

THE CORPORATE NEWSLETTER GOES SOCIAL

IBM and Employee-Centered Social Media

• by Robin Fray Carey

The background of the page is a dark teal color. It features an abstract graphic design consisting of several thin, white and light orange lines that curve and intersect across the page. Small white and orange dots are placed at various points where the lines intersect or end. A single, slightly larger white circle is positioned in the upper-middle section of the page.

THE CORPORATE NEWSLETTER GOES SOCIAL: IBM AND EMPLOYEE-CENTERED SOCIAL MEDIA

Like most people who entered the corporate workforce during the last century, I came of business age with the “company newsletter,” a compendium of all the news my company wanted me to know, rarely useful in its own right but far more valuable as a rich source of parody.

More often than not, its four to eight pages, text-heavy and be-logoed, were thrown into the garbage before they could do any real harm. Its cavalier disposal was in contrast to its undoubtedly tortuous behind-the-scenes production, as confirmed by my cofounder at *Social Media Today*, Jerry Bowles, who was an editor of one of these tomes many years ago:

“My first corporate job back in the 1970s,” Jerry told me, “was writing an internal newsletter for one of the then Big Eight accounting firms. I quickly learned that it was the most scrutinized publication the company did—at least by management—far more sensitive than the stuff they submitted to the SEC. A senior partner would spend an hour pouring over this Orwellian concoction, carefully penciling out anything that resembled actual fact. Once I attached the wrong title to a junior manager on some project, and, rather than admit that he had missed it, my official censor had the guy promoted so the title was right.”

How many of us have delighted to the subversive versions of the *Pravdas* of what life was like behind our corporate wall? Rather than the official story, we could read the more witty and authentic version, created always by nameless, unsung heroes buried deep in the bureaucracy. Was our glee derived simply from

the bountiful humor, and the relief from a “more accurate” version of events, or was it also from the fact that the transgressive version was generated by corporate civilians, fellows in the trenches with us—some perhaps known to us personally—and not the tenders of the corporate Borg?

In our new, post-Web 2.0 world, the corporate newsletter has gone the route of its parody, at least in the vast universe of the world’s most “ur” corporation, IBM, the company that invented the blue-suit standard and rules of behavior that have become associated with rigid, hierarchical, and uncreative “Corporate America.”

The first hints of the “disintermediation” of corporate American newsletters came when the company hierarchies condoned, if not exactly welcomed, the publication of rogue newsletters like the famous example founded and edited by Robert Scoble when he was still employed at Microsoft (he joined the company in 2003 and left in 2006.). His employer came, eventually, to embrace his blog, especially once *The Economist* and other media proclaimed that Scoble’s blog had done much to humanize the organization that had sought to trounce upstart Netscape and had become known, particularly to Silicon Valley opinion makers, as “the colossus of Redmond.”

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These days, IBM, the mother ship of corporate America, is not only condoning this rogue blogger, it is encouraging more like him.

These days, IBM, the mother ship of corporate America, is not only condoning this rogue blogger, it is encouraging more like him. With the lightest of hands, it moderates a networked discussion by and for its vast network of 350,000 employees in a way that would be seen as equally alien to Thomas Watson as the personal computer. Perhaps it echoes the same sentiment that former President Lyndon Johnson expressed about J. Edgar Hoover, "It's probably better to have him inside the tent pissing out, than outside the tent pissing in." But among the many benefits of the company's new embrace of social media within its vast employee network, besides a bow to the inevitable, is a visceral understanding of the most significant technology advances since... yes, since Thomas Watson's invention.

Strategic Decision to Promote Innovation

At its heart, IBM's move toward social media stems from an understanding—embraced by CEO Sam Palmisano on down—that business has changed fundamentally in the post-Internet world, and that in this global environment an enterprise must dissolve the boundaries that defined it before while intentionally empowering its employees to think of themselves as creative contributors to an ongoing and transparent endeavor.

In a speech given in 2006, a version of which has been his stump speech for the past two years, Palmisano reflected on the current state of the "Globally Integrated Enterprise":

"A globally integrated company looks very different. This is an enterprise that shapes its strategy, management and operations in a truly global way. It locates operations and

functions anywhere in the world based on the right cost, the right skills, and the right business environment. And it integrates those operations horizontally and globally."

Reflecting on key facts—the explosion of support and development in India, the proliferation of the Google model, and the "startling" fact that 70 percent of computer chips were being integrated into non-computing products—Palmisano notes that IBM was at this point driven by three "laws": economics, expertise, and openness. Incorporated into his thinking was the huge success that IBM had enjoyed with its global "Jams" online, moderated, threaded conversations with employees and later, suppliers and customers, to create innovation and foster collaboration. Jams have been a core part of creating a connected and motivated employee base and have been repeated, expanded, and, more recently, "productized," an offering now referred to as Jam Consulting Services.

Since the first big Jam in 2001, which was 72-hours long, the Jams have been followed up annually (covered in 2006 in *BusinessWeek*). ValuesJam, in 2003, gave IBM's workforce the opportunity to redefine the company's core values for the first time in 100 years. During IBM's 2006 InnovationJam, the largest online brainstorming session IBM has held to date, more than 150,000 people from 104 countries and 67 companies participated. As a result, 10 new IBM businesses were launched with seed investment totaling \$100 million.

IBM has launched and hosted many other Jams with employees, partners, customers and the general public: Consulting Jam, Sales Jam, Manager Jam, Automotive Jam, even a Habitat Jam—which invited a global audience to address what to do about slums and entrenched poverty.

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Online communities are a key first step in creating strong, ongoing engagement, as we at Social Media Today have learned in our use of webinars to bring members to our growing community Web sites. They comply with what Seth Godin, the authors of the Cluetrain Manifesto and others see as “permission-based marketing,” asking for—rather than demanding through the intrusion of the classic broadcast model—the attention of others and providing valuable content in return. Webinars are also the most accessible format for those unused to social media, since they are really nothing more than a wired version of an actual event.

Online meetings contribute to the success of connected communities because they are spontaneous and interactive while connecting senior executives or experts in a particular business or technology with those who want either to learn or shape others’ opinions. In short, they are the oft-mythologized “level playing field,” offering rank-and-file employees a nonhierarchical way to be part of the company’s mission. As one IBMer put it, the Jams “gave permission to people to feel they could get involved,” a license that applies to social tools as well.

Innovation is part of the strategy—but only a part. Another consideration is, for lack of a better way to describe it, “employee relations.” IBM realized some time ago that a promise of lifetime employment is no longer possible; but in an age when knowledge workers are able to command a premium in the market place, the company needs to offer some clear benefit that is more current and certainly more valuable. In other words, by giving employees an unprecedented amount of latitude and encouraging creativity, the company is saying, “Look, we’re not going

to be the paternalistic protector of the past, but we’ll give you the goods to go out into this new global business environment and take care of yourself.”

Part of its plan of attack has been to form an internal network of early adopters, called TAP, or the Technology Adoption Program, an in-house group of employees who try out and test new tools and in the process evangelize them within the company.

The encouragement to create and participate is inherent in IBM’s social media strategy, which is at work in both the private, employees-only realm of the intranet, and in the public realm of [ibm.com](#). What’s coming is the commercialization of the strategy with Lotus and with the new release of Connections 2.0 this summer. And round and round it goes: As Jeff Schick, VP of Social Software at IBM told me, “Everything our developers have introduced into our own software was used in Blue Pages [and other IBM social software] and everything we learn from Connections being implemented by our customers then goes back into our employee platform.”

But one is also left to speculate what role all this creativity will play in the way IBM—one of the most innovative and creative technology marketers on the planet, but also one of the most rigid in terms of branding and campaigning—“talks” and markets to its customers and prospects. The company is developing and using a wide variety of social media tools and platforms.

THE GREATER IBM CONNECTION

The Greater IBM Connection is the company's effort to build a professional network for current and former IBMers to network, collaborate and leverage social computing inside and outside the corporation.

With a presence on [LinkedIn](#), [Facebook](#) and [Xing](#), Greater IBM is a personal, portable and permanent asset for the IBMer, a set of resources and benefits that the individual can enjoy even if he or she leaves the company.

"Once an IBMer, always a greater IBMer," as one person told me. Its mission is to support Palmisano's vision of an organization like you would an organism, providing a connective "membrane" to support collaboration. Only current and past employees can become members, but once they join they can search for others of interest, form connections, make introductions and pursue all the advantages of being part of IBM extended business ecosystem.

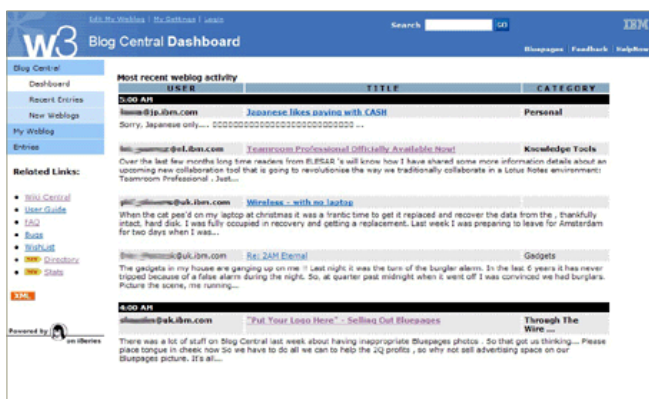
w3 Intranet

The w3 intranet, for IBM employees only, runs on the WebSphere platform developed internally at IBM WebAhead, the development lab responsible for IBM's research and development around Web 2.0. w3 is globally accessible in 12

languages, and has an elegant user interface that has evolved from the version included here (2005) to its present version, equipped with a sliding tag cloud, a personalized interface, various widgets, and bookmarks. The intranet is fully searchable by employees, although 35,000 managers have access to additional content. When IBM social media evangelist George Faulkner told me that the platform would be incorporated into the Lotus platform he was referring to the announcement made the following month at Lotusphere (see below.)

Blue Pages Profiling

"I build my reputation socially," one IBMer told me. Blue Pages was one of the *first* social enhancements to the w3 platform, launched in 2002 and immediately valued as a resource for selecting and managing teams and connecting globally. It was also one of the first social applications to be ported to Lotus (WebSphere) in 2003. Blue Pages are among the most robust and sophisticated profiling pages I've ever seen, offering employees huge flexibility to include blogs, personal and professional information and outside feeds. Their granularity reflects a global sensitivity—"we even have a pronunciation guide for people's names," Schick said.



Beehive Profiling

Launched on w3, [Beehive](#) was developed at IBM as a social platform that would “make it fun” for members to update and enrich their profiles. As of January 2008, there were 4,300 registered users of Beehive. The social site is the next level of Blue Pages, providing the kind of social personalization that has made sites like Facebook and MySpace so popular. Rather than rely on isolated motivation, Beehive was started with the desire to see if points and ratings, personal information sharing, photos, and other Facebook-like tools would promote engagement.

Podcasting

In Senior Forrester Analyst [Jeremiah Owyang's interview](#) with IBM evangelist Ben Edwards, Edwards discussed social media at IBM and, in particular, the “IBM and the Future of...” podcast series. Podcasting and videocasting are the most popular forms of social media other than wikis, and perhaps more than any other medium at the company have encouraged the most innovation and creativity, promoted by management as ways to connect employees and foster creativity. Audio and video podcasting are found throughout the w3 platform and also leak onto ibm.com.

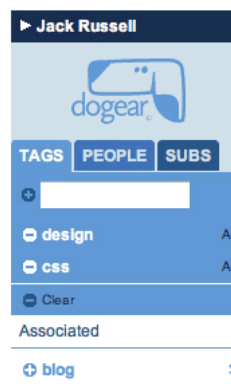
The podcast library, or JukeBox (in an allusion to the commercial product of that name), has over 14,300 files within 2,200 different series. There have been a total of 4.7 million downloads. Subject and application range is huge. Interviews are conducted with leading journalists and external opinion leaders on everything from [global development](#) to [crime investigation analysis](#), a la CSI. Some of it has gone viral on public networks: More than one employee pointed with pride to the employee-produced “[The MainFrame: The Art of the Sale](#),” which as of February 2008 had been downloaded from YouTube nearly 168,000 times. It's a

spoof on corporate sales and marketing; pay particular attention to the emphasis on the words “worldwide,” and “mission critical.” I remember when those words were viable—but the parody is appealing by making IBM seem less like the blue-suited sales machine of yore. Another of the [recent YouTube](#) offerings is about the Greater IBM Connections site on the virtual world of *Second Life*, also done with humor, in its reference to how “over one million IBMers and alumni... take over the world.”

Internal podcasting and videocasting are rampant as well. [One example of a podcast](#) that started as an internal file but migrated to ibm.com is the how-to guide to the IBM Community Grid. This podcast is a good illustration of visual integration with a professionally produced audio track. There's also a publicly posted video about the Greater IBM Connection's presence on *Second Life* (see below) [here](#).

Dogear Social Bookmarking

If nothing else, Dogear has the cutest logo I've seen in a long time. But it is also the third most popular form of social networking on w3 and is now a fully integrated offering from Lotus Connections. (Truly an example of IBM eating



its own dog food, if you will forgive me.) Dogear is the operational social bookmarking behind the firewall, operating with all the assurances of security to make bookmarking among employees private and secure, especially for sensitive topics like expenses or internal job postings. Dogear has also spawned a public blog site, [Dogearnation.com](#), written by three IBMers, Michael Rowe, Michael Martine and

Matt Simpson, which uses the Dogear tagging system. It's a humorous take on technology and Web 2.0, including IBM's. You can trust the trio to bring you a well-edited list of fun YouTube videos, such as the recent "Steve Job's Keynote in 60 Seconds," created by Mahalo.

Wikis

Wiki Central is the most popular area of the w3 platform, according to Faulkner. Currently there are over 200,000 users and any of them can use a wiki to share files and work collaboratively from anywhere in the company. Wiki Central has the ability to accept most files, including PowerPoint. IBM works with both the Socialtext and Atlassian wiki platforms, both of which were mentioned as potential partners at the recent Lotusphere, discussed below. Embedded in the filesharing capability is Cattail, an IBM version of Slideshare.net that is particularly well-executed and growing in popularity.

Blog Central

Blog Central is the least popular—so far—of IBM's internal social media platforms, but the richest in terms of native content. Launched in June 2005, with about 3,600 internal bloggers, it's grown to more than 34,000 bloggers (41,000 registered users in all) from all over the world and uses an open rating system. IBM's internal blogging environment currently has 95,000 plus entries, 94,000 plus comments, 11,000 plus blogs (about 13 percent of which are considered "active"), 20,000 plus distinct tags, and 6,000 plus ratings on entries (entry rating has only been around since June 2007). On average, there are just under 150 new entries posted to about 115 blogs per day. The number of comments per day fluctuates between 80 and 230. A range between 200 and 400 tags is used each day. In the first three days of January, the server access logs showed 109,439 unique visitors; 3,265,739 hits; and 61.37 GB of data transferred.

"Through my internal blog, I interact with employees around the world. Enabling global collaboration is an important part of my mission as CIO, and IBM's Blog Central is one place where it's happening,"

**Mark Hennessy,
Vice President and CIO, IBM**



George Faulkner told me that the posting system is self-policing; a controversial post will be challenged, and those that are inaccurate or offensive will not last long before his peers will let him know. The blogger then will remove the post, usually within a couple of days after its appearance. According to Faulkner, IBM's handling of controversial posts is in line with protocol for the blogosphere: "Many experts add balance and value to discussions that range from casual to difficult. We learn from one another and engage in extremely productive global conversations on any subject we choose. When someone posts an opinion or belief that another disagrees with or feels to be needing correction, it leads to nothing short of productive discourse ultimately."

External Blogs

IBM was a corporate trailblazer in its early (2005) embrace of blogs, producing the first widely accepted and still-viable [Blogger Policy](#), which encompassed not only its own bloggers but was available without restriction to its customers and partners as well.

The Blogger Policy uses common sense and what has become over the years a blogger code of conduct around the world. Its rules: identify yourself; your views are not IBM's; do not share confidential or financial information; respect fair use laws; and so on. There's also valuable advice on strategy: Know your fellow bloggers, and

practice “link love” where you can. But the tie to the company’s experience with jams is distinctive and explicit:

“Although a relatively small percentage of the IBM population has thus far participated actively in blogs, we have a deep well of experience in online collaboration—perhaps deeper than any other company in the world. Starting with the VM Fora in the 1980s and extending up to our e-meetings, teamrooms, and companywide jams on w3 today, IBMers have honed skills, wisdom, and creativity in many forms of online collaboration and engagement. We should bring this experience to bear in blogs and wikis.”

The IBM Blogger Policy is the best “constitution” on corporate or any kind of responsible blogging anywhere, and is worth reading in its entirety.

IBM was one of the first companies to set up an island on Second Life, now owns more than 50, and it remains one of the richer corporate experiences on the virtual world.

The company hosts or lists over 120 blogs in its external directory, available to and searchable by anyone on ibm.com. Some of these are written directly on the IBM developerWorks platform and some are delivered into the directory as links from the individual blog sites. Many of these external blogs are supportive of IBM initiatives and are geared for the developer community; they also take on more strategic, business-process issues, such as Service-Oriented Architecture, Software as a Service, and not surprisingly, Web 2.0 and new media issues. Although all bloggers write in English, they are a global group, drawing heavily from Europe.

Widgets

WebAhead, IBM’s lab group, has developed a portfolio of widgets. While drawing data primarily from the w3 intranet, they are also capable of bringing information, such as personal feeds, in from beyond the firewall. Included in the widget roundup are Bluecard, a “business card” widget that brings users snapshot profiles of other employees; Feeder, which merges feed; LiveSpell v.2 (continuous spell check); Pulse, which is a polling widget; and Rating, which embeds ratings from all over w3 right onto a user’s personal page.

Virtual Worlds and Second Life

IBM was one of the first companies to set up an island on *Second Life*, now owns more than 50, and it remains one of the richer corporate experiences on the virtual world. One million current and former IBM employees have joined *Second Life*, and there are no restrictions on how it is used or accessed. Recently, several employees scheduled a Mardi Gras party with presentations and dancing on its island, which was recounted by Social Media Today blogger, IBM Knowledge Management expert Luis Suarez, in his post [here](#). You can find a video about IBM Connections on *Second Life*, referenced above, [here](#). For Mason, “the key thing to understand about the promise of virtual worlds and the 3D Internet is how they support new kinds of human interactions that benefit from our essential visual nature and intelligence.

In this sense, the virtual and 3D revolution is really part of the broad continuum of social computing, social media and the participatory Web.

The other point is that *Second Life* is one of the first big shots across the bow of this revolution, but it is still early, and everyone is still learning and experimenting. Deeper change is likely to be played out in the decade ahead, across of universe of virtual worlds and new kinds of 3D experiences, tools and services.

Finally, like the evolution of the Internet, it is a safe bet to expect the unexpected. But it would be very surprising if we didn't see social computing and Web 2.0 trends and technologies become integrated and mashed up with virtual and 3D innovations."

Hierarchy, Transformation, and Transparency

At its heart, the use of Web 2.0 tools, particularly wikis, which are the most popular, is tearing down the walls of hierarchy, particularly for product developers. It's as if, as Jack Mason once told me, the virtuality of the environment has lowered inhibitions that could hold back



creativity. The company is even starting to use gaming environments to train managers and engage teams. **Blue Grass** is IBM's external virtual world project that grew out of Metaverse, an internal 3-D "intraverse" creation that allows participants to create avatars and work on applications and other projects by importing virtual objects into the world and collaborating in an environment that is friendlier—and simply more fun.

Does its embrace of social media mean that IBM has completely embraced transparency and participation as well? Interestingly, even disgruntled employees are allowed to blog and comment about the company elsewhere. In a recent dust-up over the company's decision to convert 7,500 employees from salaried to hourly compensation, thereby reducing their base pay, there was a considerable amount of public blogging on the [Wall Street Journal's blog site](#), on the Communications Workers of America's [endorsed site](#), and elsewhere by [disgruntled current and former employees](#). As a spokesperson for the company pointed out to me, that was well within the company guidelines that apply to outside blogging.

Value and Benefits

The benefits of social media are immediate and long lasting. First off, as Luis explained to me, the ability to convert real-time conference call briefings to podcasts has offered substantial cost savings—not to mention that global employees were not waking at odd hours to listen in. But it's also clear that employees are able to connect and communicate in a way that was never possible before.

When a corporation with a tradition of rigidity allows a thousand blossoms to bloom, wonderful things can emerge in unexpected ways. One of my favorite examples is Christopher Luongo, an actor in his spare time, whose old job at IBM

was far removed from his acting experience. He began voluntarily to create podcasts for Corporate Communications, staying up late at night in his home in suburban Westchester County. Meticulously scripting his material, he was so good at production that he was “hired” by Corporate Communications. He has found new life as a prolific podcaster, and has been detailed by the company to create more material. This is just one example of the genuine energy among the IBMers whom I interviewed; it’s also apparent on the blogs and in the collective creativity on w3 and elsewhere.

Besides the individual creativity—from “This is Where I Work” to Beehive—the collaboration fostered by adoption of new tools such as wikis, blogs, and virtual worlds is leading to just the kind of innovation that Palmisano trumpeted two years ago. Products like the chip in the new Wii would, as Mason told me, “never have happened without collaboration.” In IBM’s current business climate, speed is of the essence, and today’s development tasks are too complex to be accomplished in the old way. But IBM also acknowledges that collaboration in the future will not be completely contained within the sphere of the vast employee base, as witnessed by its new practice of bringing partners and even former employees into the “conversation” on *Second Life* and elsewhere. This broader look at what constitutes the IBM community, as well as the fruits of many of the internally developed tools and platforms, was on parade in January at Lotusphere 2008.

Lotus Connections 2.0

The most obvious place to extend the internal social media innovations at IBM to a commercial opportunity, battle-tested within its huge employee base, is with its Lotus software and services. IBM watchers, like SMT blogger Nathan Gilliat, have been following the company’s migration to social media for *some time* with an eye to what it would mean for Lotus Connections. Gilliat

correctly predicted last September that IBM would gravitate to Lotus for commercialization of what it was learning, but also discerned that the company, with its strong understanding of branding and marketing, would be able to better simplify and package social media for its broad corporate market. Several employees from IBM have been moving from IBM to Lotus, such as *James Snell*, formerly a WebAhead developer and regular external blogger. Snell decamped over a year ago to Lotus, bringing his expertise with Dogear and other Web 2.0 innovations to help Lotus develop more social capabilities for the Connections platform.



It may seem surprising that many of these applications have remained behind the IBM firewall as long as they have, but it is consistent with the goal that Schick and others have stated of thoroughly battle-testing social applications before they are introduced to customers.

At this year’s Lotusphere, several new products and capabilities were announced as part of Lotus Connections 2.0, due to be released in Summer 2008. (There’s a new external blog named *synch.rono.us*, launched last December by three Lotus employees, that is looking at social software development at Lotus. I’d recommend that you put them into your feeds to stay on top of Connections 2.0.)

Lotusphere 2008 created a huge amount of buzz and even a *60-second video* version by blogger Chris Pepin. The big news was a new home

page that was itself a demonstration of IBM Lotus's mash-up technology: new widgets like the ones developed for w3, a catalog for business widgets, and a widget builder.

There's no doubt that the company used its internal successes to inform its new software:

"IBM social software and leadership in Web 2.0 technology and governance models are helping companies unlock the knowledge within its employee base, making it faster and easier to find topic experts and bring together diverse teams around a common point of interest. In addition, IBM Global Services recently launched a new consulting offering to help clients understand how emerging technologies, such as Web 2.0, social computing, SOA, 3-D Internet, and virtual worlds, can be used to help improve business performance and deliver tangible business value today."

Widgets will also bring in data from outside services, like Yahoo Answers. Connections is adding site-wide social search capabilities, ratings, a unified bookmarking experience (Dogear), integration of enterprise communities with external wikis from Confluence (Atlassian), Socialtext, and its own Quikr.

Also announced at Lotusphere was **"Bluehouse,"** an integrated communications and collaboration platform for small to midsized businesses. The new platform will be purposed to "accessing world-class collaboration," and looks to be able

to integrate Web meetings and chat with e-mail and file-sharing.

IBMer Rawn Shah's **blog** is also a good source for all the Lotusphere announcements, including the virtual team-building exercises in *Second Life*.

The Future

Social media will be the backbone that enables the **IBM Global Citizens' Portfolio**, announced last summer by Palmisano with the intention of bringing employees, alumni, partners, vendors, and customers together in three ongoing initiatives:

- > **Matching Accounts for Learning**, a kind of 401(k) to help IBMers save for future educational programs;
- > **The Corporate Services Corps**, in which teams of high-potential IBMers from around the world — the company's leaders of the future — will come together for one-month projects on economic development, environmental and other problems in developing countries; and
- > **Transition Services**, to guide IBMers toward second careers in teaching, government service and nongovernmental organizations

The Global Citizens' Portfolio, still a work-in-progress, will be the next chapter in IBM's pioneering use of social media for business purposes. All of these initiatives—from wikis to Blue Pages to Dogear and more—embody the company's vision of empowering its employees to thrive in a more fluid global economy.

Robin Fray Carey is Co-Founder and CEO of Social Media Today LLC, which develops and manages business-oriented social networks including SocialMediaToday.com, MyVenturepad.com, TheCustomerCollective.com and TheEnergyCollective.com.

Outside Opinion:

http://www.michaelsampson.net/2006/08/notes_on_the_ib.html.

Rave reviews on w3 from this blogger, especially for Blue Pages and World Jams. August 2008.

<http://www.web-strategist.com/blog/2007/01/31/video-interview-ben-edwards-social-media-practice-leader-at-ibm/>. Jeremiah Owyang interview with IBM evangelist Ben Edwards. July 2007.

<http://online.wsj.com/public/article/SB118194536298737221.html>.

The Wall Street Journal's positive take on IBM's "social software" adoption.

<http://software.silicon.com/applications/0,39024653,39169793,00.htm>.

Mark Kobayashi-Hillary covered Lotusphere and was impressed. January 2008.

IBM Media Library

Home of audio, video, podcasts, and other file types. January 15, 2008.

4.7 million downloads

170,000 unique log-ins/users

14,300 media files hosted

2,200 podcast series

38,000 tags

Beehive

January 15, 2008. Launched in October 2007 (approx).

5,800 registered members

40,000 connections made

7,800 photos uploaded

10,600 comments