

Ovum Decision Matrix: Selecting an Enterprise Social Networking Product, 2017

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Summary

Catalyst

Businesses and institutions depend on the cooperation of employees and teams to function and compete; thus, organizational life is inherently social. Individuals often turn to their colleagues for advice, information, and inspiration, hence the saying, "It's not what you know but who you know that matters." Enterprise social networking provides a connective medium to facilitate and develop this kind of "knowingness" and harness it for the benefit of the organization.

Connected employees are much more likely to communicate, engage, organize, cooperate, share, and build communities than those that are not. These fundamental behaviors drive business growth and progress, so business leaders are constantly seeking better ways of amplifying the productive social behaviors of the workforce.

Enterprise social networking functionality, whether embedded in line-of-business applications, enterprise portals, productivity tools, or collaboration platforms, enables individuals and teams to develop "social capital" (connections, goodwill, and tangible/intangible resources), which in turn enables flexible, opportunistic engagement and high levels of cooperation within the workplace, especially among those that might not otherwise become acquainted.

As the market transitions through eager and proactive communities toward more pragmatic and somewhat skeptical IT buyers, this Ovum Decision Matrix examines the leading players in the market and assesses their relative strengths and weaknesses. This report also explores the future of enterprise social networking as new offerings enter the market and workstyles change.

Ovum view

Despite significant investment in enterprise collaboration solutions, email continues to be the default electronic communication medium within most enterprises. Email is certainly a useful medium when it comes to interacting with individuals and exchanging information within small groups, but as the number of participants grows, there comes a point when email becomes clumsy, inefficient, and unproductive. We all know what this looks like, and we can generally spot the "breaking point," so the way in which employees deal with this breaking point, or preempt it by switching to other tools and collaboration mediums, is likely to determine business process efficacy and operational prowess.

Enterprise social networking products, in whatever guise they might take, are designed to facilitate and structure mass communication, cooperation, and collaboration communities, and to surface the information that flows through them in timely and pertinent ways. As such, this genre of product warrants the attention of business leaders, CIOs, corporate communication departments, and proactive employees. Ovum has monitored the enterprise social networking landscape for nearly a decade, and our research suggests that this category of software has not yet reached the "late majority" stage of market adoption, which means that a sizable part of the addressable market is still seeking insight and business value.

Products designed for very large enterprises are no longer dominating the workplace collaboration market. Instead, a variety of cloud-native, mobile-first communication and collaboration products are attracting the attention of "movers and shakers." However, it should be noted that many of these

products were designed with small teams and groups in mind, so organizations should consider how these might scale in terms of enterprise functionality, utility, and manageability. Many enterprise products now exhibit "social capabilities," but enterprise social networking products are distinct in their ability to span entire organizations, providing an engagement platform that enables every employee, whether they be knowledge worker, service worker, or manual worker, to connect and participate, contribute and collaborate, and cooperate and engage.

Key findings

- Comparative analysis reveals that IBM Connections is marginally stronger than Jive in terms of overall end-user functionality, while Jive is slightly ahead in terms of overall IT management functionality.
- Ovum Decision Matrix challengers **MangoApps**, Microsoft Yammer, and SAP Jam Collaboration are very different offerings from very different vendors.
- In terms of market segment, **MangoApps** targets midsize organizations, while SAP is generally associated with larger enterprises.
- **MangoApps** has been serving the modern intranet and collaboration needs of midsize organizations for the past six years, and it is frequently chosen because of the product's ease of use.
- Although Yammer was one of the first offerings to embrace the term "enterprise social networking," it has always tracked the essence, principles, and style of various popular consumer-oriented social networks.
- Ovum believes that large enterprises are unlikely to find a single enterprise social networking solution that suits the entire workforce, so an integrated approach might be a better option.
- Salesforce Chatter and Socialcast by VMware compare very favorably with the other products listed in this report, especially when viewed from the perspective of IT management functionality.

Vendor product selection

Inclusion criteria

Enterprise social networking is a general term used to describe collaborative platforms that promote and encourage openness, cooperation, and information sharing relating to business interests and activities. This report includes detailed analysis, evaluation, and comparison of seven products, all of which meet the following criteria:

- **The product identifies with the enterprise social networking market:** Products that exhibit clear enterprise social networking functionality, as detailed in the Social Features section of this Ovum Decision Matrix.
- **The product is relevant to Ovum's clients:** Vendors whose products featured in client enquiries, interviews, and advisory sessions.

- **The vendor and/or product is established in the enterprise market:** Products from start-up vendors that have been generally available for 36 months, or products from established vendors that have been generally available for 12 months.

Methodology

Product assessment: Business-user features

Vendors were asked to complete Ovum's Enterprise Social Networking Features Matrix, comprising 107 product functionality data points divided into four categories:

- **Social features:** The product's core attributes as an enterprise social networking solution (26 data points).
- **Collaboration features:** The product's ancillary collaboration features and the extent to which it facilitates getting work done (23 data points).
- **End-user experience features:** The human-centered design features of the product, arguably the most important to the success, or otherwise, of an enterprise social networking project (38 data points).
- **Content management features:** The product's level of integration with and management of content-driven business activities and processes (20 data points).

Product assessment: IT management features

In this dimension, Ovum considers a series of data points that identify features and functions that are important to those with responsibility for product implementation, management, support, and maintenance, such as CIOs, IT departments, developers, and integrators. Essentially, it is an assessment of enterprise "fit and finish." Vendors were asked to complete Ovum's Enterprise Social Networking Features Matrix, comprising 102 "enterprise fit" data points divided into three categories:

- **Deployment features:** Product deployment options (architectural and geographical) and the extent to which the offering coexists with, and adds value to, existing corporate IT systems and line-of-business applications (41 data points).
- **Administration features:** The manageability of the product in terms of user management, IT governance, information security management, compliance, and data analysis (34 data points).
- **Developer features:** The options open to corporate developers and independent software vendors in terms of APIs, standards support, platform ecosystem, and app marketplace (27 data points).

Ovum ratings

- **Leader:** This category is reserved for enterprise social networking products that score significantly above the combined group average. The primary metrics considered are those derived from an assessment of business-user and IT management product functionality as described in the Methodology section. Vendors appearing on this list do so based on Ovum's weightings and common enterprise requirements. Large organizations evaluating the

enterprise social networking market should pay attention to products listed in this category as they generally rank above average in terms of enterprise readiness.

- **Challenger:** This category is reserved for enterprise social networking products that score on or around the combined group average. The primary metrics considered are those derived from an assessment of business-user and IT management product functionality as described in the Methodology section. Ovum recognizes the significance of market impact, but it is given less weighting because it is not an easily verifiable measure.
- **Follower:** This category is reserved for those enterprise social networking products that generally score below the combined group average. All dimensions and their constituent categories are included. Products appearing on this list do so based on Ovum's weightings and common enterprise requirements. Businesses and institutions evaluating enterprise social networking solutions should consider the market and product strategies of the vendors associated in this category, as they may more closely align with the business and technical requirements of the organization.

Product and market analysis

Ovum Decision Matrix: Enterprise Social Networking, 2016–17

The enterprise social networking market has changed significantly over the last four years. In 3Q13, Ovum analyzed 13 products and identified a common theme of "providing a Facebook for the enterprise." Today, as the market slowly transitions through early adopters toward the more skeptical buyer, some of the products we assessed in 2013 are now heading in somewhat different directions as the features typically associated with this product genre become almost commonplace. Moreover, the market appears to have come full circle, with Facebook itself entering the arena with its own offering called Workplace by Facebook, targeting businesses and institutions of all sizes.

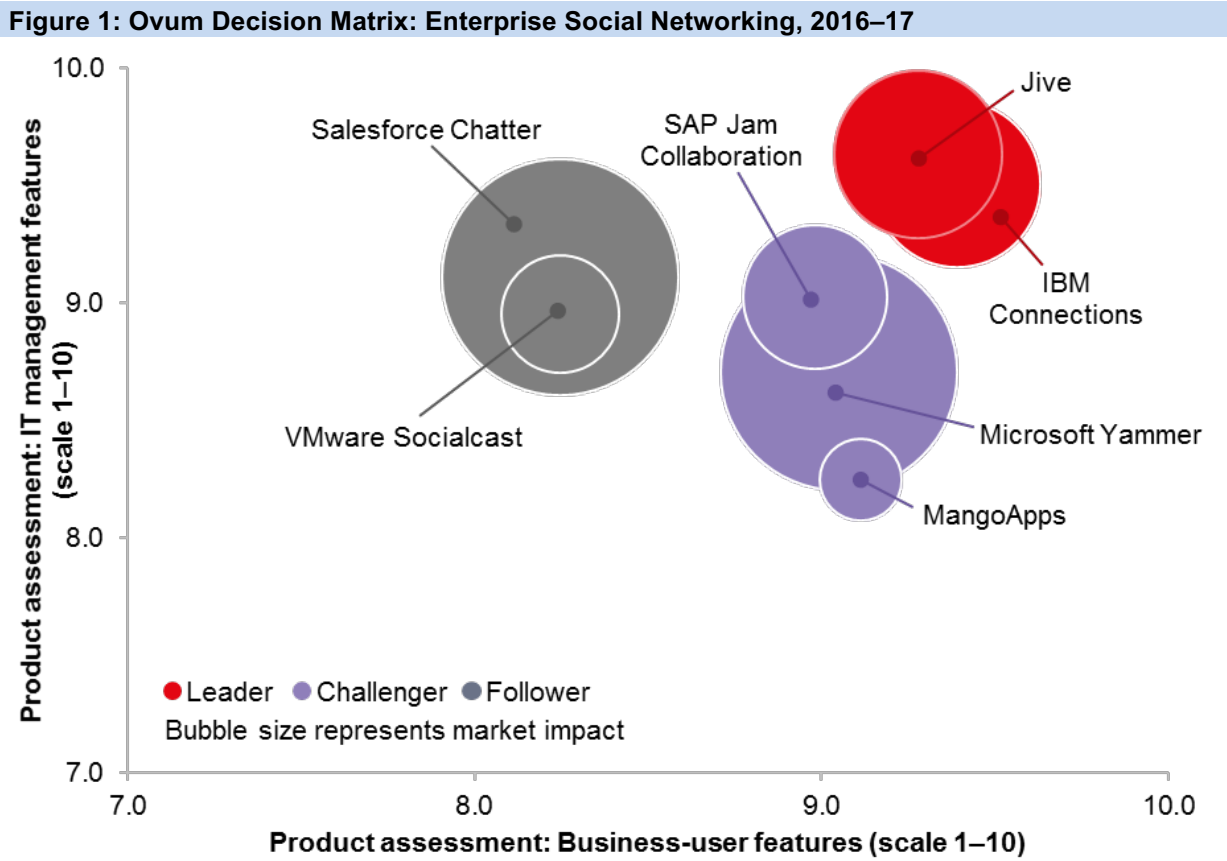
"Social business" can be approached from various directions, and we find many of these represented in the products assessed in this report. Understanding the differences in direction and trajectory of these products is fundamental to the successful selection and implementation of an enterprise social networking solution. The products presented in this report represent a good cross section of what the market offers.

MangoApps represents the notion of an "all-in-one" collaboration platform and enterprise social networking solution. IBM Connections and Jive represent the "all-singing, all-dancing" segment of the market. The offerings from Salesforce and SAP represent products that often form part of a "portfolio sale" or strategic investment in that vendor's enterprise applications. Meanwhile, Socialcast represents a nascent shift in the market toward digital workspace solutions that embrace new models of end-user computing and styles of working.

Ovum has discussed the provision of enterprise social networking products with CIOs and IT managers across a broad cross section of industries. Although there is no universal pattern, it seems that small and midsize companies are finding it easier to adopt a single offering from established cloud-native providers, while larger enterprises still struggle with the challenge of on-premise versus cloud and the "one-size-fits-all" conundrum. Indeed, it is not that unusual to find a large enterprise

using different combinations of solutions, especially where executives have sponsored divisional or business unit initiatives.

The tight scale used in Figure 1 reflects the maturity of the enterprise social networking product market, and the narrow gaps and overlaps highlight the small differences that now exist between offerings. It should be noted that Ovum's assessment model is of a general nature and is therefore indicative of a product's capabilities. An organization's unique business requirements and weightings may bring about a different arrangement when applied to the Ovum Interactive Decision Matrix.



Source: Ovum

Table 1: Ovum Decision Matrix: Enterprise Social Networking, 2016–17

Leaders	Challengers	Followers
IBM Connections	MangoApps	Salesforce Chatter
Jive	Microsoft Yammer	VMware Socialcast
	SAP Jam Collaboration	

Source: Ovum

Ovum Decision Matrix: Leaders

IBM Connections

With information volumes doubling almost every year, IBM has recognized the need for a smarter workspace, one that can assist the business user by harnessing advancements in "cognitive computing" (i.e. natural language processing, analytics, machine learning). This notion of the "cognitive-infused workspace" is becoming central to IBM's collaboration product strategy, and those organizations gaining access to the power of IBM Watson, the company's "question answering machine," will be able to work with machine intelligence to outperform the competition and tackle more complex tasks.

Jive

An employee-centric software-as-a-service (SaaS) solution, the product lets business users decide which tools and apps to use to get work done. The Jive Interactive Intranet platform provides a collaboration hub built around profiles, blogs, groups, discussions, document collaboration, analytics, personalization, and smart search, delivered through purpose-built user experiences for desktop and mobile. Jive offers enterprise-grade security and supports the most stringent, modern business requirements in terms of IT management, governance, development, and business reporting.

Ovum Decision Matrix: Challengers

MangoApps, Microsoft Yammer, and SAP Jam Collaboration are very different offerings from very different vendors. In terms of market segment, MangoApps targets midsize organizations, while SAP is generally associated with larger enterprises.

MangoApps

MangoApps has been serving the modern intranet and collaboration needs of midsize organizations for the past six years, and it is frequently chosen because of the product's ease of use. More than an enterprise social networking product, MangoApps represents a new breed of digital workplace platform, combining social intranet with team collaboration and instant messaging capabilities. No single product can do everything, so it is pleasing to see that MangoApps already integrates with Salesforce, Office 365, Skype, Slack, Box, GoToMeeting, Jira, and more.

Microsoft Yammer

Although Yammer was one of the first offerings to embrace the term "enterprise social networking," it has always tracked the essence, principles, and style of various popular consumer-oriented social networks. This means that the product is usually familiar to new users, and hence adoption is often viral in nature. Slowly but surely, Yammer is being folded into the Office 365 stack, and integration with Office productivity apps, mobile apps, and line-of-business apps (such as Dynamics CRM) makes Yammer a comprehensive social collaboration solution.

SAP Jam Collaboration

Ovum now considers SAP to be an established vendor in the collaboration and social intranet market. Product focus continues to be on line-of-business and company-wide use cases, albeit with ambitious plans to harness the combination of bots and web hooks to integrate with real-time messaging solutions, such as Slack and HipChat, plus voice-based interfaces. SAP Jam Collaboration is addressing modern business challenges by connecting employees with role-relevant updates and information.

Ovum Decision Matrix: Followers

Salesforce Chatter and Socialcast by VMware compare very favorably with the other products listed in this report, especially when viewed from the perspective of IT management functionality. Ovum's detailed assessment of end-user functionality places these offerings behind those listed above, but only marginally so (see Figure 2). In terms of market impact (see Figure 4), Chatter ranks as high as any product assessed in this report, while the strength of Socialcast can be seen in its deployment features.

Salesforce Chatter

Organizations that have adopted Salesforce CRM should give Chatter full consideration as they assess enterprise social networking requirements. Ovum believes that large enterprises are unlikely to find a single enterprise social networking solution that suits the entire workforce, so an integrated approach might be a better option. Event streams produced by Chatter can be consumed in other applications, thereby enabling organizations to adopt a mix-and-match approach as befits the initiative or business opportunity. Salesforce Communities brings an additional dimension to enterprise social networking, enabling organizations to collaborate with their customers and partners across marketing, sales, and service activities.

Socialcast by VMware

VMware differentiates the business value of Socialcast primarily through product packaging and pricing. VMware also has a very strong relationship with IT buyers through its 75,000 partners. The Socialcast mobile app integrates with the suite of Workspace ONE productivity apps for single sign-on and workflows, and Content Locker integration allows content-centric business activities to be simpler on mobile devices than on desktops and laptops. Socialcast also integrates with existing business systems so that teams can work and collaborate more easily.

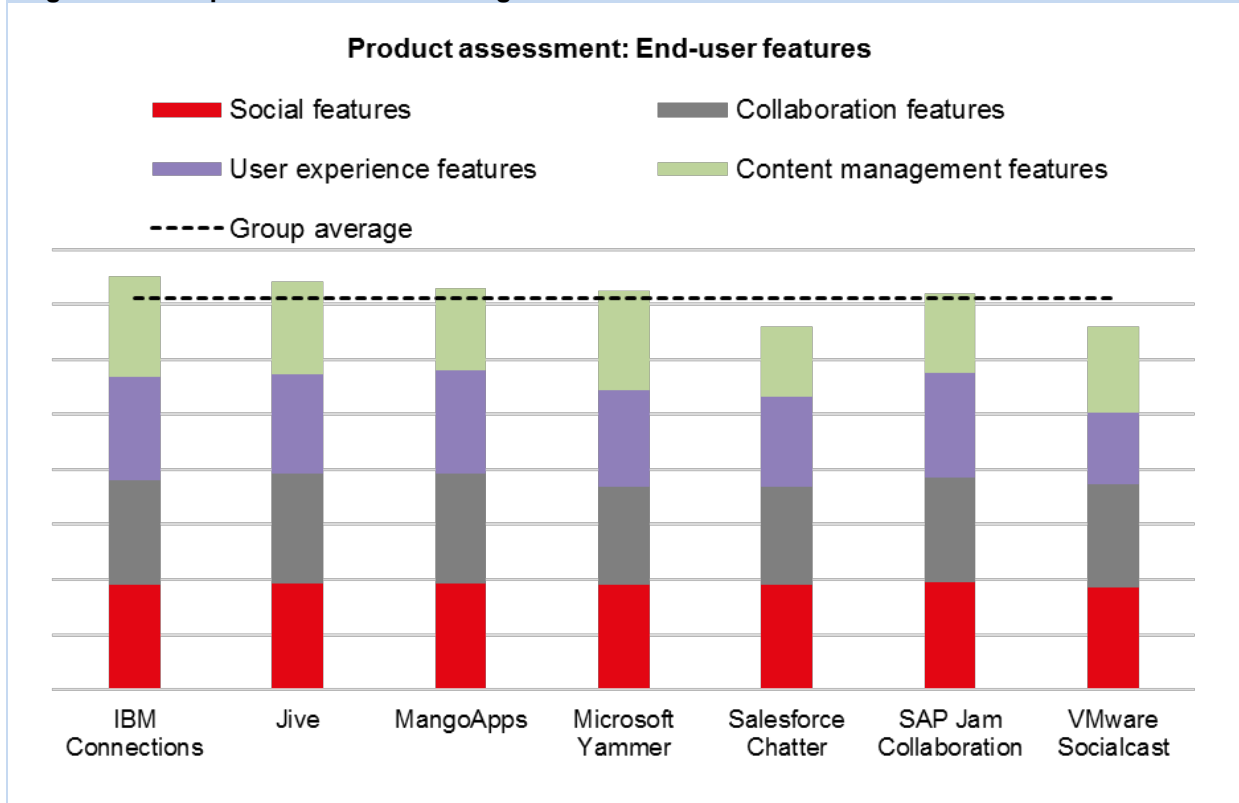
Market outlook and emerging vendors

The world's workforce is not homogenous, with every country and every industry presenting a different workforce mix. Information technology solutions, including electronic communication and collaboration systems, have traditionally targeted the knowledge worker and, more recently, service workers through enterprise mobility initiatives. Manual workers have, for the most part, been left out of the loop because they are not "digitally connected" to the workplace, its processes, and its communication channels. However, affordable smartphones, pervasive wireless networks, and powerful cloud services are now able to connect the millions of manual workers employed in agriculture, accommodation, hospitality, transport and storage, wholesale and retail, construction, and manufacturing.

Product evaluations and comparison

Product assessment: End-user features

Figure 2: Enterprise Social Networking: End-User Features



Source: Ovum

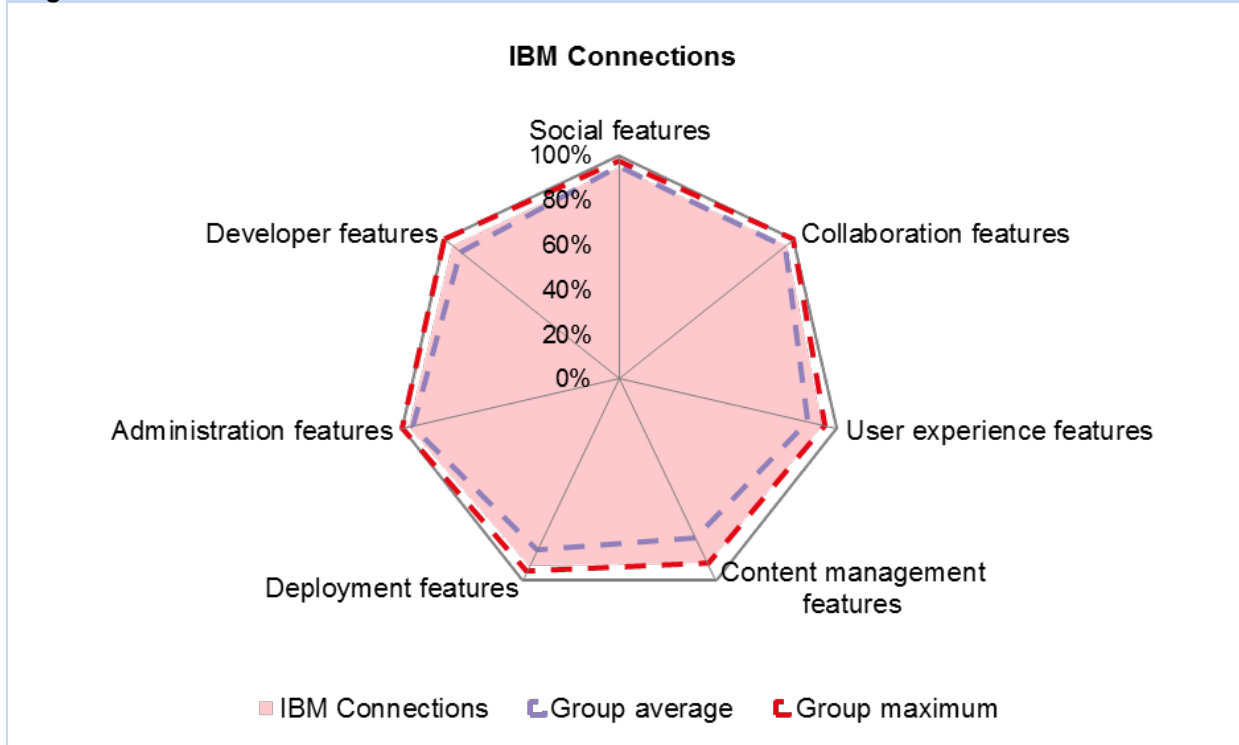
In terms of overall end-user functionality, IBM Connections and Jive narrowly lead the group, followed closely by MangoApps and Yammer. Looking at each category of functionality separately reveals different product strengths:

- Social features: SAP Jam Collaboration
- Collaboration features: Jive, MangoApps
- User experience features: SAP Jam Collaboration
- Content management features: IBM Connections

Product analysis

IBM Connections: Ovum Decision Matrix – Leader

Figure 5: IBM Connections Cloud



Source: Ovum

Ovum SWOT assessment

Strengths

An effective engagement and collaboration platform for business professionals and large enterprises

IBM Connections unites a variety of collaborative capabilities into a single offering, including user profiles, communities, file management, blogs, and wikis. Real-time communication features are also available, including chat, meetings, voice, and video. IBM Connections can be integrated with existing systems and line-of-business applications using in-house resources or working with IBM's partner ecosystem. Third-party components have also been developed to extend the reach and range of the core offering.

Weaknesses

No social network should be an island

IBM Connections is replete with features and functionality, and can accommodate a range of business scenarios and use cases, but these could be extended further by better integration with social media, especially LinkedIn, Twitter, and Facebook. These networks are being used by organizations to

engage with customers and by business professionals to engage with peers, so native connections and integrations would seem to be a natural next step.

Limited integration with third-party e-discovery tools

The electronic discovery reference model (EDRM) was created to standardize e-discovery, and it is becoming increasingly important for organizations operating in regulated industries. IBM supports the process of e-discovery by integrating IBM Connections with IBM Content Collector, which includes eDiscovery Manager. Customers can also work with two IBM partners, OpenQ and Actiance.

Opportunities

IBM Connections and Verse for the professions

The professions have traditionally been a very conservative segment of the knowledge worker market when it comes to the adoption of cutting-edge technology, but the digital transformation wave is already bearing down on doctors, lawyers, accountants, tax advisers, management consultants, and architects. The world is transitioning from a "print-based industrial society" to a "technology-based Internet society," so the professions need to find better ways to externalize their knowledge and expertise as digital services. IBM Connections (in conjunction with Verse, IBM's next-generation email and calendaring application) is well suited to support the "networked experts" business model found in the professions, and the addition of IBM's cognitive computing capabilities would increase the appeal of this offering even further.

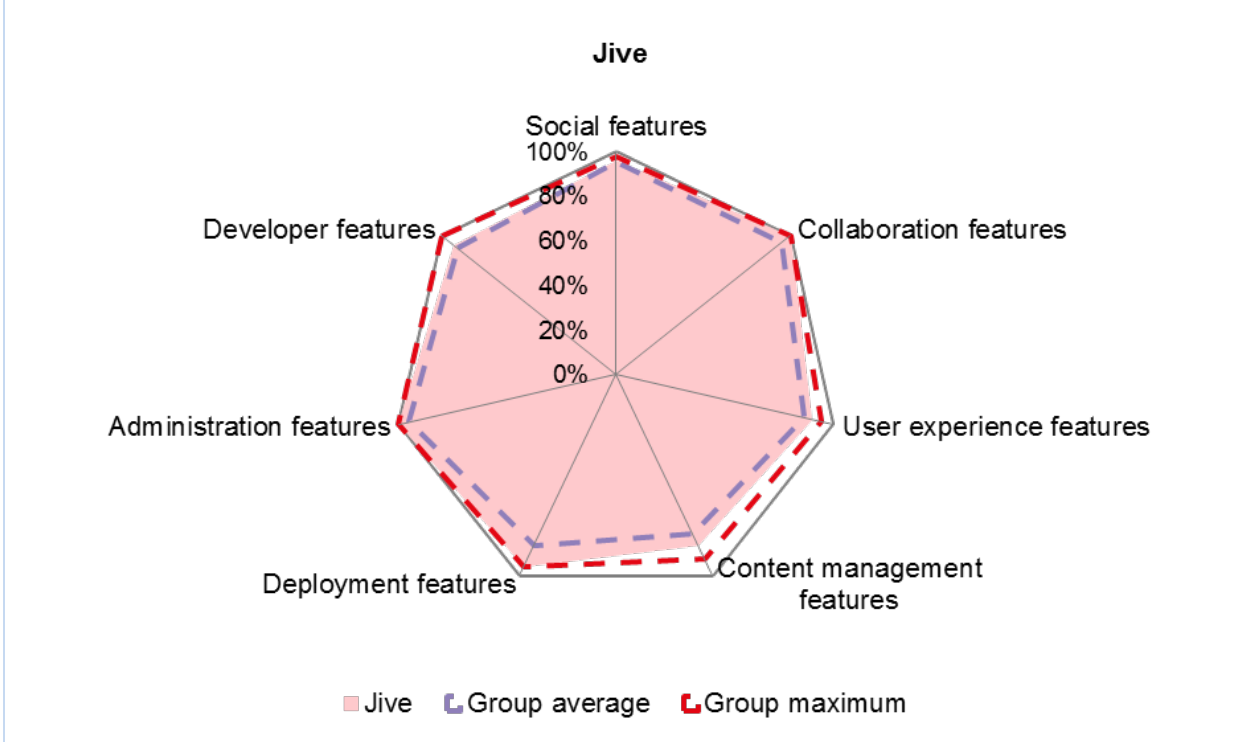
Threats

Facebook and Google continue their push into the employee engagement and enterprise collaboration market

Jive Software is probably the closest competitor to IBM in the enterprise market, but Microsoft (with Office 365 and Yammer) is the seemingly unstoppable juggernaut in this domain. However, there are two other vendors that cannot be ignored: Google and Facebook. Google's G Suite (formerly Google Apps for Work) provides organizations with communication and collaboration tools, with Google+ presenting the business social networking capabilities.

Jive: Ovum Decision Matrix – Leader

Figure 6: Jive



Source: Ovum

Ovum SWOT Assessment

Strengths

The product scales well across enterprise dimensions

Jive's products have been deployed in many complex business environments and across all major industry verticals. Most Jive customers have more than 5,000 employees, but the product scales well above and below this number. Jive supports cloud-based SaaS, dedicated hosted, and on-premise deployment options.

Weaknesses

Some organizations outside of North America and Europe have business requirements that favor in-country service provision

Jive Software offers organizations exemplary administration features, but it has yet to offer customers the option of a multi-tenant hosted service outside of North America and Europe. Businesses and institutions in countries such as Australia and New Zealand are increasingly looking for local service options to minimize latency and maximize availability, while organizations in China and Asia have data sovereignty requirements that benefit from in-country providers.

Opportunities

New business models could provide Jive with a significant growth agent

The company's main areas of focus continue to be North America and EMEA. And while Jive sells across a range of industries, only the healthcare and government sectors have specific solutions. Jive has developed channel partnerships with resellers, and it has technology partnerships to deliver solutions that extend and enhance Jive's products, but growth has not yet reached that "hockey stick" stage.

Jive needs to find a growth accelerator, and Ovum wonders if this might be found in new business models. The "networked experts" model, as described by Richard Susskind in [*The Future of the Professions*](#), presents an arrangement where "...professionals cluster, more or less formally, via online networks rather than in physical organizations." Jive is already being used today to standardize and systematize work, and it is well suited to the externalization of knowledge work and the sharing of expertise.

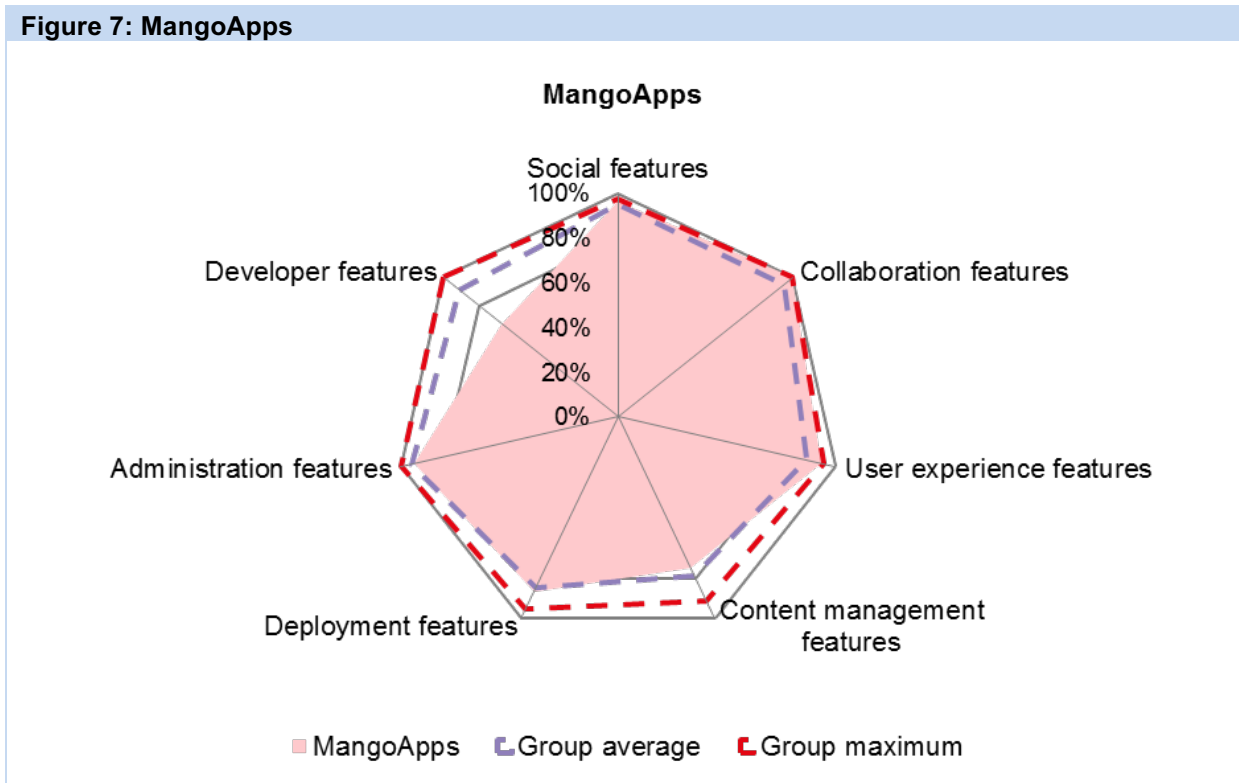
Threats

Facebook, Google, Microsoft, and Salesforce could obscure the value of Jive Interactive Intranet

IBM, from the perspective of product functionality, is probably Jive Software's closest competitor in the employee engagement/enterprise social networking/social business market, but Microsoft, with Office 365, is playing a high-stakes game within the encompassing enterprise collaboration market. Salesforce, with Community Cloud, is also starting to present a threat to Jive, but the arrival of Facebook at Work (and the relaunch of Google for Work) could obscure the value that Jive offers enterprises.

MangoApps: Ovum Decision Matrix – Challenger

Figure 7: MangoApps



Source: Ovum

Ovum SWOT Assessment

Strengths

Excellent social collaboration features and user-centric design

MangoApps has been serving the modern intranet and collaboration needs of midsize organizations for the past six years, and it is frequently chosen because of the product's ease of use. MangoApps can be accessed through the web, desktop, or mobile app. The Getting Started Wizard and Information Page Tours help new users become oriented with the product. MangoApps integrates with Box, Dropbox, Google Drive, Microsoft OneDrive, Microsoft Office 365, and Microsoft SharePoint. The product also integrates with Salesforce.com, SugarCRM, and Zendesk.

Offered with a wide range of deployment options

MangoApps can be remotely installed on-premise by the vendor's technical team, or organizations can consume the service from one of five international locations (US, Europe, Asia, South America, and Australia). On-premise deployments can use Citrix, Microsoft, and VMware products to virtualize the Ubuntu-based technology stack. Hosted options include single-tenant and multi-tenant instantiations on public or private clouds. Administrators require no coding or technical skills, and as mobile device management features are built into the product, system administrators can remotely disable and/or wipe a specific lost or stolen device.

Weaknesses

No established developer community or ecosystem

MangoApps has a fully documented public API, but the vendor has chosen not to build a developer ecosystem or online community. However, it should be noted that integrations are already included with popular tools such as Salesforce, Jira, Slack, Box, GoToMeeting, Join.Me, Sugar CRM, Zendesk, Google Analytics, Active Directory, Office 365, and more.

Opportunities

The digital workspace is up for grabs

The digital workspace is evolving rapidly to support multimodal communication and collaboration features, enabling workspace users to switch between devices or use multiple screens to get things done. The digital workspace must enable mixed groups (internal and external participants) to work in whatever manner the task demands. This means supporting a variety of interaction types, both synchronous and asynchronous. "Constant on" video and audio conferencing is already a requirement for high-performing teams, as is the ability to share screens remotely and to integrate with room-based conferencing systems.

Intelligent workflow, machine learning, and artificial intelligence

Today's workspace solutions are relatively dumb, so the user must do all the work. With information volumes increasing every 18 months, the beleaguered knowledge worker needs every assistance to get work done in the most effective and efficient way. The advent of cognitive services, machine learning, and artificial intelligence presents real opportunities to those users and organizations that can harness the technology. MangoApps has demonstrated its ability to encompass search, mobile and cloud, so Ovum is confident that these new technologies will find their way into the product.

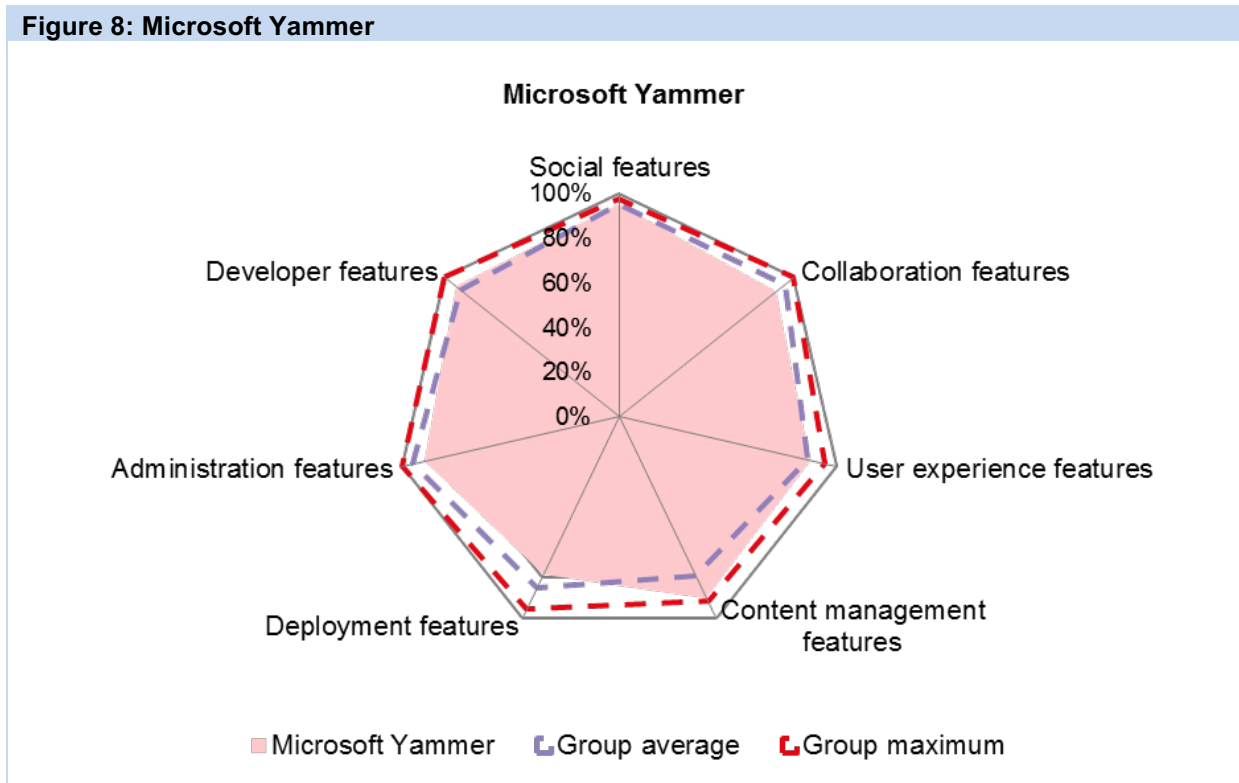
Threats

Facebook enters the business systems market

Microsoft is playing a high-stakes game within the enterprise collaboration market. But it is the arrival of Workplace by Facebook, and the relaunch of Google for Work as G Suite, that could obscure MangoApps and the evident value that the product offers.

Microsoft Yammer: Ovum Decision Matrix – Challenger

Figure 8: Microsoft Yammer



Source: Ovum

Ovum SWOT Assessment

Strengths

Yammer offers organizations a wealth of opportunity in terms of employee engagement, group interaction, and team productivity

The Office 365 integration process is not yet complete, but Microsoft appears to be ramping up the pace as alternative solutions from Facebook and Google appear on the horizon. Digital transformation initiatives must incorporate human interaction and communication, so products such as Yammer are essential if organizations want to capitalize on the business interactions between employees, partners, and customers.

Weaknesses

Being offered multiple different ways to communicate and collaborate can confuse and overwhelm some users

Every Yammer group will give users access to a SharePoint document library and a OneNote notebook. However, Yammer already has features that resemble these capabilities (Notes and Files) in name and function. While Files and Notes will be replaced by SharePoint and OneNote, Microsoft has to be careful not to confuse users when it comes to integrating Yammer with other Office 365 resources. Choice is a good thing, but presenting too much choice to the end user can sometimes be debilitating.

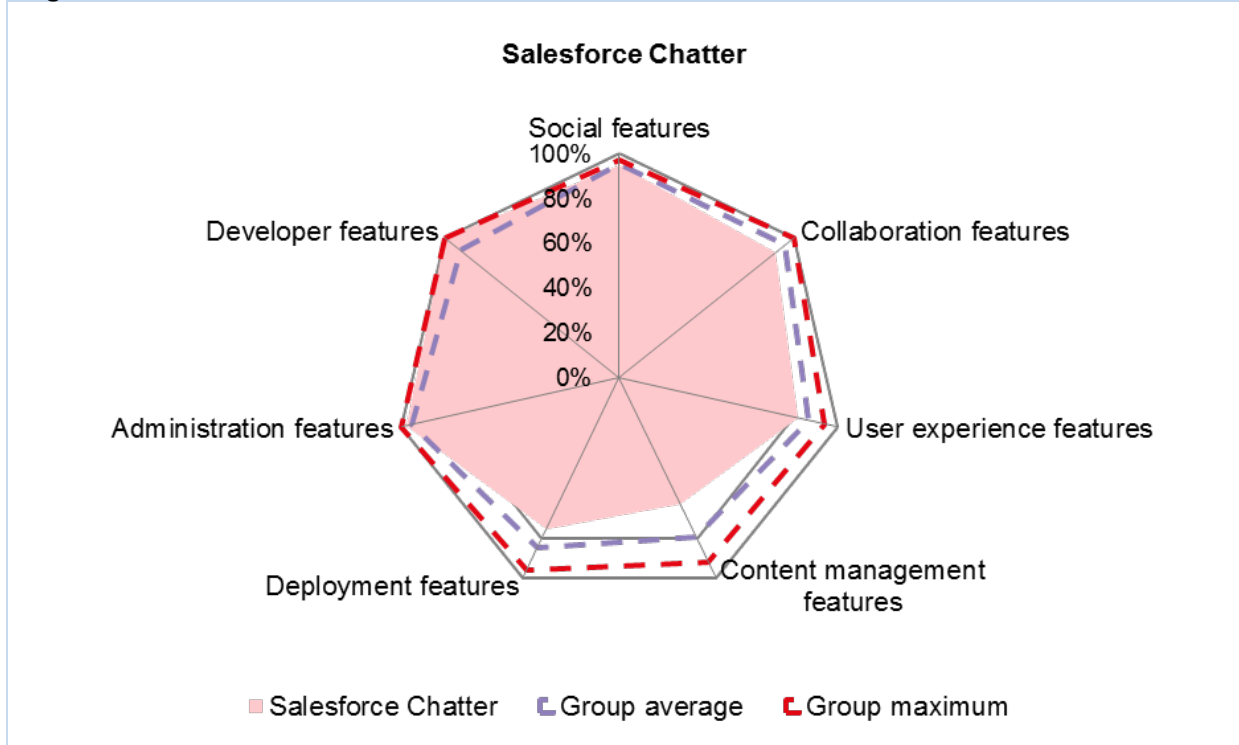
Opportunities

Connecting Yammer to LinkedIn could provide a useful bridge to external communities and other enterprise social networks

LinkedIn is the world's largest professional network, but it falls short when networked professionals want to collaborate and work together in virtual teams. Microsoft announced its acquisition of LinkedIn in June this year, so the company now has a real opportunity to enhance the business value of Yammer networks (and other enterprise social networks) through what Ovum calls the "compound network effect," wherein the social capital (connectivity, activity, and popularity within a social network) contained within one network is boosted by a different kind of social capital from another network.

Salesforce Chatter: Ovum Decision Matrix – Follower

Figure 9: Salesforce Chatter



Source: Ovum

Ovum SWOT Assessment

Strengths

Chatter captures important contextual business process information

Chatter is the social layer of the Salesforce platform. As such, it captures conversations, files, and activities that would otherwise lay obfuscated in corporate email systems and siloed content repositories. Chatter can capture contextual business process information and present this with the relevant business processes and associated data. Salesforce Communities extends Chatter's collaborative capabilities by enabling engagement between employees, customers, partners, and the organization's supply chain.

Weaknesses

Flexible deployment options accommodate legacy business constraints and strict governance requirements

Chatter is available as a multi-tenant and single-tenant public hosted service, and while this is generally the norm for SaaS applications, it may present limitations for some organizations operating under heavily regulated regimes or with data sovereignty requirements. Earlier this year, Salesforce selected Amazon Web Services as its preferred public cloud infrastructure provider, enabling the

company to expand internationally. However, the inability to deploy the product via an organization's data center or private cloud could detract from the offering in some circumstances.

Opportunities

Connecting Chatter to LinkedIn would extend the reach of the platform for many business professionals

LinkedIn is the world's largest professional network, but it falls short when professionals want to collaborate and work together in virtual teams. A recent attempt by Salesforce to acquire LinkedIn confirms the value of this service to the vendor. Microsoft (the company that acquired LinkedIn) has said that it will be "business as usual" for LinkedIn, so Salesforce still has an opportunity to enhance the value of Chatter through what Ovum calls the "compound network effect," wherein the social capital (connectivity, activity, and popularity within a network) contained within one network is boosted by a different kind of social capital from another.

Threats

Facebook is eager to push into the enterprise market

Chatter is available as a standalone product, but its real value comes from being interwoven with a company's business data and processes. It is possible to integrate other enterprise social networking products with the Salesforce platform, with Microsoft's Yammer being the most visible among Ovum's enterprise clients. However, there is one other vendor that cannot be ignored: Facebook. The launch of Workplace by Facebook signals a new and somewhat different kind of threat to all established vendors in this space, albeit one that is not yet quantifiable or readily discernable.

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Appendix

Further reading

SWOT Assessment: SAP Jam Collaboration, IT0021-000210 (October 2016)

SWOT Assessment: Salesforce Chatter, IT0021-000209 (October 2016)

SWOT Assessment: Socialcast by VMware, IT0021-000208 (October 2016)

SWOT Assessment: Microsoft Yammer, IT0021-000207 (October 2016)

SWOT Assessment: IBM Connections Cloud/IBM Connections Suite 5.5, IT0021-000206 (October 2016)

SWOT Assessment: MangoApps, IT0021-000204 (October 2016)

SWOT Assessment: Jive Interactive Intranet, IT0021-000202 (October 2016)

"Workplace by Facebook: A communications platform for every employee," IT0021-000201 (October 2016)

"Collaborative partnerships drive disruptive innovation," IT0021-000175 (June 2016)

"Microsoft acquires LinkedIn as Facebook prepares to enter its domain," IT0021-000176 (June 2016)

"Salesforce Community Cloud gathers market momentum," IT0020-000213 (May 2016)

"Breaking free of the inbox: Groups, Slack, or Spark?" IT0021-000158 (March 2016)

"Coming to a device near you: the enterprise digital workplace," IT0021-000150 (February 2016)

2016 Trends to Watch: Employee Engagement, Productivity, and Collaboration, IT0021-000145 (February 2016)

"Collective energy – making the most of an engaged, collaborative workforce," IT0021-000129 (November 2016)

Enterprise Case Study: Organizational Culture is Critical to Enterprise Social Network Success, IT0007-000828 (August 2015)

"Why you need an enterprise social network," EI0024-000025 (July 2015)

Enterprise Social Networking, IT013-000182 (September 2012)

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