Nurturing interest within organizations

From a service design perspective

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ABSTRACT

As a result of the rapid developing world and the emergence of the knowledge society, it has become more difficult to stay ahead on our professional domains. Interest can be a vital factor for coping with these challenges – it enhances learning capabilities and the drive to seek out new knowledge. Hence, a strong professional interest among employees can be important for organizations to succeed, especially in knowledge intensive industries. The article addresses this issue by asking how to design services that contribute to nurture interests within organizations. From a service design perspective, the article investigates three important aspects related to designing services; human factors, the service context, and the content of the service. Respectively, it focuses on the psychology of interest, the organizational context and social media as a tool to induce interest. Based on this investigation, some considerations for nurturing interest within organizations are introduced. These should be particularly useful for service designers using social media as a tool for nurturing interest within organizations. Horizontal and vertical integration in organizations, as well as facilitating for employees to share their interests regarding their professional domains, are identified as essential measures for inducing interest. Social media can be a powerful tool for achieving these objectives, however, it faces some challenges adapting to the organizational context. Key considerations will therefore be balancing elements of control and autonomy within the service, as well as adapting it to existing organizational procedures. Due to several uncertainties related to a potential service, an iterative design and implementation process is suggested.

KEYWORDS: State interest, stable interest, vocational interest, intrinsic motivation, organizations, service design, social media in organizations.

1. INTRODUCTION

"To be able to compete internationally, Norway, with the world's highest level of cost, must have the best competence." [1]. These are the words of the CEO of Abelia, the Norwegian business association of knowledge- and technology based enterprises with over 1700 member enterprises [2]. The importance of knowledge was also underpinned by the prime minister of Norway when she, in her New Year speech from 2013/2014, stated: "It is knowledge that is the future oil in Norway." [3] - suggesting that knowledge will be the country's prime resource in the future. These are the realities of the emerging knowledge society where knowledge and hence education are essential cornerstones.

At the same time, the world is developing more rapidly every year, and staying up-to-date on our professional domain is getting increasingly challenging. In 2014, NHO (the Confederation of Norwegian Enterprises), named their yearly conference "læringslivet" [4] - a word play on the word business which directly translates to "the learning life". Education has not only become more important, but also something continuous - it lasts through your entire professional life.

There is already a significant focus education and knowledge management in organizations today [5] [6]. The issue of gaining knowledge and how to disseminate information through organizations is widely discussed. However, a

central concept, which is rarely addressed, is the concept of interest. In order to learn, interest in what you are learning is vital [7]. Not only does it enhance learning capabilities, it also stimulates curiosity and the drive to seek out new experiences and knowledge [7]. Therefore, the need for nurturing employee's interest, both in relation to their professional domain and their daily work, is essential – especially for knowledge intensive organizations.

This article addresses this issue by asking the following question: How can services be designed to contribute to nurture interest within organizations? To answer this question the article will concentrate on three important aspects related to service design; human factors, the service context and the content of the service.

As of the first aspect, human factors, the article will focus on the psychology of interest. What mechanisms trigger our interest and how do they develop? The psychology of interest is a complex field and the focus will be on the most relevant concepts; state interest, stable interest, and vocational interest [7]. Since there is a strong tie between interest and intrinsic motivation [7] [8], the section will also give a brief introduction on the subject of motivation. Motivation posits a central role in organizational theory [9], and it will provide an introduction to the following topic.

The service context is a vital factor influencing the success of a service [9]. Therefore, the focus of the next topic will be on the organizational context. An organization represents a complex and carefully constructed organism of both informal and formal functions [8]. This sets some constraints on a potential service. Also, organizational theory introduces some specific measures and guidelines to induce intrinsic motivation among employees.

Regarding the last aspect, the service content, the article will investigate social media in relation to organizations. After first being introduced in the consumer segment, social media has gradually emerged in the organizational environment as well [10]. Despite having challenges adapting to this new segment, social media is predicted a bright future within organizations [10] [11]. This, along with its collaborative characteristic, makes social media a relevant tool for inducing interest among employees.

Service design is an interdisciplinary approach and the article reflects this by covering a broad spectre of topics. By reviewing them in the context of each other, the article aims at introducing some considerations in relation to designing services for nurturing interest within organizations.

1.1 Method

This article is based on a literature review of several topics; service design, the psychology of interest, organizational theory and social media in organizations. Regarding the first three topics, the literature has been based around different academic textbooks presenting a general view on the subjects. Central books in this process has been "This is service design: Basics – tools – cases" [9], "The psychology of interest" [7], "Strategisk HRM" [8] (Strategic HRM), and "Teknologiledelse" [12] (Technology management).

To supplement these general insights, more specific literature on the most relevant aspects has been reviewed. Since social media in relation to organizations is a fairly new research domain, the literature related to this subject has been focused on academic articles rather than textbooks.

The topics have also been discussed with both academic and professional experts on the different subjects. This contact has been valuable in order to gain a holistic understanding of the subjects and identifying relevant literature. As a result, the article has also been influenced by these interactions.

After presenting the topics separately in different sections, they will be discussed in relation to each other in order to provide a holistic view on the issue presented in the introduction.

2. SERVICE DESIGN

Service design is an interdisciplinary approach where several professional fields are involved [13]. Since the nature of service design is so diverse and still evolving, it is difficult to find a common ground definition or perspective on the concept [9]. This reflects on the many definitions of service design. Nevertheless, some aspects seem to be agreed upon [9] [14]: Service design is a holistic approach to create value both for its users and the service provider, by facilitating for a mutual beneficial interaction between the two stakeholders.

First, and foremost, service design is a user-centred approach [9]. There is a profound need for understanding the customers' needs, not just by interpreting statistics, but by gaining a true understanding of their habits, culture, social context and motivation related to the service [9].

Co-creation and user involvement are therefore central concepts within service design [14] [15]. The involvement of users, or other stakeholders, in the design process is vital for "gaining genuine insights from different user perspectives" [9, p.39], . Service designers have available a diverse set of tools to engage in this collaborative process. One of them is the use of prototypes [14]. They facilitate for an iterative process where prototypes are tested on potential users, feedback from the users is evaluated, and new prototypes are formed based on the insights gained through the process [9] [16]. This approach can be vital for learning about the users true behaviour when interacting with the service [9].

This iterative approach to service design, based on prototypes, can be seen in relation to the fashionable "lean startup" concept introduced by Ries [17]. He suggests the use of minimum viable products (MVP) for testing business models, especially in markets related to high uncertainty. By initially introducing products or services with a minimum set of core functionality, one can later build additional functionality based on the feedback from actual customers. Ries argues that this approach, based on learning, exploration and testing of

hypotheses, can help build more sustainable business models.

As already mentioned, creating a service is about facilitating for a mutual beneficial interaction between the customer and the service provider. It is this interaction that creates the service [9]. They are co-created by nature; "they are produced and consumed simultaneously through interactions between customers and service providers" [14, p.1]. However, the introduction of software-as-a-service (SaaS) solutions has modified this perspective [16]: SaaS solutions, such as social media, are services based on a platform that primarily facilitates for interaction between its users. Therefore, the user experience, and the created value in the users' perspective, is to a large degree based on this user-to-user interaction. This results in challenges related to controlling the user experience. Also, Williams et al. [18] argue that sustaining a satisfactory user experience in digital services can be challenging in itself: While traditional services often have front-end employees interacting with users, an interaction that can be crucial for sustaining the user experience, digital services keep this interaction to a minimum.

The service context is a vital factor influencing the success of a service [9]. A service can succeed in one environment and still fail in another – they have to adapt to the context they exist in. The implementation of services in organizations can be particularly challenging [19]. It represents a complex social system with both formal and informal functions [8] – this has to be taken into consideration.

3. THE PSYCHOLOGY OF INTEREST

3.1 State interest

State interest refers to the momentary feeling of interest, often described as; "an emotional experience, curiosity, and momentary motivation" [7, p.4]. According to Berlyne [20], there are a several collative variables that trigger state interest. Of them, complexity, novelty and conflict has received the most acceptance [7].

Complexity can roughly be explained as "the amount of variety or diversity in a stimulus pattern" [20, p.38]. When presented with a pattern, people tend to show the most interest for patterns with more elements and variations [20]. This also translates to other, more everyday activities and situations. As a constraint on complexity, people also have a need for understand what they are presented. This is referred to as coping potential [21]. If people are able to understand complexity, they show the most interest. In other words, a balance between complexity and coping potential triggers state interest.

Novelty is related to new experiences [20]. These experiences stimulate us and evoke interest. It attracts people to seek out, and show interest for, new impressions. This can also be put in relation to the concept of boredom drive [7]. If there is a lack of novel stimuli over time, it will increase the drive to seek out novel experience.

Conflict occurs "when two or more incompatible responses are aroused simultaneously in an organism" [20, p.10]. Silvia argues that conflict is the most clear collative variable and that its most common form is "receiving information that differs from existing information, such as expectancy violation, or perceiving incongruent parts within a whole object." [7, p.36].

Uncertainty can be seen in relation to situations that have a number of different possible outcomes [20]. As an example, this uncertainty can be regarded as a contributor to making sports, such as football, interesting [7]; a number of different events can take place at any stage of the match, if these events where stipulated in advance, football would not be as interesting.

The dynamics behind state interest can be seen as universal, but there are personal differences on how we react on to different collative variables [7]. To what extent personal traits affect this reaction is widely debated and will not be addressed here.

3.2 Stable interest

Stable interest, or individual interest, is related to our "personality, individual differences, and people's idiosyncratic hobbies, goals, and avocations" [7, p.4]. Compared to state interest, they are interests that develop and last over time, and can be regarded as a part of our personality.

Silvia [7] has developed a theory called the emotion-attribution theory. The theory explains how state interests can contribute to develop stable interests over time. In that sense, it represents a bridge between state interests and stable interests. If a person experiences state interest during an activity, the person will connect this emotion to some attributes related to the activity. The memory of this connection then becomes a part of the person's emotional knowledge. This knowledge will then create expectations for experiencing the same interest the next time this person embarks on an activity with a similar set of attributes. If this process is repeated over time, stable interests will develop gradually.

3.3 Vocational interest

Vocational interests refer to individual interests regarding career related activities and occupations [7]. This research field has had an empirical and practical approach, and a wide audience outside academic circles (e.g. career counselling, recruiting, etc.) [7].
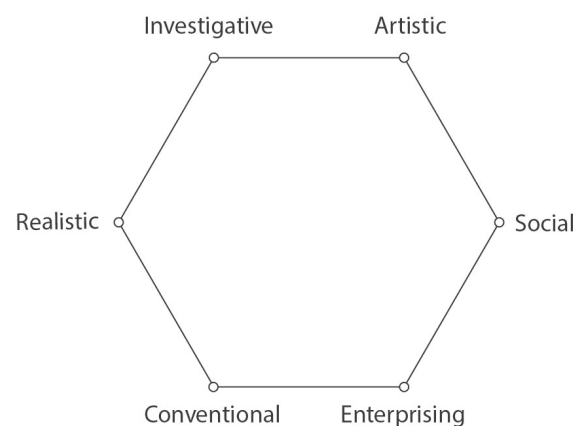

Figure 1: The figure illustrates the RIASEC haxagon developed by Holland [22]

Holland [22] has developed a model for the structure of vocational interest, the RIASEC model. RIASEC is an acronym which represents

six different personality types; realistic, investigative, artistic, social, enterprising, and conventional. Each of these personality types represents clusters of different self-beliefs, skills, values and interests. Holland arranged these clusters around nodes on a hexagon where the order of the letters in RIASEC represents the position of the different personality types on the hexagon (see figure 1). A person who scores high on one personality type will have interests among the surrounding clusters. The same person will have little interests related to the opposing personality types on the hexagon.

One of the first attempts on creating a model on the development of vocational interests tried to connect abilities with interest; people are interested in the things they do well [23]. Even though this model has been proved inaccurate [7], it has some relevant elements. For different reasons, people have difficulties evaluating their own abilities. This leads us to have a perception of our abilities that may not concur with the realities of others [7]. A more successful model has therefore been connecting self-efficacy and interests [24]. The model described in figure 2 shows the coherence between self-efficacy, outcome expectations and interests. This model claims that "people form enduring interests in activities in which they view themselves to be efficacious and in which they anticipate positive outcomes" [24, p.86]. The model also seems to correlate with the RIASEC model – people with a high artistic self-efficacy tend to have artistic interests [7].
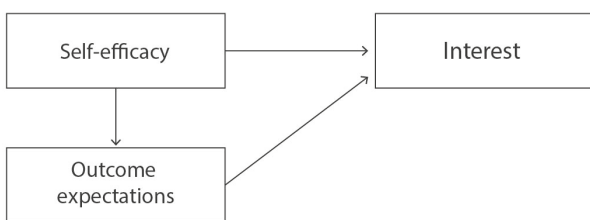

Figure 2: The figure illustrates the coherence between self-efficacy, outcome expectations and vocational interests [24]*.*

Several studies demonstrate how performance and accomplishment can induce both self-efficacy and interest. For instance, studies investigating performance on math tasks show that people who do tasks manipulated to enhance performance and accomplishment, later score high on both self-efficacy and interest in math compared to control groups [25] [26].

Roberts et.al. [27] point to some effects inducing coherences between personality and occupations; the attraction effect and the "deselection" effect. People tend to choose jobs that they think match their personality, and if they do not experience this match, they tend to change jobs. As mentioned above, stable and vocational interests are a part of our personality [7]. As a result, both interests and our personality are influencing our career choices.

3.4 Motivation

Motivation is a central concept in organizational theory and the next section on organizational context introduce some elements of it [8]. Therefore, a brief presentation of the most relevant parts of motivation and the link between them and interest is necessary.

The psychology of motivation is divided in two main concepts; extrinsic and intrinsic motivation [8]. Extrinsic motivation derives from external benefits, both in the form of materialistic benefits, such as payment, and unmaterialistic benefits, such as status. Intrinsic motivation represents the motivation that comes from within and is related to the joy of doing something or our intrinsic need for self-development. Since interest has an intrinsic origin it is also this part of our motivation that is linked to interest [7]. The self-determination theory, introduced by Deci & Ryan [28], demonstrates a strong coherence between intrinsic motivation and interest. Also, interest is often used as a measurement for intrinsic motivation [7].

4. THE ORGANIZATIONAL CONTEXT

An organization can be described as a social system that is consciously constructed to be able to solve specific tasks and realize certain goals [8]. As mentioned in the introduction, this context is a complex environment to introduce a

service in [19]. This section will provide an insight to elementary organizational architecture, both on a micro and macro level, as well as introduce some specific measures for inducing intrinsic motivation among employees.

4.1 Micro level

An important part of the organizational architecture is the set of individual tasks performed by each employee. The composing of these tasks is often referred to as job design [8]. There are different perspectives on this topic. The mechanistic perspective, introduced by Taylor in the early 20th century, is based on "scientific management" and focuses on effectiveness [29] [30]. It promotes highly specialized tasks, scientifically designed and often repetitive procedures, and a strong element of downward control. The motivational factors related to this model are focused on extrinsic motivational incentives, such as payment and other work related benefits.

Since the mechanistic perspective was introduced a century ago, the motivational perspective on job design has become increasingly more important [8]. The job characteristics model, developed by Oldham and Hackman [31], introduces some relevant aspects related to intrinsic motivation among employees. The model is based on five job characteristics; skill variety, task identity, task significance, autonomy, and feedback. Skill variety relates to the degree of variety in skills needed to perform a job, while task identity to how much of a process, from beginning to end, the individual employee participates in, and how visible the final result of the process is to the employee. A job that can be perceived as having a meaningful part of the process, and a clear and visible result, will score high. Task significance addresses how the employee perceives his job in terms of creating value for the organization, and other relevant people (e.g., clients, co-workers, people benefitting from the work). Autonomy refers to the amount of freedom the job offers, while feedback relates to the presence of a clear feedback on potential work related successes, both directly from the output of the work itself, or indirectly from other co-workers. By scoring high on these characteristics, employees will experience job satisfaction and intrinsic motivation [31].

4.2 Macro level

At a macro level, organizational architecture can be described by the organizational structure [8]. This structure can be defined as the formal and informal ways humans, tasks and other organizational resources are connected and coordinated [30]. Large organizations, with many employees, may have a stronger need for a formalized structure of communication and coordination, compared to smaller organizations [8].

Control and autonomy are two elementary, and to some degree contradictory, aspects related to organizational design [12]. Control is important from a management perspective, both in terms of ensuring that the organization delivers the desired output, and to ensure that the company policies, rules and procedures are being adhered to [8]. On the other hand, autonomy is an important aspect to promote effects such as flexibility, creativity and, as seen in relation to the job characteristic model, intrinsic motivation and job satisfaction [12] [31].

The conflicting control and autonomy perspectives on management have contributed to creating two main types of organizational structure; the mechanic and the organic structure [12]. The mechanic structure represents the formalized and hierarchal organization and can be seen in relation to Taylor's mechanistic approach to job design [30]. It highlights authority, job specialization and control in order to ensure efficiency [12]. The organic structure represents a less rigid organization with less hierarchy, formal procedures and a focus on autonomy [8].

During the last decades, autonomy has become an increasingly more important part of many organizations, especially in knowledge intensive industries [8] [32]. New types of structures has emerged, based on more or less autonomous teams where the focus on control does not lie in the hierarchy itself, but to a larger degree on the individual employee [32]. Also, these types of organizations tend to have a significant focus on

collaboration within the company, but also externally towards clients and partners [8].

Another aspect relevant to organizational structures is horizontal and vertical integration, or, the opposite, differentiation [12]. Vertical integration and differentiation refer to the hierarchy of the organization. A vertically integrated organization will have close contact between top and bottom levels of the hierarchy, both in terms of decision-making and communication. A horizontally integrated organization will have close contact between different departments and locations on the same level of hierarchy. Among other effects, both vertical and horizontal integration can contribute to induce intrinsic motivation among employees [8].

5. SOCIAL MEDIA IN ORGANIZATIONS

In contrary to prior technologies, such as e-mail and intranet, social media first occurred in the consumer segment [10]. Social media was therefore initially designed as a platform for private users and then later adopted by organizations. This adoption has been referred to as the «consumerization» of IT in organization [33]. The goal behind the implementation has been to take advantage of social media's potential for «improving collaboration, increasing and exploiting social and intellectual capital, enhancing situation awareness, streamlining processes, becoming more responsive to customers, and working more effectively with partners» [10].

Razmerita et al. [6] point out five different main categories of social media being used today; Social networking sites, wikis, blogs, microblogs, and content communities. Regardless of the categories mentioned above, the use of social media in organizations can be divided in two different types of solutions [11]; the use of publicly social media (e.g Facebook, twitter etc.) and enterprise social media – social media solutions specially designed for organizations, either as implementations of standard or tailored proprietary software.

5.1 Public social media in organizations

Today, most organizations use public social media sites, such as Facebook and Twitter, for «customer-facing innovation, marketing and after sales service purpose» [11, p.4]. This is also reflected in the amount of research on public social media in relation to communication with external parties [11].

Although the use of public social media has had an external facing focus in organizations, they are also being used internally. Employees who are private social media users often use them at work, also for interacting with co-workers [34]. In addition to this "unofficial" use of public social media, organizations also use them to communicate information to employees. As an example, Reinertsen AS, an engineering enterprise located in Norway, use Facebook to broadcast company news within their organization [35]. This process is dominated by top-down communication, despite the possibility for employees to contribute. There can be several reasons for this tendency. Research performed among youth argue that the personal focus on social media sites, such as Facebook, inhibits sharing of content [36] [37]. Also, the mix of work and personal content on public social media platforms can cause tensions in form of some employees' wanting to separate these two aspects of life [34].

5.2 Enterprise social media

A new version of social media, often referred to as enterprise social media (ESM), is also entering the organizational atmosphere [6]. It is argued that the role of ESM in organizations is only in its infancy and that their presence will continue to increase in the future [11] [10].

ESM first appeared as adaptions of public social media solutions [10]. However, an elementary difference is that they are private solutions, not available for the public. Still, they often mimic public social media, such as Facebook, both in look and functionality [11].

According to Leonardi m.fl. [11], ESM can be defined as "web-based platforms that allow workers to (1) communicate messages with

specific co-workers or broadcast messages to everyone in the organization; (2) explicitly indicate or implicitly reveal particular co-workers as communication partners; (3) post, edit and sort text and files linked to themselves or others; and (4) view the messages, connections, text, and files communicated" [p.2]. As of applications and functionality, Turban et al. [38] have classified seven different categories; Information dissemination and sharing, communication, collaboration and innovation, knowledge management, training and learning, management activites, and problem solving. The ESM solutions available today range from holistic solutions (e.g. Yammer, Sharepoint), combining several of the categories above, and more specialized solutions (e.g. Slack), specialized in in one category.

Knowledge management is an example of an organizational area where ESM is predicted a large impact [5] [6]. The traditional approach to knowledge management has had a top-down focus where the control and flow of knowledge has followed the hierarchy downwards [6]. The emergence of social media tools has enabled a larger degree of a bottom-up approach, where all employees can contribute with their individual knowledge [6]. Another reason for the suitability of such tools in knowledge management is the transparency of the system. By making knowledge visible for all employees, it takes less effort to locate and identify the information you need [11].

5.3 Implementation challenges

As mentioned, the adoption of social media in organizations has been referred to as "comsumerization" of IT in organizations [33]. This approach has resulted in several challenges. It is been noted that technologies that succeed on the Web not necessarily will succeed on organizations' intranet [10]; the organizational context can impose new constraints to the system that does not exist in the consumer space. There are several reports that reveal poor adaption of social media in organizations [10]. The exact reasons for these symptoms are difficult to identify, but several aspects are highlighted as problem areas.

One aspect is how ESM tend to temper with important formal and informal functions within organizations. It can introduce new communication channels, processes, change the nature of existing roles and introduce new roles [10]. As a result, ESM can face problems adapting to the "reality of everyday work", which impacts the long-termed use of the systems [6].

Culture is also listed as a challenge. It's being argued that an open and collaborative culture is an important condition for a successful implementation of social media [6]. Another aspect of culture in organizations is the demographic. Organizations consist of employees from different generations and with a different relation to social media [10] [6].

As mentioned in the previous section, control is an important element in organizations. The existing hierarchy of an organization, and the control it represents, can be challenged by the introduction of social media [10]. A relevant example is a case where an open video content platform was abused by an employee [39]. The employee created a video where he strongly criticized his co-workers and broadcasted it to the organization. The video was badly received and led to discontent throughout the organization.

6. DISCUSSION

6.1 Nurturing interest

Service design is primarily a user-centred approach. It is important to understand the user needs, not only by examining statistics, but by gaining a true understanding of the users' habits, culture, social context and motivation related to the service [9]. By comparison, the psychology of interest can be related to statistics; it is a generalizing approach to explain interests and how they develop. Although, these insights can provide service designers with some baseline theoretical understanding of which triggers to push in order to induce interest.

Before assessing the insights on nurturing interest, there is a need for addressing the

coherence between interest and intrinsic motivation. There are several reasons for juxtaposing the two concepts. According to the self-determination theory, interest is one of the main driving forces behind intrinsic motivation [28]. Also, the fact that interest often is used as a measurement on intrinsic motivation emphasizes this point [7]. Due to these arguments, the two concepts will be discussed as more or less equals.

In terms of nurturing employees' interest in their daily work, one important factor materializes; improving the horizontal and vertical integration in the organization. There are several reasons for this. One of them is related to task identity and task significance; increasing the transparency horizontally between different departments, and vertical between different hierarchical levels of the organization, can help employees understand their role and contribution to the end product delivered by the organization. This integration also offers an opportunity to receive feedback on their work. Feedback is not only an important element in relation to the job characteristics model; it can also contribute to induce self-efficacy among employees. By presenting employees with successes they have contributed to, it may help form self-efficacy and interest. Also, organizational transparency can promote employees discovering new sides of the organization, beyond their own department and workstation, potentially triggering the collative variables of novelty and complexity.

When addressing the issue of nurturing interest for each employee's professional domain, some other aspects materializes. It is possible to se how the attraction and deselection effect can contribute to a segmentation of personalities in organizations. The fact that vocational interest models, such as the RIASEC model, are used in recruitment, also points to this conclusion. However, there are other motivational factors influencing career related decisions, such as payment and other work related benefits. Still, in knowledge intensive organizations, where a relevant education often also is required, one can argue that there already exists a strong interest among employees for their professional domain.

There are two perspectives on such a conclusion. A conservative standpoint might be that there is no need for a service aimed at nurturing this specific interest – there is no problem to fix. A more progressive standpoint would be to embrace the unique environment it creates for such a service; a group of people related to each other, who also share a professional interest. By facilitating for employees to share this common interest, they can inspire each other with novel and conflicting information regarding their professional domain – potentially strengthening the existing interest among the employees.

6.2 Social media

"Improving collaboration" has been named as one of the main reasons for implementing social media in organizations [10]. It enables a new collaborative bottom-up approach for gathering information, potentially engaging all employees – an approach that already has benefited the area of knowledge management. Also, social media's transparency and dissemination capabilities provide a powerful tool for broadcasting messages, files, and other information [11]. When combined, these capabilities can act as an important facilitator for organizational integration and transparency, and also for employees to share their interests related to their professional domain.

Still, social media face many challenges entering the organizational context. The article points to several of them. The way social media first was introduced in the consumer segment and than later adopted by organizations, referred to as the "consumerization" of IT in organizations, can conflict with the idea of creating services tailored for its context. The organizational context also represents a particularly complex and difficult environment to introduce services in - these realities have to be addressed.

One consideration is balancing control and autonomy, a vital aspect in organizational theory. The bottom-up approach enabled by social media is to a great extent based on autonomy. In order to ensure organizational policies and rules, there is a need for some control over what is being broadcasted. The tendency that knowledge intensive organizations

are introducing more autonomy to the lower levels of hierarchy could be a factor contributing to the acceptance of such a bottom-up process, and for distributing the element of control further down the chain. Also, the collaborative nature related to such organizations can contribute to creating an open and collaborative culture - an essential condition for the success of social media in organizations.

Another important consideration is how the service should fit within the existing formal and informal organizational functions. Rapports of poor adoption of ESM in organizations highlight the challenges related to this. If not done right, the introduction of new communication paths and processes can have adverse effects. However, a service especially designed for nurturing interest does not necessarily have to interfere with these organizational functions; in contrast to most ESM, it is not aimed at assisting work related tasks. By introducing an ESM platform that excludes all form of directly work related communication and activities, it could be possible to avoid some of these complication.

There are a lot of challenges and uncertainties identified in the article related to the use of social media in organizations. Also, the use of social media as a service introduces additional uncertainties; the service value and the user experience is mainly created in the user-to-user interaction facilitated by the service, an interaction that can be difficult to predict and control. As a design process to cope with these uncertainties, service designers can use a traditional co-creation process, involving prototypes and relevant stakeholders to gain valuable insights from different stakeholders. However, to gain genuine feedback on a potential service, one can take further inspiration from the concept of "lean startup". By initially implementing some core elements of the service, one can test hypotheses regarding the user-to-user interaction in actual user scenarios in organizations. Based on insights gained from the initial implementation, service designers can add additional functionality to the service. This iterative process of implementation and learning can help design more accurate, functional and efficient services.

7. CONCLUSIONS

To answer the question asked initially, "how can services be designed to contribute to nurture interest within organizations", the article has focused on three aspects of service design; human factors, the service context, and the content of the service. With respect to this focus, four topics have been presented; service design, the psychology of interest, the organizational context, and social media in organizations. Through the discussion, some important considerations in relation to designing services for nurturing interest within organizations has been identified.

As the main objective, the service should facilitate for increased vertical and horizontal integration within organizations, and for employees to share their interests regarding their professional domains. These are vital measures for inducing interest.

It is apparent that social media can act as a powerful facilitator for achieving these objectives. It enables a bottom-up approach for gathering and broadcasting information. However, the use of social media in organizations face several challenges that need to be addressed. Two key considerations are identified. The service need to have a balance between control and autonomy; control is important to ensure that organizational policies and rules are being respected, while autonomy is an important condition for the bottom-up process related to social media. Secondly, the service needs to adapt to the complex organizational context, without causing adverse effects. The article suggests a voluntary ESM platform which excludes all form of directly work related activities.

There are significant uncertainties related to the use of social media as a service in organizations. As an approach to cope with these uncertainties, an iterative design and implementation process is suggested. By following traditional co-creation design processes as well as and including elements from the "lean startup" process, it could be possible to create a better adapted service.

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