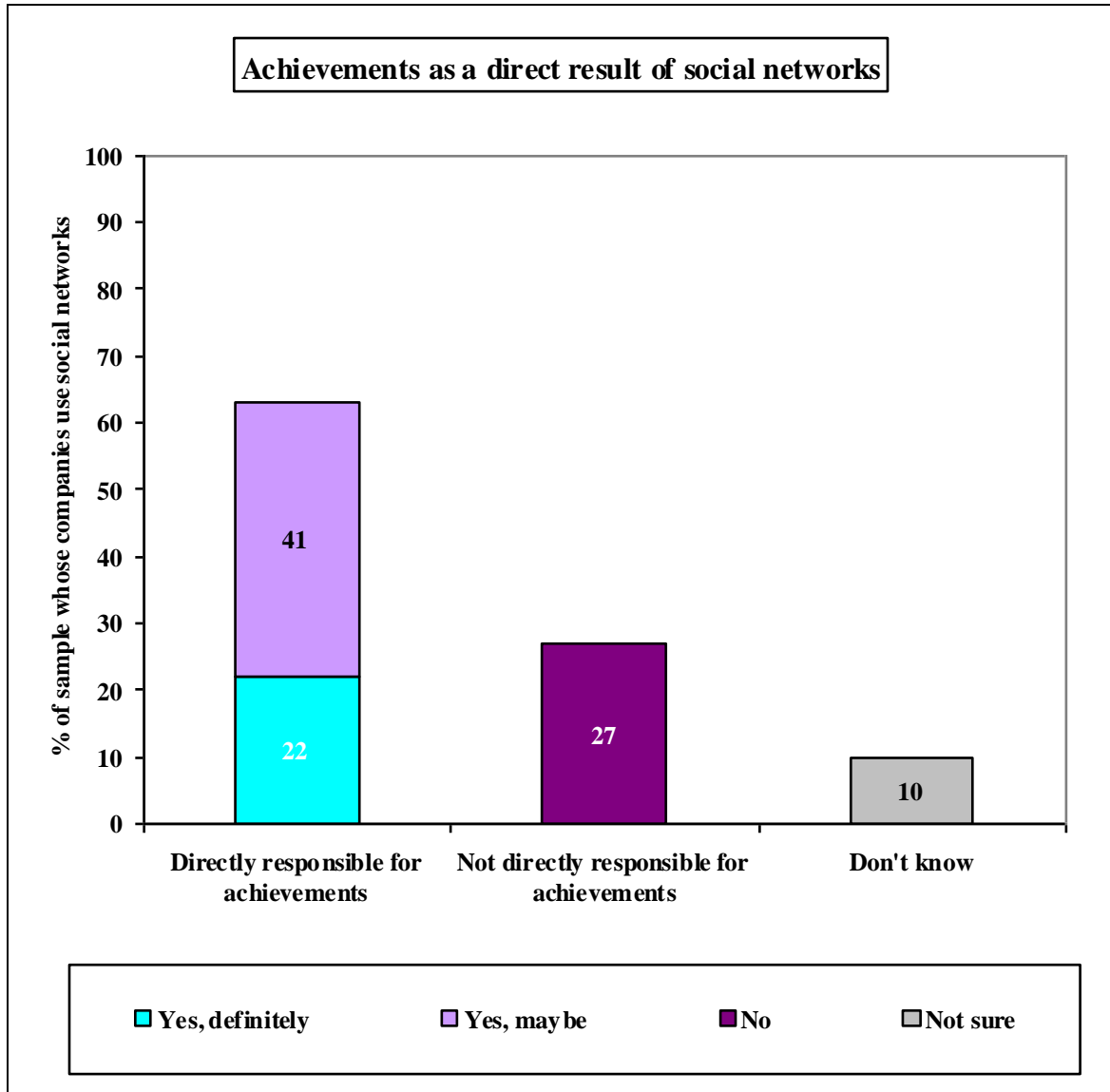


- More employees aged 18-24 (83%) and 25-34 (82%) associate a negative with social networks and online communities, compared to those aged 55+ (75%).
- In fact, more employees aged 18-24 (56%) and 25-34 (55%) think such sites are a distraction to employees, compared to those aged 45-54 (46%) and 55+ (44%).
- Also, more employees aged 45-54 (49%) think they could be a source of company leaks of confidential information, compared to those aged 25-34 (43%) and 35-44 (44%).

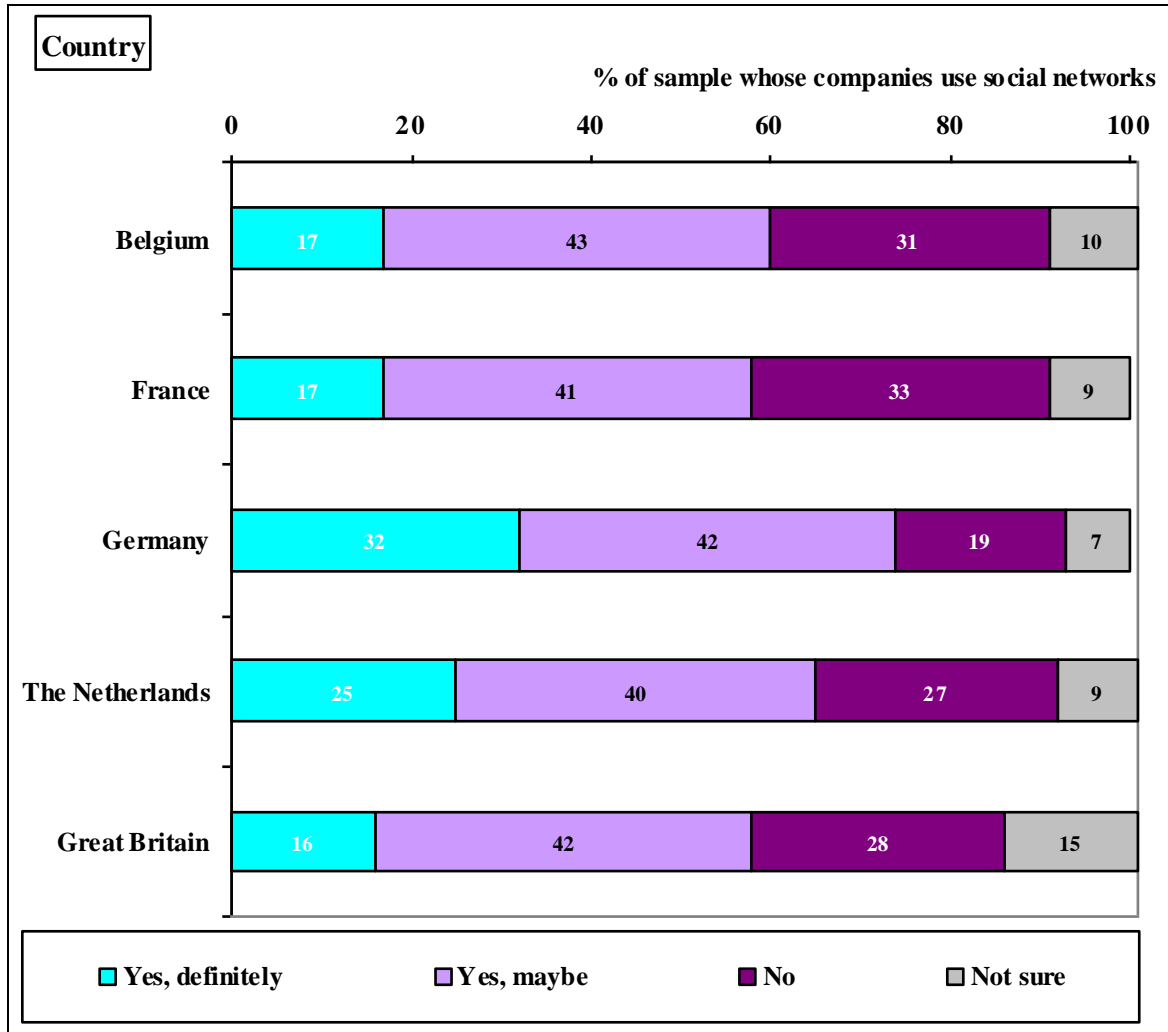


- Overall, junior, middle and senior managers think more negatives apply to the use of social networks and online communities, compared to admin staff (i.e. length of bars in the above chart).
- In detail, more junior (55%), middle (51%) and senior (54%) managers think such tools are a distraction to employees, compared to admin staff (44%).
- But more junior and senior (both 15%) managers think they add no real value to collaboration within the company, compared to admin staff (10%).
- And, more middle and senior managers (both 26%) are not sure how the ROI of internal sites could ever be measured, compared to admin staff (21%).
- Also, more middle (49%) and senior (51%) managers think they could be a source of company leaks of confidential information, compared to admin staff (41%).
- But, more admin staff (18%) admit they are unsure if any negatives apply, compared to junior (10%), middle and senior (both 8%) managers.

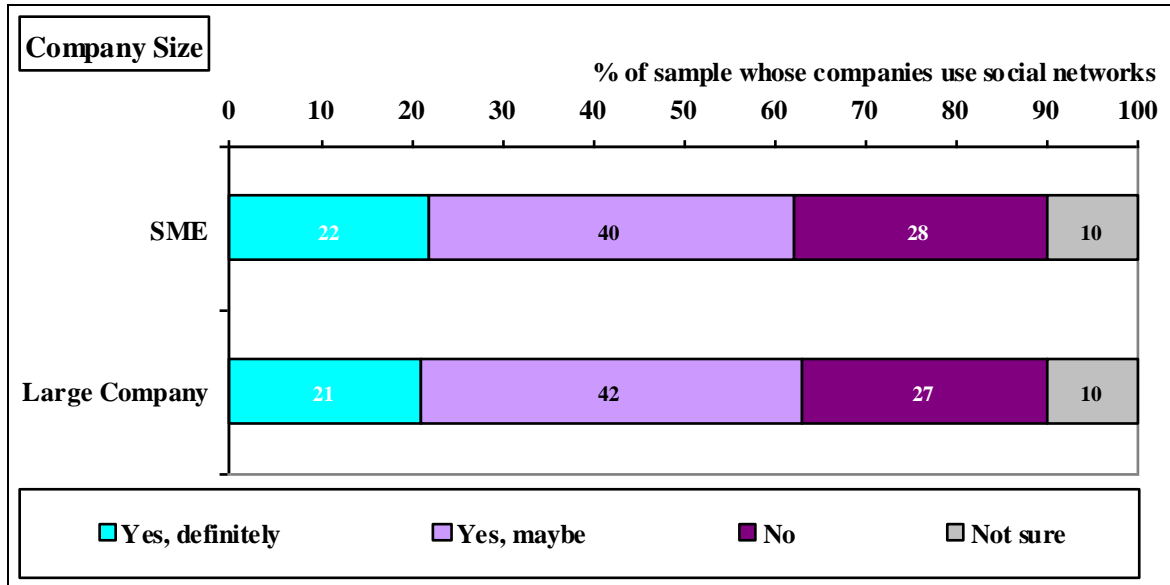
3.4. [Just to those whose companies use social networks] Do you think the social networks you have in your company have enabled you and your colleagues to achieve things that would not otherwise have been possible?



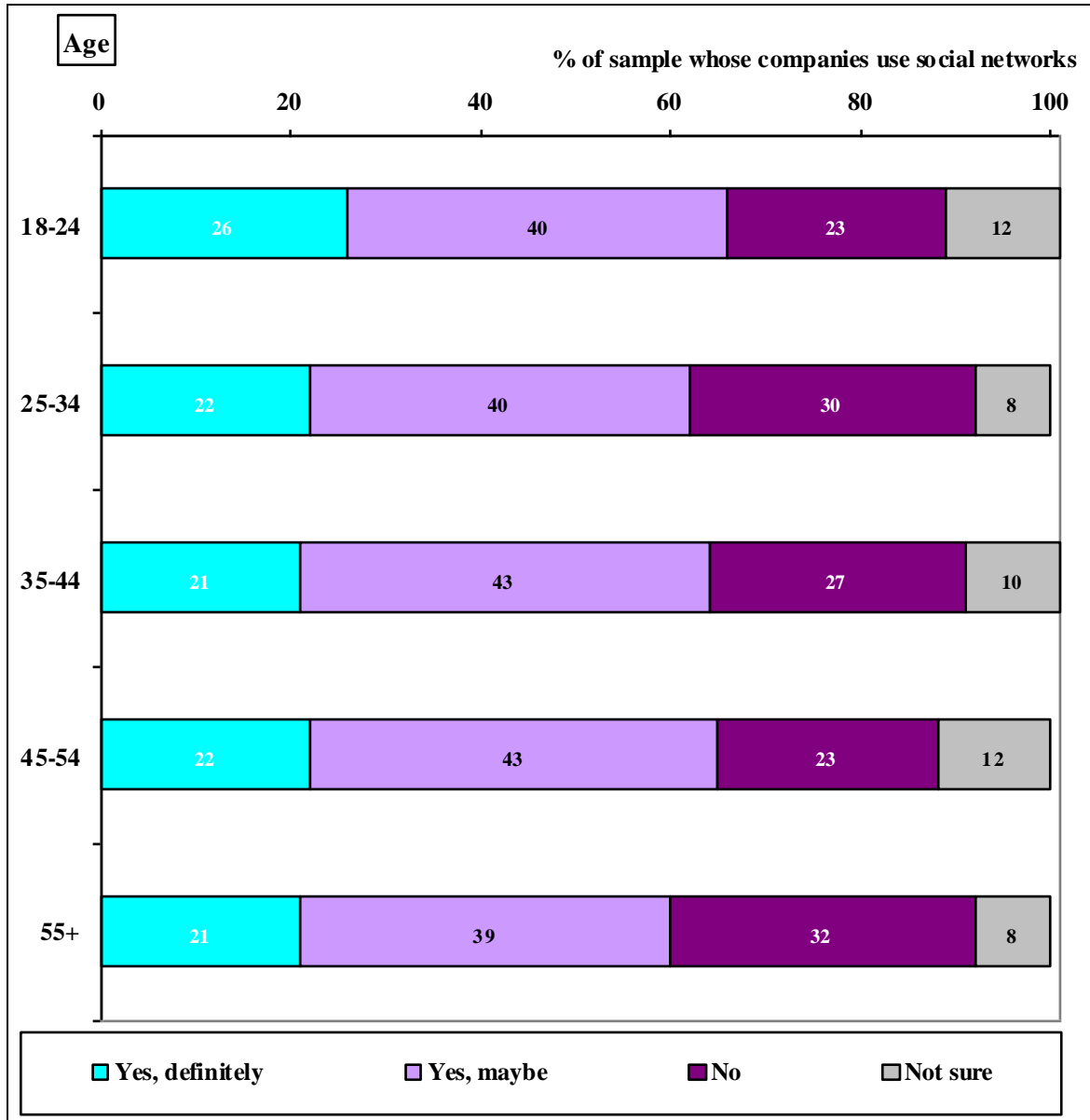
- Collectively, 63% of employees in Europe whose companies use social networks as part of everyday working life think such sites have enabled them and their colleagues to achieve things that would not otherwise have been possible.
- 22% are definite about this, whereas another 41% suspect this to be the case.
- In contrast, 27% do not think this has happened to them or their colleagues.
- Another 10% are unsure whether this is the case for them and their colleagues or not.



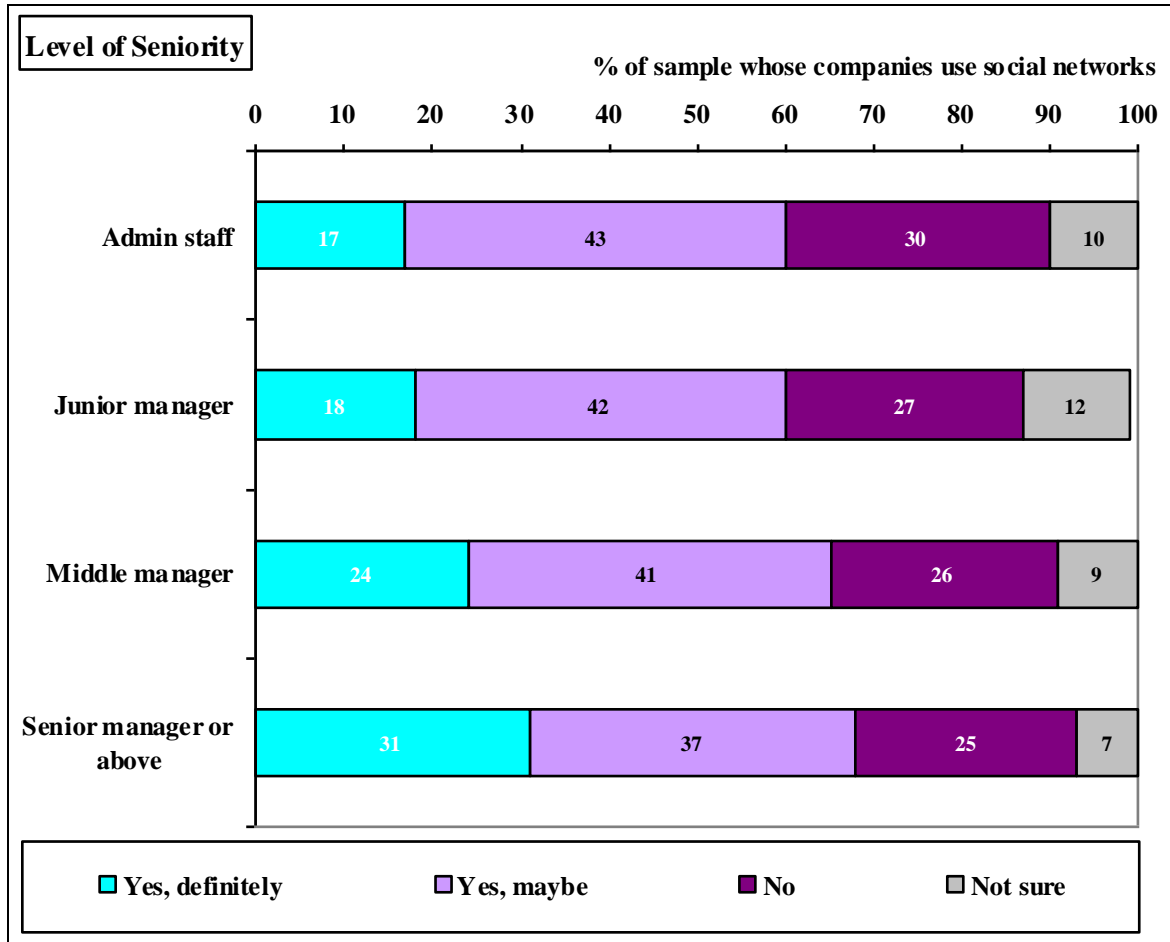
- More German employees whose companies use social networks as part of everyday life (74%) think such sites have enabled them and their colleagues to achieve things that would not otherwise have been possible, compared to all the other countries (57-65%).
- And, more German (32%) and Dutch (25%) employees whose companies use social networks are certain about this, compared to Belgium, France (both 17%) and Great Britain (16%).
- And, fewer German employees (19%) do not think this has happened to them, compared to all the other countries (27-33%).
- However, more British employees whose companies use social networks (15%) are unsure whether or not this is the case for them and their colleagues, compared to France (9%), Germany (7%) and the Netherlands (9%).



- Statistically, there is no significant difference according to company size and whether or not employees whose companies use social networks think such sites have enabled them and their colleagues to achieve things that would not otherwise have been possible.

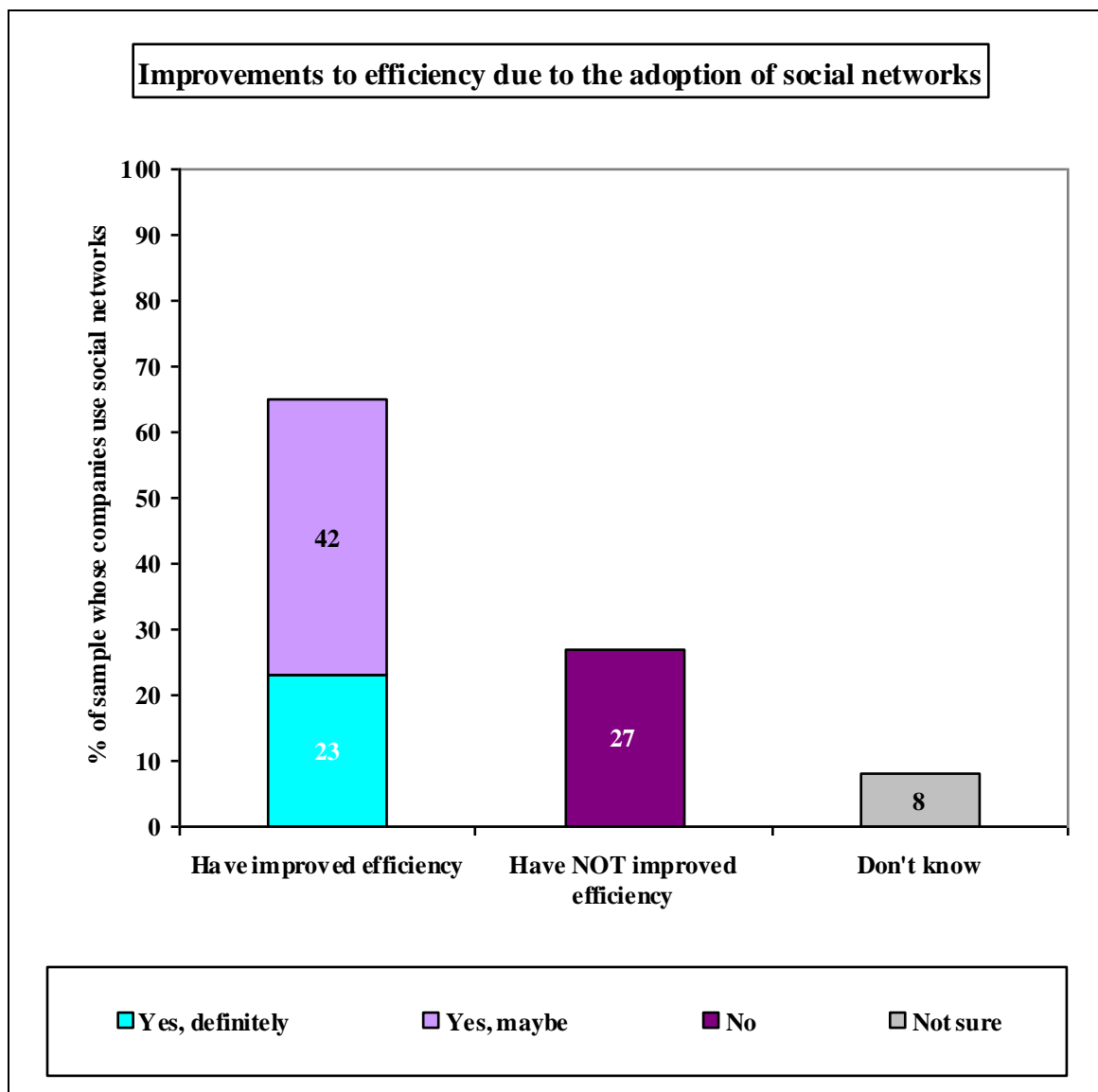


- Statistically, there is no significant difference according to age and whether or not employees whose companies use social networks think such sites have enabled them and their colleagues to achieve things that would not otherwise have been possible.

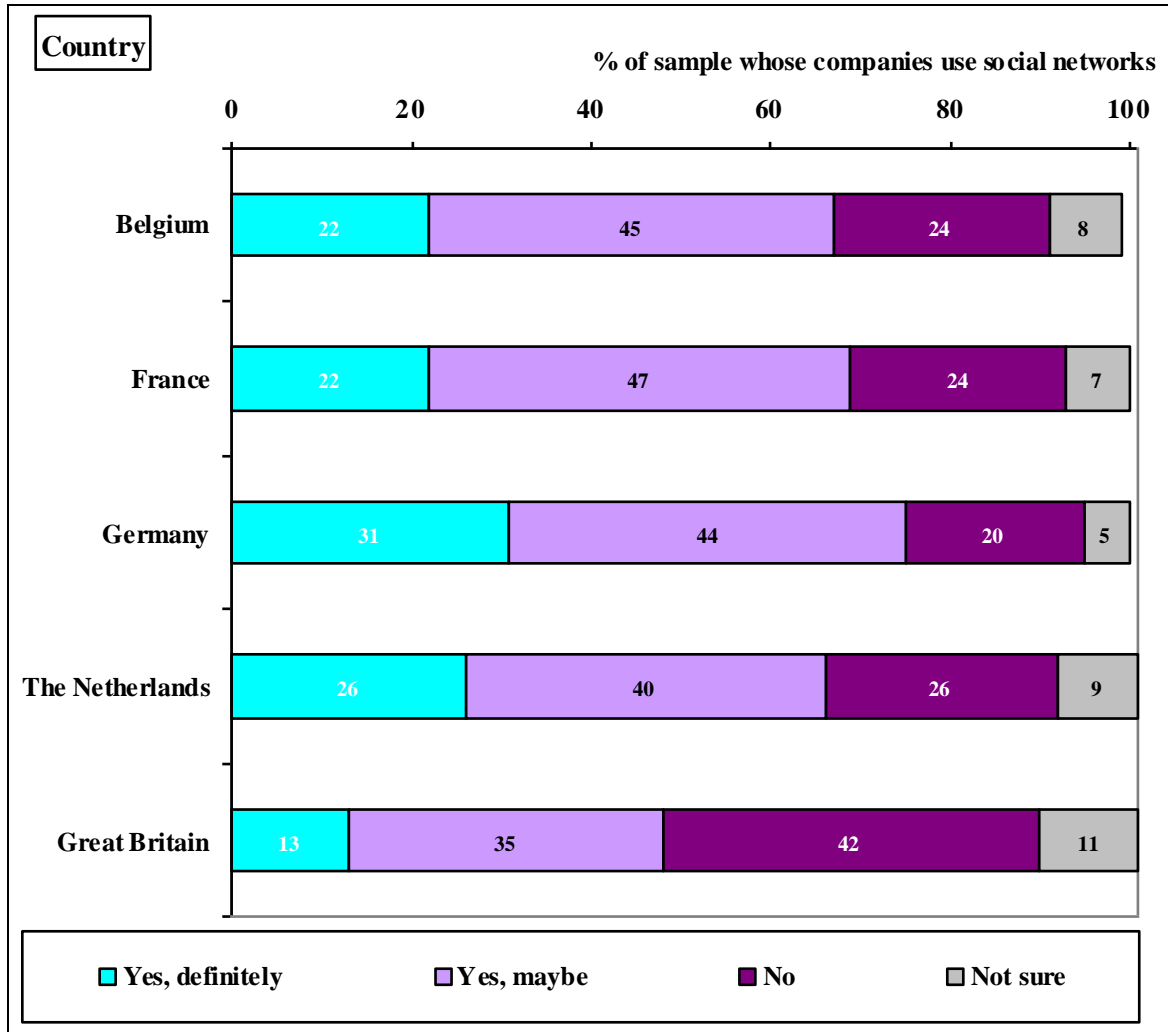


- More senior managers whose companies use social networks as part of everyday life (68%) think such networks have enabled them and their colleagues to achieve things that would not otherwise have been possible, compared to admin staff (60%).
- But, more junior managers (12%) are unsure whether or not this is the case for them and their colleagues, compared to senior managers (7%).

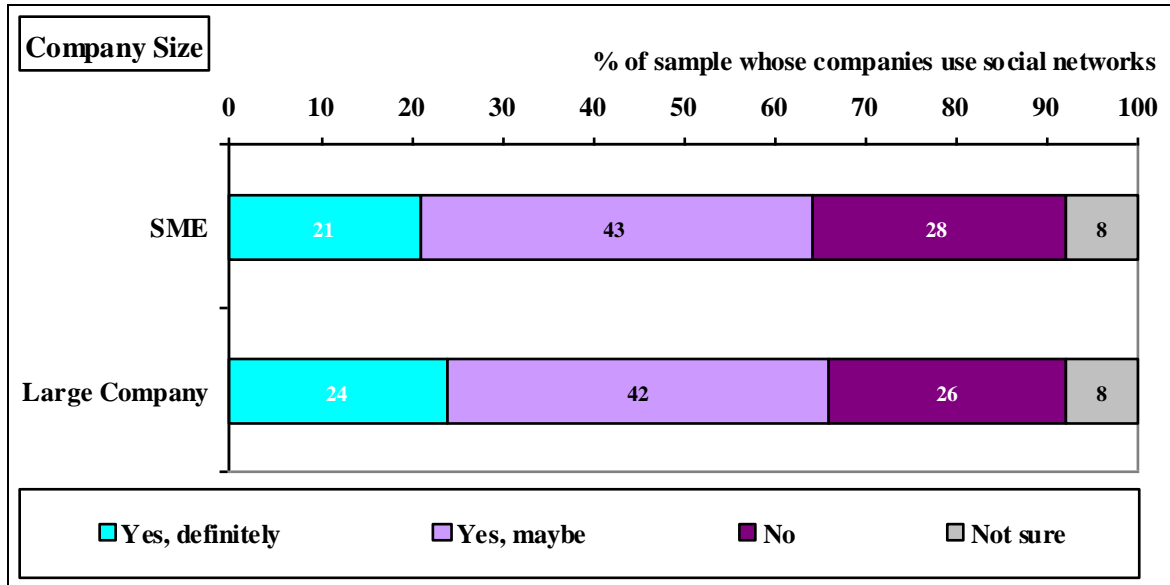
3.5. [Just to those whose companies use social networks] Do you think the use of social networks in your organisation has made you and / or your colleagues more efficient?



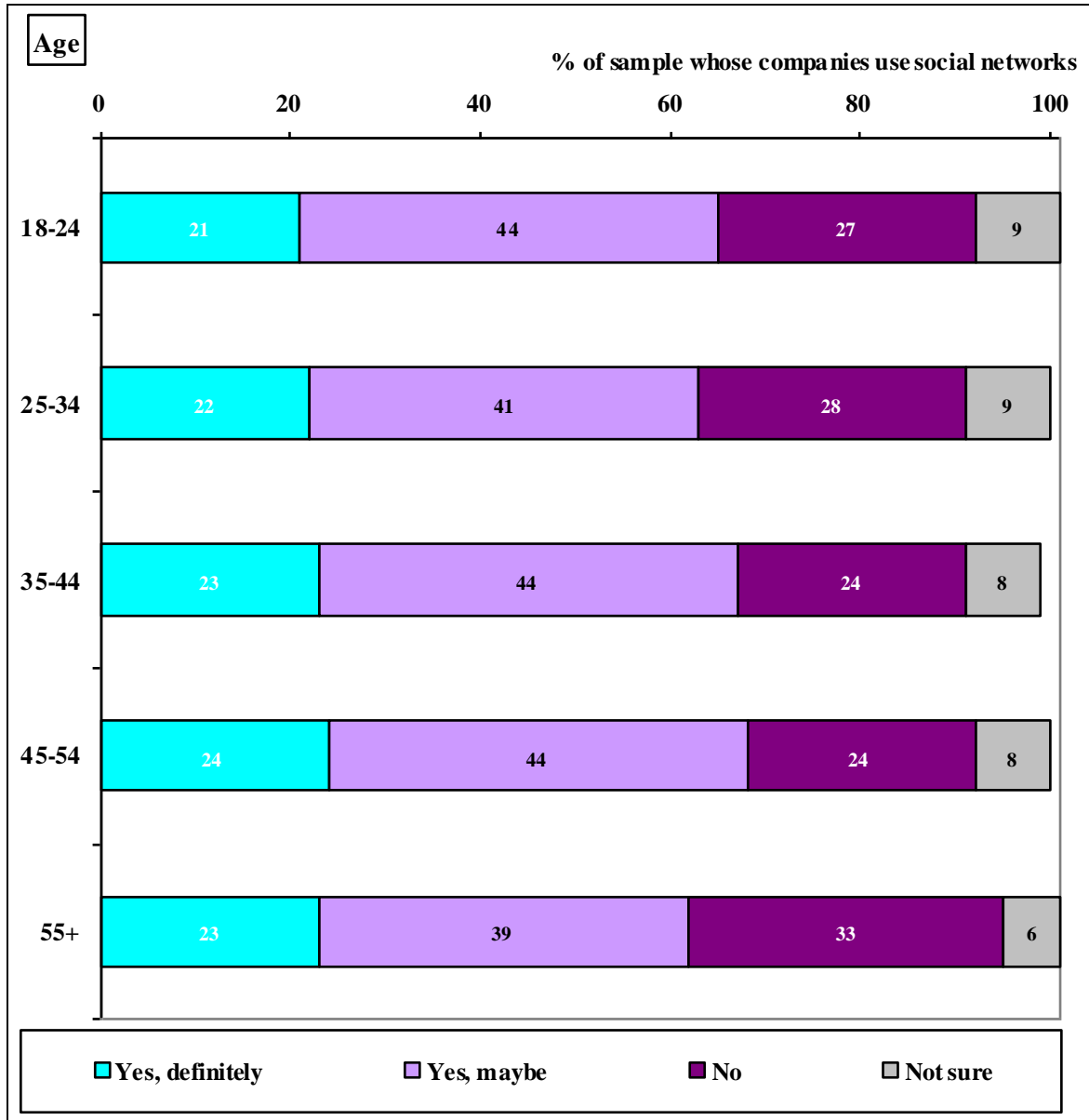
- Collectively, 65% of employees in Europe whose companies use social networks as part of everyday life think the use of such sites has made them and / or their colleagues more efficient.
- 23% are definite about this, whereas another 42% think this may be the case.
- In contrast, 27% do not think this applies to them and / or their colleagues.
- Another 8% are unsure whether this is the case for them and / or their colleagues or not.



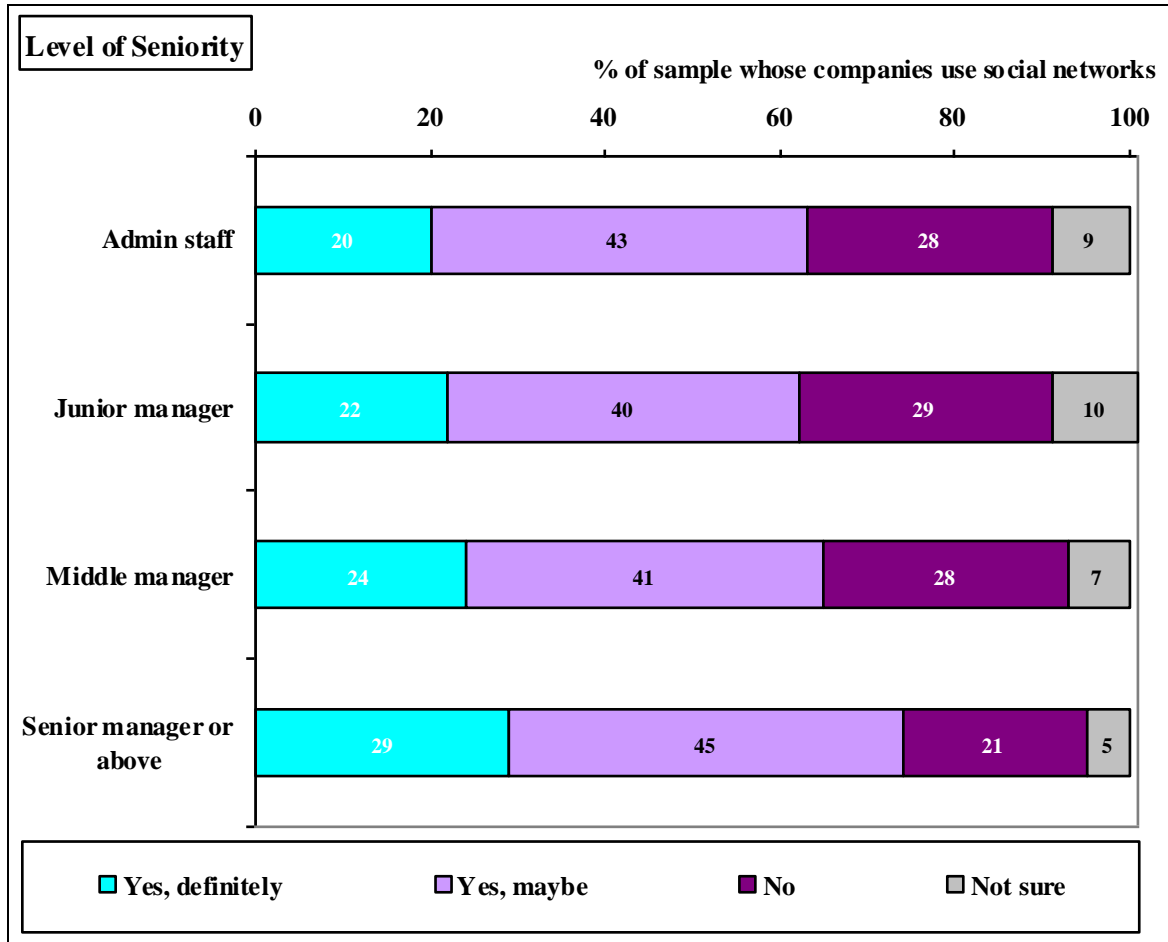
- More German employees whose companies use social networks as part of everyday life (75%) think such sites have made them and / or their colleagues more efficient, compared to all the other countries (47-69%).
- And, more German employees whose companies use social networks (31%) are definite about this, compared to Belgium, France (both 22%) and the Netherlands (26%).
- In addition, more Belgian (45%), French (47%) and German (44%) employees think this may be the case, compared to Great Britain (35%).
- But, more British employees (42%) do not think this applies to them and / or their colleagues, compared to all the other countries (20-26%).
- Also, more British employees whose companies use social networks (11%) are unsure whether or not this is the case for them and / or their colleagues, compared to Germany (5%).



- Statistically, there is no significant difference according to company size and whether or not employees whose companies use social networks think their use has made them and / or their colleagues more efficient.

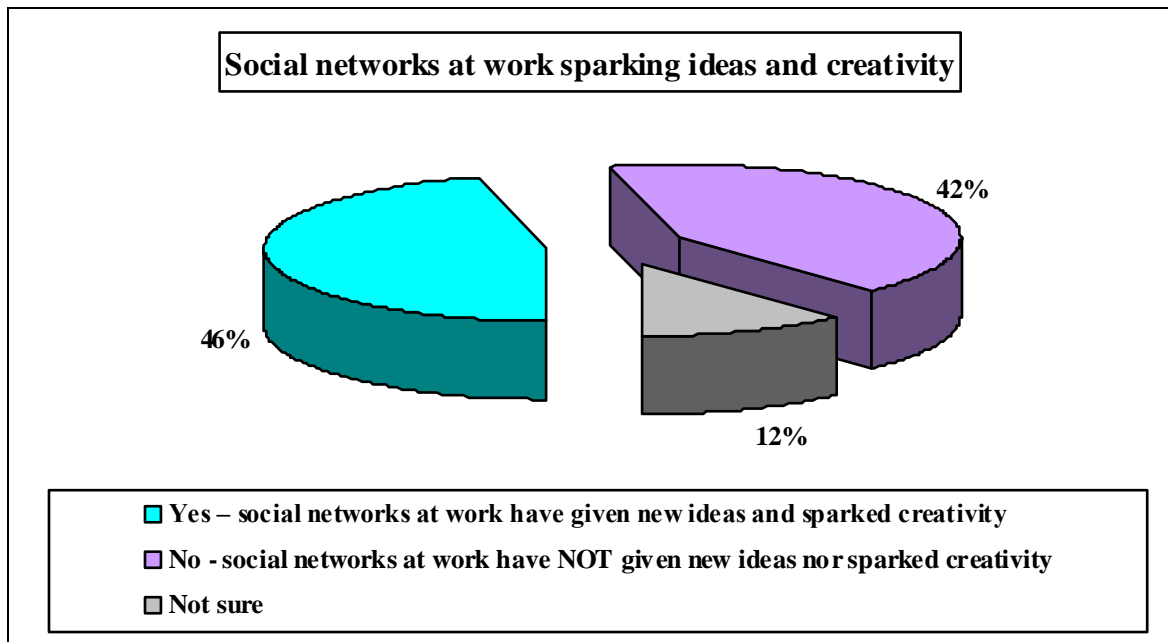


- More employees aged 55+ whose companies use social networks as part of everyday life (33%) do not think the use of such sites has made them and / or their colleagues more efficient, compared to those aged 35-44 and 45-54 (both 24%).

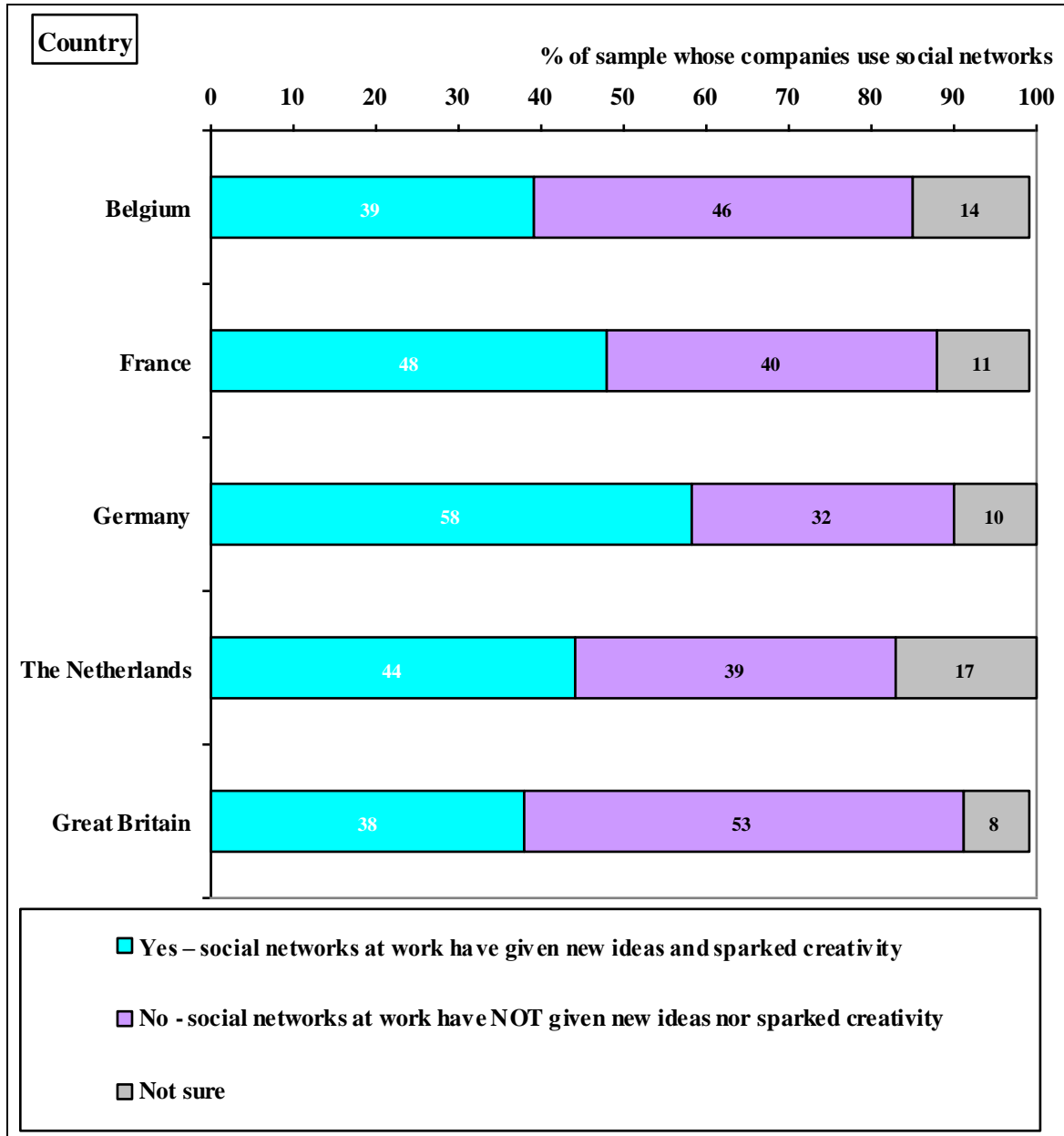


- More senior managers whose companies use social networks as part of everyday life (74%) think the use of social networking sites has made them and / or their colleagues more efficient, compared to all other employee groups (62-65%).
- And, more senior managers whose companies use social networks (29%) are certain about this, compared to admin staff (20%).

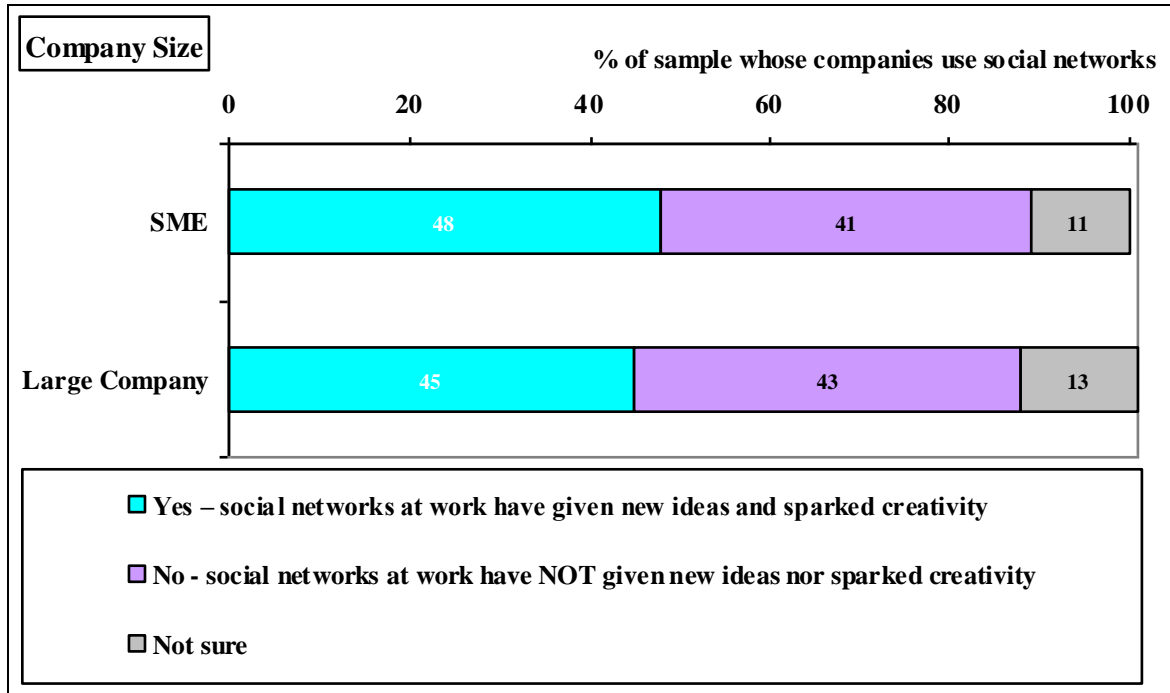
3.6. [Just to those whose companies use social networks] Have you personally been in a situation where the use of social networks at work has given you new ideas and sparked your creativity?



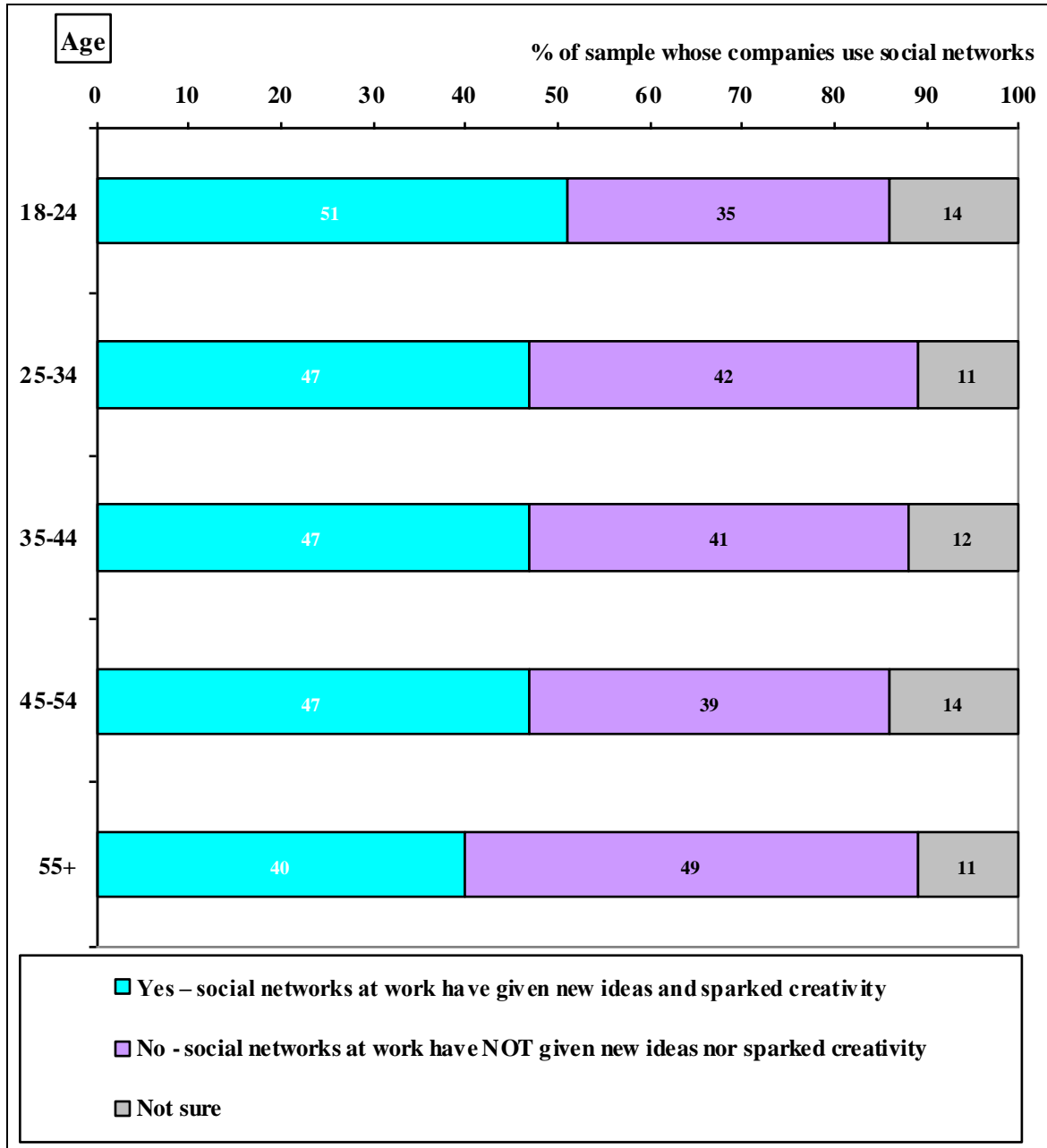
- 46% of employees in Europe whose companies use social networks as part of everyday working life believe the use of such sites at work has sparked ideas and creativity for them personally.
- In contrast, 42% do not think this.
- Another 12% are unsure if this is the case or not.



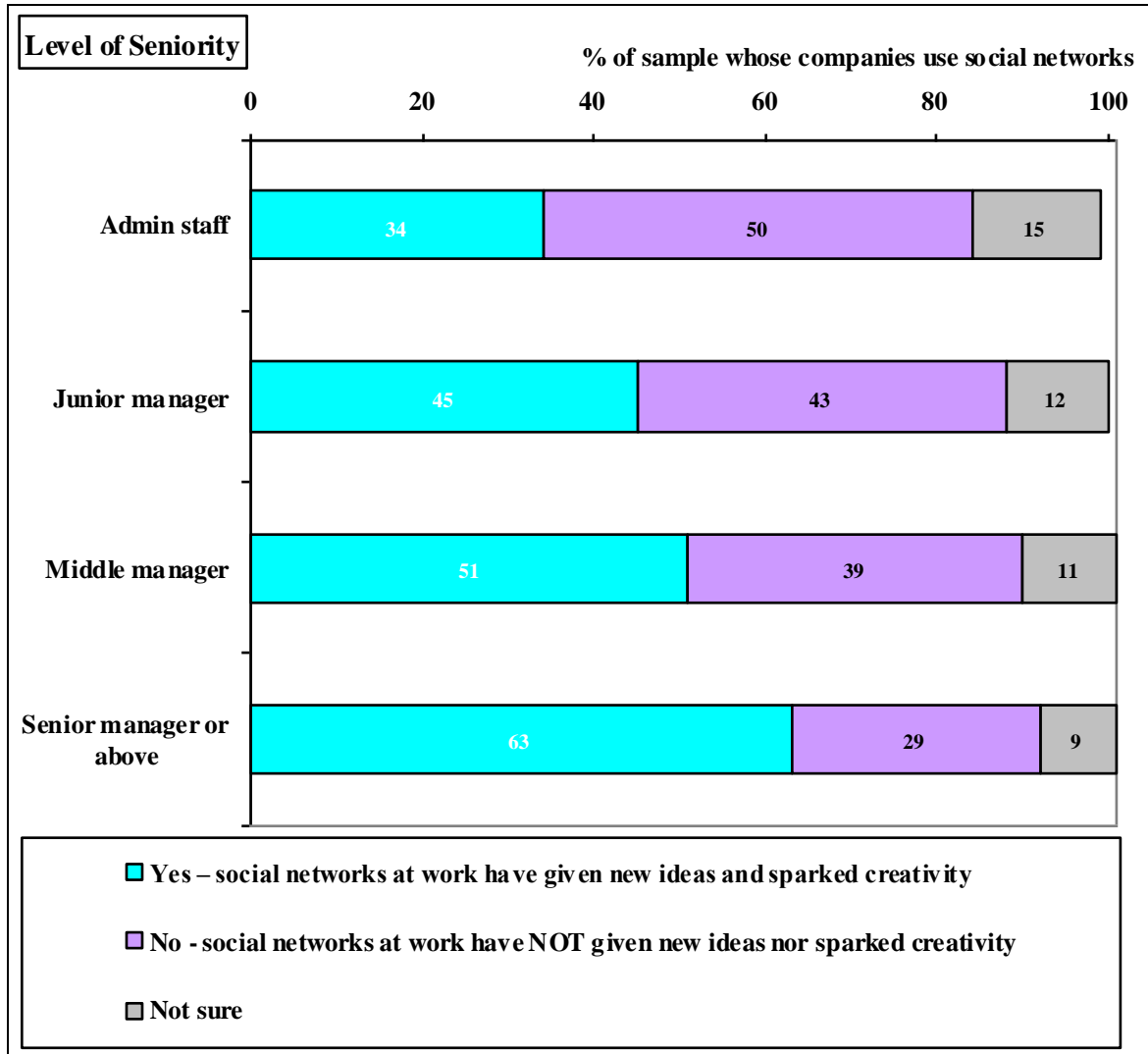
- More French (48%) and German (58%) employees whose companies use social networks as part of everyday life believe that their use of such sites at work has sparked ideas and creativity for them personally, compared to Belgium (39%) and Great Britain (38%).
- But, more British employees whose companies use social networks (53%) do not think this, compared to France (40%), Germany (32%) and the Netherlands (39%).
- And, more Dutch employees whose companies use social networks (17%) are unsure if this is the case or not, compared to France (11%), Germany (10%) and Great Britain (8%).



- Statistically, there is no significant difference according to company size and whether or not employees whose companies use social networks believe the use of such sites at work has sparked ideas and creativity for them personally.

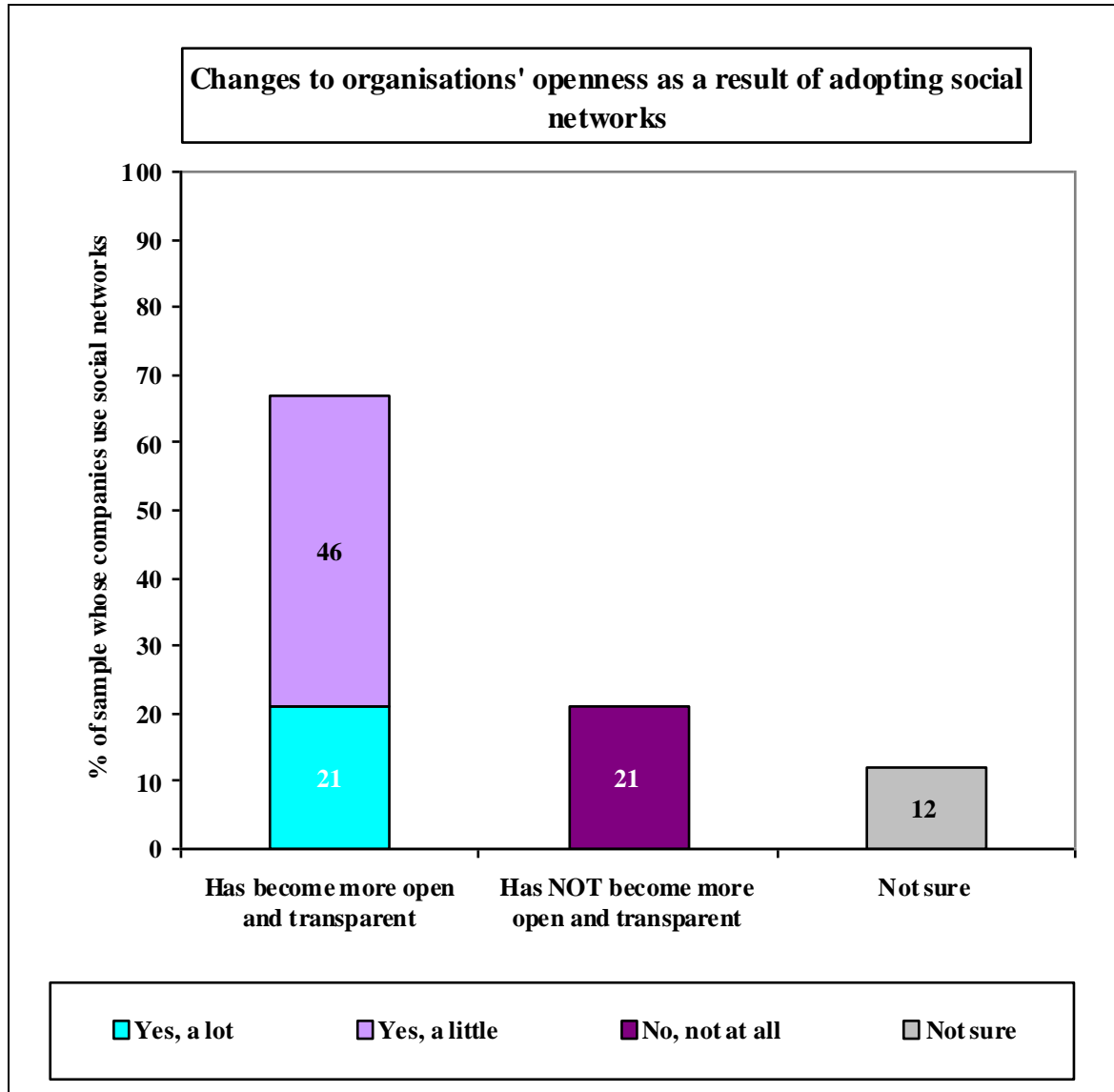


- More employees aged 55+ whose companies use social networks as part of everyday life (49%) do not believe that their use of such sites at work has sparked ideas and creativity for them personally, compared to those aged 18-24 (35%), 35-44 (41%) and 45-54 (39%).

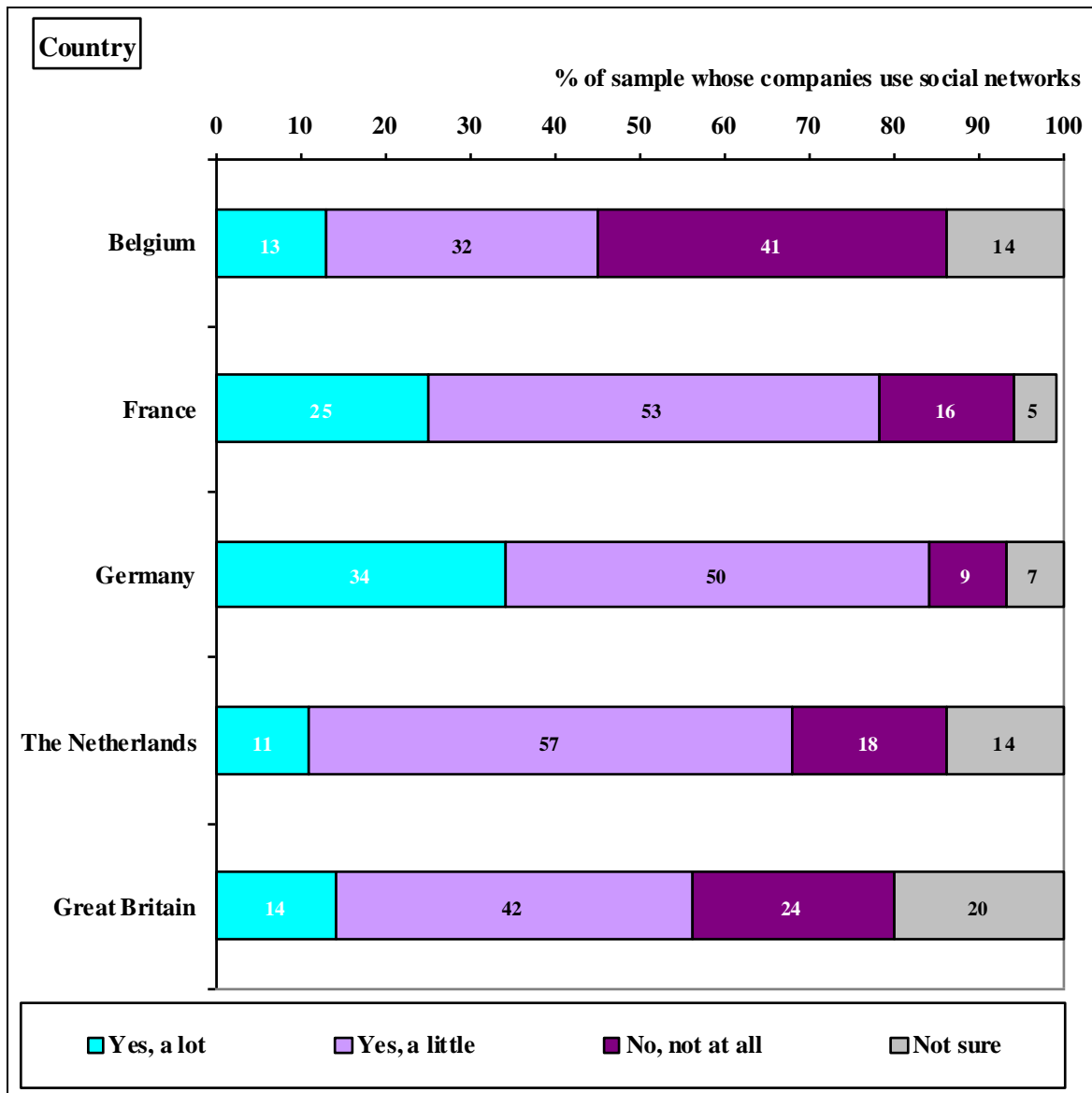


- More senior managers whose companies use social networks as part of everyday life (63%) believe their use of such sites at work has sparked ideas and creativity for them personally, compared to admin staff (34%), junior (45%) and middle (51%) managers.
- But, more admin staff whose companies use social networks (50%) do not think this, compared to middle (39%) and senior (29%) managers.
- And, more admin staff whose companies use social networks (15%) admit they are unsure if this is the case or not, compared to junior (12%), middle (11%) and senior (9%) managers.

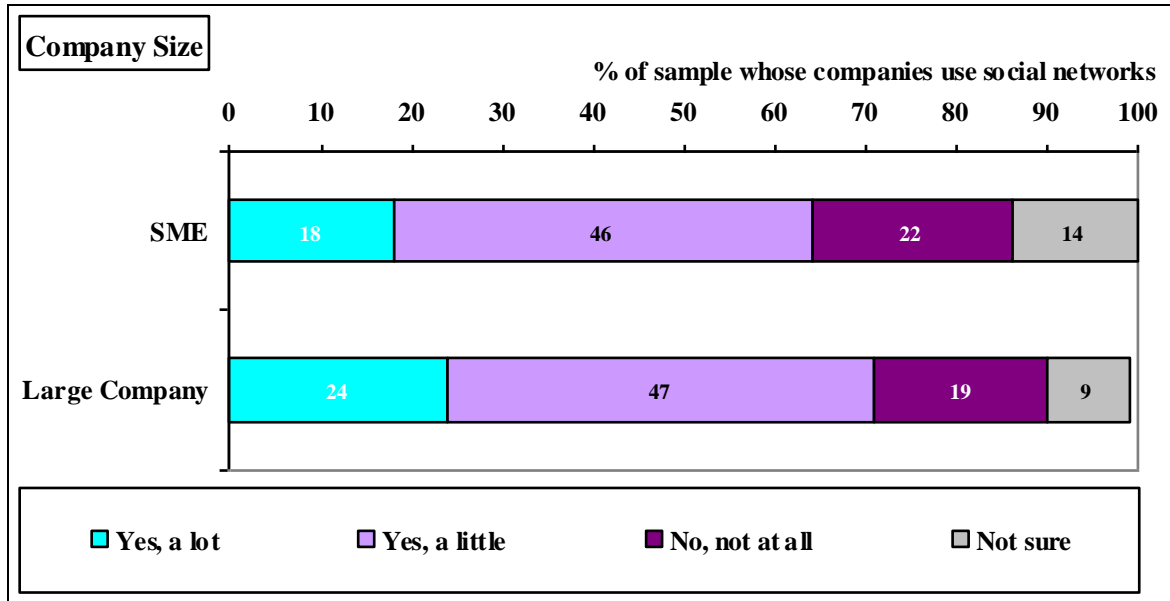
3.7. [Just to those whose companies use social networks] Do you think your organisation has become more open and transparent since employees started using social networks as part of their everyday working life?



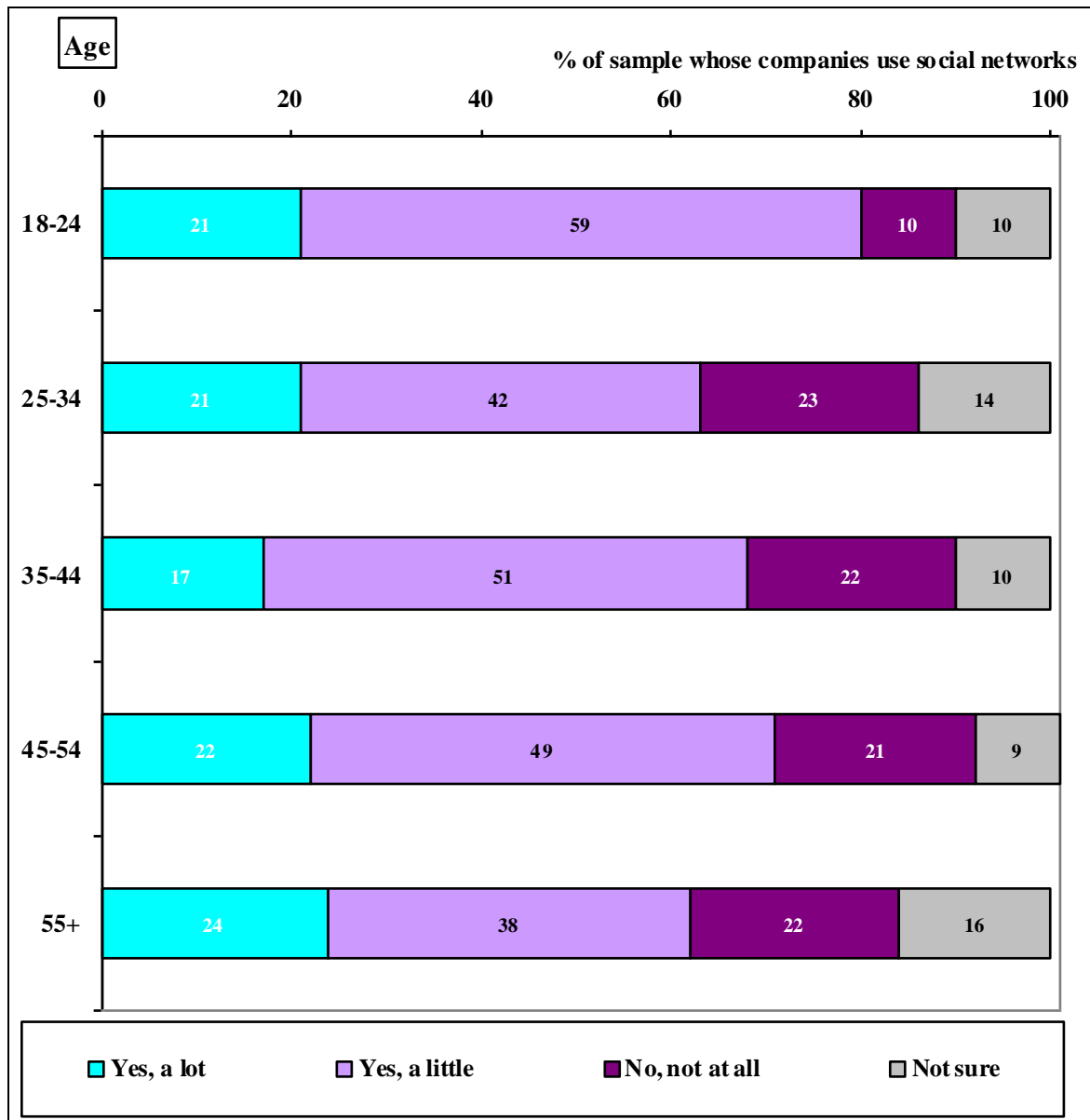
- Collectively, 67% of employees in Europe whose companies use social networks believe their organisation has become more open and transparent since employees started using such sites as part of their everyday lives at work.
- 21% say their organisation has changed a lot in this respect, whereas 46% say the change has been slight.
- In contrast, 21% of employees whose companies use such sites at work do not think their organisation has become more open and transparent.
- Another 12% are unsure if this is the case or not.



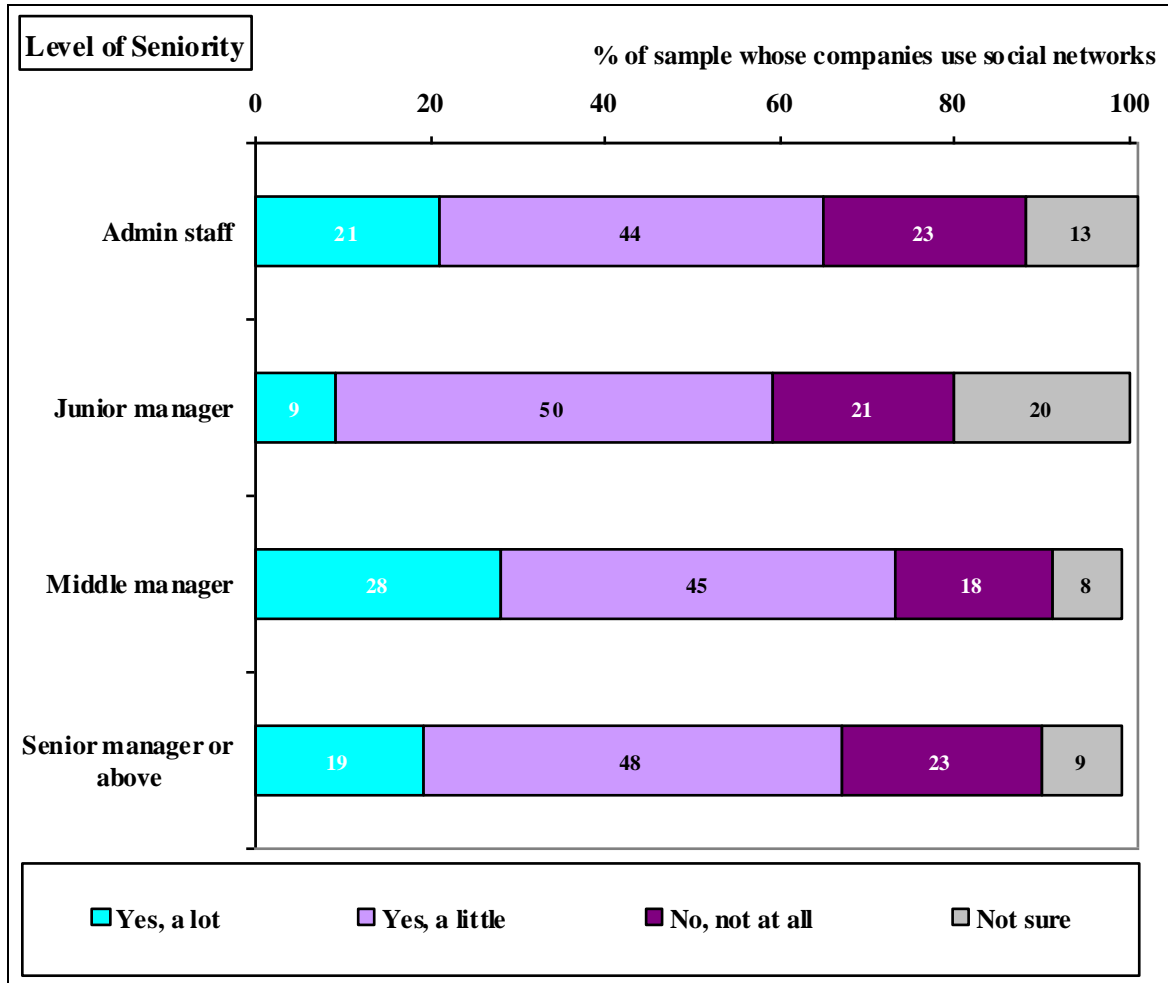
- More French (78%) and German (84%) employees whose companies use social networks as part of everyday life believe their organisation has become more open and transparent since employees started using such sites as part of everyday life at work, compared to Belgium (45%) and Great Britain (56%).
- And, more German employees whose companies use social networks (34%) say their organisation has changed a lot in this respect, compared to Belgium (13%), the Netherlands (11%) and Great Britain (14%).
- But, more French (53%), German (50%) and Dutch (57%) employees say the change has been slight, compared to Belgium (32%).
- Yet, more Belgian employees (41%) do not think their organisation has become more open and transparent, compared to all the other countries (9-24%).
- And, more British employees (20%) admit they are unsure if this is the case or not, compared to France (5%) and Germany (7%).



- Statistically, there is no significant difference according to company size and whether or not employees whose companies use social networks as part of everyday life believe their organisation has become more open and transparent since employees started using such sites at work.

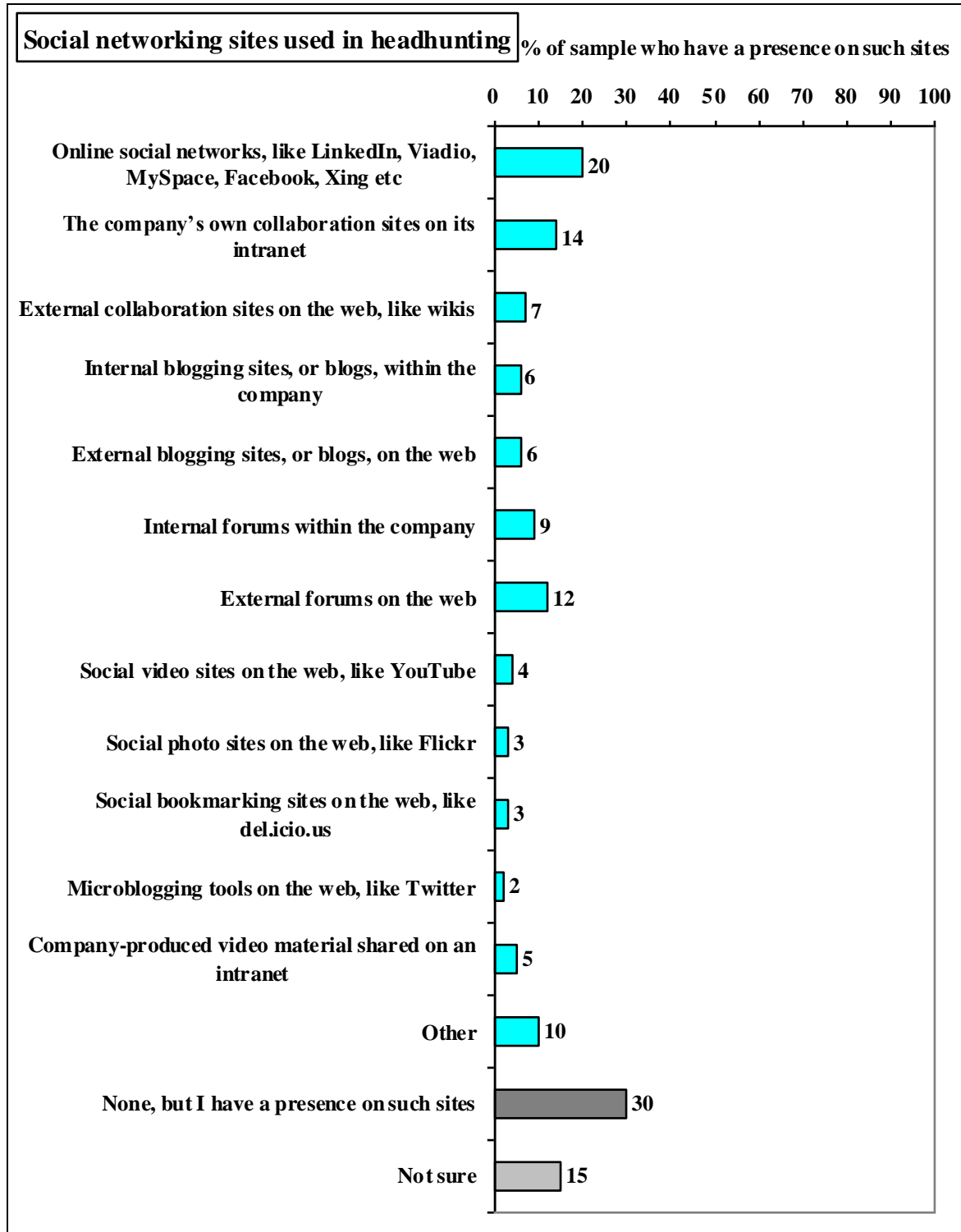


- Statistically, there is no significant difference according to age and whether or not employees whose companies use social networks as part of everyday life believe their organisation has become more open and transparent since employees started using such sites at work.



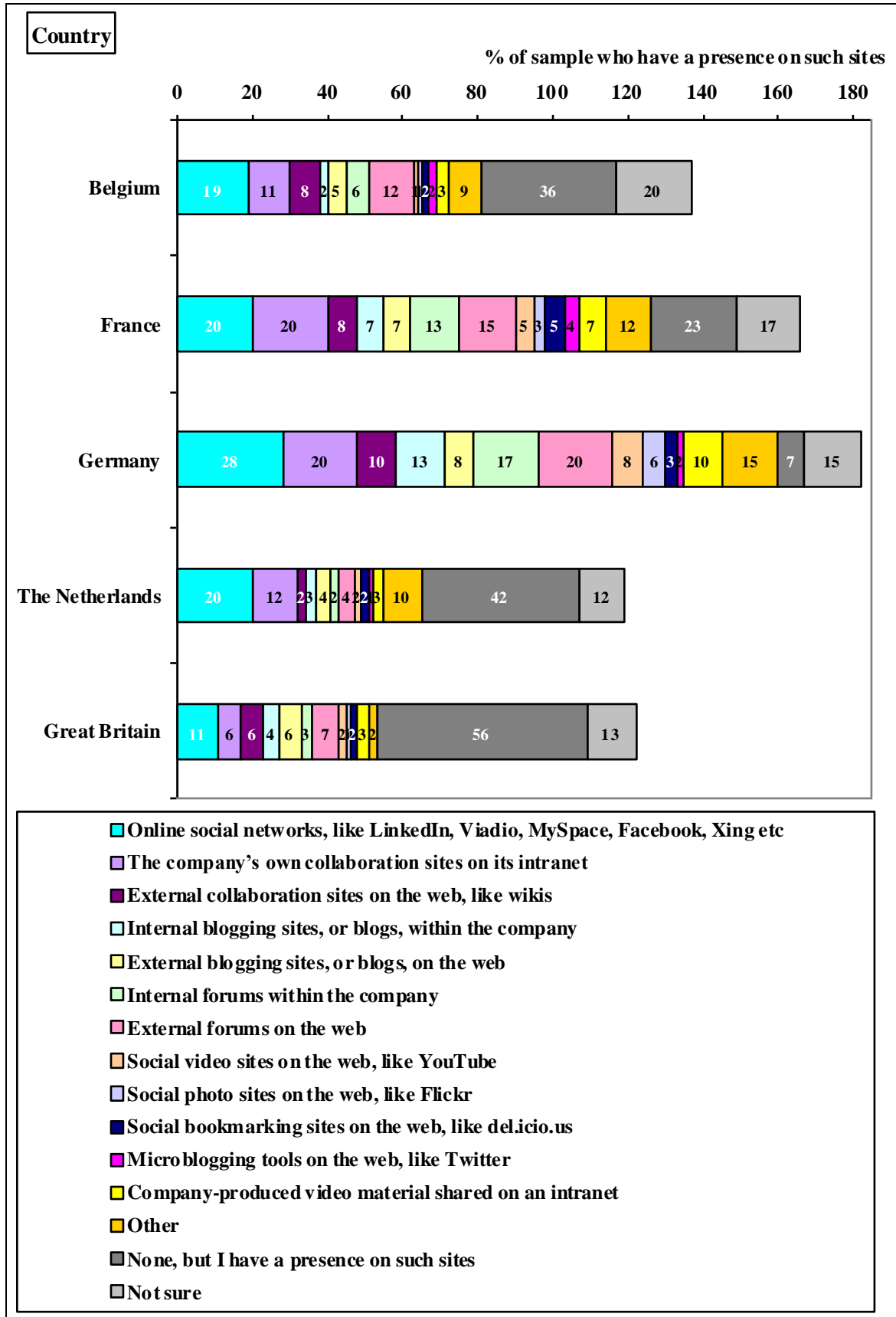
- More middle managers whose companies use social networks as part of everyday life (73%) believe their organisation has become more open and transparent since employees started using such sites at work, compared to junior managers (59%).
- And, more admin staff (21%) and middle managers (28%) say their organisation has changed a lot in this respect, compared to junior managers (9%).
- But, more junior managers (20%) admit they are unsure if this is the case or not, compared to middle managers (8%).

3.8. If you have ever been approached or headhunted for a job as a result of having a presence on a social networking site, which of the following types of social networking sites did the recruiter find you on?



- 52% of employees have a presence on social networking sites – in contrast, 48% do not; but this is irrespective of whether their companies use social networks as part of everyday life at work [not shown].

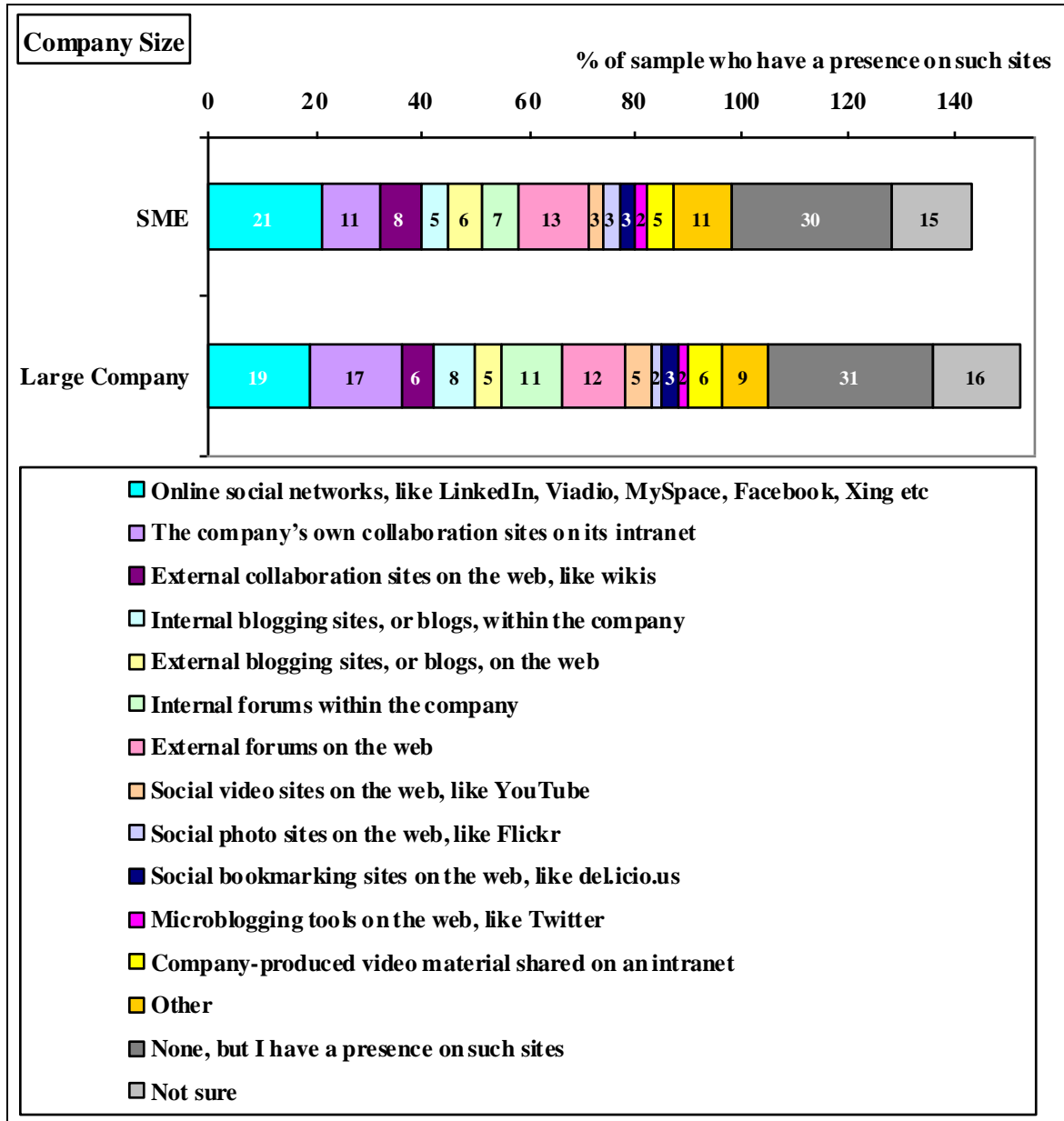
- In fact, 38% of people whose companies do not use social networks in this way have a personal presence on such sites, which compares to 60% of those whose companies have adopted this way of working [not shown].
- Among those who do have a personal presence on social networking sites, 55% have been approached or headhunted by a potential recruiter as a direct result of their presence on such sites.
- 24% have been headhunted as a result of their presence on internal sites, but more (37%) have been approached via external sites – 12% have been approached from both internal and external social networking sites [not shown].
- In terms of the types of sites that have most commonly resulted in employees being approached, the Top 5 are:
 1. Online social networks like LinkedIn (20%)
 2. The company's own collaboration sites on its intranet (14%)
 3. External forums on the web (12%)
 4. Internal forums within the company (9%)
 5. External collaboration sites on the web (7%)
- However, 15% of employees are not sure if approaches from recruiters have had anything to do with their presence on social networking sites.
- In contrast, 30% who have a presence on such sites have not been approached in this way.



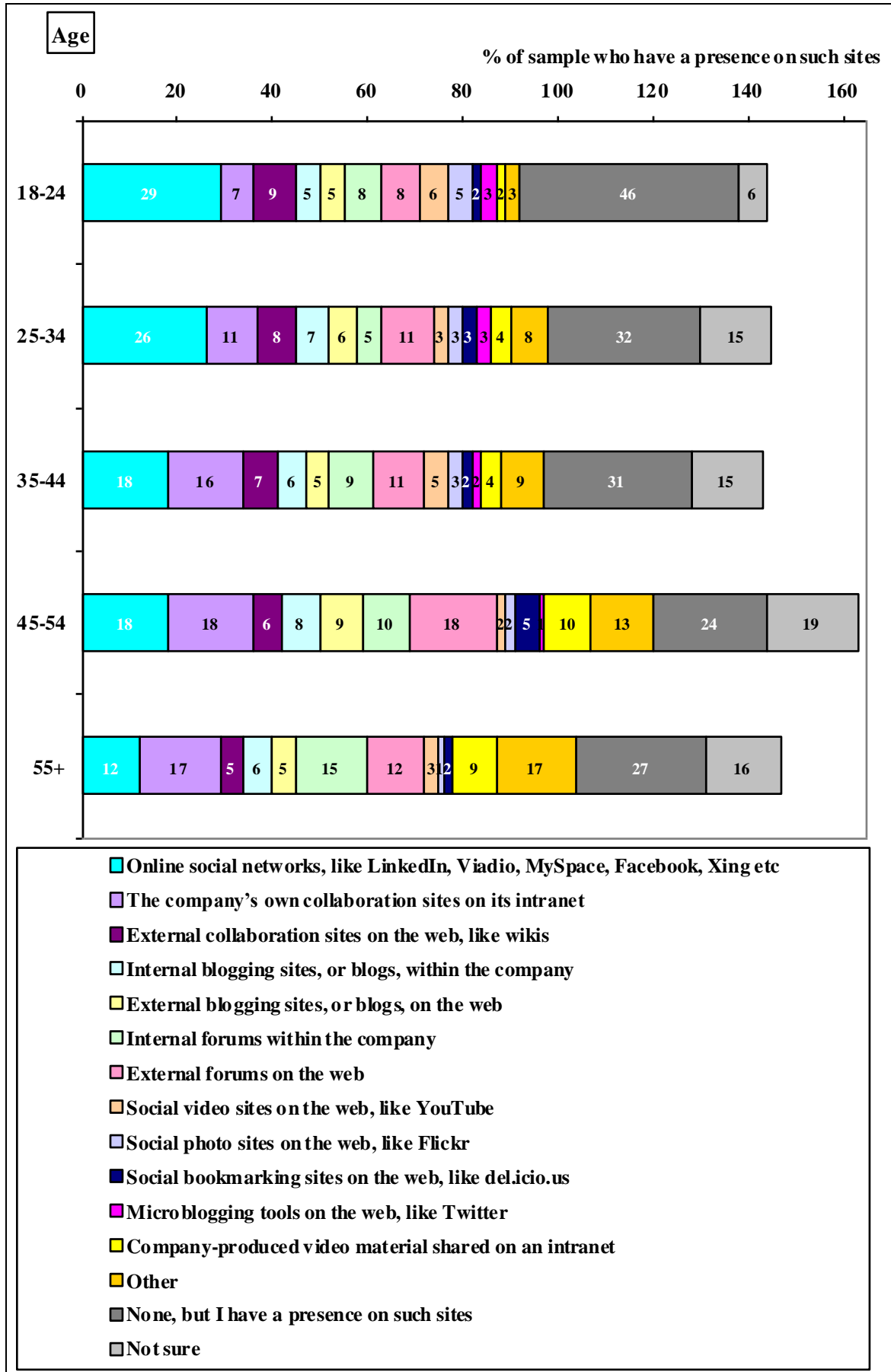
- Overall, German and, to a lesser degree, French employees who have a presence on social networking sites have been approached or headhunted by potential recruiters as

a direct result of their presence on more of these types of sites, compared to Belgium, the Netherlands and Great Britain (i.e. length of bars in the above chart).

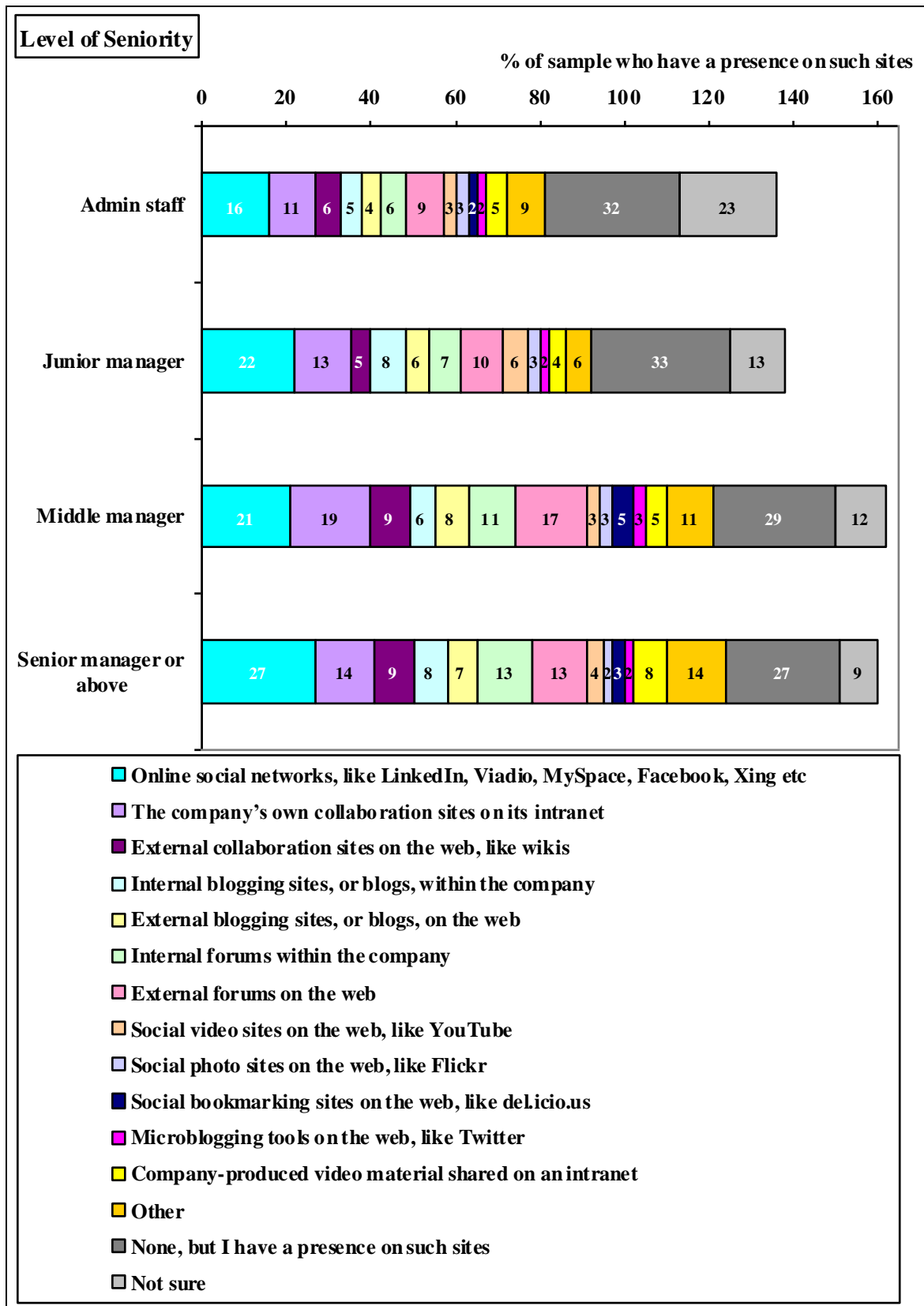
- Indeed, more French (60%) and German (79%) employees have been approached as a direct result of their presence on such sites, compared to Belgium (44%), the Netherlands (46%) and Great Britain (31%).
- And more French (29%) and German (38%) employees have been headhunted via an internal social network, compared to the other countries (12-16%) [not shown].
- Also, more French (39%) and German (51%) employees have been headhunted via an external social network, compared to the Netherlands (28%) and Great Britain (23%) [not shown].
- And, more French (17%) and German (18%) employees have been headhunted via internal and external social networks, compared to the other countries (5-10%) [not shown].
- In more detail, more German employees with a presence on such sites (28%) have been headhunted via online social networks, like LinkedIn, Viadio, MySpace, Facebook, Xing etc, compared to all the other countries (11-20%).
- And, more French and German employees (both 20%) have been headhunted via the company's own collaboration sites on its intranet, compared to the other countries (6-12%).
- Yet, more Belgian, French (both 8%) and German (10%) employees have been headhunted via external collaboration sites on the web, like wikis, compared to the Netherlands (2%).
- However, more German employees (13%) have been headhunted via internal blogging sites, or blogs, within the company, compared to all other countries (2-7%).
- Whereas, more French (13%) and German (17%) employees have been headhunted via internal forums within the company, compared to the other countries (2-6%).
- Also, more German employees (20%) have been headhunted via external forums on the web, compared to Belgium (12%), the Netherlands (4%) and Great Britain (7%).
- And, more German employees (8%) have been headhunted via social video sites on the web, like YouTube, compared to Belgium (1%), the Netherlands and Great Britain (both 2%).
- In addition, more German employees (10%) have been headhunted due to a presence on company-produced video material shared on an intranet, compared to Belgium, the Netherlands and Great Britain (all 3%).
- But, more Belgian (36%), Dutch (42%) and British (56%) employees have not been headhunted from their presence on any of these sites, compared to France (23%) and Germany (7%).



- More employees in SMEs (40%) with a presence on social networking sites have been headhunted via external social networks, compared to large companies (34%) [not shown].
- But, more employees in large companies (28%) have been headhunted via internal social networks, compared to SMEs (19%) [not shown].
- In more detail, more employees in large companies (17%) have been headhunted via the company's own collaboration sites on its intranet, compared to SMEs (11%).



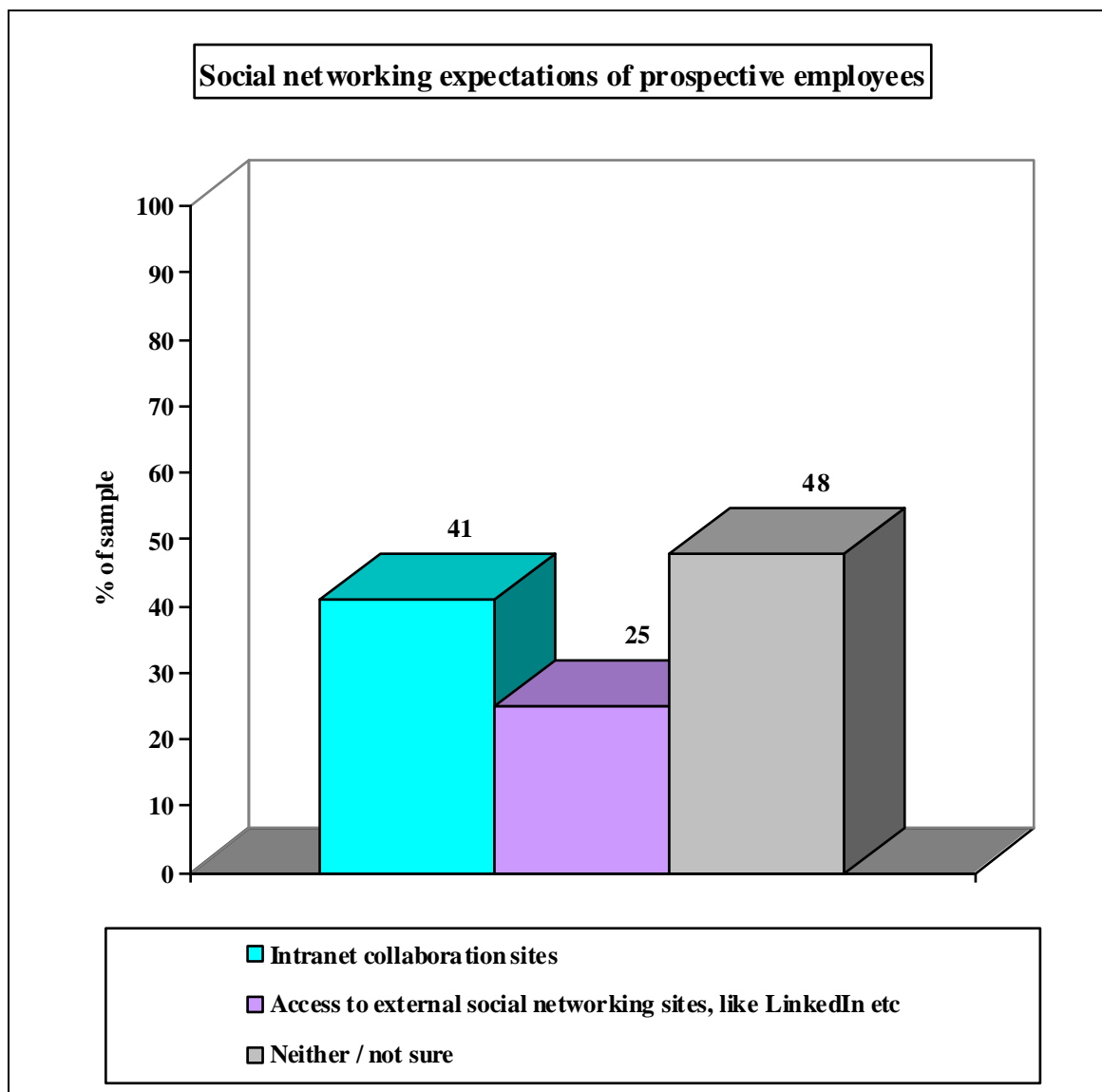
- More employees aged 45-54 (27%) and 55+ (30%) who have a presence on social networking sites have been headhunted due to their presence on an internal social network, compared to those aged 18-24 (14%) and 25-34 (20%) [not shown].
- But, more employees aged 18-24, 25-34 (both 41%) and 45-54 (37%) have been headhunted from their presence on an external social network, compared to those aged 55+ (27%) [not shown].
- In more detail, more employees aged 18-24 (29%) and 25-34 (26%) have been headhunted via online social networks, like LinkedIn, Viadio, MySpace, Facebook, Xing etc, compared to the other age groups (12-18%).
- And, more employees aged 35-44 (16%), 45-54 (18%) and 55+ (17%) have been headhunted via the company's own collaboration sites on its intranet, compared to those aged 18-24 (7%) and 25-34 (11%).
- But, more employees aged 55+ (15%) have been headhunted via internal forums within the company, compared to those aged 25-34 (5%).
- Yet, more employees aged 45-54 (18%) have been headhunted via external forums on the web, compared to those aged 18-24 (8%), 25-34 and 35-44 (both 11%).
- And, more employees aged 45-54 (10%) and 55+ (9%) have been headhunted due to their presence on company-produced video material shared on an intranet, compared to all other age groups (2-4%).
- In contrast, fewer employees aged 18-24 (6%) are unsure if approaches from recruiters have had anything to do with their presence on social networking sites, compared to all other age groups (15-19%).
- However, more employees aged 18-24 with a presence on such sites (46%) have not been headhunted via any social networking sites, compared to all other age groups (24-32%).



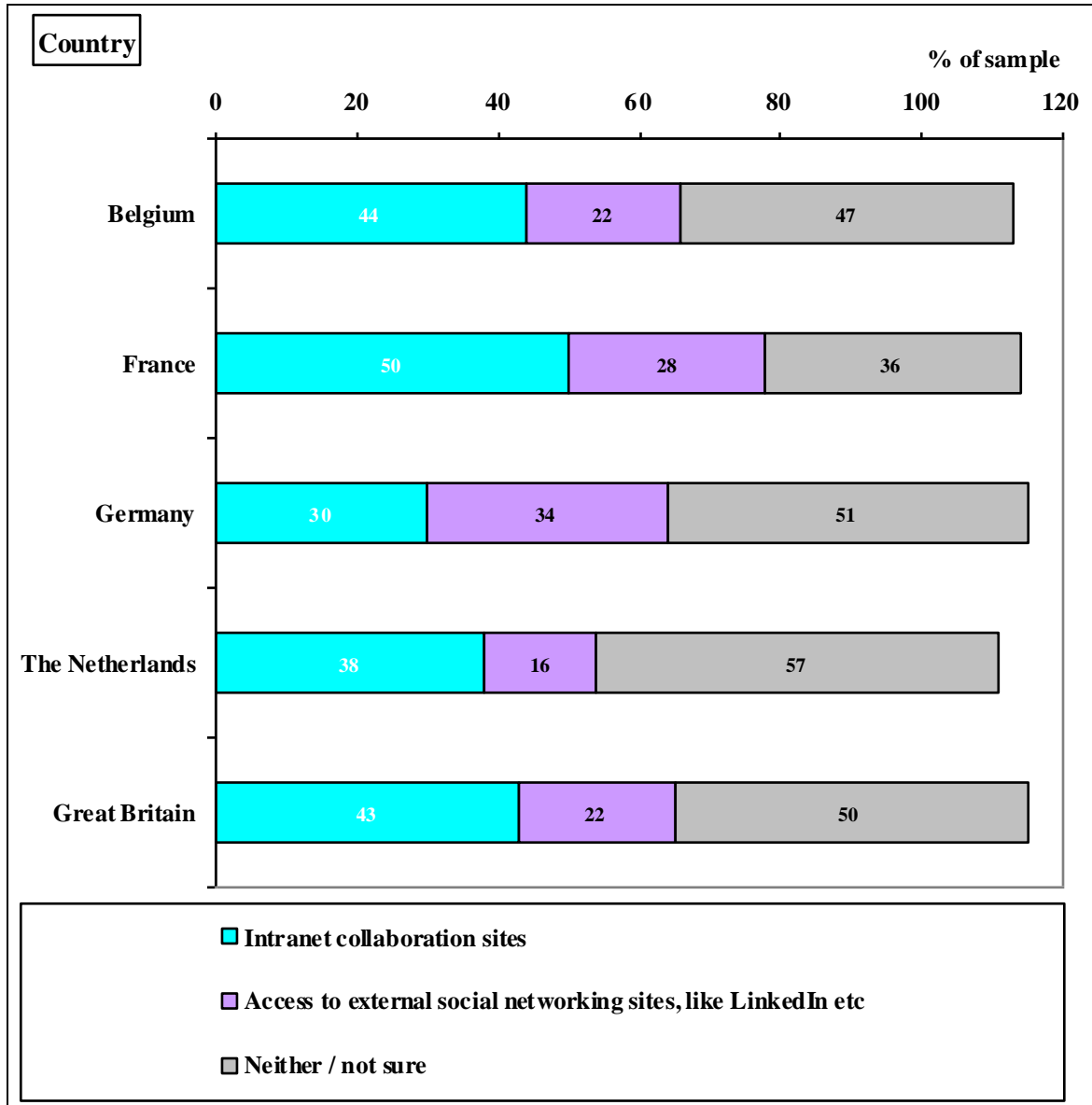
- Overall, middle and senior managers with a personal presence on social networking sites have been approached or headhunted by a potential recruiter as a direct result of their presence on more of these sites, compared to admin staff and junior managers (i.e. length of bars in the above chart).

- Indeed, fewer admin staff with a presence on social networking sites (45%) have been approached or headhunted by a potential recruiter as a direct result of their presence on such sites, compared to junior (54%), middle (59%) and senior (64%) managers.
- And more middle (28%) and senior (29%) managers have been headhunted via an internal social network, compared to admin staff (18%) [not shown].
- Also, more junior (37%), middle (41%) and senior (45%) managers have been headhunted via an external social network, compared to admin staff (29%) [not shown].
- And, more middle (15%) and senior (16%) managers have been headhunted via an internal and external social network, compared to admin staff (8%) and junior managers (9%) [not shown].
- In more detail, more senior managers with a presence on such sites (27%) have been headhunted via online social networks, like LinkedIn, Viadio, MySpace, Facebook, Xing etc, compared to admin staff (16%).
- But, more middle managers (19%) have been headhunted via the company's own collaboration sites on its intranet, compared to admin staff (11%) and junior managers (13%).
- And, more middle (11%) and senior (13%) managers have been headhunted via internal forums within the company, compared to admin staff (6%).
- Yet, more middle managers (17%) have been headhunted via external forums on the web, compared to admin staff (9%) and junior managers (10%).
- However, more admin staff (23%) are not sure if approaches from recruiters have had anything to do with their presence on social networking sites, compared to junior (13%), middle (12%) and senior (9%) managers.

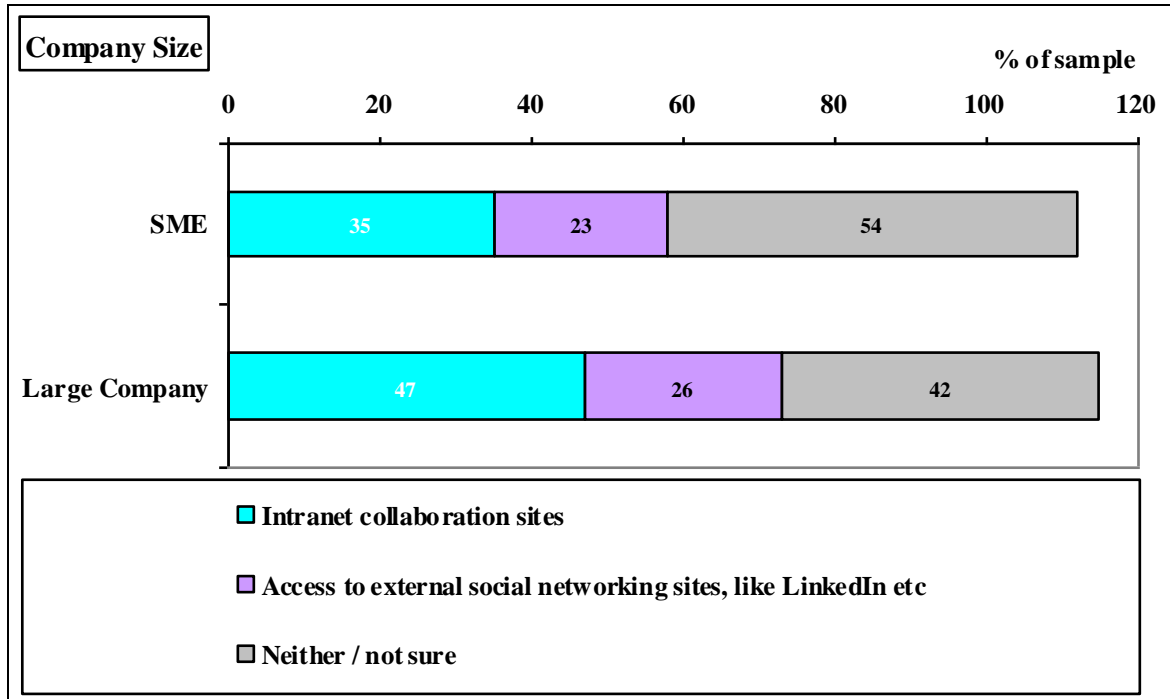
3.9. If you moved jobs tomorrow, which of the following would you hope and expect the organisation to have?



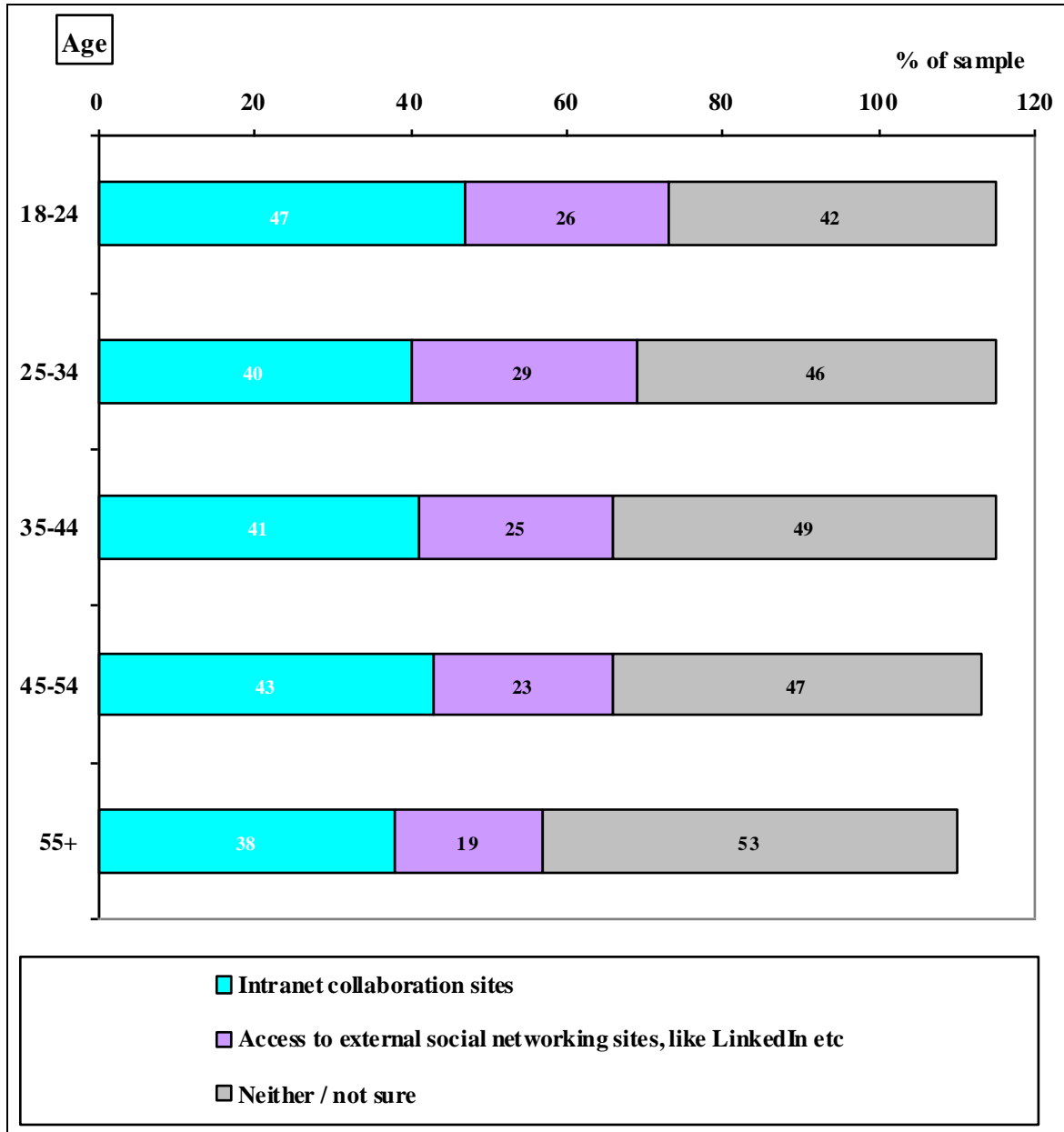
- Among European employees, 41% would expect a new employer to have intranet collaboration sites.
- In addition, 25% would expect a company to have access to external social networking sites like LinkedIn etc.
- And more of those whose companies use such sites as part of everyday life at work would have such expectations, with 52% of them expecting to find intranet collaboration sites and 31% expecting to have access to external social networking sites [not shown].



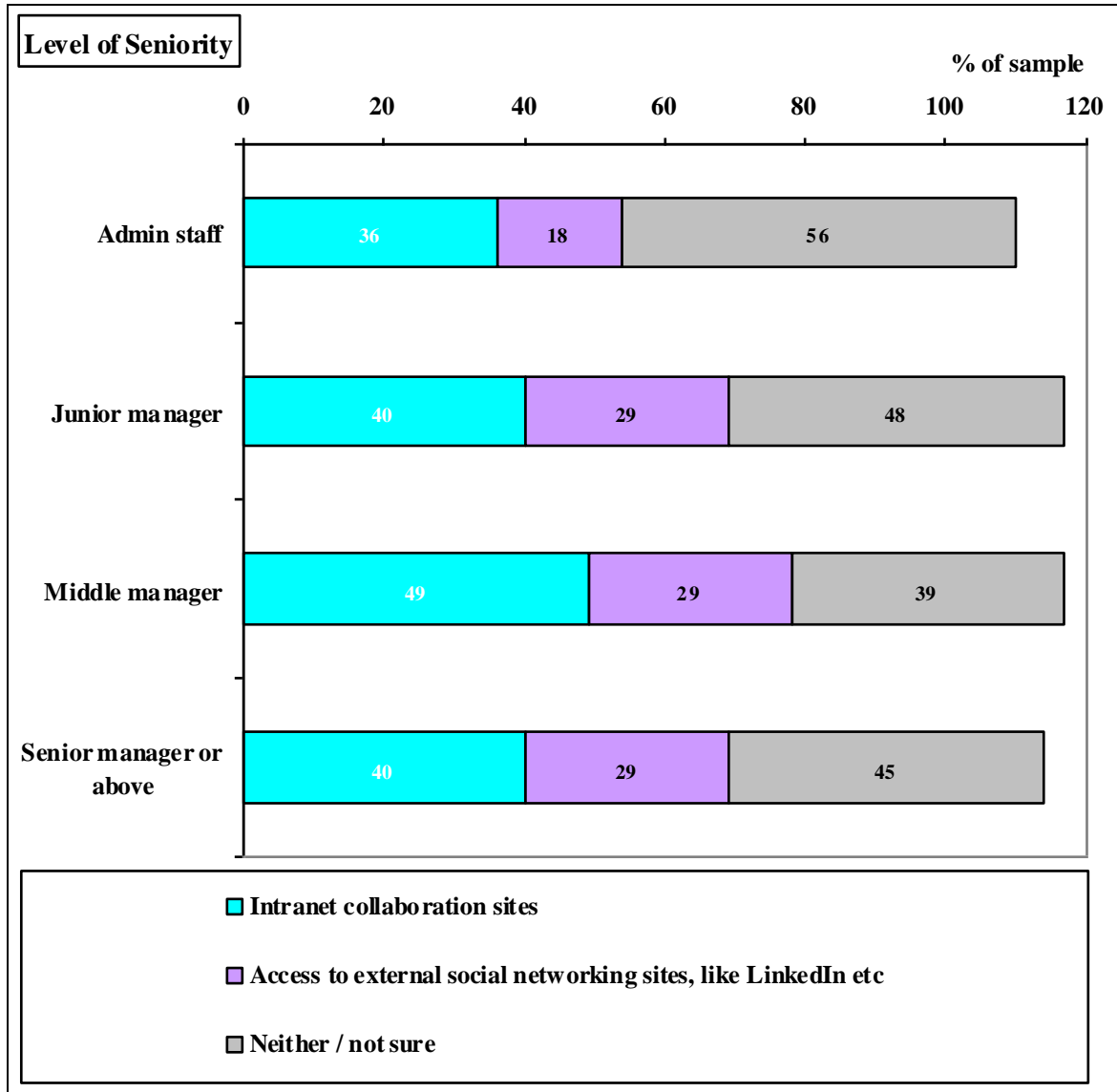
- More French employees (50%), if they were to move jobs tomorrow, would expect a new employer to have intranet collaboration sites, compared to Germany (30%), the Netherlands (38%) and Great Britain (43%).
- And, more French (28%) and German (34%) employees would expect a company to have access to external social networking sites like LinkedIn etc, compared to Belgium (22%), the Netherlands (16%) and Great Britain (22%).



- More employees in large companies (47%) would expect a new employer to have intranet collaboration sites, compared to SMEs (35%).

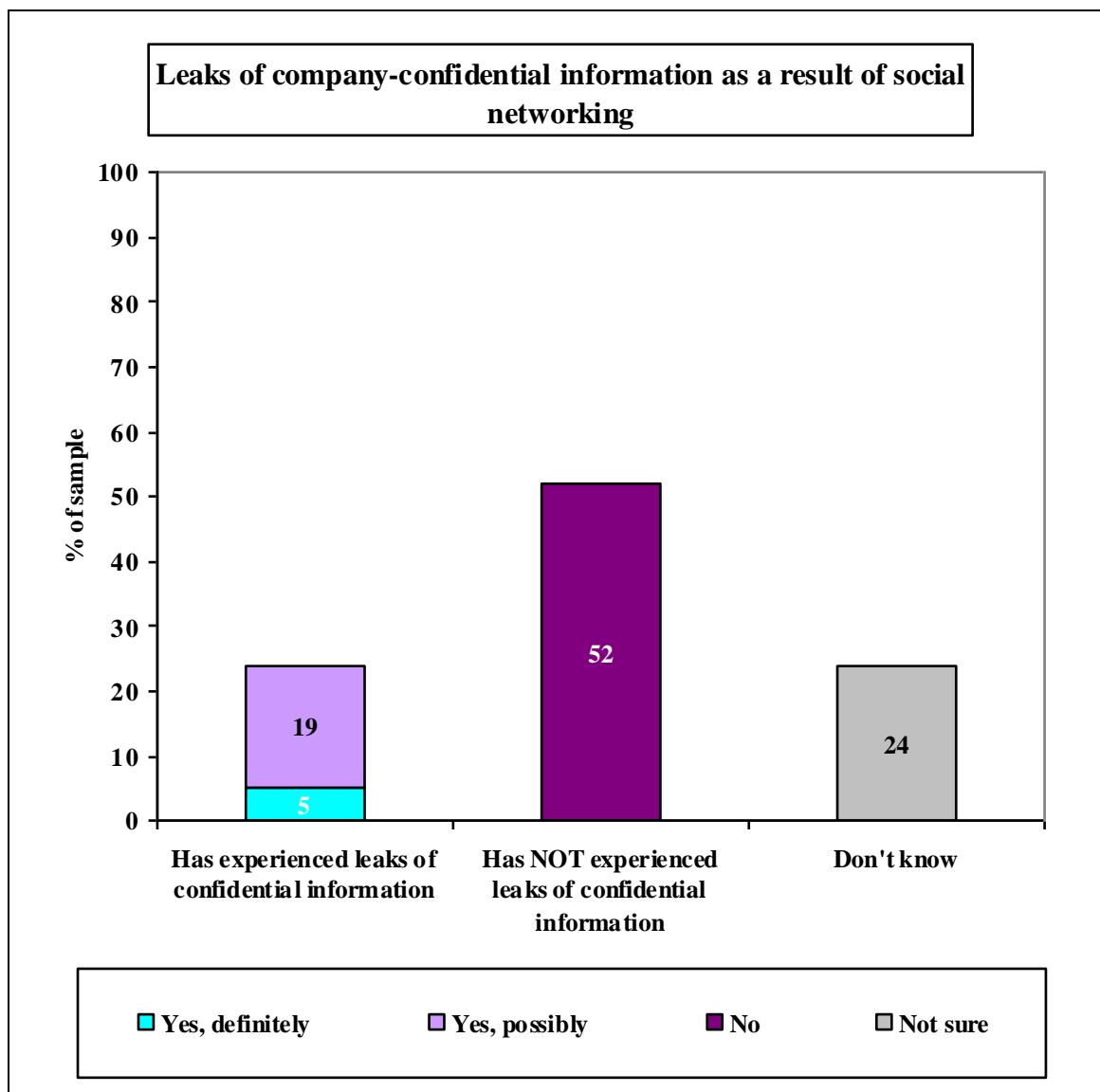


- More employees aged 25-34 (29%) would expect a company to have access to external social networking sites like LinkedIn etc, compared to those aged 45-54 (23%) and 55+ (19%).

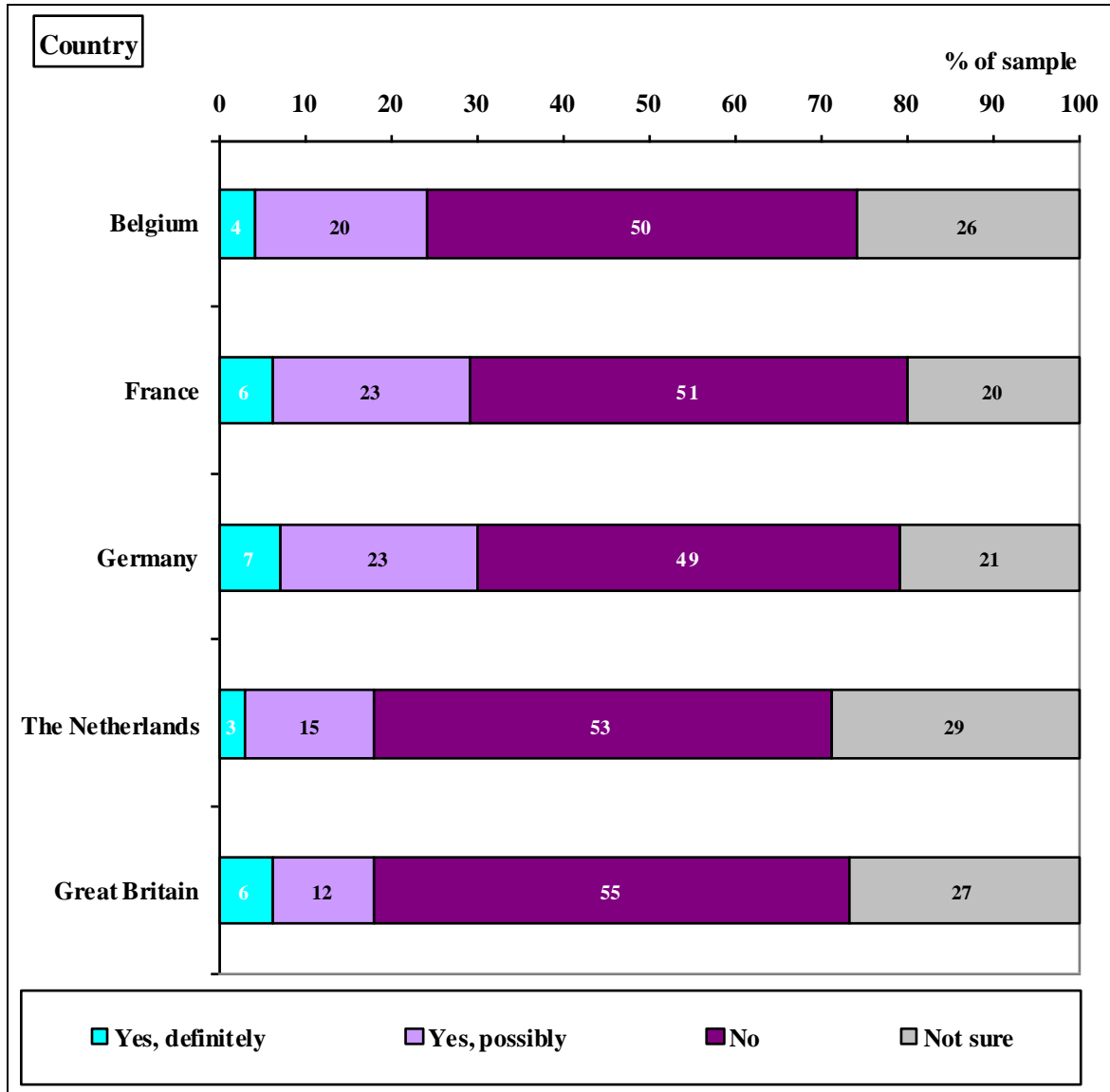


- More middle managers (49%) would expect a new employer to have intranet collaboration sites, compared to admin staff (36%), junior and senior managers (both 40%).
- And, more junior, middle and senior managers (all 29%) would expect a company to have access to external social networking sites like LinkedIn etc, compared to admin staff (18%).

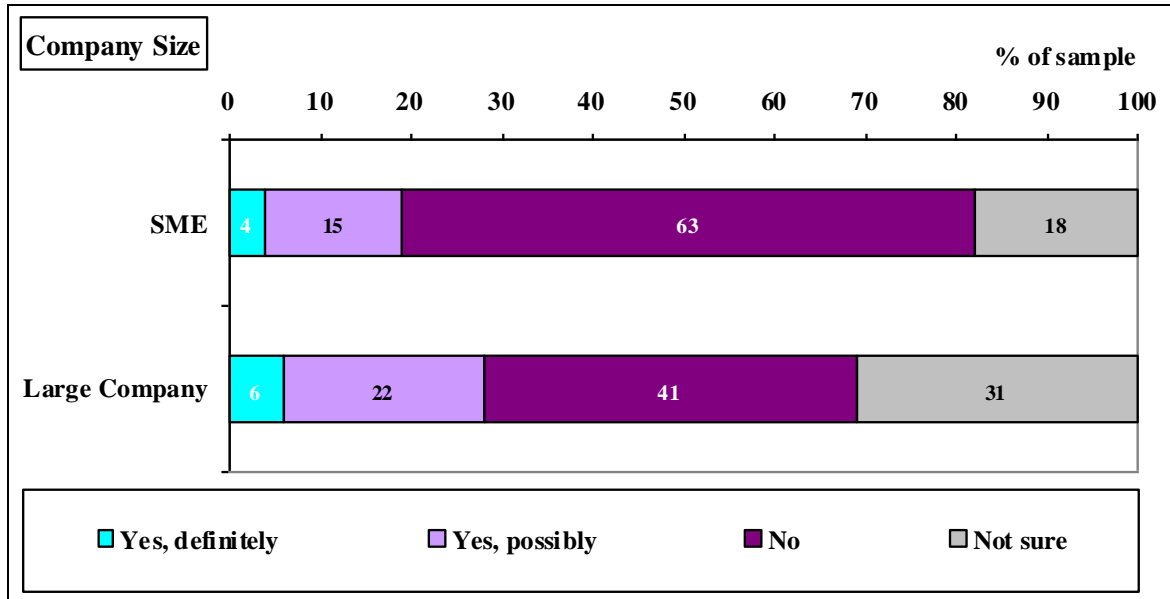
3.10. Has your company experienced any leaks of confidential information as a result of information posted on either internal or external social networking sites?



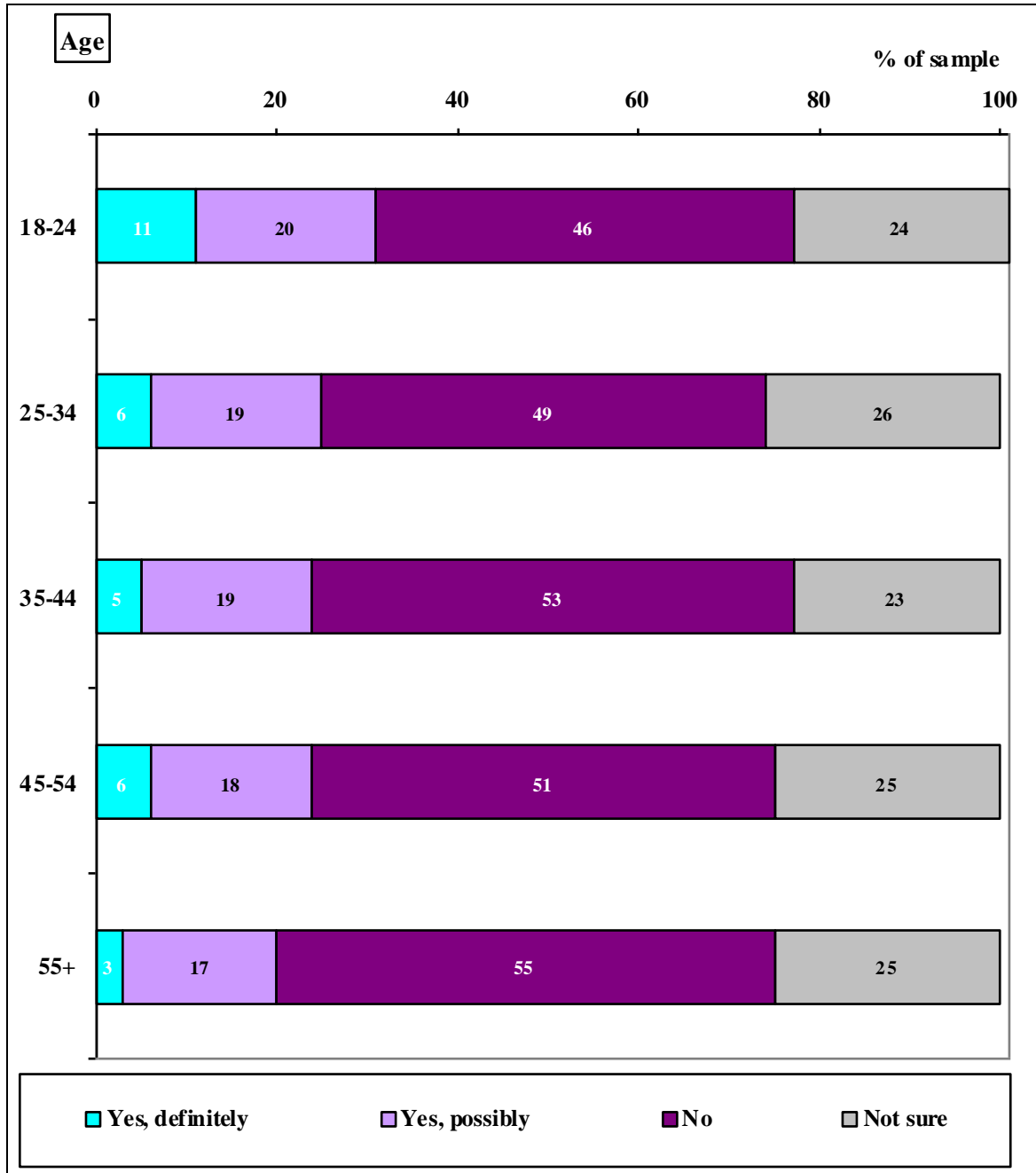
- Collectively, 24% of employees say their company has experienced leaks of confidential information as a result of information posted on either internal or external social networking sites.
- 5% are definite about this, whereas another 19% suspect this has happened.
- Another 24% are not sure if it has happened or not.
- In contrast, just 52% of employees are definite that this has not happened to their company.
- But such leaks have been more common among companies that use social networking sites as part of everyday life (29%), compared to those that do not (14%).



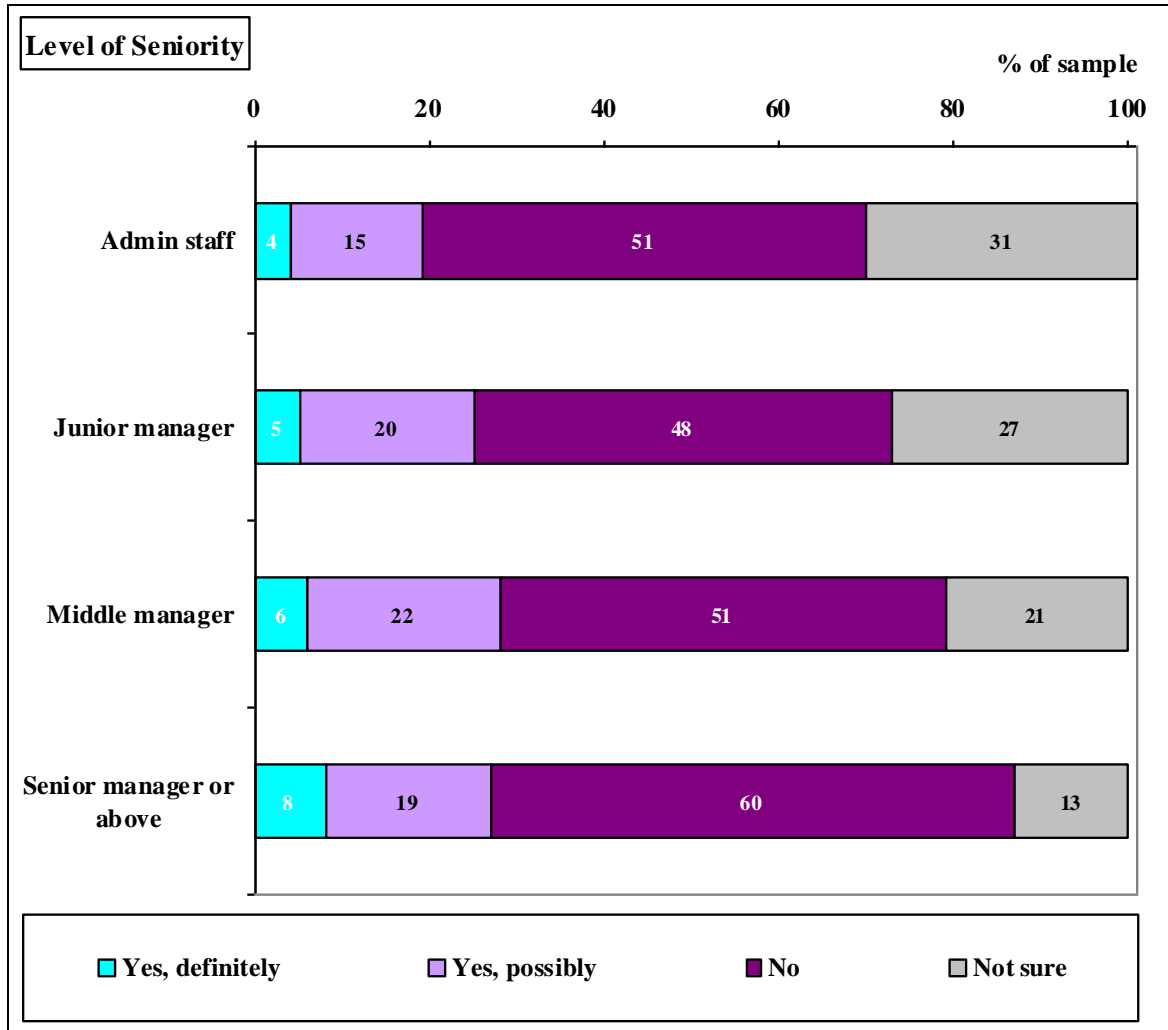
- More French (29%) and German (30%) employees say their company has experienced leaks of confidential information as a result of information posted on either internal or external social networking sites, compared to the Netherlands and Great Britain (both 18%).
- But, more Belgian (26%), Dutch (29%) and British (27%) employees are not sure if it has happened or not, compared to France (20%) and Germany (21%).



- More employees in large companies (28%) say their company has experienced leaks of confidential information as a result of information posted on either internal or external social networking sites, compared to SMEs (19%).
- And, more employees in SMEs (63%) are definite that this has not happened to their company, compared to large companies (41%).
- But, more employees in large companies (31%) are not sure if it has happened or not, compared to SMEs (18%).



- More employees aged 18-24 (31%) and 25-34 (25%) say their company has experienced leaks of confidential information as a result of information posted on either internal or external social networking sites, compared to those aged 55+ (20%).



- More junior (25%), middle (28%) and senior (27%) managers say their company has experienced leaks of confidential information as a result of information posted on either internal or external social networking sites, compared to admin staff (19%).
- And, more middle (6%) and senior (8%) managers are definite about this, compared to admin staff (4%).
- Whereas, more junior (20%) and middle (22%) managers suspect this has happened, compared to admin staff (15%).
- But, more senior managers (60%) are definite that this has not happened to their company, compared to admin staff (51%), junior (48%) and middle (51%) managers.
- However, more admin staff (31%) and junior managers (27%) are not sure if it has happened or not, compared to middle (21%) and senior (13%) managers.

Appendix A: Quantitative Questionnaire

Qualifying questions

- A. Do you work, either in full-time or part-time, paid or unpaid employment? [Select only 1]**
- Yes [Continue]
 - No [Terminate]
- B. When at work, do you use a computer as a key part of your job? [Select only 1]**
- Yes [Continue]
 - No [Terminate]

Quota question

- a) In total, around the world, how many employees work in your organisation? [Select only 1]**
- Between 1 and 249
 - 250 or more

Main questions

- 1) Which of the following have employees within your organisation adopted as part of their everyday life at work? [Select all that apply]**
- a) Online social networks, like LinkedIn, Viadio, MySpace, Facebook, Xing etc
 - b) The company's own collaboration sites on its intranet
 - c) External collaboration sites on the web, like wikis
 - d) Internal blogging sites, or blogs, within the company
 - e) External blogging sites, or blogs, on the web
 - f) Internal forums within the company
 - g) External forums on the web
 - h) Social video sites on the web, like YouTube
 - i) Social photo sites on the web, like Flickr
 - j) Social bookmarking sites on the web, like del.icio.us
 - k) Microblogging tools on the web, like Twitter
 - l) Company-produced video material shared on an intranet
 - m) Other
 - n) None
 - o) Not sure
- 2) Which of the following benefits do you think apply to such social networks and online communities? [Select all that apply]**
- a) They improve creativity
 - b) They spark innovation
 - c) They increase an individual's knowledge
 - d) They harness collective knowledge of employees, customers and suppliers
 - e) They give access to solutions to problems
 - f) They provide timely access to key individuals in all parts of the business
 - g) They are a valuable asset to the company
 - h) They stimulate team building and better internal collaboration
 - i) They help improve cross functional / inter department teaming and interaction
 - j) Other
 - k) None of these
 - l) Don't know

- 3) In contrast, which of the following negatives do you think apply to such social networks and online communities? [Select all that apply]**
- a) They are a distraction to employees
 - b) They do not contribute to productivity
 - c) They add no real value to collaboration within the company
 - d) Not sure how the ROI of internal sites could ever be measured
 - e) They could be a source of company leaks of confidential information
 - f) Other
 - g) None of these
 - h) Don't know
- 4) [Just to those whose companies use social networks from qu 1] Do you think the social networks you have in your company have enabled you and your colleagues to achieve things that would not otherwise have been possible? [Select only 1]**
- a) Yes, definitely
 - b) Yes, maybe
 - c) No
 - d) Not sure
- 5) [Just to those whose companies use social networks from qu 1] Do you think the use of social networks in your organisation has made you and / or your colleagues more efficient? [Select only 1]**
- a) Yes, definitely
 - b) Yes, maybe
 - c) No
 - d) Not sure
- 6) [Just to those whose companies use social networks from qu 1] Have you personally been in a situation where the use of social networks at work has given you new ideas and sparked your creativity? [Select only 1]**
- a) Yes
 - b) No
 - c) Not sure
- 7) [Just to those whose companies use social networks from qu 1] Do you think your organisation has become more open and transparent since employees started using social networks as part of their everyday working life? [Select only 1]**
- a) Yes, a lot
 - b) Yes, a little
 - c) No, not at all
 - d) Not sure
- 8) If you have ever been approached or headhunted for a job as a result of having a presence on a social networking site, which of the following types of social networking sites did the recruiter find you on? [Select all that apply]**
- a) Online social networks, like LinkedIn, Viadio, MySpace, Facebook, Xing etc
 - b) The company's own collaboration sites on its intranet
 - c) External collaboration sites on the web, like wikis
 - d) Internal blogging sites, or blogs, within the company
 - e) External blogging sites, or blogs, on the web
 - f) Internal forums within the company
 - g) External forums on the web
 - h) Social video sites on the web, like YouTube
 - i) Social photo sites on the web, like Flickr
 - j) Social bookmarking sites on the web, like del.icio.us
 - k) Microblogging tools on the web, like Twitter
 - l) Company-produced video material shared on an intranet
 - m) Other
 - n) None, but I have a presence on such sites
 - o) None, my details are not on such sites

- p) Not sure
- 9) **If you moved jobs tomorrow, which of the following would you hope and expect the organisation to have? [Select all that apply]**
- a) Intranet collaboration sites
 - b) Access to external social networking sites, like LinkedIn etc
 - c) Neither / not sure
- 10) **Has your company experienced any leaks of confidential information as a result of information posted on either internal or external social networking sites? [Select only 1]**
- a) Yes, definitely
 - b) Yes, possibly
 - c) No
 - d) Not sure

Demographic questions

- 1) **Just to put your answers in context, into which of the following age groups do you fall? [Select only 1]**
- 18-24
 - 25-34
 - 35-44
 - 45-54
 - 55-64
 - 65+
- 2) **What is your level of seniority? [Select only 1]**
- Admin staff
 - Junior manager
 - Middle manager
 - Senior manager or above

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