



Brink's U.S.

Internal Business Networking Business Case

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I. Executive Summary

This business case recommends enabling internal business networking at Brink's. Such familiar social networks as LinkedIn, Facebook and Twitter are used successfully by thriving companies around the world to control and positively impact their corporate image, generate low-cost publicity for new products and business successes and to attract top talent. Internal business networking provides centralized locations to manage and store documents, content, links and contacts. It also provides personal pages to serve as points of contact for Brink's employees, and department or workgroup "communities" pages will enable groups of employees to share information with one another. Costs to implement and train users will be minimal. Various built-in safeguards and an access privileges structure will provide a high level of protection for confidential Brink's information; and built-in content filters, "report inappropriate content" functionality, coupled with advance communications and definitive Human Resources policy, will help ensure content is professional in nature.

This business case make numerous references to Yammer. Yammer is an enterprise-wide internal business networking solution used by more than 110,000 companies, including 90% of the Fortune 500. It also is currently being piloted by Brink's U.S. An expanded overview of Yammer can be found in the Appendix beginning on page 10.

II. Business Opportunity

Enabling an internal business networking solution will add useful information-sharing capabilities to the Brink's U.S. organization. Personal pages, user activity feeds and threaded conversations will promote information distribution throughout Brink's and generate interest in other departments and workgroups. Personal pages also will serve as points of contact for Brink's employees to find information about associates' skills and interests. Internal business networking functionality also will enable the creation of Brink's department "communities", speeding dissemination while preserving institutional knowledge regarding a wide variety of projects, initiatives and innumerable additional parts of the Company knowledgebase.

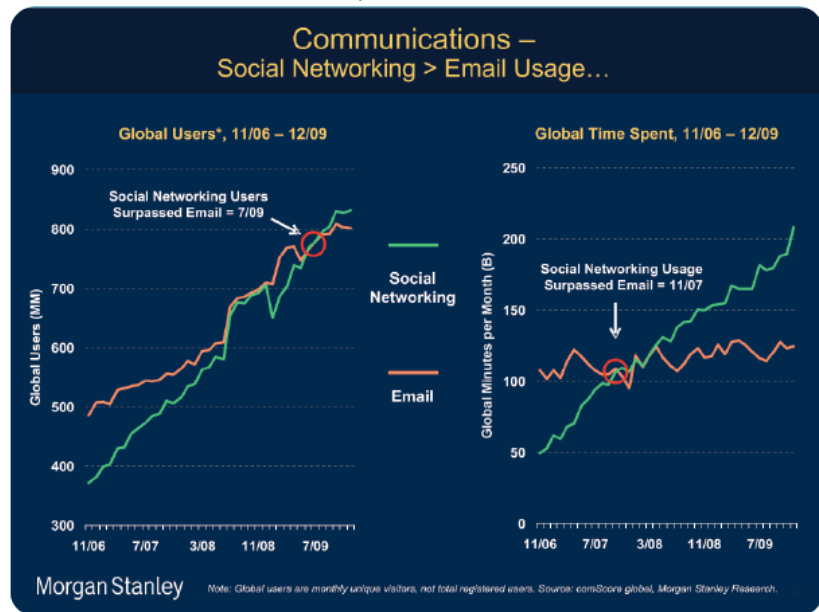
The project scope includes Marketing and Human Resources support to enable internal business networking through local champions, create documents outlining proper use and develop training materials. Implementation should take approximately 40 business days to create and disseminate the necessary documentation, after which internal business networking will be enabled and the business will be empowered to take full advantage. Costs are detailed in section IV, but will be minimized as Brink's will work closely with Microsoft consultants to identify an internal business networking solution that will be most easily integrated with SharePoint and our existing IT network.

III. Benefits

An important distinction

Internal business networking can do what email cannot: facilitate real-time, exponential collaboration among diverse employees across multiple workgroups that remains visible for others to interact with and becomes part of the corporate body of knowledge. Topics of interest can be followed in an internal business network, whereas such tools as comment threads, blogs and wikis cannot exist in an email environment.

On March 9, 2009, Nielsen Online announced results of a study revealed that at the close of 2008 social networking had overtaken email in terms of worldwide reach. According to the study, a growing number of people prefer the clean, controlled multimedia and publicly social experience of social network communications over the more individualistic medium of email.



Social networking now exceeds email usage.

Organizational Strategies and Objectives

Internal business networking will enable Brink’s leaders to identify team members by their role and purpose and deliver live, custom content, enabling every employee to see how they support the organization. For example, the Path to 2015 Four Strategic Imperatives can be filtered by an employee’s department or function and displayed on their personal page. Different functions and departments contribute towards those imperatives in different ways, and personalized pages allow larger concepts and objectives to be filtered down to localized and personalized levels.

Information transfer

Creating internal business networking functionality will allow employees, departments and workgroups to expand their connections, speed transmission of ideas, decrease time to access existing business intelligence, reduce information siloing by creating additional transparency and assist in disseminating institutional knowledge. The technology leverages the existing organizational portal by adding individual and group information dynamics. For example, a Sales department community could consist of sales goals and up-to-date revenue reports, as well as targeted customers and potential customers. Discussion threads will contain the results of past customer interactions and the results of real-time collaborative exercises, and could also

include specific customer challenges and solutions. Blog entries will publish historical success data for the Sales organization. Links to Sales-related documents and forms could be included, as well as links to such tools as the Sales Pipeline Tool.

Competitive advantage

No company wants to lose a potential competitive advantage. In a 2010 Burton Group study of 21 businesses, most indicated they believe their social networking initiatives lag behind those of their industry peers or the market in general. Deloitte, in its technology predictions for 2009, expected an “explosion” in social networking tools, trials and in-house deployments at companies, as well as U.S. government agencies. To speed information transfer at many top companies and maintain a competitive edge, internal business networking is becoming a day-to-day necessity. Key to this is expediting communications through the use of multiple client applications, from browser to desktop to mobile devices. Much of the following information regarding in-house deployment of internal business networking will center around Yammer, an enterprise-level solution already being piloted within Brink’s U.S. Yammer’s desktop client triggers subtle notifications while enabling real-time response; and its mobile applications for iPhone, Android, Blackberry, Windows Mobile and iPad make it possible for users to access and contribute to network activity while working in the field and from remote destinations.

Information retention

Internal business networking promotes more organized, long-term information retention in a format that could more easily be accessed by members of departments and workgroups, supporting more formal project processes. By capturing processes, procedures, project progress and other types of knowledge within blogs and discussion threads, solutions and strategies will be better preserved as part of the historical record, and not be subject to loss when employees to leave the organization. Internal business network community members will proactively be opted in during the onboarding process and opted out in the event of termination.

Increased engagement

Internal business networking also will create additional access points to important information, and could be expected to increase employee engagement with Brink’s and improve our strategic advantage. Internal business networking is all about creating a better, faster, more transparent Brink’s, accelerating our ability to operate as a Company. As the platform matures, employees can be “tagged” by their content contributions – allowing formalized content strategies that target employees based on their roles, responsibilities, enterprise communities and professional interests.

Business Continuity and Disaster Preparedness

Internal business networking also can be used for messaging in the event the Exchange servers are inoperable due to cyber or physical disasters. Critical and emergency documents can continue to be exchanged by uploading messages and documents into each participant’s personal pages. Employees and admins can use community pages to maintain present status

and provide regional and/or local situational updates via their site. Moreover, disaster preparedness planning and coordination can occur through groups. Yammer also supports Company-wide broadcast messaging for urgent notifications to mobile devices, so that all employees can receive important alerts and respond remotely, as needed, with information regarding their well-being, along with updates and media capturing any incidents.

Internal business networking is inevitable

Internal business networking will find its way into Brink's if we do not provide it. Beyond Facebook and Twitter are scores of wiki, blog and collaboration sites that are free, or inexpensive enough that a product manager can buy a half-dozen accounts with a credit card and upload important Company information in minutes. Even in instances when ROI is never clear cut, internal business networking makes sense because the technology we should consider for Brink's involves non-public solutions that are within Company control.

Internal business networking is already in use at Brink's

Yammer is a Software-as-a-Service (SaaS) enterprise internal business network solution that is already being used by a growing number of Brink's employees in U.S. operations and beyond. Yammer allows employees to communicate with one another, as well as to establish public and private groups internal to the company and external business-to-business communities defined by projects, accounts, interests and workgroups. Although it has not been formally adopted by Brink's, it is in use right now by more than 300 employees.

Moreover, smaller networks appear to be starting throughout the Brink's world, at global business units and subsidiaries. Should Brink's choose to consolidate these into a unified network under one domain, and then deploy worldwide to all Brink's locations and teams, Yammer can easily support this with minimal interference to IT and employees.

IV. Ownership

Because of the nature of the communications contained within, Human Resources will be the natural internal business network owner. Because of their technical expertise, IT will control and manage the hardware, software and related infrastructure required to create and maintain the network. The Portal Team will assist with establishing any connectivity related to SharePoint. Other responsible parties will include Legal, which will assist with any necessary decision making regarding inappropriate content reports. Internal Communications will provide necessary supporting verbiage and will coordinate approvals with Human Resources and Legal.

V. Costs

The cost per seat for Yammer's solution is as follows: 10,000 users → \$2/user/month =

\$240,000 total per year. This cost represents a 60% discount from standard retail pricing. According to Yammer, pricing includes service, support, integrations, mobile apps and a dedicated customer success manager.

As an off-premise, Software-as-a-Service solution with a user-friendly design and viral engagement model, Yammer is simple for end-users to adopt and companies to implement. The technical expertise and resource commitments required for Yammer installation are minimal. No FTE positions are required; rather initial deployment (“Yammer Roll Out”) utilizes nominal headcount and limited employee-hours that decrease post-install.

As an enterprise customer, Brink’s will receive dedicated customer support, which will begin with the Yammer Roll Out, a process that takes approximately 40 business days to complete. The most successful Roll Outs occur when a committed team of individuals, representing a cross-section of an organization, executes all tasks effectively and on-time.

The table below reflects the roles recommended for a successful, enterprise-wide Roll Out. Depending on the extent to which the project team directly supports the Roll Out, resource estimates below could be scaled up or down. Please note that engagement guidelines indicate the number of hours per week, per-person, that resource should commit pre- and post-network launch. As communication channels and business processes are integrated into Yammer, it is important not to mistake this time allocation as time that must be ‘carved out’ from their current responsibilities. Rather, this is time spent accomplishing their current responsibilities using Yammer.

| Role | Responsibility | Hours/Person/Week | |
|-----------------------------------|---|-------------------|-------------|
| | | Pre-Launch | Post-Launch |
| Project Manager | Overseeing the Yammer Roll Out | 4 | 0 |
| Business Owner | Providing guidance, approval and support throughout the Roll Out process | 1.5 | 0.5 |
| Community Manager | Managing the day-to-day execution of the Roll Out process | 15 | 10 |
| Executive Leader | Champion Yammer throughout the organization | 1.5 | 0.5 |
| Group Leader | Evangelizing Yammer within their department/workgroup and encouraging engagement and active participation | 3 | 1 |
| Power User | Building Yammer awareness, understanding and engagement throughout the organization | 2 | 0 |
| Education/Learning Manager | Establishing a thorough understanding of Yammer and its intended usage among end user community | 4 | 1 |
| Communications Manager | Overseeing the development, review, approval and delivery of all Yammer communications | 5 | 1 |
| Human Resources | Integrating Yammer into HR processes and for creating | 2 | 1 |

| | | | |
|------------------------------|---|----|---|
| Manager | and managing all HR-focused Yammer groups | | |
| Help Desk Manager | Integrating and overseeing the existing help desk processes into Yammer | 2 | 1 |
| LDAP/SSO Specialist | Overseeing all technical aspects of the network launch | 10 | 1 |
| SharePoint Specialist | Overseeing all aspects of the SharePoint Web part integration | 10 | 1 |

Please note: The above list is a suggested roster of resources. Each company’s needs differ based on network size and objectives. Yammer has pledged to work with Brink’s to determine exactly what resources and expertise will be needed.

With regard to additional support as a network grows within an organization, Yammer recommends one FTE dedicated to every 10,000 employees. As with initial deployment, their dedicated customer success representatives will assist Brink’s on an ongoing basis to ensure the right roles and sufficient resources support quality engagement and interaction on its network.

VI. Organizational Considerations

Possible negatives include brief, limited inclusion of unprofessional content by employees. It is also possible that, just as with any other source of confidential Company information, there is the potential for misuse of Brink’s business intelligence. Moreover, in uncovering redundant or duplicate work and bringing increased efficiency into the organization, this may improve plans and processes. The possibility for such occurrences will be decreased by the following:

- advance training and communications to employees regarding the need to ensure any content they post must be completely professional
- employees will sign off on a custom internal business networking policy
- senior leadership and Yammer champions will help set the tone, and model appropriate behavior
- built-in content filters will automatically search from a predetermined list of objectionable or sensitive words and phrases, including obscenity, degrading or unprofessional terms and any sensitive words related to Brink’s confidential information
- IT administrators will automatically be alerted by SharePoint to content violations in the event any such words are discovered on an internal business networking page
- any sensitive Company information will be accessible on a needs-only basis
- a “Report inappropriate content” link will be included on all pages

Another consideration will be the necessity to appoint suitably motivated administrators and co-administrators to manage community sites on an ongoing basis.

VII. Implementation Plan

The implementation plan will be created in cooperation with IT, the Portal Team, Human Resources, Legal and Internal Communications. IT project management will likely work with an external vendor to create a schedule with milestones and department deliverables, including training. Upon creation of the necessary implementation plan, a Corporate Communications email will be created to advise employees of:

- the implementation plan
- the necessity to ensure all content is professional, with a reminder that content must comply with *Business Code of Ethics* booklet, *Policy: No. 2-06 Communication and Computer Systems Use* and any other applicable Brink's policies and procedures
- the need to determine reliable community administrators and co-administrators
- opportunities for training

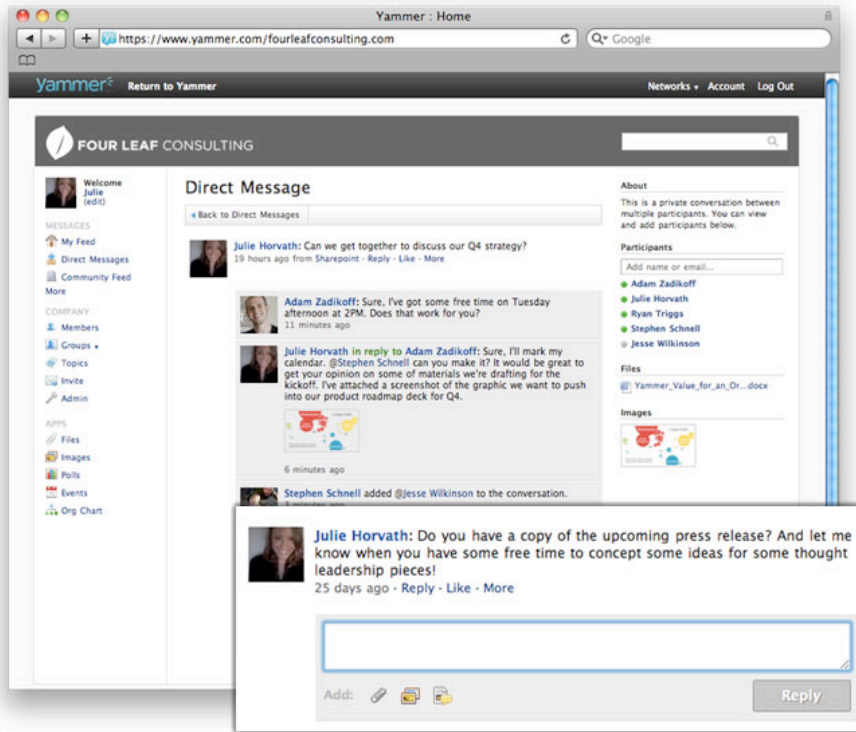
Internal Communications will work closely with Human Resources and Legal to create or edit training materials. Once an internal business networking solution is implemented, Human Resources time devoted to addressing content deemed unprofessional also will likely be minimal. FAQs and similar materials likely will need to be available on Brink's World to enable employees, community administrators and co-administrators to refresh their knowledge or self-train.

VIII. Recommendations

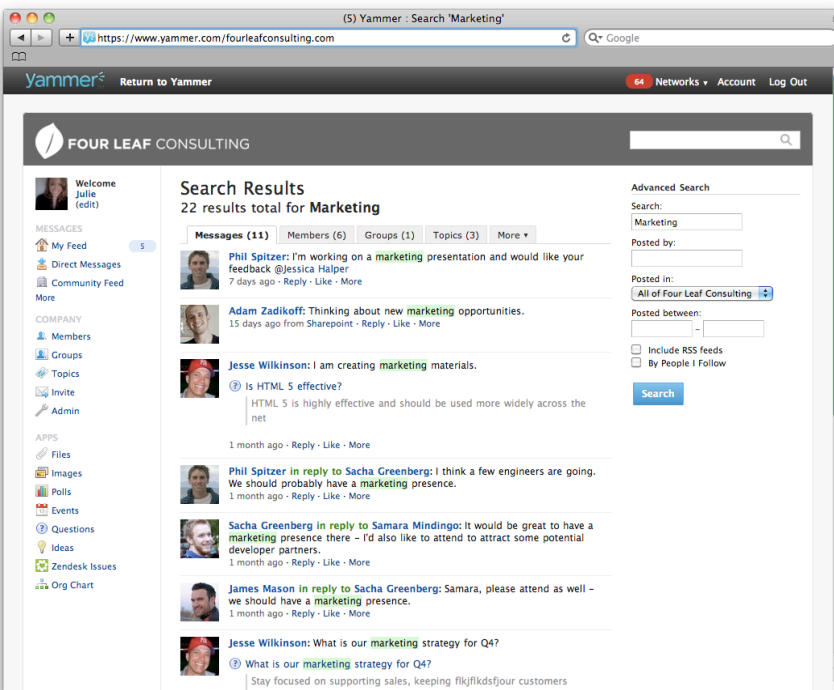
This business case recommends enabling internal business networking as soon as possible, after costs to the Company have been studied, the necessary policies and communications have been created, the project schedule has been created and the required funds have been allocated. Internal business networking will have a number of positive effects on the organization, including aiding in dissemination and retention of diverse kinds of Company information, spurring much-increased employee engagement and improving our competitive advantage.

Appendix

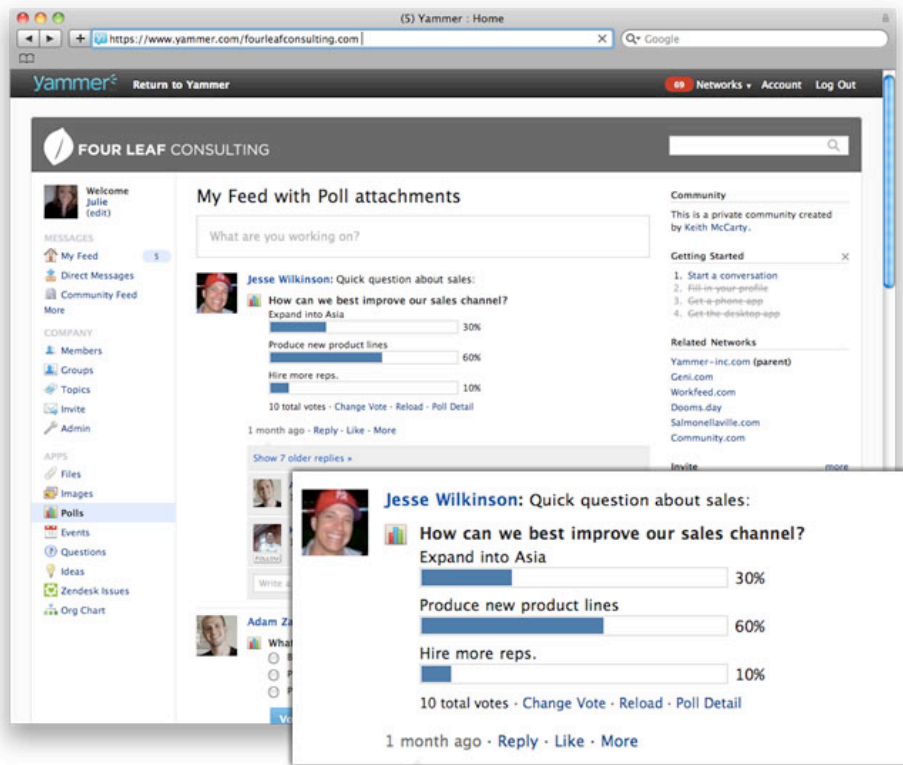
Product Screenshots



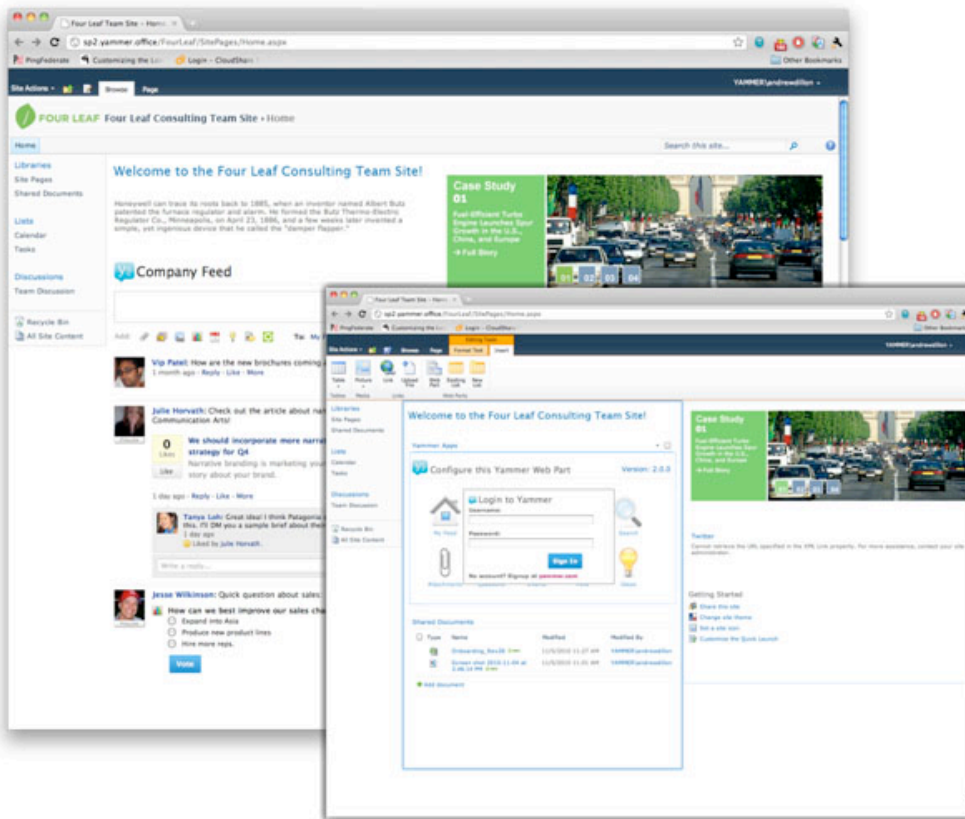
Brink's employees can hold private conversations with one colleague or many, and loop others in later on.



Brink's employees can find archived knowledge, questions, and answers by searching the network.



Brink's employees can quickly poll other employees for opinions and feedback.



We can add enterprise social networking that is real-time and mobile for less than 5% of average SharePoint costs.

Value and Return

Overview

Founded in September 2008 after a year-long testing and development process within a B2C social networking technology company, Yammer is both the market leader and originator of enterprise internal business networking, and enjoys a three-year head start against competitors. Currently there are Yammer networks in more than 110,000 companies, including 90% of the Fortune 500. Over 16% of users, or approximately 2 million meta users, are paid seats. Yammer's widespread growth to 135 countries has prompted the company to embark on an aggressive translations initiative: the product is now available in 20 languages, including Spanish, German, French, Dutch, Korean and Japanese.

The value Yammer brings to organizations encompasses a wide range of use cases and benefits, including:

- streamlined communications that avoid time lost searching for information or recreating what cannot be found
- stronger alignment around the company vision and strategic decisions
- flattened information silos and increased transparency, including greater visibility into the frontlines of a business
- improved feedback loops from customers to product development
- improved collaboration and best practices sharing
- identification of subject matter experts and leaders in a company
- easier staffing of specialized teams
- business process and topical innovation throughout the company (idea generation and sharing)
- jumpstarting project teams through faster forming, better communications, improved access to prior and relevant work as well as client information
- broadening and preserving institutional knowledge
- support of informal and formal mentorship and professional development activities

Moreover, as the below case studies will further demonstrate, Yammer's impact on improving employee connectivity and engagement is profound.

Key ROI examples

Together with industry research analysts such as Forrester and top academic institutions, the company is in the process of conducting research and analysis into the tangible value and total economic impact Yammer has upon organizations. Key examples of significant return on investment include:

- LG Electronics: A company-wide network survey revealed that active users of Yammer save approximately three hours per week per person, a 7.5 percent productivity increase.
- Capgemini: CTO Andy Mulholland observed a 30-40% reduction in email due to Yammer.

- Deloitte: A regression analysis on turnover of active Yammer users versus the general employee population was 2% versus 17% respectively, reflecting deeper engagement. The CEO of Deloitte Australia, Pete Williams, said although he cannot attribute 100% of this difference to Yammer, the gap between the two numbers “speaks for itself”, and he considered Yammer to be an integral driver of engagement for this group at Deloitte.

Based on a savings of three hours per worker per week and an estimated Brink’s employee base of approximately 10,000, Brink’s could enjoy a savings in compensated time worth \$56 Mn (basis: average knowledge worker salary of \$75,000 (burdened), 40-hour week and 50-week work-year), not including the increased profitability made possible by this time-savings. A Company-wide reduction in email additionally could decrease server demands, representing hard equipment savings. Moreover, Brink’s has the opportunity to develop its own Company-specific metrics to measure increased retention, in addition to the multitude of other productivity enhancements made possible due to Yammer.

Customer Survey Results

In Q4 2010, Yammer conducted a survey of more than 10,000 users across functional departments from 3,765 companies from around the globe. The results were overwhelmingly positive, and most respondents indicated that by supporting better communications and information sharing among colleagues, Yammer improves collaboration and coordination that yields significant time and cost savings.

According to the survey, Yammer users enjoy benefits in these primary areas:

- Team communications: 78% said Yammer helps teams communicate more efficiently.
- Time savings: 69% said Yammer saves them time.
- Onboarding: 67% said Yammer helps new employees get up to speed faster.
- Employee engagement: 66% said Yammer helps them feel more engaged at work.
- Access to information: 65% said Yammer helps find answers to questions faster.

Moreover, eight in 10 respondents indicated Yammer adds value and should be implemented companywide:

- 83% felt more connected with their coworkers.
- 85% believed their company benefits overall from Yammer.
- 84% agreed their company should roll out Yammer to all their employees.

Yammer achieves a fluid information flow that traditional enterprise software tools struggle to deliver. By supporting formal and informal information exchanges that are real-time, engaging, mobile and archived, Yammer boosts collaboration, improves efficiency and builds community.

Case Studies

Example 1: Deloitte Australia | Driving Innovation and Efficiency

Background

Deloitte is the world's largest professional services organization, with member firms in countries across the globe. Each member firm has a large number of professional services practitioners, each bringing their own combination of professional skills and expertise to client delivery. With such a diverse set of practitioners, dispersed across client sites, keeping everyone connected and getting the right people engaged at the right time is the key to successful business delivery. Deloitte's global Yammer network today is recognized as one of the largest, with more than 14,000 active members.

Approach

A number of Deloitte's member firms have been working with Yammer at various stages of adoption and maturity. One of the earliest pioneers has been Deloitte Australia, where Yammer is being used to drive significant connections between practitioners in their workforce. Other member firms are at earlier stages of adoption, but are already beginning to see a range of benefits. Key to this delivery of benefit has been senior level engagement, identification and support of local champions, and a focus on the business value that the platform can deliver.

Unlocking hidden value and building community:

An example approach Deloitte took towards Yammer involved a recent advertising campaign. Deloitte Digital CEO Peter Williams posted a message on the Deloitte Australia Yammer network requesting tagline suggestions. During the next 24 hours, hundreds of Deloitte Australia employees submitted 1500 taglines. Moreover, Williams's support along with input from the Chief Marketing Officer triggered more than 1,000 new employees to join Yammer, form 38 groups, and create 1,184 original concepts and videos. As a result, Deloitte Australia utilized an employee-submitted tagline advertising instead of hiring an advertising agency to develop the campaign. Since then, Deloitte Australia has used Yammer to start internal discussions about external information, such as reviews.

Transcending silos and reducing churn:

On a recent panel regarding the future of workplace communication, Nicky Wakefield, Human Capital Partner at Deloitte Australia, said, "We have found a strong correlation between use of Yammer and staff retention." Wakefield went on to say that Yammer had been successful in the popular goal of enterprise 2.0 technologies: transcending silos. She cites the fact that Deloitte Australia's CEO is one of Yammer's most active users as evidence.

"Yammer has gone beyond all of our expectations and has become embedded in the way that we're doing things," says Peter Williams, CEO of Deloitte Digital Pty Ltd, speaking on behalf of Deloitte Australia. "It's helped drive innovation and build community at Deloitte, and we're finding new value in the tool every day."

Benefits

The ability for practitioners to informally connect with each other quickly and easily has delivered a wealth of benefits for Deloitte. These span different departments and practice areas across the organization, including the ability to find hidden experts and connections on topics, which in turn enhances the proposal development and project delivery process. Other areas of benefit include the ability to keep staff fully notified in times of emergency, supporting the IT feedback process by providing an informal channel for practitioner feedback and supporting the quick development of new market-facing points of view by allowing everyone to quickly contribute to and develop content.

That Yammer encourages online convening regarding key projects and issues is one of the reasons why in just under two years, Deloitte Australia's network has amassed over 42,000 posts and more than 400 Groups for more than 3,800 active users to date. According to the company, Groups comprise various professional and social interests from 'Tax in Western Sydney', 'inspiring women' and 'data analytics' groups, as well as an innovative 'game theory' cluster.

Example 2: Pitney Bowes | Yammer as a “Learning Goldmine”

Background:

Long known for providing software, hardware and services that integrate physical and digital communications channels, Pitney Bowes (NYSE: PBI) embraced social media early on, and quickly grasped the value of internal business networking platforms. Pitney Bowe's employee base of 33,000, which delivers \$5.6 Bn in annual revenue, is a dispersed, international, and mobile workforce whose speed to market and performance goals demand efficiency of communications. With the motto “Every connection is a new opportunity™” the company understands the importance of maintaining an engaged workforce, and the Management Center for Learning & Performance has taken note of Yammer's impact on the company.

Approach:

Collaboration, connectivity, and collecting wisdom

Initial usage of Yammer at Pitney Bowes began in December 2008 with the objective of discovering ideas and initiatives that could be “game-changing”. In charge of the company's strategy for emerging communications and marketing channels, Aneta Hall reflects, “We really didn't have a grand plan. We had to learn to figure out what it means to build a community. We wanted to find out what kind of conversations were going to happen. We employed a hero system – empowering highly engaged and resourceful operatives to share with their employees. We quickly realized that the secret to Yammer is collaboration.”

At this time, other micro-blogging tools were considered, like Socialcast, but Yammer was preferred for its “self explanatory interface and ease of use.” Pitney Bowes quickly upgraded to the enterprise version in Autumn 2009.

“Yammer offers shared knowledge,” says Colette Cote-Mayerhoeffer of Pitney Bowes’ External Communications. “If someone gets asked a question that is outside of their existing knowledge base, they post that question on Yammer, and a conversation is distributing knowledge and best practice across departments and locations. We see this sort of knowledge pooling on a weekly basis now. This is where Yammer really excels.”

But it is the organic, unexpected conversations “from out of nowhere” that most excite Hall: “You can’t predict what’s going to come up and be a really useful hit. There was one employee who posted about her productivity going down because her phone was changed for a different brand with different functionality. Out of this seemingly innocuous comment came a flurry of conversation about how we can improve our use of smartphones within the business. There were some great, great ideas and feedback. It’s really exciting.”

Increased learning and preserved institutional knowledge

Mike Petersell, the director of Pitney Bowes’ Management Center for Learning and Development, identifies Yammer as a pivotal element of employee learning. The employee learning process is often most efficient and effective when it occurs in a informal and organic way, something Yammer optimally facilitates. Employees form groups on the company’s Yammer network and share resources using bookmarks and tags, thereby identifying and categorizing information. This process contributes to the company’s holistic understanding of top issues and opportunities, while enabling employees to revisit past updates to gain context or access vital content.

“Yammer is a learning goldmine,” says Mike Petersell, director of Pitney Bowes’ Management Center for Learning and Development. “It enables those special connections we had created by bringing people together in the classroom to happen all the time. What makes people most successful is not what they learn from the content of the programs we provide, but what they learn from one another.”

Results

Several senior leaders at Pitney Bowes report Yammer has helped eliminate geographical and overcome departmental barriers, while bringing together telecommuters and remote teams for greater alignment and improved project outcomes. Moreover, Yammer facilitates and augments the highly valuable “casual learning” that happens every day within Pitney Bowes. As an easily searchable knowledge base, each Yammer discussion is archived and accessible to all within the organization for future access.

To date, there are nearly 4,000 users (roughly 11% of their global employee base) who have posted more than 22,000 messages and created 117 Groups. The network keeps growing with enriched content. According to Cote-Mayerhoeffer, “[Yammer] is really driving collaboration throughout the business, breaking down silos and bringing everyone together. It’s instilled our people with a new sense of community, and a refreshed sense of care.”

Other Yammer Customer Examples (Abbreviated)

AAA/Finding Ideas and Expertise

AAA uses internal business networking to surface ideas and find pockets of knowledge within the organization. Usage took off after the CIO mentioned it in a town hall meeting.

Intuit/Global Cooperation

After attempting to develop a solution internally, Intuit implemented internal business networking to break down organizational barriers, connect offices globally and encourage more collaboration.

U.S. Department of the Interior/Crisis Communication

The U.S. Department of the Interior and U.S. Department of Fish & Wildlife Services implemented internal business networking to communicate with the various entities involved in the Deepwater Horizon oil spill clean- up efforts.

Nationwide/Flattened Hierarchy

Nationwide chose internal business networking as its primary communication channel for its push toward flattened hierarchy and better management. The results: a more transparent culture, greater innovation and better knowledge sharing.

Relevant Customer List

A selected list of relevant companies with Yammer networks for which business intelligence, protection of intellectual property and robust security requirements are paramount:

- Alcatel-Lucent
- Aricent
- Astra Zeneca
- Barclays Bank
- Boehringer Ingelheim
- Cargill
- Chevron
- DC Government
- Dentsu
- eBay
- European Commission
- Eventbrite
- FUJIFILM Holdings
- Groupon
- Honeywell
- Intuit
- IPC

- Kantar Health
- LG Electronics
- McCann Worldwide
- Mercedes-Benz
- Molson-Coors
- NASA
- Nationwide
- National Australia Bank
- NorthPointe Capital
- The Office of Veteran’s Affairs
- Omnicom
- PEMCO Insurance
- Perkin-Elmer
- Polycom
- Pri-Med
- Sanofi-Aventis
- Southern Company
- Starcom MediaVest
- Suncorp
- SuperValu
- Texas Health Resources
- United Therapeutics
- US Army
- PayPal
- Xerox

Yammer and SharePoint

“Yammer is a horizontal communications platform: from the site to mobile applications and within SharePoint, the goal is to provide tools where employees live.”

– Adam Zadikoff, Yammer Client Applications

As a strategic partner and member of Microsoft’s BizSpark community since 2009, Yammer is committed to delivering seamless integration with SharePoint 2007 and 2010. Yammer both complements and augments SharePoint by bringing real-time, social, and mobile capabilities.

Yammer’s 2007 and 2010 Web Parts retain core functionality, including:

- The ability to post to, view and switch Yammer Feeds directly within SharePoint
- Search integration: Yammer messages appear alongside SharePoint results
- Document List integration: the ability to post files to Yammer directly from SharePoint document lists

Users can also post updates and send private Direct Messages, follow colleagues, add and edit Topics, and create and join Groups.

As a SaaS solution, Yammer's universal Web Part exposes functionality through the UI with no burden on the back-end. Administrative controls include the ability to:

- Put a Yammer feed on virtually any SharePoint® page
- Control where Yammer Feeds appear using SharePoint's built-in Web Part controls and templates
- Configure a Yammer Feed to appear as read-only
- Add a "searched for" (search term?) to a page or add the webpart to a search page to display results along with SharePoint results
- Restrict members from posting as necessary
- Delete messages
- Option to make Yammer Feeds visible to SharePoint® users without needing a Yammer account

By adding this "social layer" of activity to SharePoint, Yammer boosts collaboration, makes SharePoint more accessible and actionable, and will soon offer an array of new productivity applications a la carte, for companies to pick and choose which suits their business processes best. Should customers express concerns regarding feature redundancy or sensitive company documents, their dedicated Yammer customer support representative will help configure integration appropriately to ensure anything privileged remains on premise and that all web parts are essential, not superfluous. Representative customers utilizing Yammer integration with SharePoint: Honeywell, Molson-Coors, Omnicom, and Xerox.

Brink's Social Computing Standards (Proposed)

Below are the current Brink's standards for all forms of social computing. These standards will change and evolve as necessary and as new technologies and social networking tools become available, and may interact with other existing Company policies. Please familiarize yourself with this document, and revisit it often to refresh your knowledge of these standards.

What is social computing?

Brink's defines social computing as any sort of social behavior in or through computational systems, with data being transmitted to or from a Company intranet or to or from the larger Internet. Social computing uses software and technology to facilitate a variety of social conventions and relationships. As such, social computing includes, but is not limited to, blogs, e-mail, instant messaging, social bookmarking, micro-messaging, micro-blogging, social networks, wikis, virtual worlds and other forums where people use electronic means to interact socially.

Engage in responsible dialogue at all times

Brink's is increasingly exploring ways online communications can empower Business Partners as professionals. Brink's Business Partners may choose to create or participate in a blog, wiki,

online social network or any other form of online publishing or discussion at their own discretion. However, employees who engage in social computing must act with the same caution as with any other form of such public communications as statements to print and television media. Employees have a duty to ensure any public communications they make, including internal business networking communications, must not negatively reflect on the reputation of Brink's or its partners, customers or suppliers. Business Partners not previously designated as Company spokespersons must have prior authorization in writing in the event their social computing communications represent, or appear to represent, an official Company opinion or comment on any given topic. Violations of this policy will result in discipline, up to and including termination, depending on the severity of the situation and its impact on the Company.

In most cases, what you do on your own time is your business. However, social computing activities during work hours or outside of work that affect Brink's business interests, your job performance or the job performance of other Business Partners may have an impact on the Company and are the focus of these standards.

Brink's Social Computing Standards

1. Know and follow all Brink's policies and documents that may relate to social computing, including the Principles of Ethics, Business Code of Ethics, Information Security Program, Communication and Computer Systems Use and others.
2. Never reveal information of any kind that would compromise the safety and security of Brink's Business Partners or our clients or suppliers. This information may include, but is by no means limited to, information about truck routes and schedules, cash-handling procedures, Business Partner work schedules, weapons handling and training and branch access procedures.
3. Do not share any type of confidential, copyrighted or otherwise privileged information about the Company, clients, partners, suppliers, other Business Partners or your role with Brink's. This information may include, but is not limited to, financial information, details of private conversations, internal policies or documents or any kind of information about clients or suppliers.
4. When you identify yourself as a Business Partner within a social network, you should ensure that content associated with you is consistent with your work at Brink's. If you have had social computing profiles prior to your employment at Brink's, update any existing content to reflect Brink's standards to make sure your profile and related content is consistent with how you wish to present yourself with colleagues and clients.
5. Be sure to identify yourself with your name and role at Brink's any time you mention Brink's. Always write in the first-person, using "I" instead of "we", to make it clear you are speaking for yourself and not on behalf of Brink's, and do not discuss Company-related matters.
6. Very few people are authorized to speak on behalf of Brink's. If you have such authorization, you must disclose your employment association in all communications with customers, representatives of the media and other Business Partners any time you speak on behalf of the Company.

7. If you use the Brink's name, be sure to use a disclaimer to make it clear what you say is representative only of your views and opinions and that of Brink's. For a personal website or blog, consider using the following standard disclaimer: "The postings on this website are my own and do not necessarily represent Brink's positions or opinions."
8. Business Partners are personally responsible for the content they publish on blogs, in social media, wikis and any other form of social computing-related media. What you publish will represent you and be public for a long time. Your privacy is never guaranteed.
9. Not only may you not knowingly communicate information that is untrue or deceptive, you are responsible for the accuracy of any information you present. Anecdotes and opinions must be identified as such.
10. Do not use personal insults, ethnic slurs, obscenities or engage in any conduct that would be offensive in the Brink's workplace.
11. Be considerate of the views and personal beliefs of others.
12. If you see negative, damaging or privileged information about Brink's while involved in social computing, do not engage the publisher of the information in a war of words or similar discourse. Do not republish or reproduce information of any kind that reflects negatively on Brink's, its clients and suppliers or other Business Partners – even if you reference the original source. Instead, notify your supervisor and give them the source of the information, including any related hyperlinks and the date and time you saw the information.