**Reading: Dogear: Social Bookmarking in the Enterprise**  
**Authors: Millen et al**

**Introduction**  
The article first introduced how Internet users remember and retrieve web-items that they found interesting and useful.

The approaches to remember and retrieve web-items are:

1. saving particular "search" strings.  
   *e.g. Which are essentially URLs*
2. creating personal "collections" of material such as binders in the ACM Digital Library.  
   *e.g. Online journals we see like MIS, MISQ and Harvard Business Review (HBR)*
3. using of personal bookmarks.

All the above three approaches sounds familiar to me because before the use of Internet, people had already been organizing their collections and information, For example, bookmarking in a book or binding up a coherent set of journals.

People create bookmarks based on:

1. the quality of the content
2. the personal interest in the content
3. the content is current and is frequently used
4. the perceived value for the content's future use

On top of the above 4 main reasons why people create bookmarks, there is a social phenomenon in sharing personal bookmarks. The article delved into social bookmarking systems followed by an investigation on deploying an enterprise bookmark system called dogear and the insights gained.

Social bookmarking systems are considered collaborative software. *del.icio.us* (pronounced as “delicious”) and *Yahoo!’s "My Web 2.0"* was mentioned.

These systems have similar features that allow individuals:

1. to create personal collections of bookmarks
2. to instantly share their bookmarks with others
3. to browse their collection from any web-accessible machine.
4. to organize and display their collection with labels that are meaningful to them (tags & keywords)
   - multiple tags allows bookmarks to belong to more than one category
   - multiple tags avoids the limitations of hierarchically organized bookmark folders found in most web browsers.
   - "Pivot-browsing" was mentioned because tags and user-names are clickable, an entire bookmark collection from another source of interest or from another user is accessible.

Besides the points mentioned above, one of the most important feature of these social bookmarking applications/systems is the very social nature of their use, for example,

i. Bookmark collections are personally created and maintained but they are also visible to others and can be socially browsed.

   - Example of "socially browsed": Usernames/owners of these collections can be mouse-clicked and his bookmark collection is presented transparently. This allows someone to get a sense of the topics that interests this particular user.

**Enterprise social bookmarking** (Dogear and insights gained)
"While internet social bookmarking services, like del.icio.us, are of great benefit for publicly accessible web resources, they are problematic for web resources on most corporate intranets."

This article investigates a question: "whether the apparent success of internet-based social bookmarking services could also mean if large organizations or enterprises would benefit from a social bookmarking system."

To answer this question, "Dogear social bookmarking service" was used as a field-study and an experiment. Before doing that, some design decisions were mentioned so they can be further developed to become design principles for enterprise social bookmarking service.

**Design decisions**
**Identity and transparency**
(Design decision and principle of Dogear social bookmarking service)

Real-world identities had been decided to be used in the enterprise bookmarking system because this practice allows users
- a. to make inferences about the interests and expertise of a real person in the company
- b. to search and find experts on specific topics to help solve business problems
- c. to facilitate and "integrate" communication between users across various collaboration tools since corporate directories, email and chat all use real name identities.

One caveat the author noted was that some set of bookmarks must be access-controlled as a project's information sources (bookmarks in this case) may be extremely confidential or bound by contract to restrict access to these information sources. Therefore there must be visibility settings and access-right control.

In further justifying the above limitation to certain sets of bookmarks, article stated that teams were allowed to create shared bookmarks that are only visible to the group and therefore bookmark collections in this context were "role-" or job-based. According to the article, this approach seems logical and beneficial because for example, "Managers might benefit from bookmarking and sharing certain information sources, while the sales force would benefit from another."

The rest of the article described in full details of designing *Dogear* such as

- **a. User interface**
  It is an art in how to design the user interface in a way that tags, bookmarks, URLs, usernames, etc were positioned on the screen to support a "one screen sees it all" convenience.

- **b. Navigation**
  Mainly to "enhance" and extend the concepts of pivot-browsing and helping users to to navigate bookmarking information with ease.

- **c. Searching capabilities** that supports bookmarking systems.

- **d. Alerting and Discovery.**
  Alerting users of relevant new information.

- **e. Extensibility** of Dogear
  We can look at this feature of Dogear being able to be "exploited" for the technically
Conclusion of field study

Users using Dogear was surveyed, usage patterns were logged and analysed, user motivations to use Dogear were also explained.

One strong finding that highlights Dogear's great potential was gained from the field study: "The substantial number of intranet bookmarks provide evidence that dogear is meeting a need for corporate social bookmarking."

In an overall conclusion, Dogear social bookmarking service showed great potential as an enterprise bookmark management that meets both the personal and organizational needs.

What have I learned from the article?

On page 3 of the article, the author presented a dilemma of adopting the Internet's already successful social bookmarking systems into an enterprise environment.

Dilemma #1: Using real-name identities may discourage some people from using the system.

Dilemma #2: Private bookmarks (especially deployed in Dogear in this instance) will significantly reduce the benefits of information sharing among users.

In my conclusion to the above dilemmas, enterprises may or may not enjoy the success of social software found on the public Internet. These social software found on the Internet has different motivations, access-control and degree of privacy that must be adjusted to suit enterprises. Social software must be adjusted to be social context- and environment-aware because what worked on a public Internet may not work equally well on a private enterprise environment.

This clearly showed me that humans by nature assume different behavior and roles in different social contexts.

Surfing anonymously on the Internet allowed a person to assume his desired online persona which is care-free and full of freedom to express. Working on a computer in his company made the same person assume a formal and "reduced freedom to express himself" persona.

This is similar to how humans play different roles and assume different behaviors to suit different social contexts in their lives. The same person can play the role of a son, student, father or an employee and each role exhibits different behavior.

(Extra thoughts)
The "Content=Conversation" philosophy

If we follow this loose "equation" of Content = Conversation and if social bookmarking systems help individuals to reference and collect these contents by bookmarking them, it will also mean individuals are also making a collection of "conversations".

With tagging, "pivot-browsing" is possible. Because of the nature of pivot-browsing, we are not just following someone else's social media content but we will also be following his "conversations" created around his sphere of interest (via his bookmark collections in this context)