You: What Generation Y thinks about Corporate Social Networking Applications?

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Abstract
Organizations increasingly rely on corporate social networks and online communities, under what is called today Enterprise 2.0, to enhance socialization and favor information/knowledge sharing, collaboration and value creation among coworkers.

This paper presents and analyzes results from a qualitative exploratory study conducted recently with a focus group of 24 graduate management students from a French business school. It contributes to a better understanding of how generation Y perceives the use of social networking (SN) applications inside businesses. In somewhat, the results go up a gap between what they stated in this study and stereotypes commonly relayed on them in the academic and managerial literature. This study was carried out in a particular context, further exploration in other settings and cultural contexts will be required to investigate more deeply the validity / generalization of these results.

1. Introduction
In 2005, the social aspect of the Web was emphasized by Tim O'Reilly [33] to highlight the value of socialization related to people connections and content co-creation through social networks. Internet user is no longer considered as an information consumer but more as a content producer. To the point that in 2006 Time magazine titled its coverage “You.” (Yes, you. You control the Information Age. Welcome to your world) (Figure 1). Indeed, this magazine used to devote coverage to the man of the year since the late 1920s.

Figure 1. The coverage of Time Magazine in 2006

The idea was to highlight that the internet user from that year (2006) will take the control on the information thanks to the Social Web (2.0), by expressing him/her self freely on the web and interact with others directly. This marks almost a break with the traditional web.

Today, integrating Web 2.0 applications (i.e. social media) in businesses provide many opportunities to improve interaction and collaboration among employees, with customers and partners. These applications are becoming a popular medium for people interaction, content sharing and open collaboration [13]. Currently, to take profit from their potential, companies increasingly rely on corporate social networking (CSN) applications (in the continuum of Intranet efforts) to enhance the communication and increase the density of connections among coworkers to drive business value and innovation [17, 22].

According to many authors [2, 3, 18, 19, 29], the new generation of hypermodern employees (i.e. Generation Y) has developed new habits and behaviors at work. They use everyday Web 2.0 applications (blogs, wikis, Really Simple Syndication (RSS), SN applications, folksonomy, podcasting, mashups, etc) in the private arena and, therefore, consider that such applications for self-organizing and collaboration are the best means to work. Social networks and online communities are for them the best resources to solve problem collectively, to get connections and partnerships and thus to take advantage of the collective intelligence [23, 34]. This generation wants to choose itself the tools and devices it deems fit to use (notion of self-care, [24]). This is part of larger organizational issues, called BYOD (Bring Your Own Device), BYOA (Bring Your Own Application [30]) or more BYOB (Bring Your Own Behavior [26]).

Researchers and practitioners to date has mostly assumed that people from this generation Y, because of their massive of social media in the private arena, would be willing to accept and use them more easily and quickly in corporate environment under what we call Enterprise 2.0 [25, 19]. However, to the best of our knowledge, there are no empirical works have been
reported on this issue confirming this assumption on
the ground.
This paper tries to address this gap by answering
the following research questions: how the use of CSN
applications is perceived by the generation Y? To what
extent people from this generation are willing to adopt
and use them within a corporate environment? And,
what should be the best and the worst use according to
them?
The method adopted for this study is based on a
qualitative exploratory study through an enriched
Delphi method [31]. Twenty four graduate
management students from a French business school
were invited to participate to a focus group through a
directed brainstorming session, using a Group Support
System (GSS), in order to gather their statements and
opinions. This study provided an ordered list of
important adoption issues to consider when
implementing and using CSN applications in
businesses.
The purpose of this paper is to contribute to a better
understanding of the perception of generation Y with
regard to CSN applications by drawing up a list of don’ts.
It provides the important expectations and
precautions to take into account by stakeholders for a
best use, compared to users (workers), managers and
the enterprise at whole.
The rest of this paper is structured as follows: Section 2 briefly describes research background in
terms of concepts (Web 2.0, generation Y and SN
applications) and some related works and theories.
Section 3 describes the research method that has been
used in this exploratory study. Results are presented in
section 4. Based on our findings we discuss in section
5, their accordance with the technology acceptance and
adoption theories and present some guidelines
associated with best CSN applications deployment and
usage. The conclusion discusses contributions,
limitations and future research directions.

2. Background

2.1. Web 2.0

Web 2.0 is one major change that is being
transforming work practices and more widely the
organization. In fact, new usages for information and
knowledge sharing have emerged with the advent of
Web 2.0 applications, giving rise to the Enterprise 2.0
concept [28]. Enterprise 2.0 - a new culture of
technology usage here - refers to "the use of Web 2.0,
emergent social software platforms within companies,
or between companies and their partners or
customers" as defined initially by McAfee [5].

Web 2.0 is a combination of applications (e.g.
blogs, wikis, podcasts, RSS feeds, tagging, SN
applications, etc), new values related to the use of these
applications (i.e. user as content producer, collective
intelligence, perpetual beta, extreme ease of use, etc)
and standardized technology behind these applications
(e.g. Ajax, XML, open API, Flash/Flex, etc) [33, 28].
Web 2.0 applications, also called social media, are
intuitive, user-friendly, social centered, flexible and
less formal than traditional information systems [6].
Used initially in the private arena, they are increasingly
disseminated within professional spheres, regardless of
organization type or field of activities [18]. They are a
good opportunity for companies to improve best
practices' sharing, and to encourage open collaboration
and so co-creation [9, 29].

2.2. Generation Y

Another change related to organizational
transformation is social with the arrival on the job
market of the new generation of employees – the
Generation Y [4] ("Why" – i.e. eager of sense-
making), Gen Y, Yers, Net Generation, Digital Natives
or Millennials [29, 15, 2]. A new generation of younger,
college- and university-educated workers born between
1978 and 1995 and grown up with the Internet. This
generation succeeds to the generation X (anonymous)
which came after and is less known than, the baby
boomers. According to Forrester Consulting [15] and
others [1, 3], these employees are looking continuously
for new technology and are eager to simply and
quickly find good information/knowledge, anytime and
anywhere and from any device; and are very
autonomous and intuitive, not intimidated by
knowledge complexity and organizational hierarchy
[18]. This new generation, upsets already the
traditional organization, sometimes confuses the
professional sphere with the private one [11]. It is also
a good opportunity for it to integrate enthusiastic and
creative employees. The generation Y is characterized
by a new culture – Culture 2.0 – of awareness,
technology usage, knowledge sharing, mass
collaboration and open innovation [17].

2.3. Social Networking applications

One of the most interesting, rich and extremely
popular web 2.0 applications is SN applications
(websites, services or platforms) for developing and
supporting online social network communities, and
share user-created contents [38]. Boyd and Ellison [12]
deﬁne them “as web-based services that allow
individuals to (1) construct a public or semi-public
proﬁle within a bounded system, (2) articulate a list of
other users with whom they share a connection, and (3) view and traverse their list of connections and those made by others within the system.” For Richter and Koch [8 p.87], social networking services (SNS) “are application systems that offer users functionalities for identity management and enable furthermore to keep in touch with other users.”

Kaplan and Haenlein [6] categorize SNS by four different terms: (1) self-presentation, (2) self-disclosure, (3) social presence, and (4) media richness in terms of the amount of information to be transmitted at time intervals. Later, Kietzmann et al. [20] describe a categorization, called the honeycomb framework, which is able to categorize SNS using seven functional building blocks (i.e. features):
- **Identity**: the extent to which users reveal themselves;
- **Presence**: the extent to which users know if others are available;
- **Conversations**: the extent to which users communicate with each other;
- **Relations**: the extent to which users relate to each other;
- **Sharing**: the extent to which users exchange, distribute and receive content;
- **Reputation**: the extent to which users know the social standing of others and content;
- **Communities**: the extent to which users are ordered or form communities.

### 2.4. CSN applications and generation Y

As young people from the generation Y are accustomed nowadays to meet and converse on Facebook, MySpace, Flickr and other similar SN applications, companies have realized the importance of social networking and started deploying and using own SN platforms [22]. Social networking within a corporate environment is an efficient way to link remotely located people with specific competency domains in large organizations (e.g. IBM, Disney, Accenture, Redbull), create a sustainable relationship and maintain them. This social aspect makes the CSN applications an attractive opportunity for knowledge-intensive organizations [7].

Sena and Sena [22] argue that CSN applications “are primarily used to build trust and share knowledge on a peer to peer basis rather than through documents subject to information obsolescence.” A study led by SelectMinds [32] revealed that private and secure CSNs provide substantial savings for the company. “This study examined the financial contributions of CSN solutions in 60 leading, global organizations. The report revealed that a better connected workforce through CSN technology can yield significant financial contributions to organizations [22].” Key findings of the study include:
- 10.3% increase in productivity contributions;
- 8.8% increase in retention contributions; and
- 11.7% increase in new business.

Therefore, for many companies the adoption/acceptance of CSN applications by workers and incorporation into their daily workspace are becoming big new challenges [10]. They count on the contribution of Y generation to lead for this change and be the driver of this technology adoption.

### 2.5. The technology acceptance and adoption research

The technology acceptance is one of the most important issues in the management information systems (MIS) area. Many studies have been carried out and many theories and models were provided to explain this social phenomenon, such as TAM [14], TAM2 [35], UTAUT [37] and UTAUT2 [36]). These cognitive-based theories try to explain the behavioral intention to use a technology according to main two variables: the perceived ease of use and perceived usefulness; and other external variables such as social influence, performance expectancy, effort expectancy, voluntariness of use, experience, age, subjective norm, image, job relevance, output quality, computer self-efficacy, computer playfulness, hedonic motivation, habit, etc.

According to DeLone and McLean [40], the success of an information system (IS) deployment is conditioned by the intention to use, the use and satisfaction of its users, which are conditioned by the quality of information, system and service.

This paper reports on an exploratory study for explaining the acceptance and adoption of SN applications within a corporate environment. This study comes as a prior step before a future quantitative confirmatory study.

### 3. Research method

In order to address the aforementioned research gap, we carried out a qualitative exploratory study based on a Delphi approach, enriched by the use of the thinkLets-based modeling [31]. Twenty four graduate management students (from the generation Y) from a French business school participated in a Focus Group [21] through an electronic brainstorming around one main question: **what do you think about Enterprise 2.0 through the use of SN applications within a corporate environment?**, and four sub-questions:
• What are benefits in the use of CSN applications compared to businesses and compared to you?
• What are the dos and don'ts to make their deployment successful?
• How do you should use them (dos and don'ts)?
• How managers should use them (dos and don'ts)?

Delphi studies are regularly used in Information Systems studies when a consensus needs to be achieved among domain experts on a topic where idea generation is required [27]. While Delphi studies are normally survey-based, we used a GSS and a well-structured facilitation process based on the use of thinkLets [31]. ThinkLets are pre-packaged thinking activities (facilitation techniques) that create predictable, repeatable patterns of collaboration among people working toward a goal. They facilitate information emergence and sharing among participants and assist the facilitators in controlling the reflection process to converge on relevant proposals. They are used to streamline collaboration during brainstorming sessions, rapid decision-making, creativity etc. [16]

3.1. The participants

In June 2012, students of a GSS course were invited to participate in a study at the author’s business school. They were asked to answer the above questions through an electronic brainstorming. Demographics of the study participants are provided in Table 1.

Table 1. Delphi study participant demographic data

<table>
<thead>
<tr>
<th>Study data</th>
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</thead>
<tbody>
<tr>
<td>Total of participants: 24</td>
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<tr>
<td>Nationality: 19 French, 3 Tunisian, 1 Senegalese, 1 Chinese</td>
</tr>
<tr>
<td>Educational background: all participants are Management Graduate students</td>
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<tr>
<td>Youngest participant in Age: 20</td>
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<tr>
<td>Oldest participant in Age: 23</td>
</tr>
<tr>
<td>Age average: 21</td>
</tr>
<tr>
<td>Males: 13</td>
</tr>
<tr>
<td>Females: 11</td>
</tr>
<tr>
<td>Business experience: at least a 6 months internship</td>
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</tbody>
</table>

3.2. The Brainstorming process

The brainstorming process consisted of several activities in which the participants were asked to engage during a 180 minute period followed by 90 minute open discussion. A summarized agenda and research process follows:

• After an introductory presentation by the facilitator on Enterprise 2.0 and CSN applications in particular, and the scope of the brainstorming, participants were asked to anonymously generate ideas around the main question and four sub questions (40 minutes).
• Participants were then assigned to five subgroups and asked to reduce, clarify and organize collectively generated ideas into unique statements around one of the five questions (40 minutes). The goal was to converge on similar ideas, remove non-related ones, and reword those insufficiently clear. For the first general question, statements have to be ordered in one list. For the first sub question, statements have to be classified around two themes: benefits compared to businesses and benefits compared to the generation Y. For the three other sub questions, statements have to be classified in terms of dos and don’ts.
• Participants then rejoined as a single group. Each subgroup presented and explained to the group which statements were selected for their respective question (40 minutes).
• Participants were then asked to individually and anonymously rate the relevance of each statement on a 5-point Likert-type scale, with ‘5’ representing a very relevant statement and ‘1’ a least relevant statement relating to each of the questions (20 minutes).
• The voting scores were then presented to all participants in a raw format to stimulate a discussion of the results (statement by statement), and to allow the reformulation of statements when necessary, to clarify ratings standard deviations and so to build a collective consensus (40 minutes).

For ending the brainstorming, we conducted after 15 minute break an open discussion for 90 minutes with participants about the brainstorming results. We aimed to deepen understanding on how to make the deployment of CSN applications successful according to them. A list of guidelines was generated to favor the best adoption of these applications and make their usage effective.

Moreover, a research assistant audio recorded all the session and made field notes about oral statements during the meeting. In addition, participants recorded their key contributions on Post-it notes, and gave them to the research team at the end of the session. The facilitator made also field notes immediately following each step of the process.

4. Results

To the main question, “what do you think about Enterprise 2.0 through the use of SN applications within a corporate environment?”, participants made
What are the dos and don'ts to make their deployment successful (greater Mean and smaller Standard Deviation):

- “I don’t want to have my colleagues among my friends’ contacts.” This confirms that they are aware of the need to separate between business and private, contrary to the preconceived schemes advanced in the literature.
- “I’m afraid to speak freely thorny issues within a corporate environment, unless it is anonymous.” This means that they are afraid about what they could say on a network or blog informally be used against them later by the enterprise. To ensure the freedom of expression, they suggest that the communication would be anonymous on critical subjects. It would be here a form of self-censorship that is contrary to their culture 2.0.
- “My private social network is sufficient for me.” This is similar to say that the CSN applications would not necessarily be of a great contribution to their professional activities. An assertion contrary to an almost obviousness for managers.
- “I’m afraid of opinion-based discrimination.” There is here distrust toward the enterprise and managers expressed by this generation. They think that spontaneity sometimes could be a disadvantage. 
- “I want to be trained first and know the usage charter.” Here, this generation does not feel well prepared/trained to use these applications in a professional setting. She therefore requires training and to know the terms of the usage charter. She believes that this latter should exist to frame well this professional use.
- “I want to use my personal PC/mobile device and own tools.” Here, the interest in the BYOD and BYOA are confirmed. We can interpret this by its practical side (keeping the same device and application for both business and private) or the mistrust in enterprise side (tracking/control that the enterprise could do).
- “I use them [CSN applications] if I see a benefit or personal value.” This statement shows the pragmatism (realism) of this generation in its continuous search for sense-making and recognition.

To the sub question 1, “What are the benefits in the use of CSN applications compared to businesses and compared to you?”, participants made several statements. 8 statements for each theme have been elicited and consolidated. Table 2 summarizes the statements deemed most relevant by participants. These statements generally show that this generation is very well aware of the benefit of using CSN applications. Some statements are personal benefit oriented beyond their usefulness for performing the professional activity.

The Cronbach’s alpha (α) for this question equals 0.94 (> 0.7), indicating a certain homogeneity in the participants’ responses relative to the understanding of these statements – this is the same for all the other questions.

Table 2. Benefits from the CSN applications usage (α=0.94)

<table>
<thead>
<tr>
<th>Benefits compared to businesses</th>
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<tbody>
<tr>
<td>1. Give a better outside image</td>
</tr>
<tr>
<td>2. Surf on a new fashion: advertising and display</td>
</tr>
<tr>
<td>3. Communicate better on its objectives, products and services</td>
</tr>
<tr>
<td>4. Disseminate internally information content</td>
</tr>
<tr>
<td>5. Distribute job offers and recruit</td>
</tr>
<tr>
<td>6. Provoc Buzz around activities</td>
</tr>
<tr>
<td>7. Stimulate open innovation among coworkers</td>
</tr>
<tr>
<td>8. Promote cohesion between coworkers and integrate better new employees</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Benefits compared to generation Y</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Give a better self-image and valorize his/her skills</td>
</tr>
<tr>
<td>2. Find a job or new mission internally</td>
</tr>
<tr>
<td>3. Increase his/her employability and mobility</td>
</tr>
<tr>
<td>4. Get help to solve problems faster</td>
</tr>
<tr>
<td>5. Be well informed about what happen inside the enterprise in Pull mode (through a wall of activity monitoring)</td>
</tr>
<tr>
<td>6. Build a own professional network</td>
</tr>
<tr>
<td>7. Know more about workers (skills, activities, etc)</td>
</tr>
<tr>
<td>8. Co-create value</td>
</tr>
</tbody>
</table>

To the sub question 2, “What are the dos and don'ts to make their deployment successful?”, participants made several statements. 7 statements for each theme have been elicited and consolidated. Table 3 summarizes the statements considered as the most relevant according to the participants. These statements show to which extent this generation gives importance for a good management of these applications. For them, they should remain informal social spaces rather than controlled ones.

Table 3. Business usage (α=0.89)

<table>
<thead>
<tr>
<th>Dos</th>
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<tbody>
<tr>
<td>1. Ensure data security and compliance with privacy</td>
</tr>
<tr>
<td>2. Allow creating extra-professional groups and keep them informal</td>
</tr>
<tr>
<td>3. Create an internal reputation index (e.g. R-index) and an endorsement system</td>
</tr>
<tr>
<td>4. Make of CSNs instruments of a participative management (debates, referenda, contests, voting…)</td>
</tr>
<tr>
<td>5. Create a mentoring system for new employees</td>
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</tbody>
</table>
6. Provide multi devices applications with the same quality as those used in the private sphere (e.g. Facebook, MySpace)
7. Associate a skills search engine

**Don’ts**
1. Control abusively their usage with deep statistics
2. Emerge a false spontaneity (self censorship, continuous picture control, fear to open up, fear to be judged)
3. Too shared information (information overload)
4. Provide less interesting content
5. No animation of the network communities (no community management)
6. Keep tracking usage and analyze it without the knowledge of workers
7. Do not provide a rewarding system

To the sub question 3, “How do you should use them (dos and don’ts)?”, participants made several statements. 5 statements for each theme have been elicited and consolidated. Table 4 summarizes the statements considered as the most relevant according to the participants. These statements show at somewhat a lack of spontaneity (for not saying a simulation) and a lot of prudence in their use.

**Table 4. Generation Y usage (α=0.93)**

<table>
<thead>
<tr>
<th>Dos</th>
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<tbody>
<tr>
<td>1. Do not associate the professional profile to the private one</td>
</tr>
<tr>
<td>2. Fill well his/her professional profile (skills, experience, interests…)</td>
</tr>
<tr>
<td>3. Get noticed by the hierarchy and other employees: having flowers</td>
</tr>
<tr>
<td>4. Choose the right interest groups and communities</td>
</tr>
<tr>
<td>5. Remain always professional in his/her communication</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Don’ts</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Talk about confidential things and customers</td>
</tr>
<tr>
<td>2. Disparage the enterprise, his/her manager/business unit, colleagues, client or future internal employer</td>
</tr>
<tr>
<td>3. Use the same SN application than in private arena</td>
</tr>
<tr>
<td>4. Share compromising content (photos, videos…)</td>
</tr>
<tr>
<td>5. Confuse the professional space with the private one</td>
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</table>

To the sub question 4, “How managers should use them (dos and don’ts)?”, participants made several statements. 6 statements for each theme have been elicited and consolidated. Table 5 summarizes the statements considered as the most relevant according to the participants. These statements show a strong need for recognition and rewarding expressed by this generation. She is also very aware of the limitations of the usage of CSN applications.

**Table 5. Manager usage (α=0.85)**

<table>
<thead>
<tr>
<th>Dos</th>
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<tbody>
<tr>
<td>1. Shorten the hierarchical distance (direct access, more trust, more empowerment, more democracy)</td>
</tr>
<tr>
<td>2. Encourage and reward collaborators</td>
</tr>
<tr>
<td>3. Provide a transversal competence</td>
</tr>
<tr>
<td>4. Animate without imposing the participation</td>
</tr>
<tr>
<td>5. Know how to interest others</td>
</tr>
<tr>
<td>6. Lead by the example</td>
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</table>

<table>
<thead>
<tr>
<th>Don’ts</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Think only of profitability and amortization (the yield)</td>
</tr>
<tr>
<td>2. Control abusively the participation of collaborators</td>
</tr>
<tr>
<td>3. Use it to assess their skills</td>
</tr>
<tr>
<td>4. Observe without participating</td>
</tr>
<tr>
<td>5. Compel people to use it</td>
</tr>
<tr>
<td>6. Do not predict time for collaborators for that use</td>
</tr>
</tbody>
</table>

5. **Discussion and implications**

The findings of this exploratory study go up a gap between what they declared during the brainstorming and stereotypes commonly relayed on their technology usage in the academic and managerial literature (self-care, confusion of private and professional spheres, easy technology adoption, strong technical skills and less need for training being instinctive). These findings cast doubt compared to their adoption and waited potential in the diffusion of Enterprise 2.0 (particularly here CSN applications) within businesses.

In summary, key findings of this study show that:
- People from the generation Y are prudent with regard to their CSN use in a corporate environment, and suspicious about the real managerial intentions.
- They consider that socialization between coworkers must remain out of the hierarchical control.
- Private data protection is becoming a big priority for them.
- Security is briefly mentioned without insistence. It seems obvious for them to trust businesses in terms of their IS.
- The quality of the used technologies should be enough good for motivating their usage.
- They are not specially prepared for the CSN use, and their private use of social media is not a guarantee for an optimized professional use. They hope that others stop thinking that all of them are geeks.
- Their interest in CSN is individualistic and mostly opportunistic: building their professional network, taking care of their reputation, being recognized, finding new opportunities like employability, mobility, etc.
When we consider the technology acceptance and adoption theories (cited above i.e. TAM, UTAUT…) in this study, several variables explaining the intention of the generation Y to use CSN applications are verified such as: 1- the **perceived ease of use** is cited when this generation claims for a prior training and a clear usage charter; 2- the **perceived usefulness** seems more related to the personal benefit rather than the execution of the professional activity; 3- the **motivation** and **habit** are mentioned when they insist on the quality of the technology since they are already very familiar with good quality technology in terms of HCI and features (e.g. authoring, tagging, sharing, connecting, voting, rating, commenting, etc); 4- the **voluntariness of use** is suggested by not to compel people to use these applications; 5- the **effort expectancy** is mentioned through the time prediction for collaborators to use these applications; 6- the **experience** seems essential since this generation ask for create a mentoring system for new employees; 7- the **image** is mentioned several times through statements both for business and for users. For generation Y, that use could help for a better self-image and valorizing his/her skills; 8- the **computer self-efficacy** refers to a person judgment about his/her ability to use technology. Here generation Y assumes a need of a prior training since its private use of social media is not a guarantee for an optimized professional use.

However, if we consider the DeLone and McLean’ model of IS success [39, 40] (here the CSN applications deployment and use) only the open discussion, was useful to get more statements and correlates to explain the intention to use the CSN applications and the satisfaction of the generation Y related to the quality of information (participants cited e.g. availability, accuracy, reliability, relevance, updatedness…), quality of system (i.e. the CSN applications should of a good quality in terms of HCI and features, participants cited e.g. compliance with standards, customization, user friendly, awareness, VoIP availability…) and quality of service (participants cited e.g. speed, bugs free, accessibility, interoperability with other applications and devices (mobile ones), technical support…).

A list of five guidelines, to favor the best adoption of these applications and make their usage effective, was formulated from this open discussion through the participants’ statements:

1. Making users aware of benefits of these applications by using good internal communication.
2. Forecasting an action plan for change management including training of users and using companionship techniques.
3. Establishing a charter regulating the use of these applications.
4. Identifying champions to manage “formally” and sustain the use of these applications.
5. Creating a system of rewarding and recognition to motivate participation and contribution.

### 6. Conclusion and perspectives

In this paper, we report on an exploratory study to understand how generation Y perceives CSN applications usage. It was based on qualitative approach and discussed important adoption issues to consider when implementing and using CSN applications within a corporate environment.

Despite being exploratory, the results of this study tried to bring important insights toward answering the addressed research questions. They enabled us to provide important expectations and precautions to take into account by stakeholders for a best use, compared to users, managers and the enterprise at whole according to a set of young people from the generation Y.

Our contribution is both theoretical and practical as we propose an empirical evidence to explain the acceptance and adoption of CSN applications. The results should be of interest to academic researchers in the MIS area, and practitioners interested in CSN applications deployment and usage. The research contributes to collaboration processes and technology, social networks and online communities’ literature, theory and practice through the development of first guidelines to favor the best adoption of these applications and make their usage effective.

Practitioners and researchers, however, should interpret these findings with caution, and regard this study as preliminary, rather than definitive.

In fact, there are some limitations related to this work. First, the study is limited by the amount of knowledge the author has access to in terms of managerial literature. There are possibly other initiatives and case studies that can be related to issues discussed in this paper. The second limitation concerns possible bias in the sampling method. Our analysis is based on a set of statements considered as relevant by a small – although significant – sample of students. The composition of this sample, in terms of users' knowledge and usage of SN applications, depends directly on the focus group participants. Furthermore, the elicited statements resulted from only one focus group in a particular cultural context (participants have
the same educational background and are mostly French by birth (79.16%).

Further field studies and explorations are required in other settings and cultural contexts to validate and expand the findings. In the near future, a quantitative research using structural equation modeling (SEM) will be launched to analyze this social phenomenon by the theory and validate the correlation between some acceptance variables. The research model will be based on the previous technology acceptance/ adoption models and theories.

7. References


[26] M. Gunnarsson, "BYOB (Bring Your Own Behavior) is a Driving Factor in the Adoption of Enterprise Mobility Applications", 2012 available at: http://blogs.ifsworld.com/2012/10/byob-bring-your-own-behavior-is-a-driving-factor-in-the-adoption-of-enterprise-mobility-applications/