

Guide to Using Smart Network Analyzer

Tips for Entering Survey Data Online and Network Mapping

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Introduction

The following guide to entering surveys online and using social network analyzer software was constructed over the course of the *Network Weaving for Regional Development on the Tip of the Northern Peninsula* project. This document serves as a guide for community residents, community/regional organizations, and government representatives who are using smart network analyzer to examine social networks. The guide consists of twelve steps and concludes with a few helpful hints.

For further information on the Network Weaving project visit <http://networkweavinggnp.wordpress.com>.

Step 1: Create list of survey respondents

- Create a list of people you would like to survey (our final list had 265 people)
- Every respondent will see the names of everyone else when they take the survey
- Make the list in excel with 3 columns:
 - Name (first then last)
 - Organization
 - Region
- Make sure that the regions are in the order you want them to appear in the survey
- They automatically appear in alphabetical order in the software, but if you want them to appear differently you have to put A,B,C etc. ahead of them
- For example, we wanted regional to be first so we called it A. Regional, then we wanted external to be second so we called it B. External, and so on
- Make sure there are no commas and save it as a CSV file

Step 2: Create survey questions

- Create the questions you would like to ask about the social network (see Appendix 1 for examples of questions that can be asked)
- You can enter in up to 15 responses for each question, but the network maps can only display 9 easy-to-differentiate colours so try and keep it under 9 responses for each question
- Don't make multiple part questions (with a, b, c etc.) like we did, just give each question its own number (it makes it easier to enter in online)
- You can have open ended questions, but they will appear at the end of the survey

Step 3: Decide what kind of networks to study

- In the survey we listed all of the names and their organizations
- We asked each respondent whether they worked with these people in three different capacities:
 - Collaboration network: With whom have you worked during the last year on one or more projects related to tourism and/or economic development?
 - Potential network: With whom would you like to work in the next year on specific projects related to tourism and/or economic development?
 - Innovation network: From whom do you get new ideas about tourism and/or economic development?
- You can decide if you want to look at all three of these types of networks or not
- You may want to change the potential network to be people they would like to work with in the future but have not worked with in the past

Step 4: Enter survey data online

- Ensure that you have all the names of people you want to survey before you enter them online and send out the survey invitation to respondents
- Also make sure that names are spelled correctly, it's much easier to change them before you put them into the survey than after
- There is a fee for the use of the survey site of \$200/survey. Please contact June Holley june@networkweaving.com to work out the financial arrangements and get a password to the survey site and a url to send to people you want to survey so they can get on the site.
- Go to the main control site (in our case this is www.networkweaving.com/control2/ but it might be different for the project you will be working on)
- The project you will be working on will appear with the following:
 - Demographic questions (survey questions)
 - Demographic open questions (open-ended survey questions)
 - Network questions with names and no strength (the 3 types of networks)
 - Network questions with no strength and no names (we don't use this)
 - Participants (list of respondents)

Entering Demographic Questions

- Make sure you have the questions in the order you want them to appear because you can't change the order after they've been entered
- Click on "add a demographic question"
- For the questions and answers you are given the options of "for survey" and "for CSV"
- You have to make the CSV questions and answers much shorter than those for the surveys (try to keep them from 1-3 words that can identify them from others)
- Make sure there are no spaces or commas in the CSV questions or answers
- When you are finished click on add questions on the bottom and it should appear on the main page
- If you want to edit or delete a question just click on those options

- To make an “other” option where respondents can enter their own answer, you need to write in BLANK for the survey answer and BLANK for the CSV answer
- If you want to make a word in one of the survey questions **bold** you write in before the word and after the word

Entering demographic open questions

- Click on “add a open demographic question”
- You are limited to 255 words for the question
- If there is only one answer and the person isn’t going to be listing things, then you might want to say something like “In the first box, please indicate...”
- This is because they are given 15 spaces to answer the question and if there is only one answer they should put it in the first space
- For example, we asked “Please specify your hometown in the first box” but for the next question we asked “Please list each of the organizations you are involved in”

Entering network questions

- Click on “add a network question”
- This is the three questions for the three types of networks (collaboration, potential and innovation networks)
- Put in the question for the survey as well as a shorter version for the CSV
- Do not click on “do not add participant names to this question”

Entering survey respondents

- Click on “add participants”
- Go to the bottom where it has the option to browse and upload participants
- Browse to the CSV file you created with the names of the survey respondents, double click and upload
- The names should appear on the survey
- Even if you are not going to be filling out the survey, you will have to enter your own name and information in with the survey respondents to be able to see the survey later

Step 5: Edit the project information

- When people go to do the survey they will see it in a different website, for us this was at <http://www.networkweaving.com/projects2/start.cfm?id=79> for local participants and <http://www.networkweaving.com/projects2/start.cfm?id=83> for external participants but you will get a new address for your survey.
- You need to enter the information about the project and survey into the correct website for the correct survey
- In the control website, on the top click on "edit project"
- This is where you can edit the project name, type (ours was without strength), the end date of the survey, the intro text (which we used to describe the survey and provide ethical information), the end text (which we used to thank respondents for participating) and the redirect URL (which we didn't use)
- Don't change the settings in the next part "for surveys using network strength qualifiers"
- Click on "update project"
- When you go to the website that the respondents will be using you should see these changes
- If you want to check on how the questions look to respondents, go to the website that they will be using to enter their survey responses and enter your name and email address

Step 6: Administer the survey

- Contact the people listed on the survey through phone and/or email and ask them to participate in the survey
- Provide them with the link for the survey so they can complete it online themselves
- Alternately, someone working with the project can administer the survey in person and then enter the information online
- If this is done, the worker entering the information must sign into the survey as if they were the person who completed the survey (they must have their email address)

Step 7: Upload the CSV files

- You can check on the survey answers whenever you need to by uploading the CSV files from the control website (make sure to include the date when you name the file so you can distinguish different versions)
- On top of the screen of the control website you see buttons for “nodes file”, “links file” and “open”
- The nodes file shows the survey answers for each person
- The links file shows the connections between the respondents and the people they identified as those they worked with, would like to work with, and get ideas from
- The open file shows the answers to the open-ended questions
- Just click on the button and save them as excel files (it’s best to work with them as excel files and the resave them as CSVs later for entering into the software)
- To see the answers better, go to the top left corner cell to highlight everything, and then double click on the line between cell A and cell B

Step 8: Clean up the CSV files

- In order to get these files ready to enter into the SNA software, they must be cleaned up first
- Also, if you have two different surveys these have to be combined (such as for local and external participants in our case)
- This is a long process that cannot be fully addressed in this guide
- See Appendix 2 for some tips, but full instructions will be needed from social network consultants Ken Vance-Borland or June Holley
- Have to make sure that the files don’t have any commas or spaces

Step 9: Enter the CSV files into the SNA software

- Download SNA software (make sure you have java first)
- Go to “File” > “New network” and load in the cleaned up nodes and links files that have been saved as CSV files
- Click “load”

- When it says "network loaded successfully" in the box then you click on "finish"

Step 10: Create maps

- What you see is every name that was entered in to be a respondent, whether they completed the survey or not
- You also see how these people are connected (whether they worked on past projects, would like to work on projects in the future, or get ideas from people) which is shown as lines on the map
- It takes a few minutes for it to organize itself because there are so many names and connections
- When you click on a node it shows all the information for that person

Select visible objects: Nodes

- The options on the left allow you to do different things with the data
- The drawing tab allows you to create maps while the metrics tab allows you to analyze what is in the maps
- Under "select visible objects" you can see "nodes", when you click on the circle next to it you can then see all of the survey questions
- Then if you click on the circle next to those you can see all of the answers to those questions
- For example, if you click on nodes, then sector affiliation you will then see all of the sectors that people could have said they were involved with
- If you uncheck all of them and leave only one, fisheries for example, and then click apply you will see only the people involved with the fisheries sector
- You should also click on "auto layout" and "fit to screen" after changing anything so that you can see the proper configuration of the network
- You can combine different questions and answers to get an almost infinite number of possible maps

Select visible objects: Links

- Click on the circle next to "Links"
- If you click on the circle next to "Network" you can see future projects, ideas, and past projects, which are our three networks

- If you uncheck the ideas and past projects, you will only see who has worked together on projects in the past (collaboration network)
- If you uncheck the future projects and past projects, you will only see which people said they get ideas from others and the people they get ideas from (innovation network)
- If you uncheck ideas and past projects, you will see which people said they would like to work with people in the future and who they would like to work with (potential network)

Set look and feel: Nodes

- You can decide what you want to label the nodes with (the person's name, age, sector affiliation, etc.)
- Click on the circle next to "Name", and in the dropdown menu next to "Source" you choose what you want to label the nodes with
- You can also decide how you want the nodes to be coloured (by region, sector, etc.)
- Click on the circle next to "Fill color", and in the dropdown menu next to "Source" you choose how you want the nodes coloured
- I haven't used border colour, shape, or anything under links but I'm sure it's straightforward

Step 11: Save maps

- Make sure you've clicked on "Auto layout" and "Fit to screen"
- Sometimes after you click on "Fit to screen" a node or a label can still be left out, so make sure everything is inside the frame because it saves the way you see it
- You can zoom in and out to make sure everything is in
- You also want to make sure that any node labels aren't overlapping, you can just click on the nodes and move them slightly if you have to
- Click on "File" > "Save image as", and then browse to where you want to save it
- Make sure you label it well because you might be making a lot of maps
- Then click on save
- If you want it to be better quality (which might happen with a bigger map if you want to present it) as you're saving it you should click on custom size and change the width to 2500 and then click on the height so it automatically adjusts

- You might want to put the map into a PowerPoint for easy future reference and if you want to present it
- I open the saved image in Microsoft office picture manager, then I like to crop it because there is often a lot of white space that takes up too much space in a PowerPoint slide
- Click on "edit pictures" then "crop" in the right menu
- Then resave the image and copy it into a PowerPoint slide
- There is no legend provided through the SNA software, so you have to make the legend yourself
- Remember that when you click on a node it shows all of the information for that person
- You have to look at how you defined the node colour (for example by region) and then click on a node of each of the different colours that appears in the map and see what region each colour represents
- Then fill in the legend template accordingly

Step 12: Complete metrics

- You can run metrics on any of the maps you create by clicking on the metrics tab
- Click on the metric you want to use and click on run
- Shows the people with the highest to lowest scores plus the mean, median and mode
- There are numerous metrics but I've only used a few
- To make the metrics for "worked with", "innovation", "future" or "total" you have to make the map using only the network(s) you want under "select visible objects" >"links"
- Put the top 10 people into the network metrics template (Appendix 3)
- Can do this for the network as a whole or just for specific questions of interest
- Awareness
 - Worked with: Worked with many people who also worked with many others
 - Innovation: Look to many well-connected innovators; innovation seeker
 - Future: They are eager to work with well connected others
 - Total: Likely to be aware of what is happening in the network: check in with
- Connector

- Worked with: Their collaboration links across orgs
- Innovation: Their innovation links the network
- Future: Their collaboration could link across orgs in future
- Total: If they work with those they choose, will connect network
- Influence
 - Worked with: Many people say they worked with them; collaboration hubs
 - Innovation: People look to them for innovation
 - Future: Many people say they want to work with them
 - Total: People want to work with them
- Integration
 - Worked with: Well positioned for collaboration
 - Innovation: In the middle of innovation
 - Future: Well-positioned for future collaboration
 - Well-positioned for future leadership

Helpful tips

- If someone entered the survey information online themselves and you want to know their email address, right click on their name in the control website and click "copy shortcut" and when you paste it you get their address
- You can also get email addresses from the CSV files for the open-ended demographic questions
- Don't reopen anyone's surveys unless you know what email address was used to enter their answers in or you won't be able to close the survey again
- If you are organizing people into regions and then also asking them what region they live in, be cognizant of the fact that these may not match up (especially if you have overall "regional" people)
- As you're creating your final CSV files, enter in an extra column next to people's names for a number so that you can display the nodes with numbers if it isn't appropriate to show names
- If you're running the awareness metric and are looking for the mean, do not include people who did not take the survey in this calculation
- You are not able to edit the introductions for sections 1 and 2 in the survey, they were generated by the people who made the software

Appendix 1: Survey

Tip of the Northern Peninsula Tourism and Natural Resources Survey

SECTION ONE – REGIONAL DEVELOPMENT AND DEMOGRAPHICS

Name: _____

Hometown: _____

Please list each of the organizations you are involved in or affiliated with and your position:

Organization	Position

Please check ONE answer to each of the following questions unless otherwise stated.

1. In which sub-region is your community located?

- Goose Cove East – North Boat Harbour
- Main Brook – Englee
- Eddies Cove – Anchor Point
- St. Barbe – River of Ponds
- I live in Newfoundland & Labrador but not in this region
- I live in Canada but outside Newfoundland & Labrador
- I live outside of Canada

2. Which of the following sectors are you most affiliated with?

- Fisheries (including fish processing)
- Forestry
- Tourism
- Other _____

3. How familiar are you with using social networking tools (i.e. Facebook, Twitter, Blogs, etc.)?

- I do not know what you mean
- I regularly use these tools for work and/or volunteer purposes
- I sometimes use these tools for work and/or volunteer purposes
- I am familiar with these tools but rarely use them for work and/or volunteer purposes
- I am familiar with these tools but never use them for work and/or volunteer purposes

4. How much do you personally initiate collaboration initiatives?

- I feel I always initiate network building and collaboration
- I sometimes initiate network building and collaboration
- I seldom initiate network building and collaboration
- I never initiate network building and collaboration
- Do not know

5. How experienced are you with:

**A) facilitating meetings?
coordinating projects?**

- I am very experienced
- I am somewhat experienced
- I am not experienced

B) organizing and

- I am very experienced
- I am somewhat experienced
- I am not experienced

**6. When it comes to cultivating regional networks, what should be the first area of focus?
Please rank the top three by writing the number in the corresponding box.**

- Understanding what individuals and organizations have in common within the region (e.g. shared assets, challenges or goals)
- Communicating our efforts so we know what one another is doing
- Promoting our successes and assets in the region
- Intentionally growing our relationships and interactions with one another
- Undertaking more initiatives across community boundaries
- Undertaking more initiatives across different sectors
- Other (please specify) _____

7. What do you perceive as the most important industry driving the economy on the tip of the Northern Peninsula today?

- Fisheries (including fish processing)
- Forestry
- Tourism, accommodation and/or food services
- Government services/public administration
- Other (please specify) _____

8. What do you think the most important industry driving the economy will be on the tip of the Northern Peninsula in ten years?

- Fisheries (including fish processing)
- Forestry
- Tourism, accommodation and/or food services
- Government services/public administration
- Manufacturing (other than fish processing)
- Other (please specify) _____

9. What would you say are the greatest assets for future development on the tip of the Northern Peninsula? Please rank the top three by writing the number in the corresponding box.

- Natural resources (e.g. fish, forests and wildlife)
- Fishing industry
- Forestry industry
- Manufacturing industries
- Tourism assets
- Regional leadership
- Strong sense of community
- Dedicated volunteers
- Other (please specify) _____

10. How often do individuals and organizations work together on economic and/or tourism development on the tip of the Northern Peninsula?

- All of the time
- Sometimes
- Not very often
- Never
- I am not sure

11. Which best describes your past involvement with:

A) economic development planning and initiatives?

- Very involved
- Somewhat involved
- Only very occasionally involved
- Not involved

B) education and/or research initiatives?

- Very involved
- Somewhat involved
- Only very occasionally involved
- Not involved

C) tourism planning and initiatives?

- Very involved
- Somewhat involved
- Only very occasionally involved
- Not involved

D) natural resources management and/or conservation initiatives?

- Very involved
- Somewhat involved
- Only very occasionally involved
- Not involved

12. How aware are you of research projects or initiatives on the tip of the Northern Peninsula?

- I am not aware of any research project or initiatives
- I have heard a little about such initiatives
- I am very aware of research initiatives
- I am directly involved as a leader in such efforts
- I am not sure

13. How aware are you of efforts:

A) to improve the economy on the tip of the Northern Peninsula?

- I am not aware of any efforts
- I have heard a little about such efforts
- I am very aware of economic development efforts
- I am directly involved as a leader in such efforts
- I am not sure

B) to improve the tourism sector on the tip of the Northern Peninsula?

- I am not aware of any efforts
- I have heard a little about such efforts
- I am very aware of these efforts
- I am directly involved as a leader in such efforts
- I am not sure

14. What would you say is the greatest asset for future tourism sector development on the tip of the Northern Peninsula? Please rank the top three by writing the number in the corresponding box.

- Archaeological sites (e.g. dig sites, UNESCO sites)
- Rich history and heritage resources
- Natural resources (e.g. fish, forests, wildlife, vegetation)
- Scenery
- Outdoor recreation activities
- Learning and research opportunities
- Entrepreneurship
- Existing tourism businesses
- Tourism organizations and partnerships
- Other (please specify) _____

15. What would you say is the region's greatest challenge to tourism development? Please rank the top three by writing the number in the corresponding box.

- Marketing/awareness of tourism assets
- Lack of product development
- Location (i.e. distance from major centres)
- Poor transportation infrastructure (e.g. roads, lack of bus service)
- Poor communication infrastructure (e.g. high speed internet, cell phone)
- Poorly maintained attractions/tourist sites
- Government regulations
- High and/or rising costs
- Access to financing
- Difficulty finding and/or retaining staff
- Lack of trained operators and/or personnel
- Other (please specify) _____

16. How often do local tourism operators or groups work with others outside the tip of the Northern Peninsula region?

- All of the time
- Sometimes
- Not very often
- Never
- I am not sure

17. Have you ever been involved in an initiative/project involving:

A) both natural resources and tourism sectors?

- Yes
- No
- Unsure

B) both research and/or education and tourism sectors?

- Yes
- No
- Unsure

18. To what extent do you believe there are opportunities for:

A) natural resources (e.g. forests, fish, berries, etc.) and tourism sectors to complement each other?

- No opportunities
- Very few opportunities
- Unsure
- Some opportunities
- Many opportunities

B) tourism and research and/or education sectors to complement each other?

- No opportunities
- Very few opportunities
- Unsure
- Some opportunities
- Many opportunities

19. How involved would you like to be in developing projects that involve both research and/or education and the tourism sector on the tip of the Northern Peninsula in the future?

- Very active
- Somewhat active
- Only very occasionally active
- Not active at all

20. Which of the following types of initiatives linking research and/or education and tourism would you be most interest in working on in the future?

Please rank the top three by writing the number in the corresponding box.

- Creating tourism products focused on education about the marine environment and resources
- Creating tourism products focused on education about local forests and vegetation
- Creating tourism products based on local archaeology
- Creating tourism products based on local fossils
- Creating tourism products based on local geology
- Creating tourism products based on local history
- Research-based tourism (visitors come to participate in research)
- English as a second language programs
- Education programs for local students related to the tourism sector
- Creating opportunities for visitors based on the arts (e.g. writing, theatre, story telling)
- Other _____

21. Which of the following strategies linking tourism and natural resources/natural resource industries would you be most interest in working on in the future?

Please rank the top three by writing the number in the corresponding box.

- Exploring shared use of marine infrastructure by tourism and fisheries enterprises
- Providing local seafood products to local tourism enterprises and visitors
- Creating opportunities for visitors to learn more about the local fishing industry
- Creating opportunities for visitors to learn more about the local sealing industry
- Creating opportunities for visitors to learn more about the local forest industry
- Wildlife viewing experiences
- Sport fishing opportunities
- Winter outdoor activities (snowmobiling, skiing)
- Other (please specify) _____

22. What activities would you be most interested in doing as an individual to support tourism development in the region? Please rank the top three by writing the number in the corresponding box.

- Providing guided tours of my facility or a topic or area I am knowledgeable about
- Providing artistic entertainment for visitors
- Providing food for visitors (cooking or selling or volunteering food products)
- Advertising local tourism products in my business/organization's office
- Connecting tourism operators in my region with contacts I have outside of the region
- Connecting tourism operators in my region with contacts I have within the region
- Joining with a group of others to help develop tourism opportunities
- Teaching people skills or knowledge that may be useful in the tourism industry
- Helping to create marketing materials or signage
- Helping to keep my community clean and attractive for visitors
- Other (please specify) _____

23. In your experience, how important is collaboration among individuals and community organizations to success in economic development and/or resource conservation/management in your region?

- Very Important
- Somewhat important
- Not very important
- Not important at all
- I am not sure

24. What is your gender? Female Male

25. Which of the following ranges includes your age?

- 18 or under 35-49
- 19-24 50-64
- 25-34 65 or older

SECTION TWO – NETWORK QUESTIONS

Read the question and then identify the individuals in the list that follows who fit that question. If the question DOES NOT include names of appropriate individuals, simply add these names in the blanks provided, including their organizational affiliation if known. We especially encourage you to list names of people outside your organization or community in this space.

Individual	Organizational Affiliation(s)	With whom have you worked during the last year on one or more projects related to tourism and/or economic development? PLEASE CHECK ALL THAT APPLY	With whom would you like to work in the next year on specific projects related to tourism and/or economic development? PLEASE CHECK ALL THAT APPLY	From whom do you get new ideas about tourism and/or economic development? PLEASE CHECK ALL THAT APPLY
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Appendix 2: Tips for cleaning up CSV files

Training call with Ken Vance-Borland taught me how to:

- Clean up CSV files
- Combine the local and external surveys

Steps

- First had to upload nodes and links files from the network weaver website
- Saved all documents as excel (as they are CSV files when they come off the website)
- Named them accordingly (nodes_local_excel, nodes_external_excel etc.)
- Local Nodes File:
 - The last few names were those who were entered by people and who did not take the survey (all answers were x's except for name and organization)
 - Because they did not take the survey, their organization and title information was not correct
 - Column "C" (Organization) had to be entered as column "B" (Title) for these people and column "C" had to be filled in with x's
 - We also removed answers under column "A" (names) that weren't names
 - We changed the title of column "B" (Title) to be Organization
 - We changed the title of column "C" (Organization) to be Region
 - We sorted column "A" (names) from A to Z (making sure to click on the box "my data has headers")
 - We searched for duplicate names within the local nodes file (caused by someone entering in the name in the blank space not realizing they were listed already)
 - If we found a duplicate name we would determine which one was correct (the one that was entered into the survey) and deleted the other one
 - If the name had been spelled incorrectly, we went to the local links excel file and changed it to the correct spelling
- External Nodes File:

- Sorted the rows from Z to A by row "C" (Organization) so that all of the x's came to the top (making sure to click on the box "my data has headers")
- These were the external names that were entered by the people and who did not take the survey
- The duplicate names had to be cleaned up in the same way as the duplicate names for the local nodes file
- Then sorted row "C" (region) from A to Z so that the external names came to the top (making sure to click on the box "my data has headers")
- Combined Local and External Surveys:
 - Had to minimize the local and external nodes files so we could see them both at the same time (one on top of the other so you can see about 10 rows of both)
 - Had to make sure that all of the row titles (questions) were the same for external and local surveys before we put them together
 - Had to go through both surveys and rearrange the external one so the questions matched with the local one
 - Did this by inserting columns and then cutting and pasting the correct column that matched into the correct place
 - Once this was done we took the external names and inserted them into the local nodes file
 - Also inserted the row titles from the external file into the local file because they were shorter (Shauna and I entered different survey questions and answers in shorthand for the CSV files)
- Checked files in Smart Network Analyzer (SNA)
 - Saved the excel files as CSV files
 - Opened up SNA and clicked file, new network
 - Browsed and put in the nodes file and the links (edge) file
 - Noticed if there are errors in the window on the left in loading the files
 - Paged up and down through the list of links by clicking on the scroll bar itself, not just moving through the links quickly because we would miss some
 - Found the errors with their respective numbers, then went to the links excel file and found those names by going to that row number
 - Also found the name in the nodes excel file

- If the they weren't spelled the same then we changed one so they were the same
- If we couldn't find the name in the links file we went to the nodes excel file and found it
- We copied and pasted the name into the links excel file and filled in the information with x's (double click right corner to make the whole row x's)
- Made sure answers were the same
 - Because we combined surveys that were entered by two different people the shorthand versions of the questions and answers for the CSV files were different
 - For the links file just had to make sure that "past projects", "future projects" and "ideas" were the same
 - Found what Shauna had entered in and replaced it with what I had entered in (using "find" and "replace" in excel)
 - For the nodes file, searched for each answer that Shauna had entered and replaced it with what I had entered

Appendix 3: Metrics Template

Network Metrics 2010			
Awareness		Awareness	
Worked With	Innovation	Future	Total
<i>worked w many people who also worked w many others</i>	<i>Look to many well-connected innovators; innovation seeker</i>	<i>They are eager to work w well connected others</i>	<i>Likely to be aware of what is happening in the network: check in with</i>

Mean

Connector		Connector	
<i>Their collaboration links across orgs</i>	<i>Their innovation links the network</i>	<i>Their collaboration could link across orgs in future</i>	<i>If they work w those they choose, will connect net</i>

Mean

Influence		Influence	
<i>Many people say they worked w them;</i>	<i>People look to them for innovation</i>	<i>Many people say they want to work w</i>	<i>People want to work w them</i>

Mean

Integration		Integration	
<i>Well-positioned for collaboration</i>	<i>In the middle of innovation</i>	<i>Well-positioned for future collaboration</i>	<i>Well-positioned as future leaders</i>

Mean

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