

Kickoff

- Introductions:
- Group Goals:
- An Interactive Session:
- Research Reports:
- A confidential, safe place to share:

Tweets per Day



Compounding Demands

A close-up photograph of a person's hand holding a pair of black binoculars. The binoculars have a textured black body and silver-colored adjustment rings. A semi-transparent blue banner is overlaid across the center of the image, containing the text "What is the future?".

What is the future?



Path 1: Grounded to
Social Media Help Desk

Path 2: Achieve Escape Velocity

Building Your Social Strategy: Prioritizing Efforts for Scale

For Lithium LINC
May 18, 2011

Jeremiah Owyang
Industry Analyst and Partner



Agenda

- 2011: The State of Social Business
- Baseline Requirements Needed for Scale
- Formalizing a Center of Excellence
- 5 Steps to Scale a Social Strategy

2011: Current State of Social Business

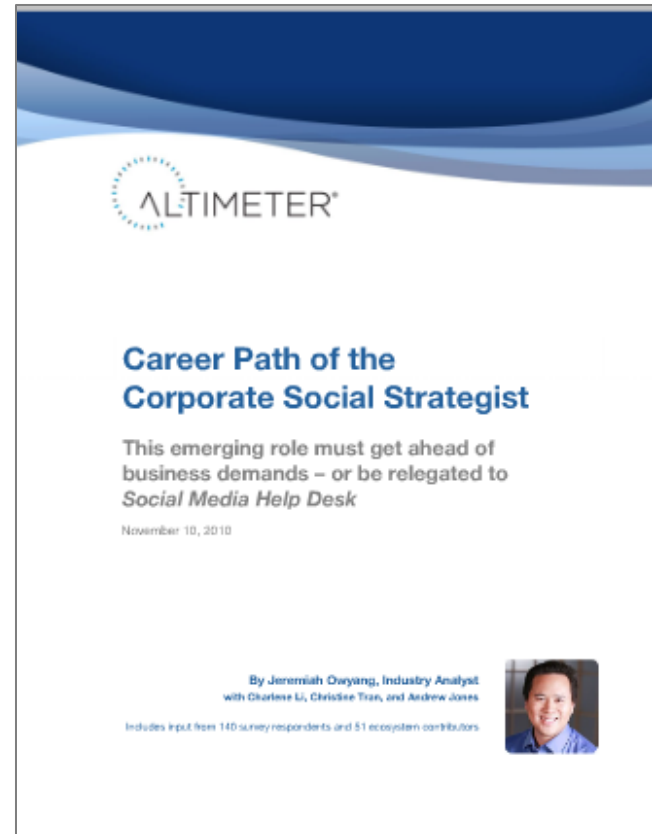
What you will learn:

Benchmarking your program.

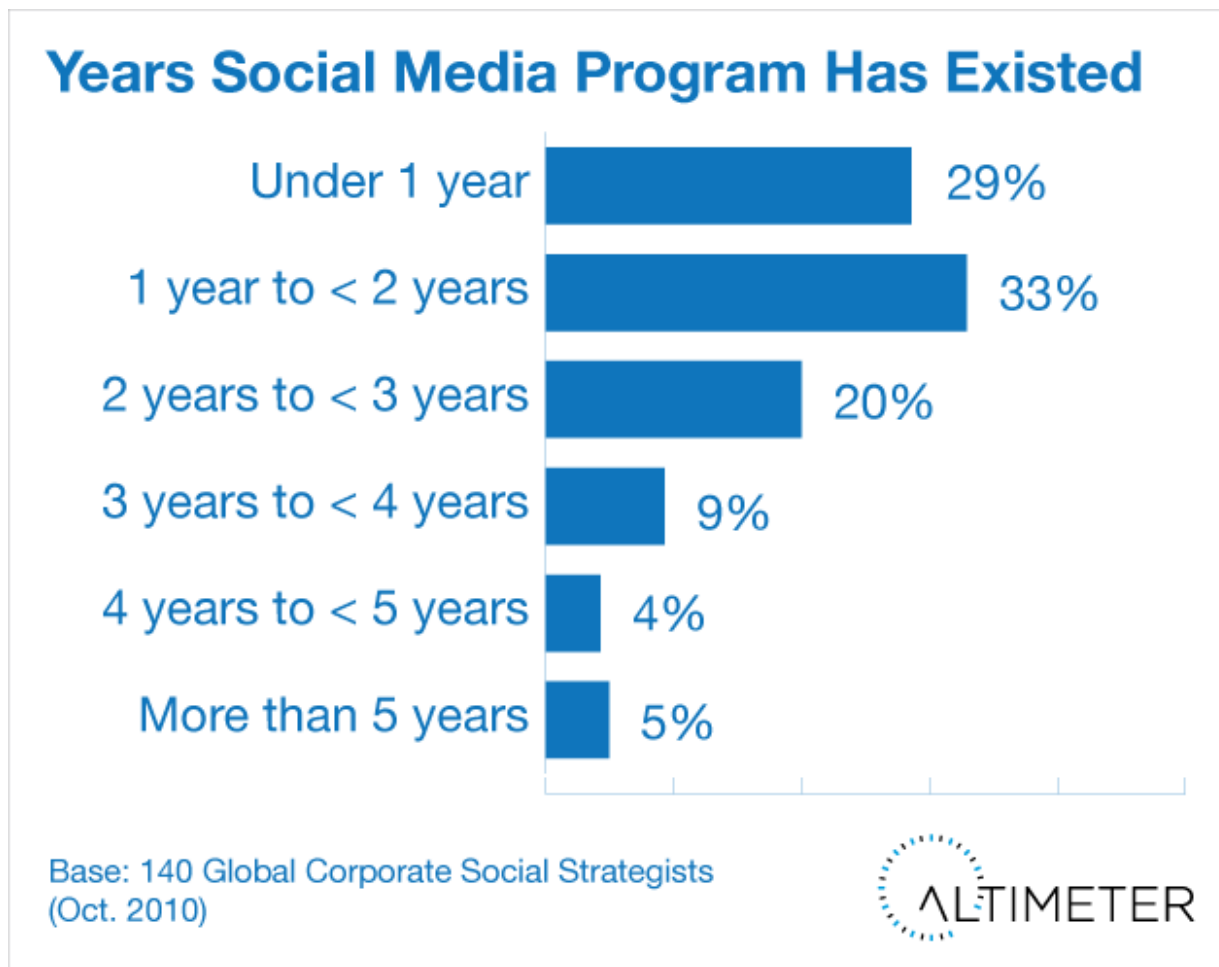
We surveyed 140 corporate social strategists

“Career Path of the Corporate Social Strategist”

- Published November 2010
- Download at:
<http://bit.ly/agreportcareerpath>
- Independent research report published under the principle of Open Research

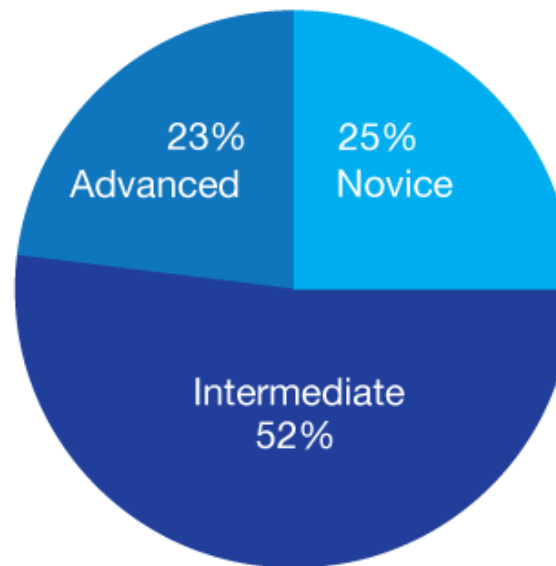


Most programs have existed less than 3 years (Oct 2010)



77% of programs are Novice or Intermediate

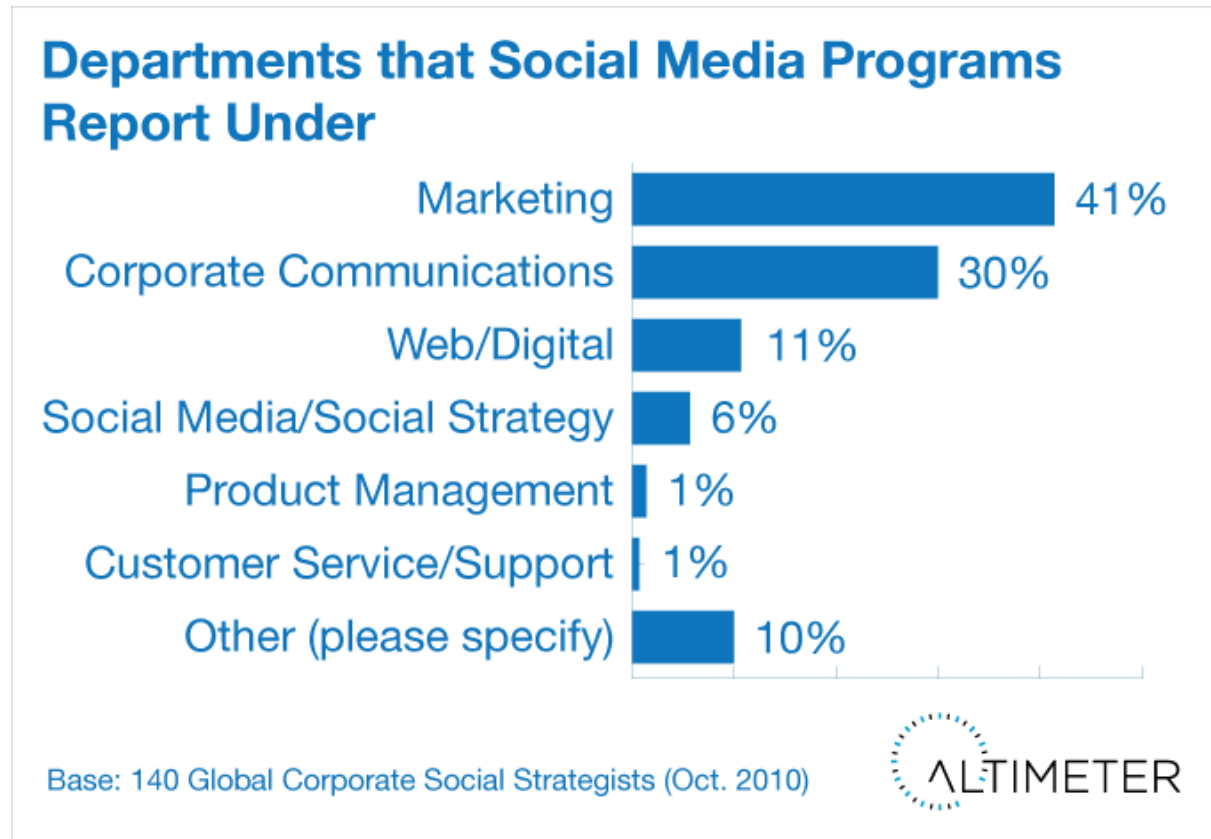
Maturity Level of Corporate Social Business Programs



Base: 140 Global Corporate Social Strategists (Oct. 2010)

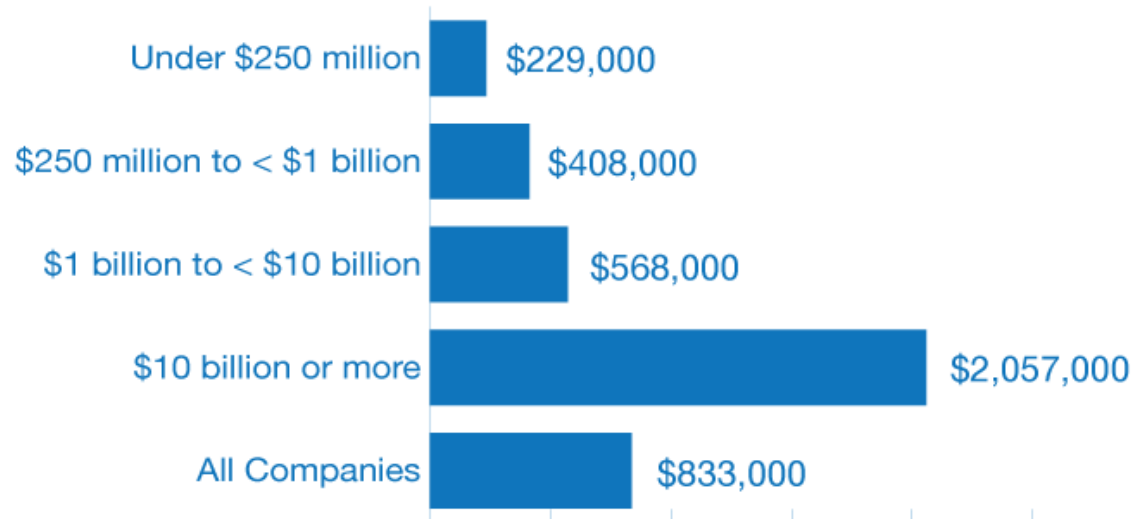


Programs mostly report to Marketing or Corporate Communications



Strategists work with limited budgets – averaging just \$833,000 for all corporations

Average Annual Social Business Budget Per Corporation by Company Revenue

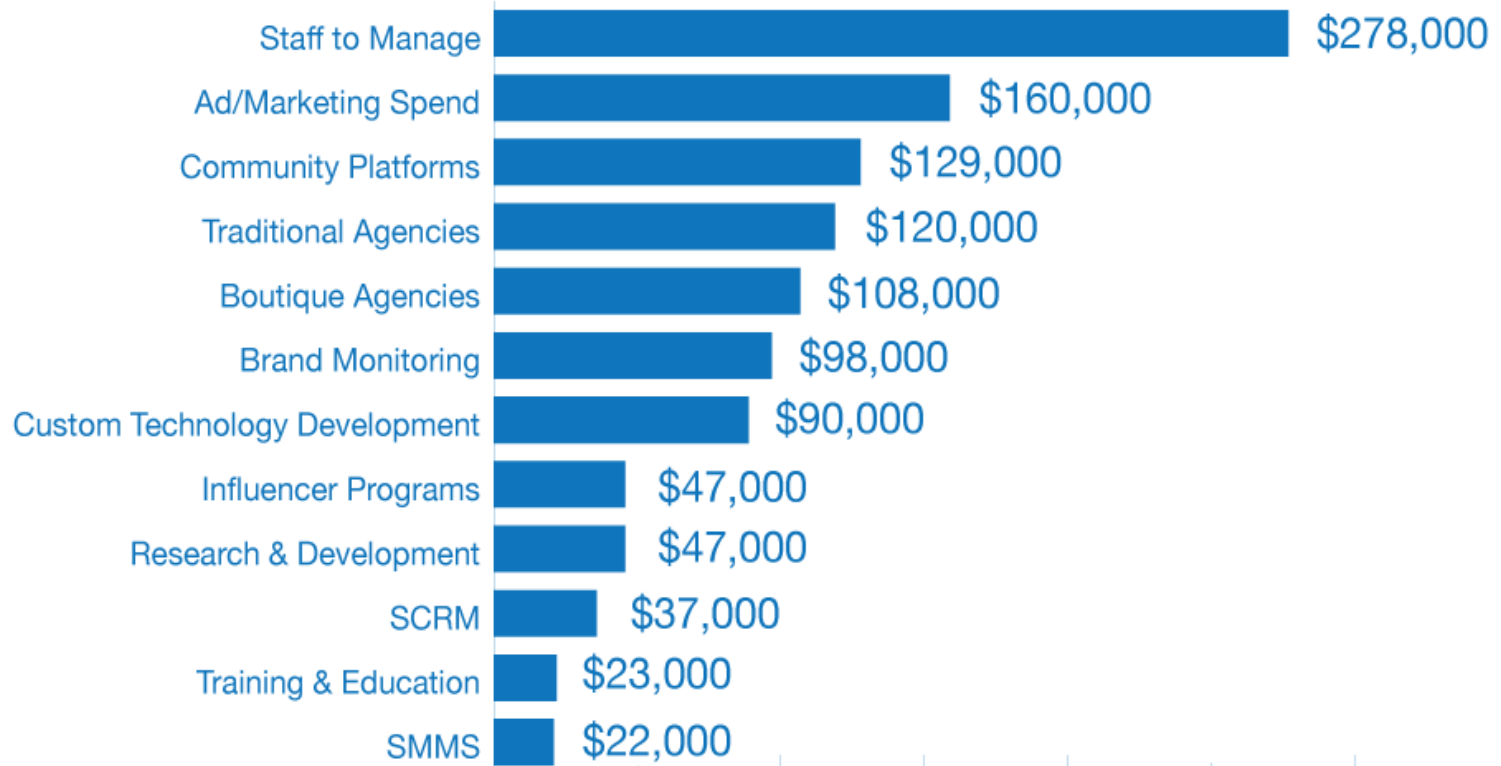


Base: 140 Global Corporate Social Strategists (Oct. 2010)



Spending on 12 social business programs still nascent

Spending on Social Business Programs by Corporations in 2011

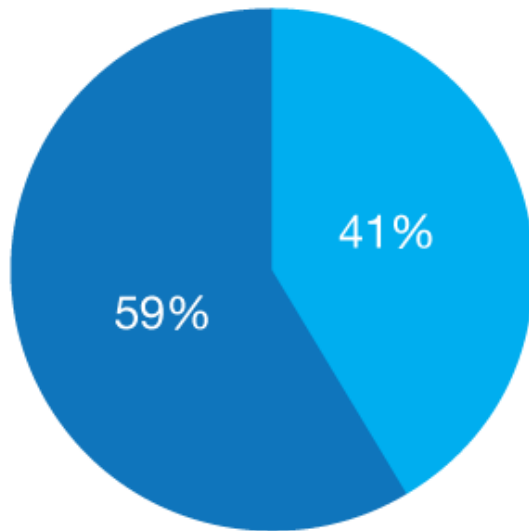




Base: 140 Global Corporate Social Strategists; (Oct. 2010)



41% of programs are reactive to requests

Social Media Programs: Proactive or Reactive?



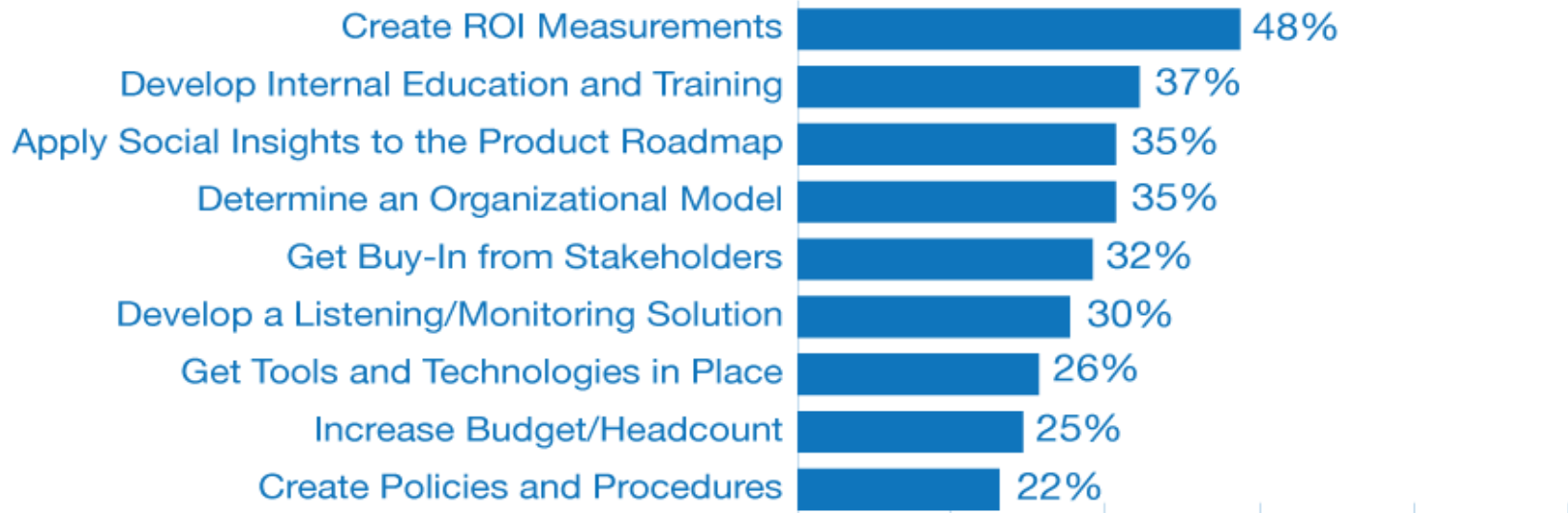
-  We are mostly *proactive* and get ahead of requests from stakeholders.
-  We are mostly *reactive* and respond to requests from stakeholders.

Base: 140 Global Corporate Social Strategists (Oct. 2010)



ROI measurements are the top internal priority

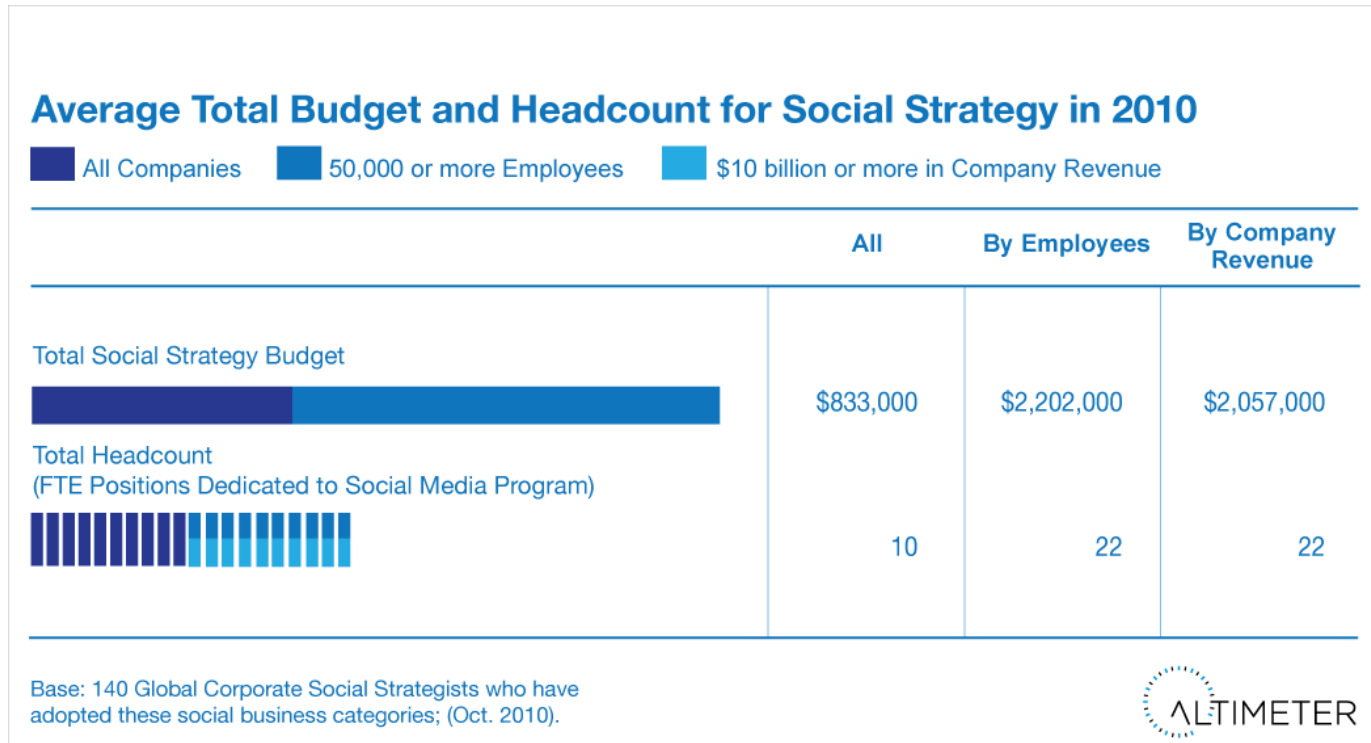
Top Internal Social Strategy Objectives in 2011 (Respondents allowed to choose three priorities.)



Base: 140 Global Corporate Social Strategists; (Oct. 2010)



For large corporations, budget and headcount are significantly higher



Base: 140 all companies, 43 for companies with more than 50K employees, 34 for companies with over \$10B in company revenue

Source: "How Corporations Should Prioritize Social Business Spending," Altimeter Group, February 10, 2011

2011 top spending by Maturity

We asked 140 Corporate Social Strategists their budget for 12 social business programs in 2010, and projected increases/decreases in 2011 to calculate top spending by Company Maturity in 2011:

	Novice	Mature	Advanced
First	Staff: \$133,000	Staff: \$303,000	Staff: \$406,000
Second	Community: \$78,000	Ad Spend: \$204,000	Custom Tech Dev: \$272,000
Third	Traditional Agencies: \$51,000	Traditional Agencies: \$162,000	Boutique Agencies: \$238,000
Fourth	Brand Monitoring: \$42,000	Community: \$126,000	Community: \$198,000
Fifth	Ad Spend: \$36,000	Brand Monitoring: \$108,000	Ad Spend: \$195,000

Source: Survey of Corporate Social Strategists, Altimeter Group, November 2010

2011 top spending by Maturity

A small compartment of staff will be hired, scalable branded communities, and reliance on agencies which could help with monitoring.

	Novice	Mature	Advanced
First	Staff: \$133,000	Staff: \$303,000	Staff: \$406,000
Second	Community: \$78,000	Ad Spend: \$204,000	Custom Tech Dev: \$272,000
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Source: Survey of Corporate Social Strategists, Altimeter Group, November 2010

2011 top spending by Maturity

Teams will continue to grow, but likely stymied by true “engagement.” Brands may throw ad dollars and campaigns in order to scale –expect few to have maturity to truly engage.

	Novice	Mature	Advanced
First	Staff: \$133,000	Staff: \$303,000	Staff: \$406,000
Second	Community: \$78,000	Ad Spend: \$204,000	Custom Tech Dev: \$272,000
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Source: Survey of Corporate Social Strategists, Altimeter Group, November 2010

2011 top spending by Maturity

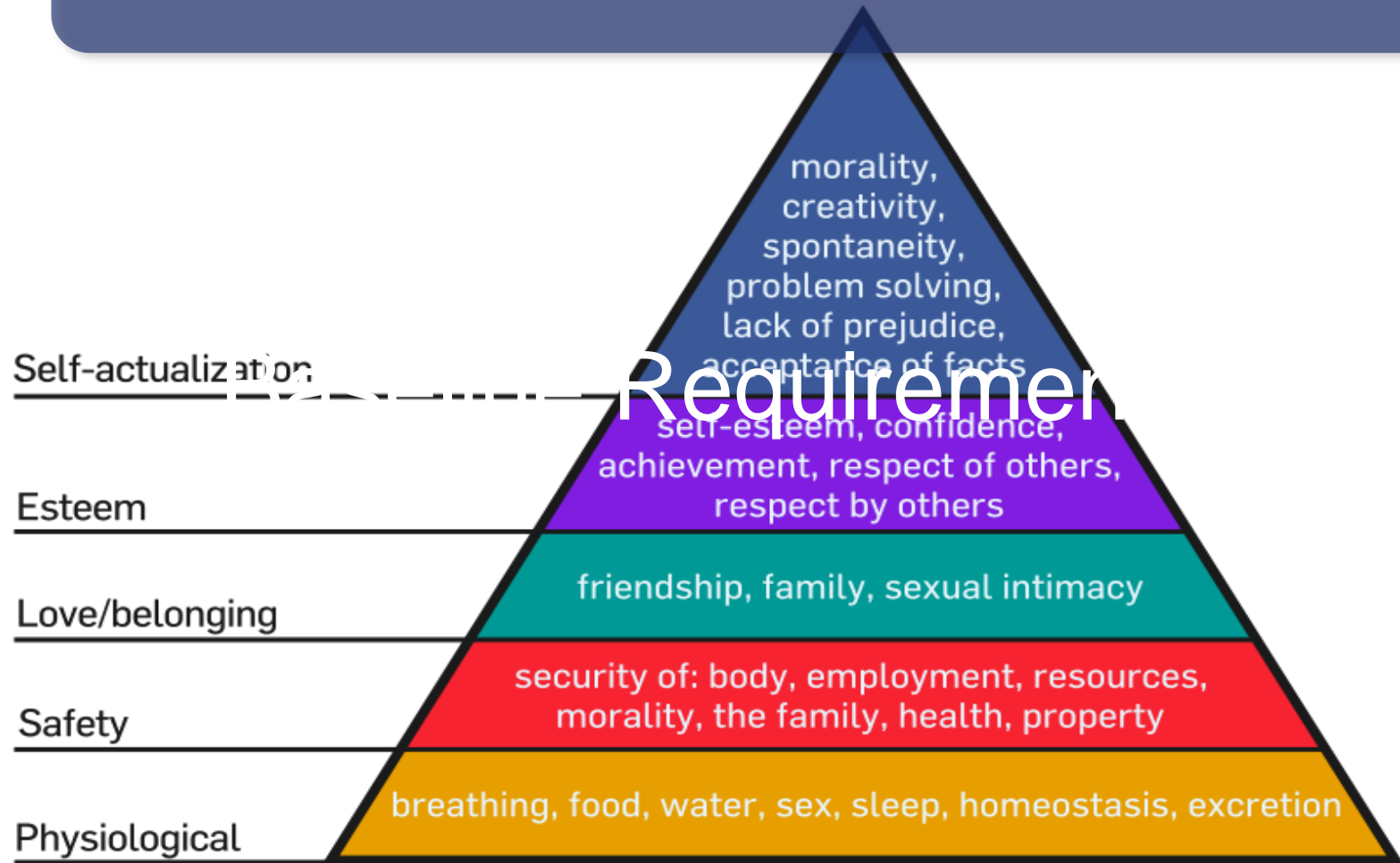
Expect the advanced to customize social media software and data, and then focus on engagement with social media agencies of record (SMAOR) –with less focus on advertising than the mature.

	Novice	Mature	Advanced
First	Staff: \$133,000	Staff: \$303,000	Staff: \$406,000
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Source: Survey of Corporate Social Strategists, Altimeter Group, November 2010

Agenda

- 2011: The State of Social Business
- **Baseline Requirements Needed for Scale**
- Formalizing a Center of Excellence
- 5 Steps to Scale a Social Strategy



What you will learn:

How to get ready internally.

To **be successful** using social technologies, companies must first prepare and align internal **roles, policies, processes** and **education** with their **business objectives**. Social business is a **profound change** that impacts all departments in the organization.

Nestle' lacked a Defense Strategy during crisis



facebook

Search

Nestle [Become a Fan](#)

Wall Info Photos Reviews Notes Events

Nestle + Fans

Nestle To re...
an al...
delet...
March 19 at 12:20pm - Report

3 people like this

View previous comments

Robert...
be used for most of the images as it is being used in parody, which under copyright law is covered under terms of fair use. <http://www.publaw.com/parody.html>
March 19 at 12:20pm - Report

Gretchen Thomas this is what happens when social media is approached as a marketing channel. It's not.
March 19 at 12:22pm - Report

Mark Reynolds This is the problem that occurs when attorneys run companies.
March 19 at 12:40pm - Report

Tony Linnabery Everyone who has posted negative comments... sit back and read this entire thread. All nestle has done is ask that you don't post on their wall with a "brand-slandering" altered version of their logo. If you ran your own companies, wouldn't you appreciate it if people would not slander your company name? Get real people... this one post isn't going...
See More
March 19 at 12:57pm - Report

Peter Jj Merrett Is there an Anti-Nestle page we can join?
March 19 at 12:57pm - Report

Nestle

Add to My Page's Favorites
Suggest to Friends

Information

Founded:
Vevey, Switzerland (1866)

Fans

6 of 97,439 fans [See All](#)

Kevin Hardcastle Bernice Griffiths Maggie Choo

Keith Farnish Sérgio Santos Hung Anh Nguyen

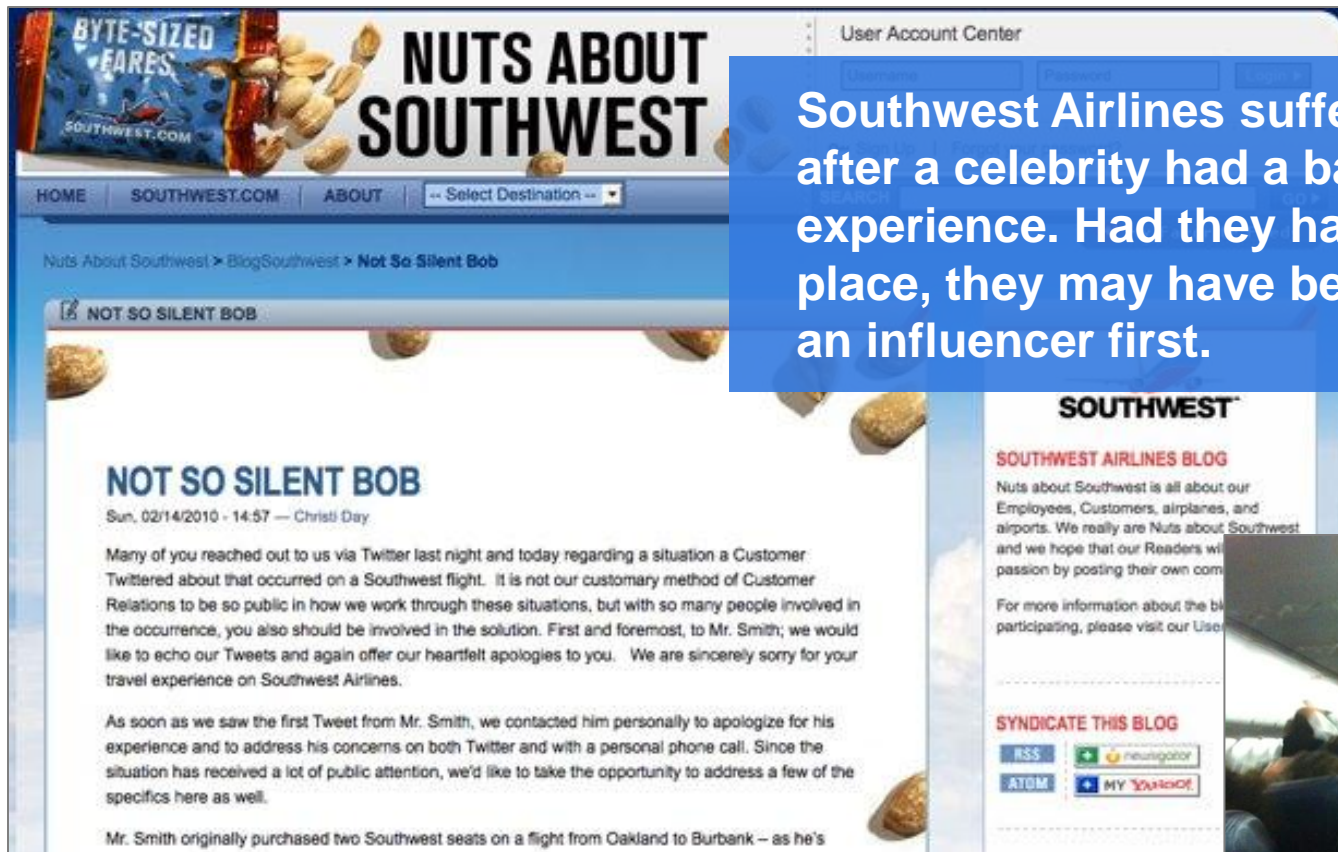
Photos

2 albums [See All](#)



Southwest Airlines doesn't recognize an Influencer Detractor

Southwest Airlines suffered from an attack after a celebrity had a bad customer experience. Had they had Social CRM in place, they may have been able to identify an influencer first.



The screenshot shows a Southwest Airlines blog post. At the top, there's a banner for 'BYTE-SIZED FARES' and 'NUTS ABOUT SOUTHWEST'. Below the banner is a navigation bar with 'HOME', 'SOUTHWEST.COM', and 'ABOUT'. A search bar is also present. The main content area features the title 'NOT SO SILENT BOB' and a sub-header 'NOT SO SILENT BOB'. The text of the post discusses a customer's bad experience on a flight and the airline's response. The right sidebar contains the 'SOUTHWEST AIRLINES BLOG' logo, a brief description of the blog, and a 'SYNDICATE THIS BLOG' section with links for RSS, ATOM, and My Yahoo!.

Byte-Sized Fares
NUTS ABOUT SOUTHWEST
SOUTHWEST.COM

HOME | SOUTHWEST.COM | ABOUT | -- Select Destination --

Nuts About Southwest > BlogSouthwest > Not So Silent Bob

NOT SO SILENT BOB

NOT SO SILENT BOB

Sun, 02/14/2010 - 14:57 — Christi Day

Many of you reached out to us via Twitter last night and today regarding a situation a Customer Twittered about that occurred on a Southwest flight. It is not our customary method of Customer Relations to be so public in how we work through these situations, but with so many people involved in the occurrence, you also should be involved in the solution. First and foremost, to Mr. Smith; we would like to echo our Tweets and again offer our heartfelt apologies to you. We are sincerely sorry for your travel experience on Southwest Airlines.

As soon as we saw the first Tweet from Mr. Smith, we contacted him personally to apologize for his experience and to address his concerns on both Twitter and with a personal phone call. Since the situation has received a lot of public attention, we'd like to take the opportunity to address a few of the specifics here as well.

Mr. Smith originally purchased two Southwest seats on a flight from Oakland to Burbank -- as he's

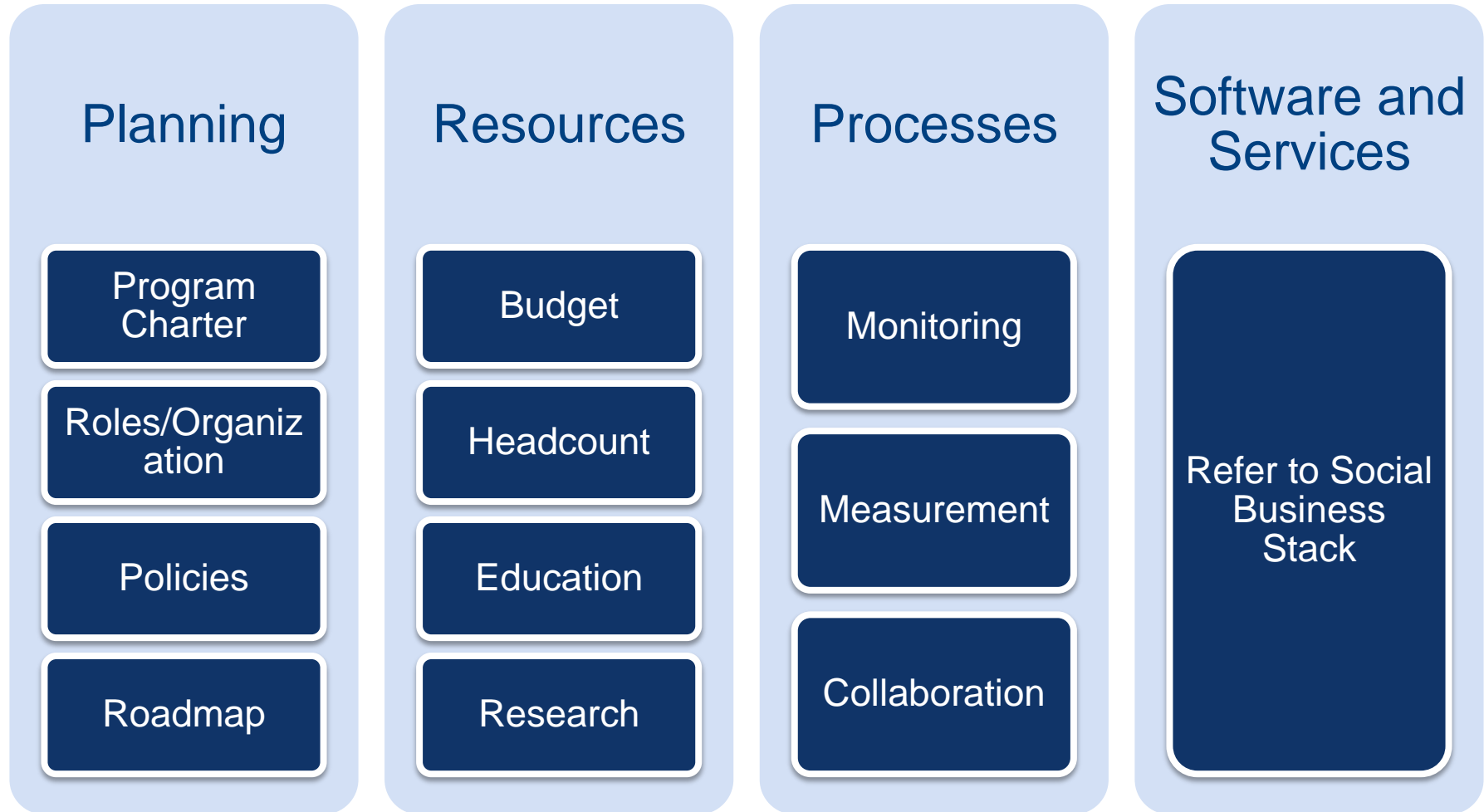
SOUTHWEST
SOUTHWEST AIRLINES BLOG
Nuts about Southwest is all about our Employees, Customers, airplanes, and airports. We really are Nuts about Southwest and we hope that our Readers will passion by posting their own com
For more information about the blog participating, please visit our User
SYNDICATE THIS BLOG
RSS
ATOM
MY Yahoo!



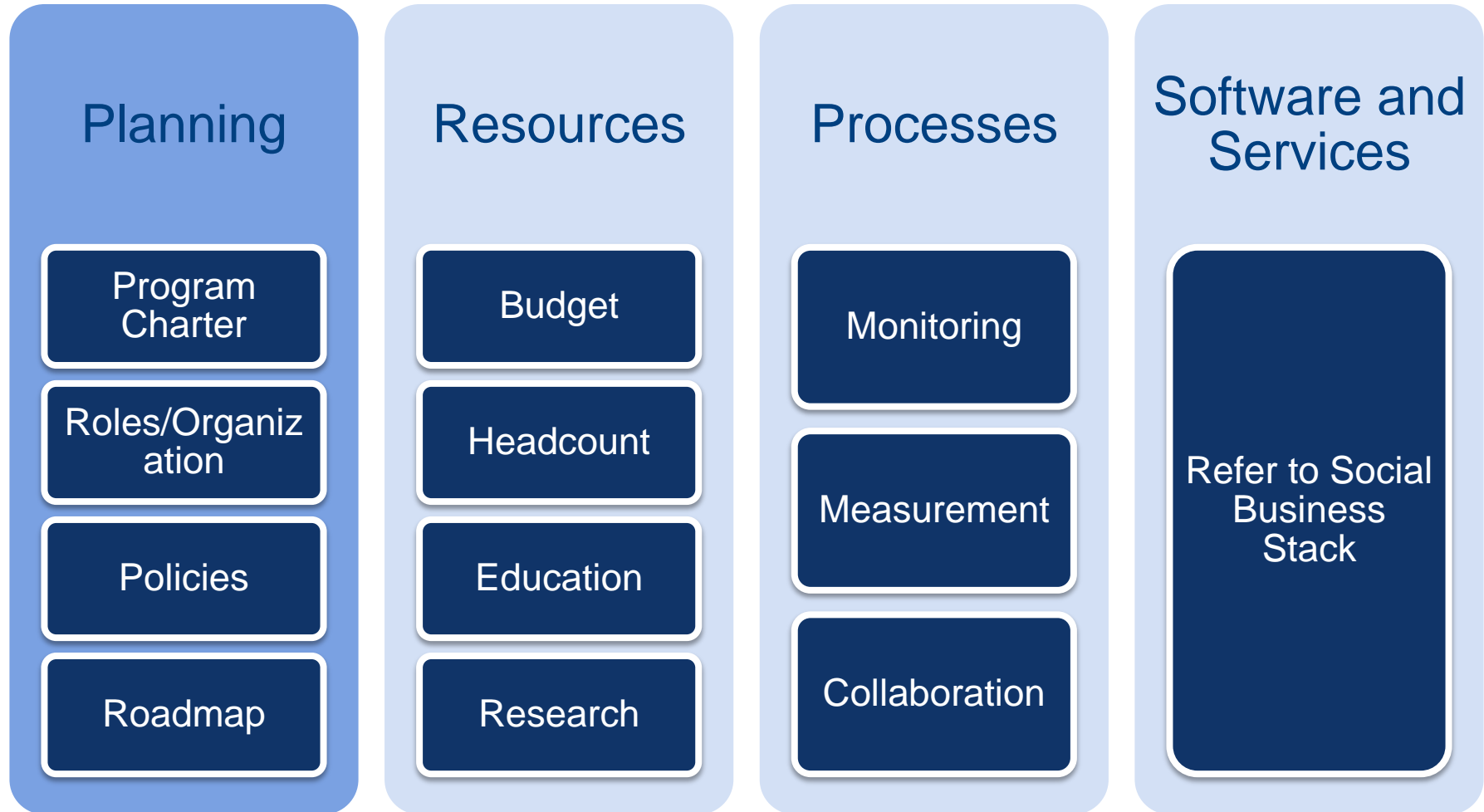
The opportunity costs of not getting ready

- **Fragmentation.** Business units can either be coordinated in their efforts, or fragmented and decentralized.
- **Lack of Efficiency.** The cost will only increase as more business units develop social efforts on their own without proper “guardrails.”
- **Lack of Accountability.** Companies may have hundreds of social assets and difficulty tracking.
- **Unable to Defend Brand.** Companies need processes and policies to handle negative situations and mitigate potential PR crises in social.
- **Inability to Scale.** Without a Getting Ready Internally to guide, coordinate, and support social business, companies will not be able to scale efforts to respond to increasing internal/external demands.

Requirements for Getting Ready Internally



Requirements for Getting Ready Internally



Program Charter

A Program Charter will protect the company, ensure coordination and consistency in efforts, and optimize resources.

Roles

Supporting Roles:

- Executives
- HR/Associates
- Legal
- Support
- Product
- IT

Key Roles:

- Social Strategist
- Community Managers

Who is the Corporate Social Strategist?



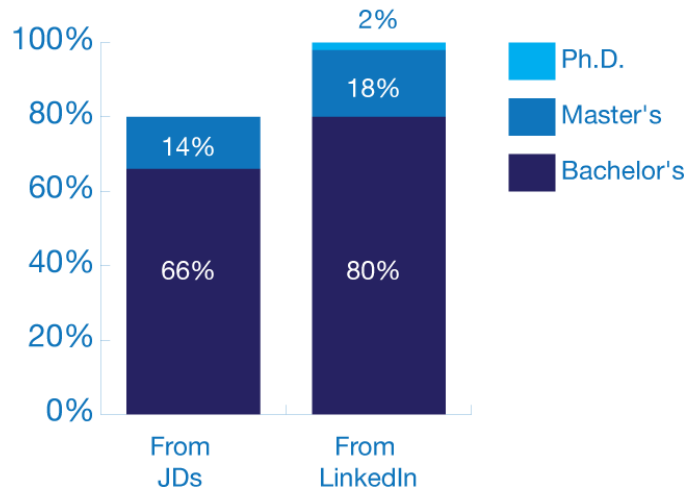
Scott Monty
Head of Social Media
Ford Motor Co.
@ScottMonty

Manish Mehta
VP, Social Media and
Community, Dell
@ManishatDell

Maria Poveromo
Director, Social Media,
Adobe
@mariapoveromo

Strategists are educated; with degrees in Communications, Marketing or Business

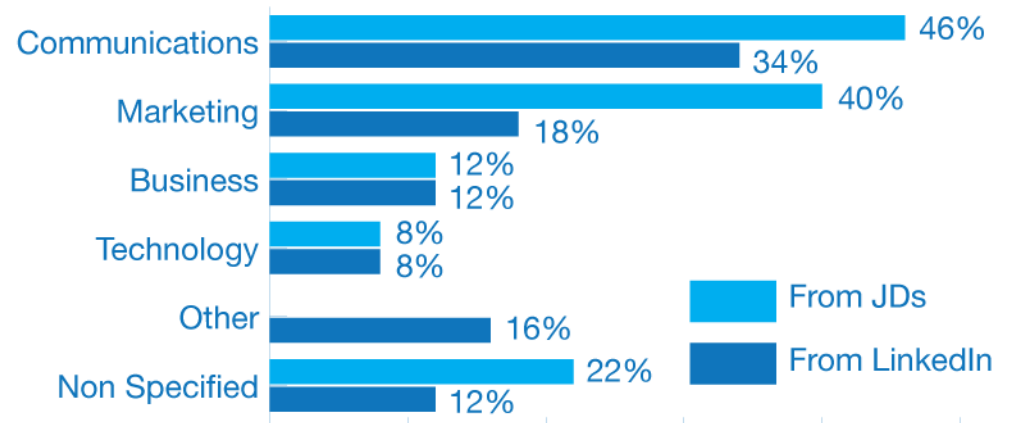
Education Level of Corporate Social Strategists



Source: 50 job descriptions and 50 LinkedIn profiles for Corporate Social Strategists (Oct. 2010)



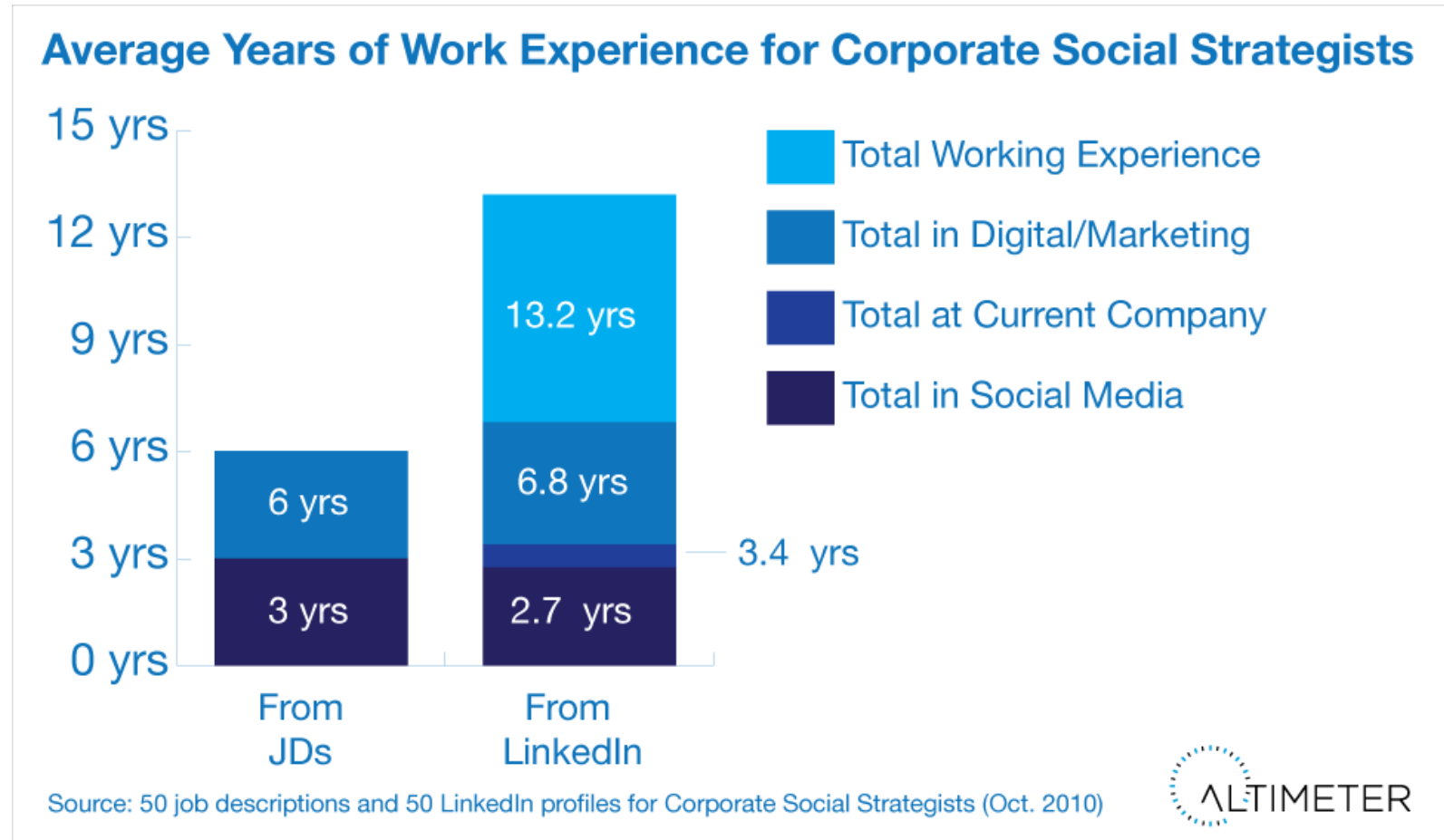
Degrees Earned by Corporate Social Strategists



Source: 50 job descriptions and 50 LinkedIn profiles for Corporate Social Strategists (Oct. 2010)



Strategists stem from digital/marketing backgrounds



Success in their roles comes from being multi-disciplinary and risk-taking

What Makes Corporate Social Strategists Successful at Their Job (Respondents Allowed to Choose Three.)



Base: 140 Global Corporate Social Strategists (Oct. 2010)



Refer to *Web Strategy's* 2011 list of Strategists

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Right after Demand Media, noe Hearing about LinkedIn filing for IPO, #

« [People on the Move in the Social Business Industry: Dec 27, 2010](#)
[My Customer Strategy Research Agenda: 2011](#) »

List of Corporate Social Strategists for 2011 (Buyer/Brand Side)

Categories: Career, Industry Index, Social Media Posted on January 7th, 2011

Editorial Note: We're working hard on getting this updated, please forgive me in advance if anyone is missing, I don't mean to offend, and will update as quickly as possible from your comments. I tend to wait for submissions in comments or I ask strategists I know before putting them on this list. We've cleansed the 2010 list, and removed a few dozen folks who have changed career paths, or have switched companies.

543

264

131

Update Jan 10th: I've received a few messages with questions about the scope. This list is on the 'buyer' or 'brand' side, not on the vendor side as it's hard to manage that additional group. Given I have limited resources to manage this growing industry, I'm choosing to focus on the buyers (but that's what I've always done on this blog for the last 5 years). As a result, I've updated the title on this blog post to indicate that, I hope it helps.

Update Jan 18th: Did more updates, took 1.5 hours, combing through comments and WordPress, as it sometimes withholds comments with links. It's not complete, but a work in progress.

About



Jeremiah Owyang
SF, Silicon Valley
Industry Analyst
[Altimeter Group](#)
Client
[Disclosure Policy](#)

Categories

»

Archives

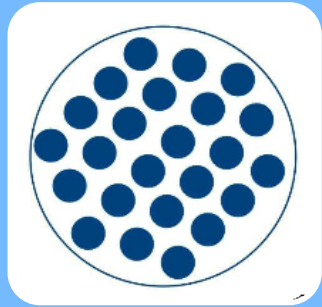
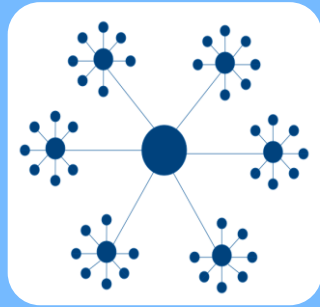
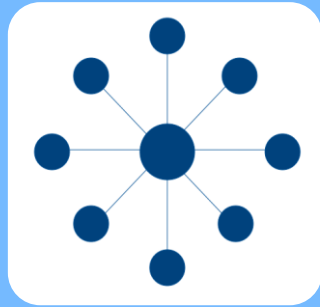
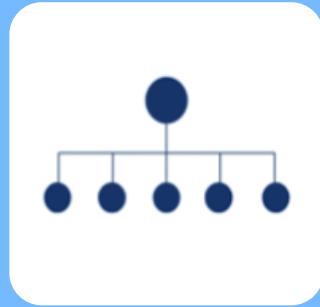
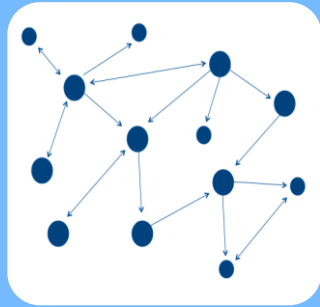
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[Jobs for the Web Strategist](#)

Organizational Model



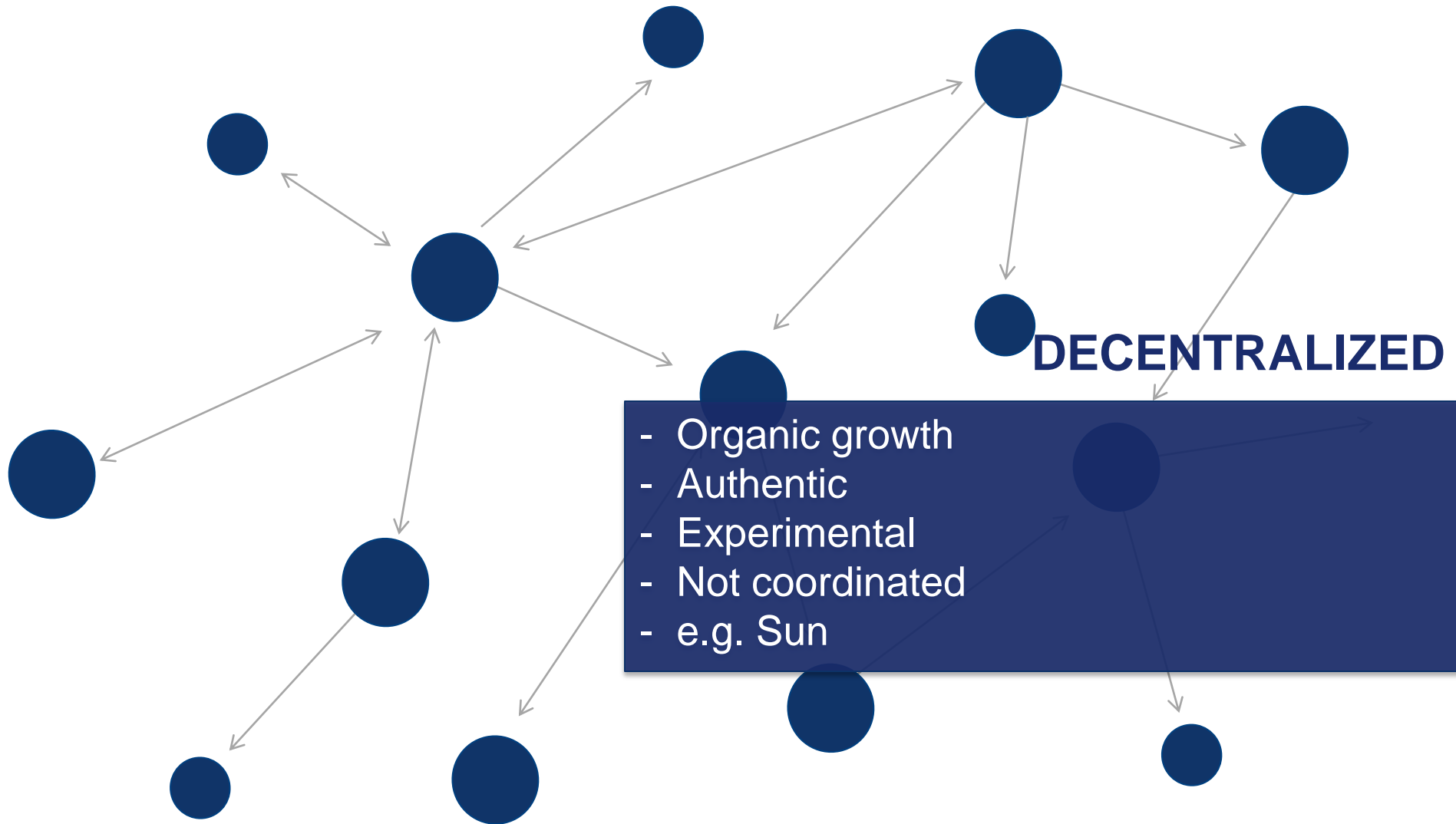
Decentralized

Centralized

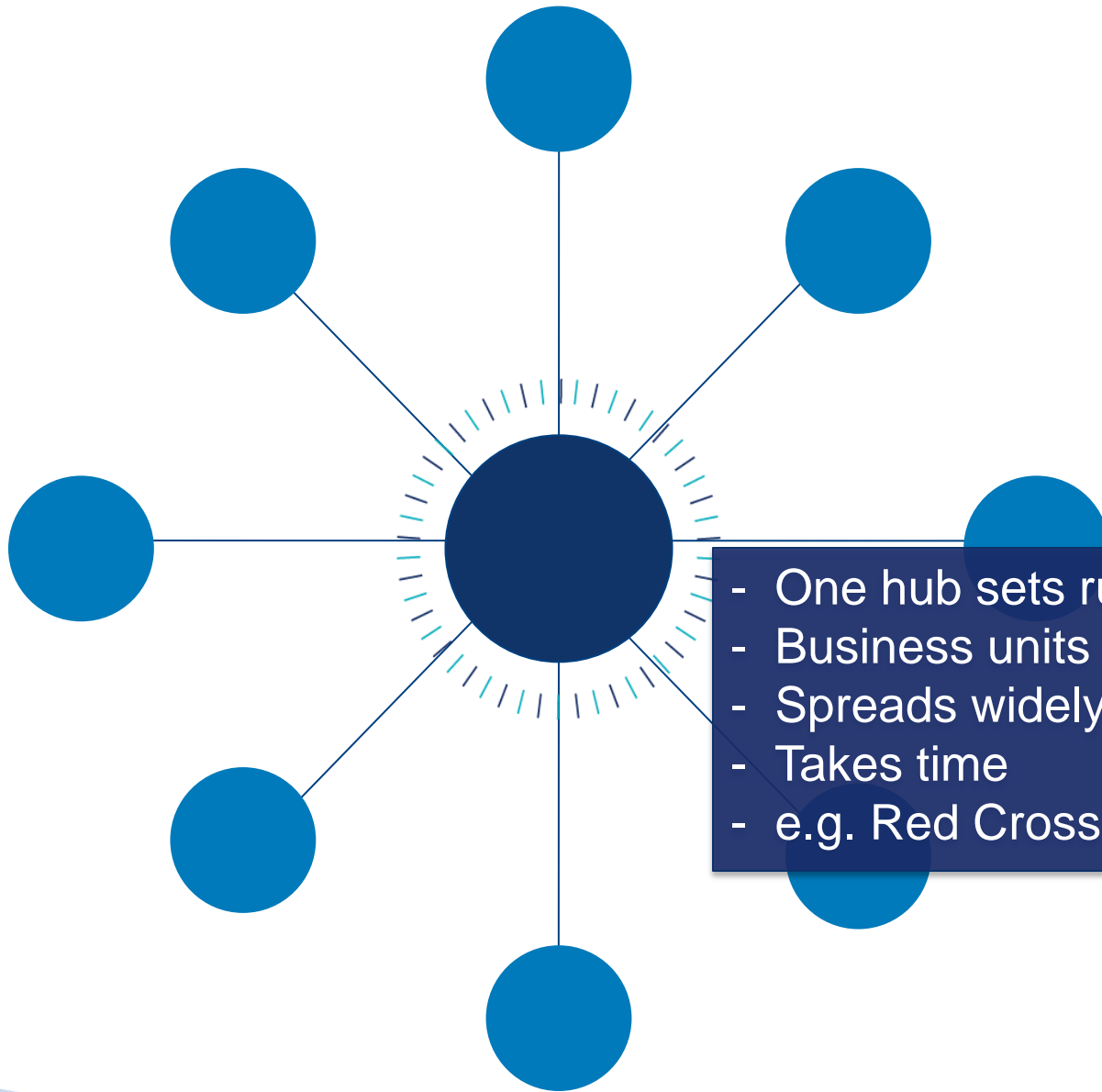
Hub and
Spoke

Multiple Hub
and Spoke or
"Dandelion"

Holistic or
"Honeycomb"

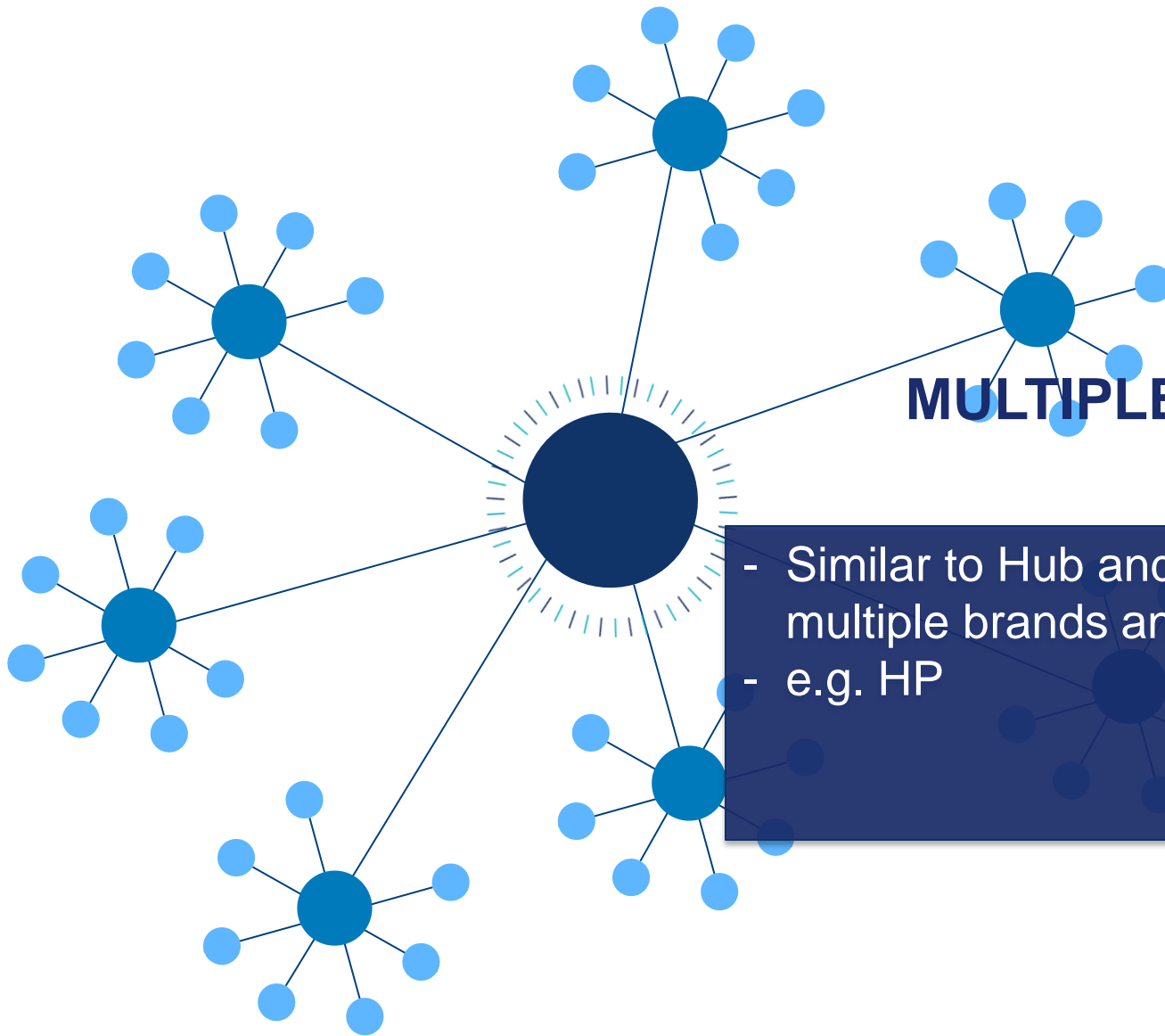






HUB AND SPOKE

- One hub sets rules and procedures
- Business units undertake own efforts
- Spreads widely around the org
- Takes time
- e.g. Red Cross



MULTIPLE HUB AND SPOKE OR “DANDELION”

- Similar to Hub and Spoke but across multiple brands and units
- e.g. HP



HOLISTIC OR “HONEYCOMB”

- Each employee is empowered
- Unlike Organic, employees are organized
- e.g. Dell, Zappos

Programs mostly organize into Hub & Spoke and Centralized

How Corporations Organize for Social Business in 2010



10.8%

Decentralized

No one department manages or coordinates; efforts bubble up from the edges of the company.



28.8%

Centralized

One department (like Corp Communications) manages all social activities.



41%

Hub and Spoke

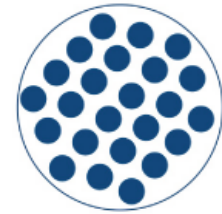
A cross-functional team sits in a centralized position and helps various nodes such as business units.



18%

Multiple Hub and Spoke ("Dandelion")

Similar to Hub and Spoke but applicable to multinational companies where "companies within companies" act nearly autonomously from each other under a common brand.



1.4%

Holistic

Everyone in the company uses social media safely and consistently across all organizations.

Base: 140 Global Corporate Social Strategists (Oct. 2010)



Maturity drives Total Budget, Team Size, and Org Model

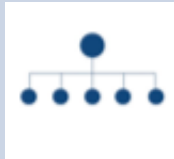
We asked 140 Corporate Social Strategists their total strategy budget, number of full-time equivalent staff dedicated to social media, and organizational model:

	Novice	Formalized	Mature/Advanced
Average Total Budget			
Average Team Size			
Organizational Model			

Source: Survey of Corporate Social Strategists, Altimeter Group, November 2010

Maturity drives Total Budget, Team Size, and Org Model

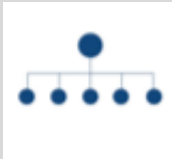

Corporations who are just getting started have miniscule budget and are significantly understaffed in a centralized team –this does not scale.

	Novice	Formalized	Mature/Advanced
Average Total Budget	\$66,000		
Average Team Size	3.1		
Organizational Model	Centralized  37%		

Source: Survey of Corporate Social Strategists, Altimeter Group, November 2010

Maturity drives Total Budget, Team Size, and Org Model

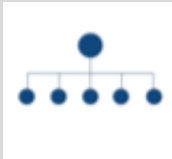


Corporations who have formalized their programs have a cross-functional team that lead and serve many business units with a larger budget line—they may not deploy on their behalf.

	Novice	Formalized	Mature/Advanced
Average Total Budget	\$66,000	\$1,002,000	
Average Team Size	3.1	8.2	
Organizational Model	Centralized  37%	Hub & Spoke  49%	

Source: Survey of Corporate Social Strategists, Altimeter Group, November 2010

Maturity drives Total Budget, Team Size, and Org Model

Mature and Advanced corporations have only slightly large budgets but involve many more across the company and are formed in Hub and Spoke, and often “Dandelion.”

	Novice	Formalized	Mature/Advanced
Average Total Budget	\$66,000	\$1,002,000	\$1,364,000
Average Team Size	3.1	8.2	20.8
Organizational Model	Centralized  37%	Hub & Spoke  49%	Hub and Spoke  44%

Source: Survey of Corporate Social Strategists, Altimeter Group, November 2010

Policies

Create these policies with Legal, disseminate across the enterprise, and educate and enforce:

- Disclosure/ethics policy
- Social media policy
- Community policy
- Privacy policy

Protect the company with external-facing Disclosure and Community policies...

The screenshot shows the Walmart website's 'Elevenmoms' community page. At the top, there's a navigation bar with 'Value of the Day', 'Entire Site', 'FIND', and 'Cart'. Below that, a 'Store Finder' and 'Local Ad' are visible. The main content area is titled 'Elevenmoms' and features a large image of a woman lifting a child. A sidebar on the left contains links for 'Browse', 'Live Better', 'Topics', and 'Features'. A 'Guest Blogger' section highlights Sharon Harvey Rosenberg, an award-winning journalist and blogger.

Walmart published a disclosure policy for its Moms program.

The screenshot shows the SeaWorld Parks & Entertainment website. The header includes the company name and logos for various parks like Aquatica, SeaWorld, and Busch Gardens. A navigation menu is present with 'HOME', 'ABOUT', 'EXPLORE', 'OUR PARKS', and 'OUR COMMITMENT'. The main content area features a 'Blog guidelines' section, which is highlighted with an orange box. This section outlines the rules for participation, including a prohibition on foul or offensive language. Below the guidelines, there's a 'Latest Entries' section with a post titled 'It's a Dolphin Naming Contest' and an image of a woman interacting with a dolphin.

SeaWorld defines community expectations on its social media properties, e.g. blog.

...Define expectations for associates with an internal Social Media Policy

Business | Personal | Products | Support | About Intel
Products | Technology | Developer Center | IT Center | Partners

Legal Information
Copyright
Permissions
DMCA Process Page
Export Compliance
Privacy Policy
Social Media Guidelines
Social Media Practitioner Guidelines
Terms of Use
Trademarks

Intel Social Media Guidelines

These are the official guidelines for social media at Intel. If you're an Intel employee or contractor creating or contributing to blogs, wikis, social networks, virtual worlds, or any other kind of social media both on and off intel.com—these guidelines are for you. We expect all who participate in social media on behalf of Intel to be trained, to understand and to follow these guidelines. Failure to do so could put your future participation at risk. These guidelines will continually evolve as new technologies and social networking tools emerge—so check back once in awhile to make sure you're up to date.

When You Engage

Emerging platforms for online collaboration are fundamentally changing the way we work, offering new ways to engage with customers, colleagues, and the world at large. It's a new model for interaction and we believe social computing can help you to build stronger, more successful business relationships. And it's a way for you to take part in global conversations related to the work we are doing at Intel and the things we care about.

If you participate in social media, please follow these guiding principles:

- » Stick to your area of expertise and provide unique, individual perspectives on what's going on at Intel and in the world.
- » Post meaningful, respectful comments—in other words, no spam and no remarks that are off-topic or offensive.
- » Always pause and think before posting. That said, reply to comments in a timely manner, when a response is appropriate.
- » Respect proprietary information and content, and confidentiality.
- » When disagreeing with others' opinions, keep it appropriate and polite.
- » Know and follow the [Intel Code of Conduct](#) and the [Intel Privacy Policy](#)

Rules of Engagement [back to top ^](#)

Be transparent. Your honesty—or dishonesty—will be quickly noticed in the social media

Personal Social Media Guidelines

1. Can I discuss Cisco business on my own personal blog or social networking site?

Answer: Yes, you may discuss issues related to Cisco on your own personal blog or social networking site subject to your confidentiality obligations and compliance with all applicable laws and Cisco policies. You are legally and financially responsible for your own postings.

If you comment on any aspect of Cisco's business, including our competition, please see the "[Policy](#)" section in this document.

Please use the following disclaimer on your personal social networking site:

"The opinions expressed in this blog are my own views and not those of Cisco."

2. What should I be aware of before I post personal information about myself on social networking sites?

Answer: We encourage you to create user accounts under your true name. Using a pseudonym may diminish the credibility of your contributions online. Even anonymous comments and updates can be traced back to you or Cisco using IP addresses and other tracking technology. Only post personal information that you want the public to view on the social Web and avoid posting information that would make you vulnerable to identity theft or

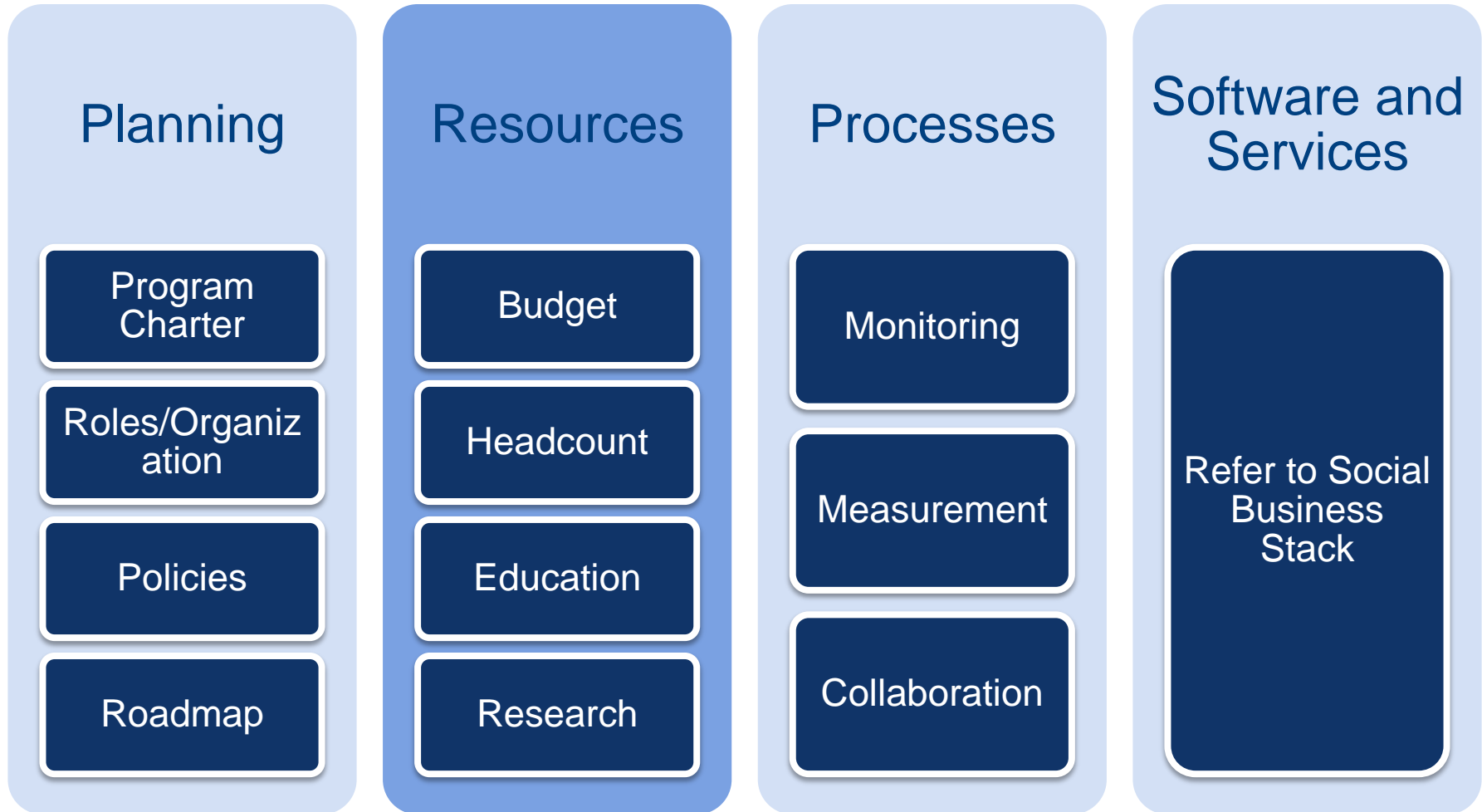
Examples of Social Media Guidelines created by Intel and Cisco

Strategy roadmap

Create short-, mid- and long-term strategy roadmap that defines social business objectives and requirements, to hold itself and stakeholders accountable to agreed upon benchmarks.

	A	B	C	D	E	F	G	H
1								
2								
3	Recommendation	Short-Term: 3-6 Months						
4		Activity	Status	Costs	Headcount	Start Date	Delivery Date	Notes
5	1.1. Customer-Facing Initiatives		13%	\$ 90,000.00	7			
6	<p>Lorem ipsum dolor sit amet, consectetur adipiscing elit. Integer vestibulum tristique purus, vitae faucibus nisl venenatis ut. Nunc nibh diam, auctor sed facilisis ut, feugiat. Suspendisse faucibus tincidunt.</p>	<p>Lorem ipsum dolor sit amet, consectetur adipiscing elit. Integer vestibulum tristique purus, vitae faucibus nisl venenatis ut. Nunc nibh diam, auctor sed facilisis ut, feugiat. Suspendisse faucibus tincidunt.</p>	Completed	\$ 10,000.00	1			
		<p>Lorem ipsum dolor sit amet, consectetur adipiscing elit. Integer vestibulum tristique purus, vitae faucibus nisl venenatis ut. Nunc nibh diam, auctor sed facilisis ut, feugiat. Suspendisse faucibus tincidunt.</p>	Scoping	\$ 20,000.00	1			
		<p>Lorem ipsum dolor sit amet, consectetur adipiscing elit. Integer vestibulum tristique purus, vitae faucibus nisl venenatis ut. Nunc nibh diam, auctor sed facilisis ut, feugiat. Suspendisse faucibus tincidunt.</p>	Planning	\$ 50,000.00	1			

Requirements for Getting Ready Internally



Budgets and Headcount vary by maturity

Maturity Drives Average Budget and Team Size in 2010

	Novice	Intermediate	Advanced
Average Budget	\$66,000	\$1,002,000	\$1,364,000
Average Team Size	3.1	8.2	20.8

Base: 140 Global Corporate Social Strategists



Education

Equip internal associates with proper training:

- Best practice sharing
- Internal “social councils” or “unconferences”
- Memberships in professional organizations, like WOMMA, GasPedal
- Employee certifications

Empower associates with training and education



Education through organizations like Social Media Club (left) or this workshop at Dell (below) is important to the organizational change that social business brings.



Dell created a Social Media and Community (SMaC) program to train internal stakeholders

SMaC Talk



Dell hosts internal unconferences, called SMaC, and created a social media university. In 9 weeks, it trained 1500 employees face to face on topics like governance, policy, and best practices.



Intel's CoE empowers employees through education; has certified more than 1000 employees



Digital IQ
Marketing Genius Starts Here

Home | Courses | FAQs | FUSE | ILN Support

Digital IQ
Marketing Genius Training Starts Here

Welcome to the Digital IQ Training Portal. Here you will find over 60 courses tailored to build your knowledge about the latest digital marketing techniques and trends.

[Get Started >](#)

Intel created a “Digital IQ,” a global initiative to train all employees to become active in social media.

Social Essentials

What you need to know.

Guidelines: [The Intel Social Media Guidelines](#) have been updated and shared publicly. [Intel Sponsored, Seeded or Incentivized Social Media Practitioner Guidelines](#) have also been added - if you are contracting, seeding or in any way compensating for your social media activation, you will need to read these updates carefully as your blog may be monitored for compliance.

Training: Intel's official SMP training, [Digital IQ 500](#) for Social Media Practitioners, has been updated with current examples and BKMs from your peers. And special agency-only social media training is coming in August.

Facebook: If you're planning to run promotions on Facebook, be sure to take a look at Intel's [Guidelines for Facebook Application Development](#). Please also revisit the [Facebook Promotional Guidelines](#).

Planet Blue: Please join us on Planet Blue, [SocialMedia@Intel](#). This is the place to connect with the SMP community, shoot the social media breeze and learn a thing or two. Members will also receive important SMP news via email alerts.

“The Buzz,” a monthly newsletter for internal Social Media Practitioners (SMPs)

Research

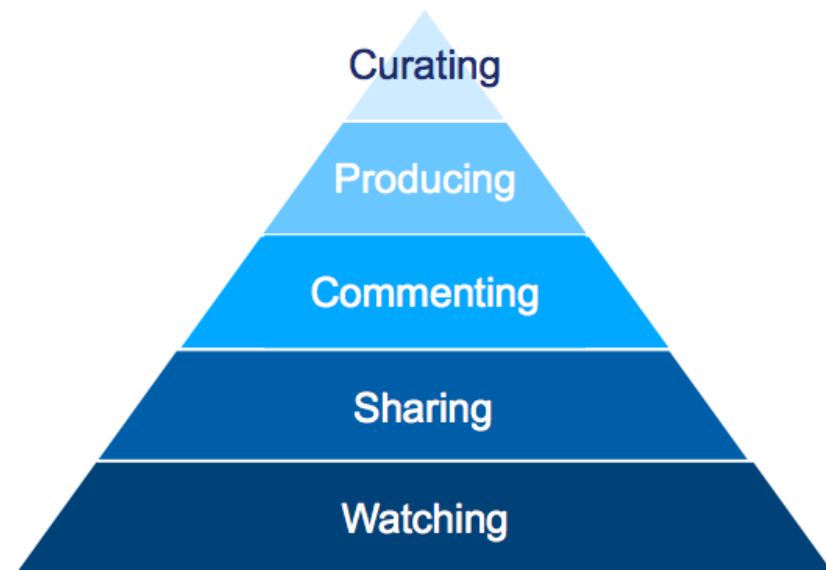
To drive corporate strategy, planning, and resources, as well as serve stakeholders, conduct and disseminate research:

- Internal audit
- Competitive analysis
- Customer pain points
- Socialgraphics

Understand your customers' social behaviors

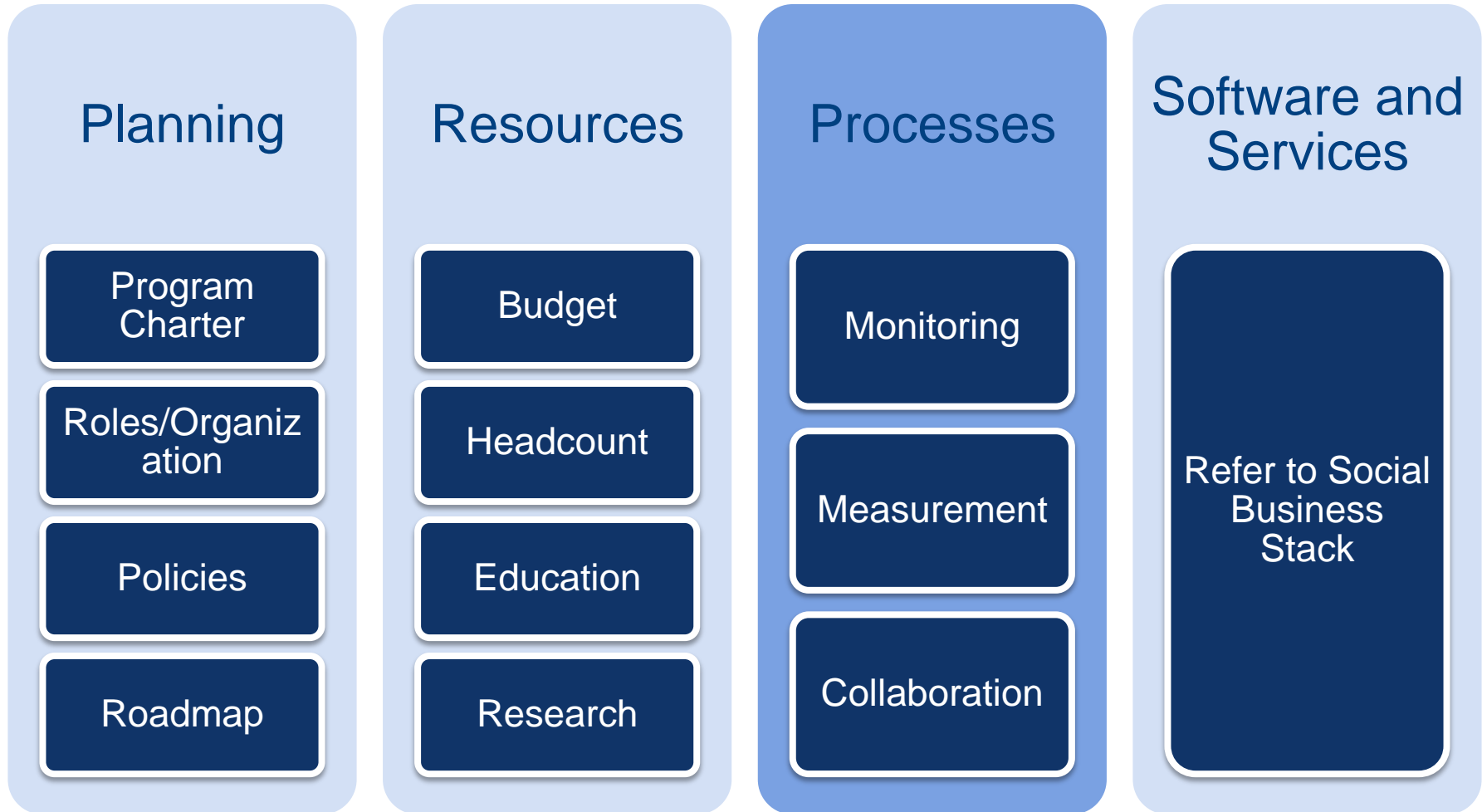
Socialgraphics ask:

- Where are your customers online?
- What are your customers' social behaviors online?
- What social information or people do your customers rely on?
- What is your customers' social influence? Who trusts them?
- How do your customers use social technologies in the context of your products?



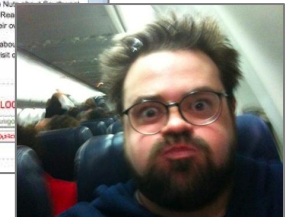
Engagement Pyramid

Requirements for Getting Ready Internally

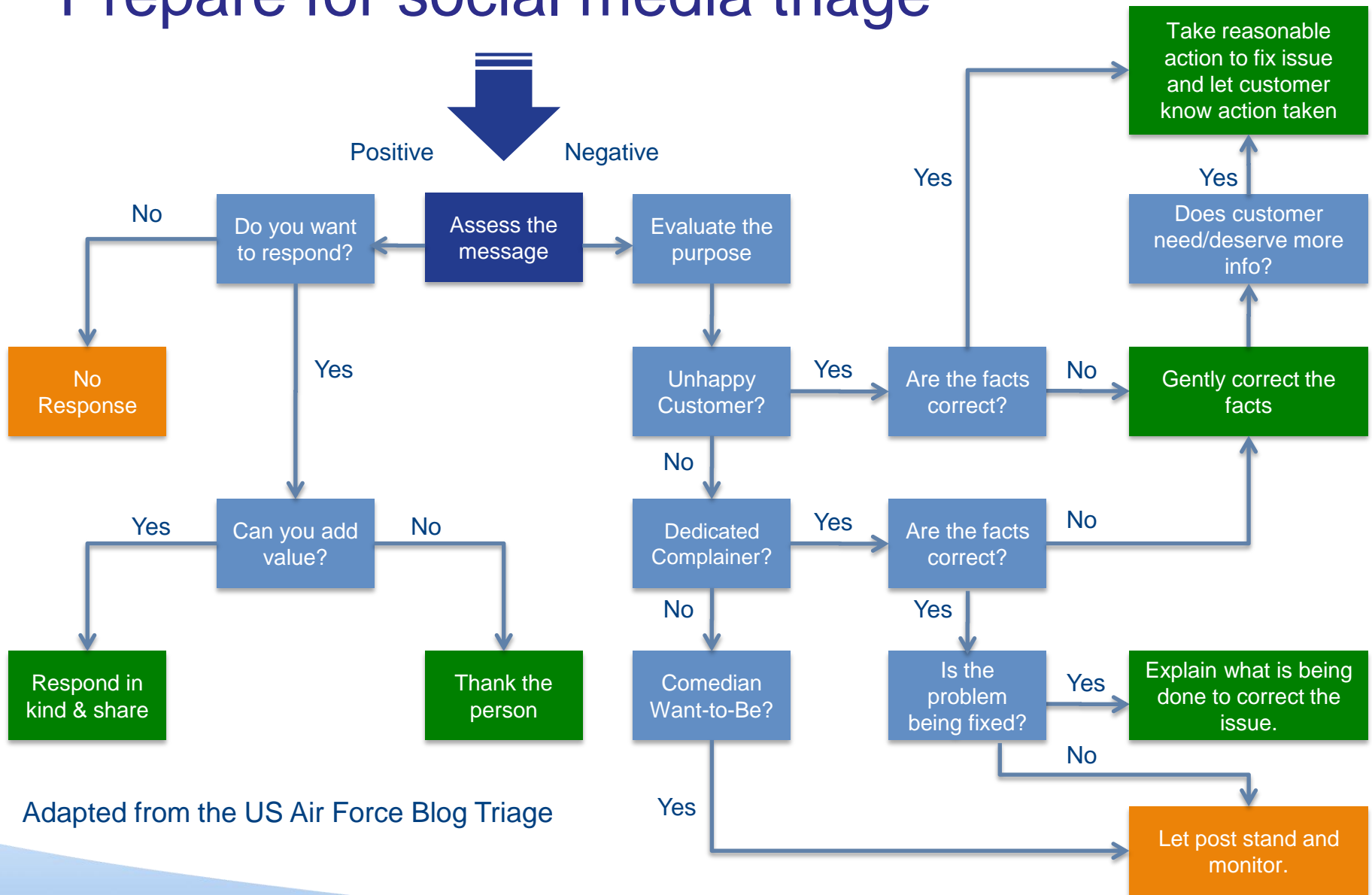


Monitoring

- Social media triage
- Crises response plan



Prepare for social media triage



Adapted from the US Air Force Blog Triage

Radian6 powers Dell's Social Media Listening Command Center

“The Command Center is a dedicated control room that oversees incoming mentions, segments them accordingly, and provides the space for a team of analysts to study the data and decide how best to take action.”



Gatorade monitors conversations from a dedicated room

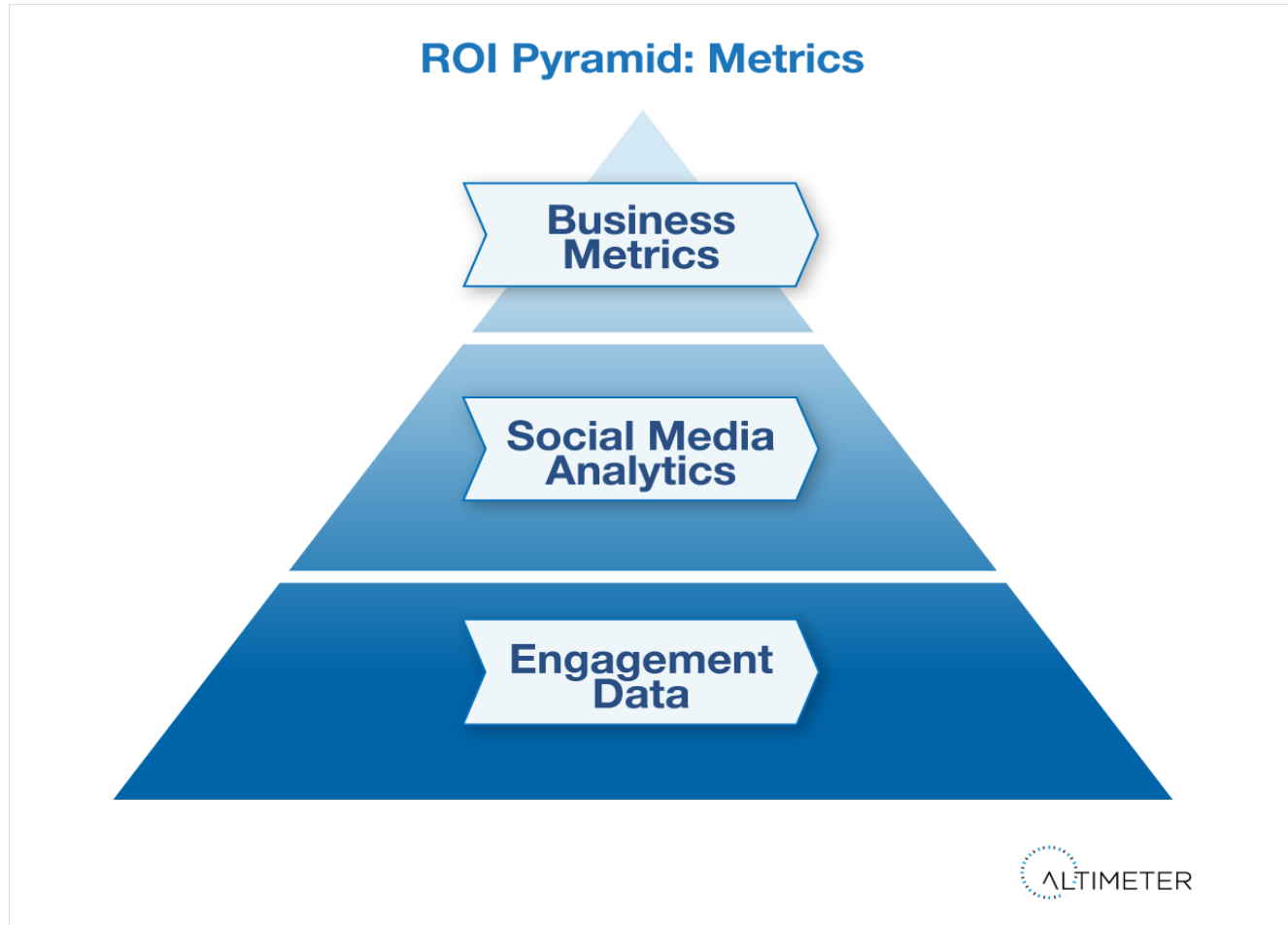
Gatorade's Social Media Command Center is a "war room for monitoring the brand in real-time across social media."



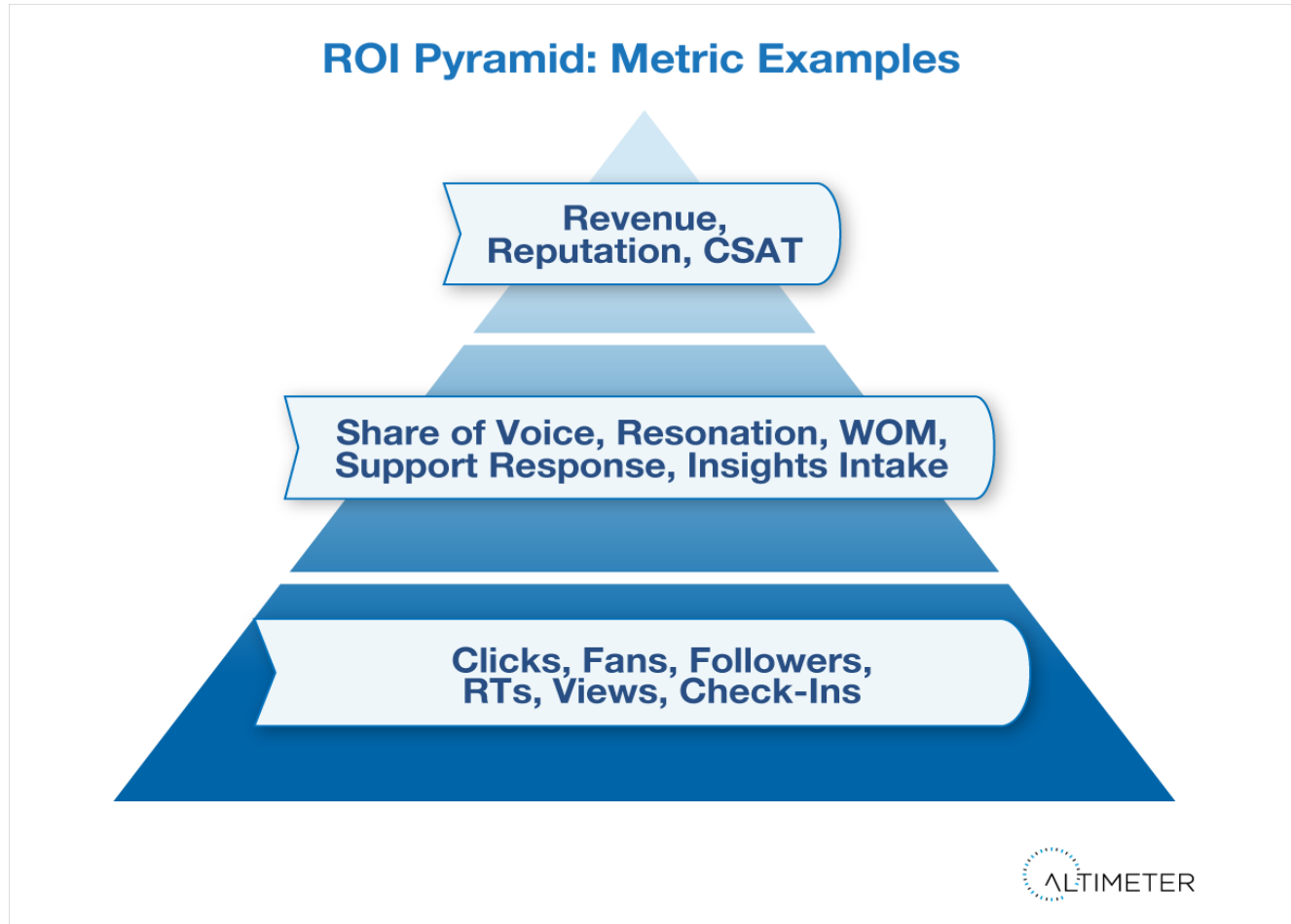
Measurement: Get the right data to the right roles



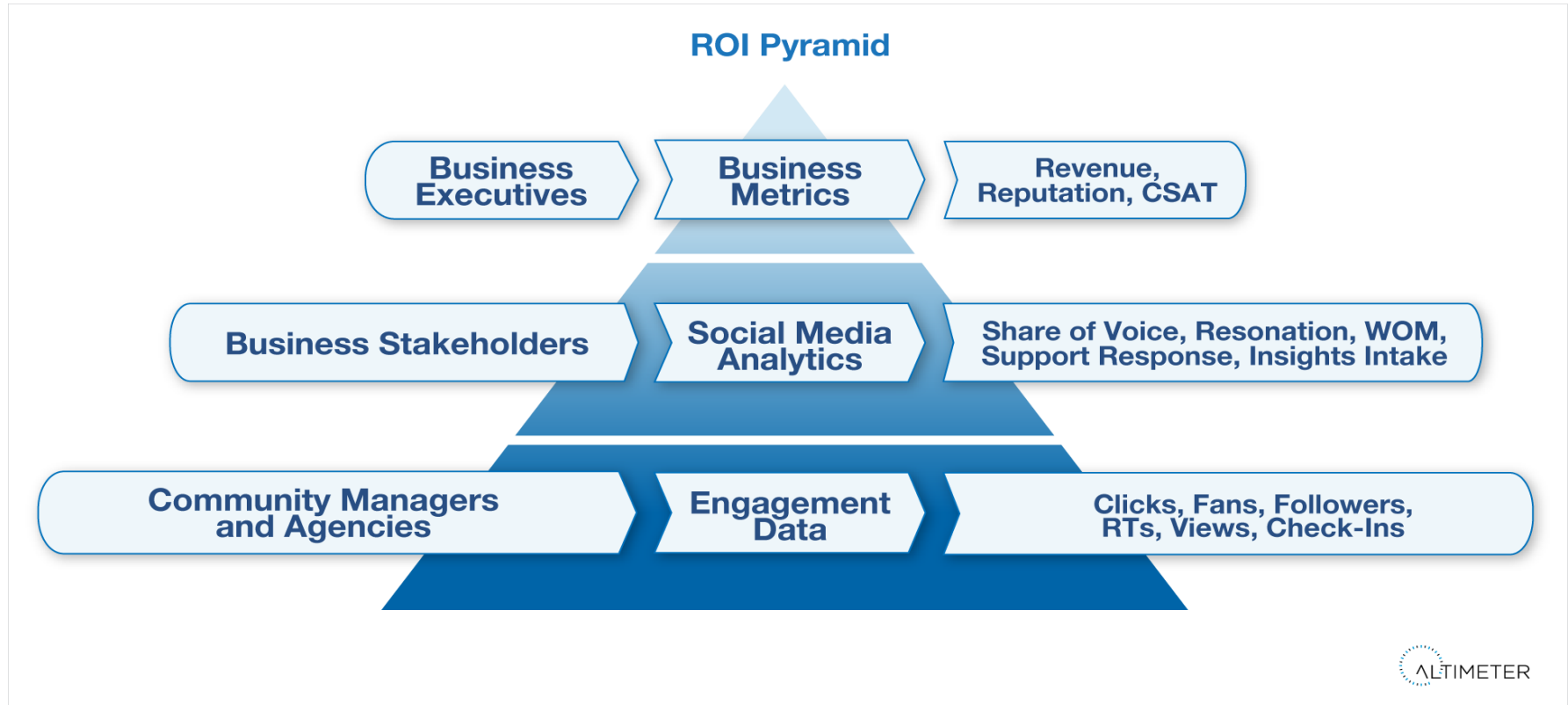
Measurement: Get the right data to the right roles



Measurement: Get the right data to the right roles



Measurement: Get the right data to the right roles

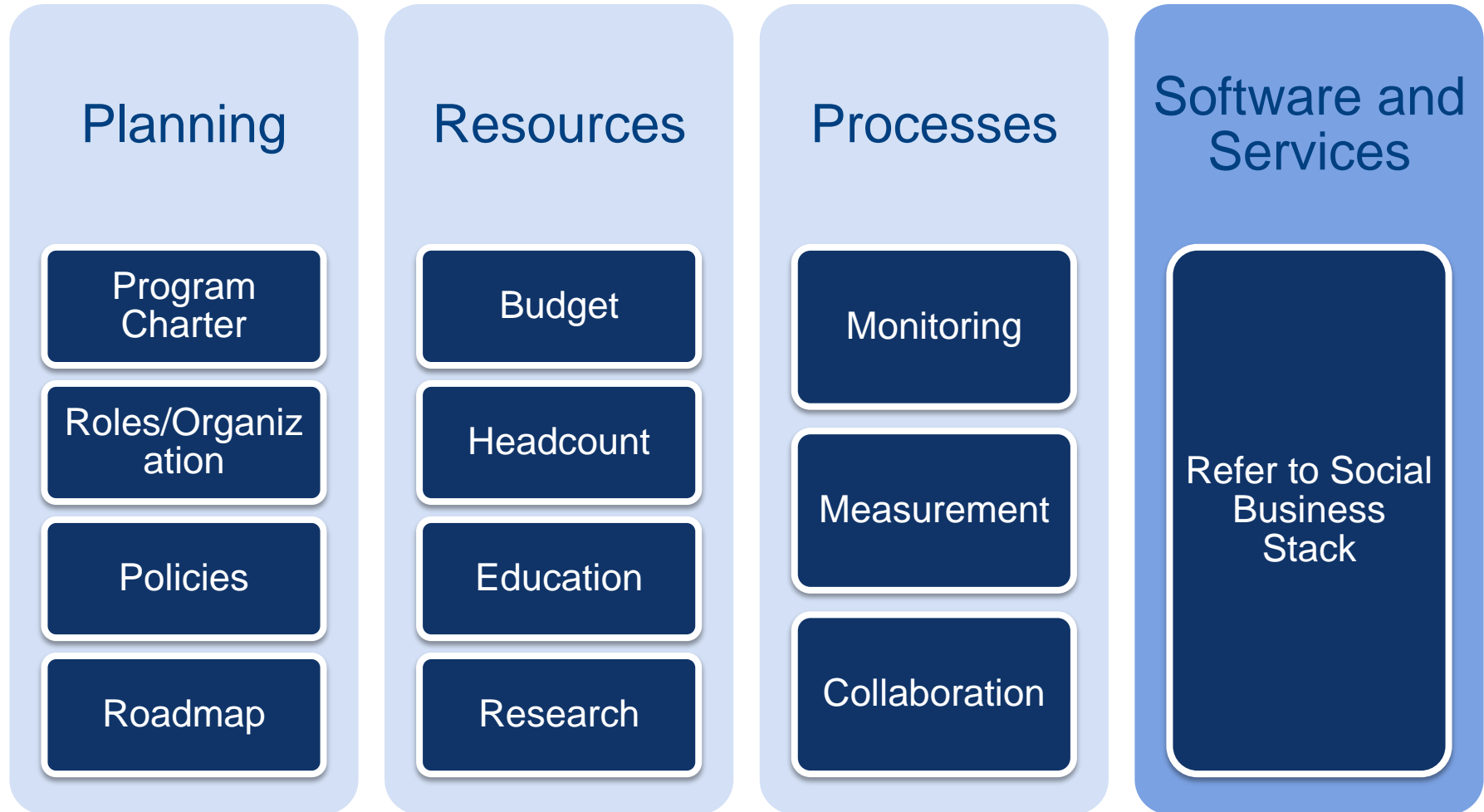


Collaboration

Define processes for sharing best practices, coordinating efforts, and collaboration:

- How will internal associates and business units share best practices and learnings, e.g. tools, roles, frequency, format, etc.?
- How will resources be disseminated and best practice sharing be facilitated?
- How will business units coordinate efforts when needed?

Requirements for Getting Ready Internally



How corporations will spend on technology

Average Spending by Corporations on Technology for Social Strategy in 2011

All Companies
 50,000 or more Employees
 \$10 billion or more in Company Revenue

	All	By Employees	By Company Revenue
Brand Monitoring	\$98,000	\$229,000	\$294,000
Community Platforms	\$129,000	\$257,000	\$290,000
Custom Technology Development	\$90,000	\$229,000	\$229,000
Social CRM	\$37,000	\$131,000	\$154,000
Social Media Management Systems	\$22,000	\$61,000	\$68,000

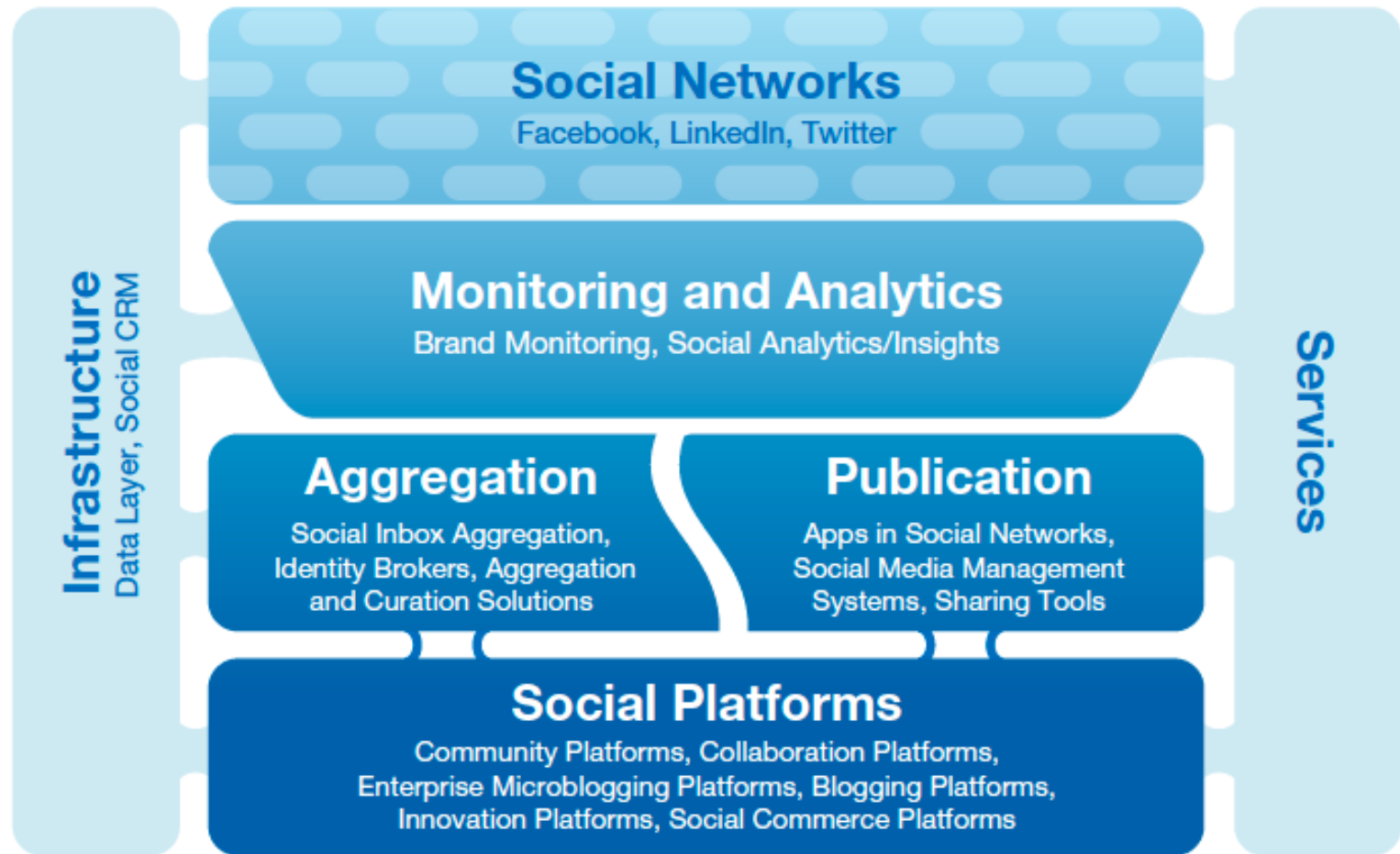
Base: 140 Global Corporate Social Strategists who have adopted these social business categories; (Oct. 2010).



Source: "How Corporations Should Prioritize Social Business Spending," Altimeter Group, February 10, 2011

The Social Business Stack

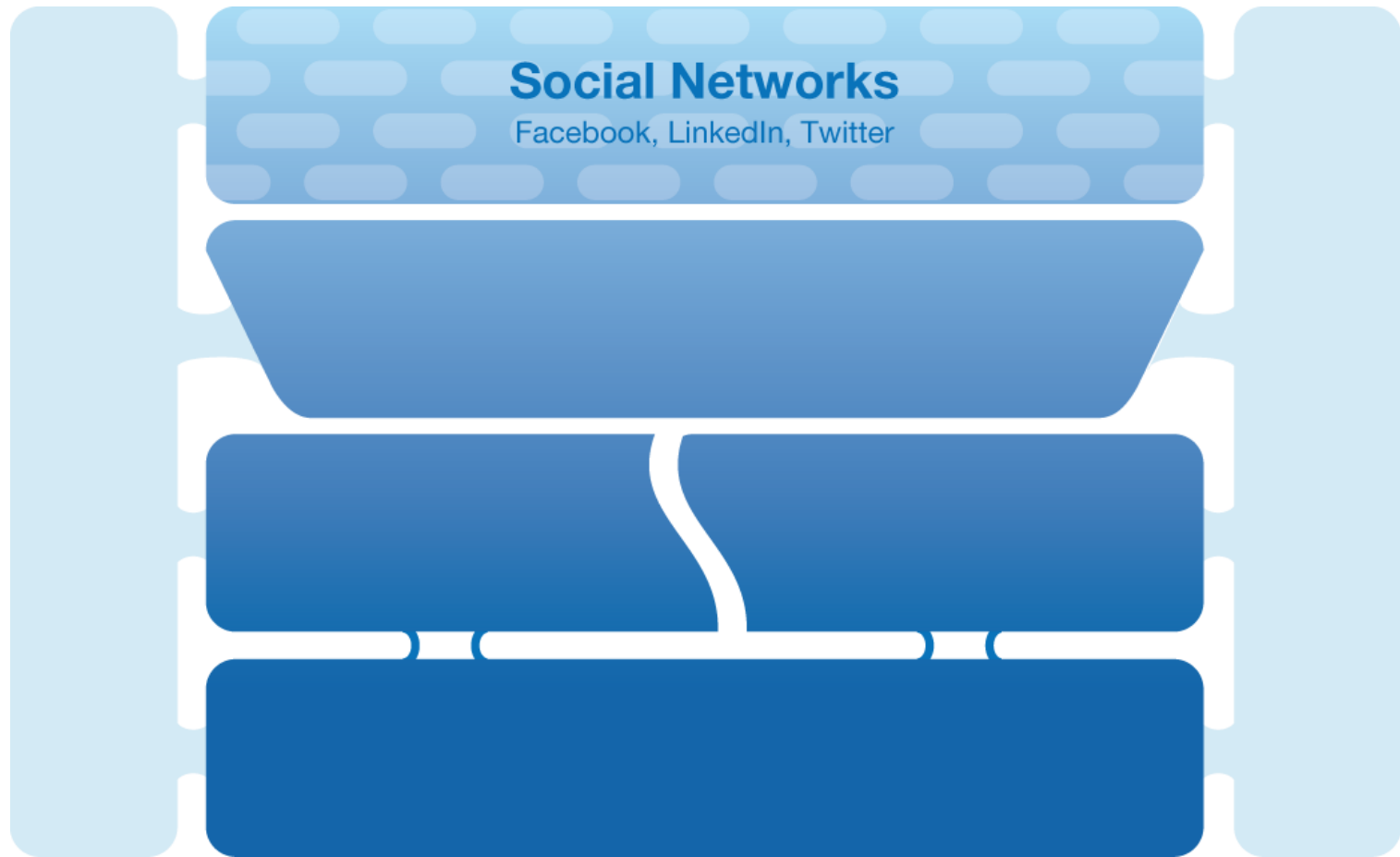
7 Categories, 18 Discrete Classes, for 2011



Source: Altimeter Group

The Social Business Stack

7 Categories, 18 Discrete Classes, for 2011



Source: Altimeter Group

The Social Business Stack

7 Categories, 18 Discrete Classes, for 2011



Source: Altimeter Group

Monitoring and Analytics

▪ **Brand monitoring:**

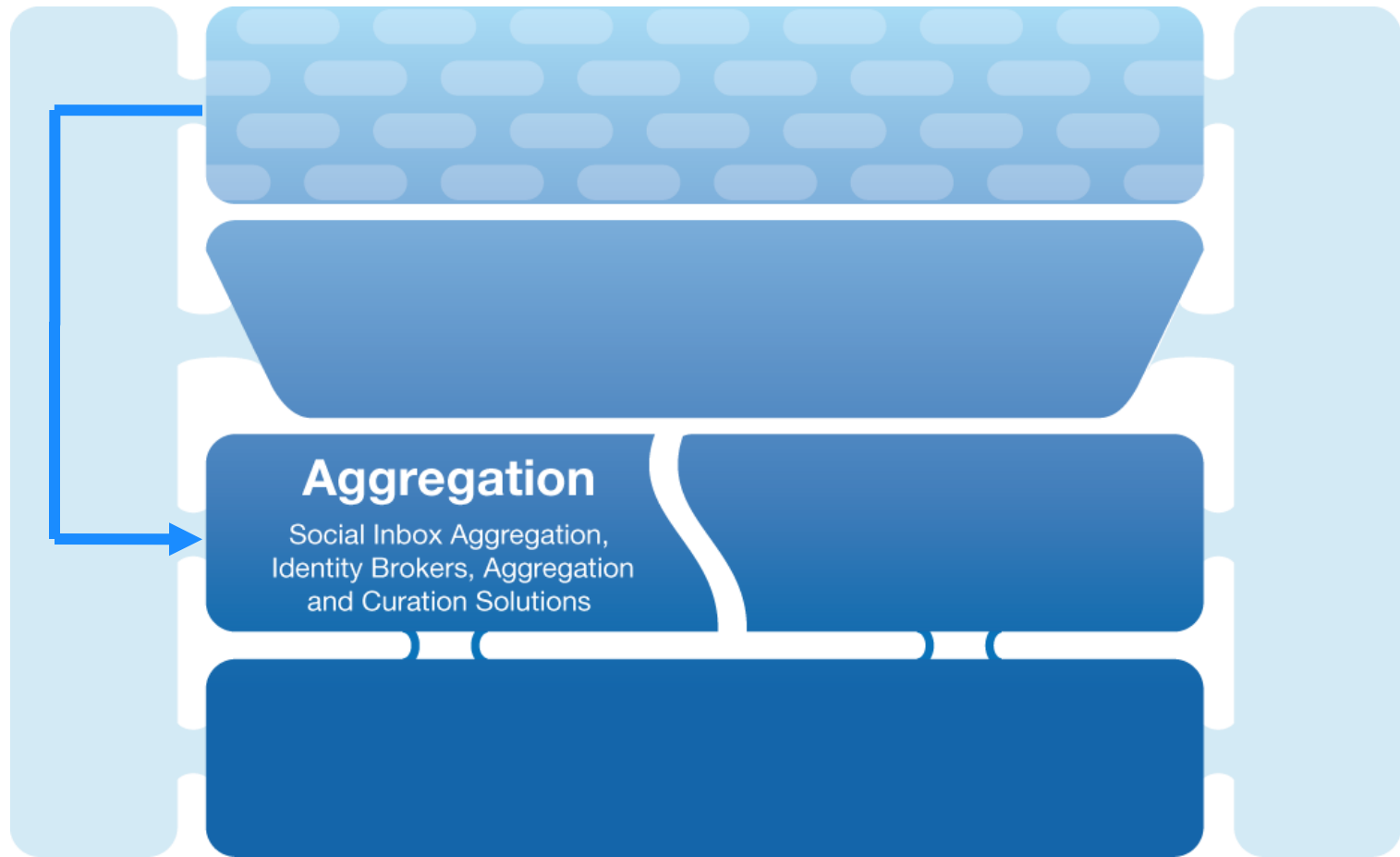
- Over 150 known vendors, including Salesforce Radian6, Alterian, Lithium, Visible Technologies, Cymfony

▪ **Social Analytics/Insights:**

- Crimson Hexagon, Crowd Factory, SAS, Oracle, SAP, QlikView

The Social Business Stack

7 Categories, 18 Discrete Classes, for 2011



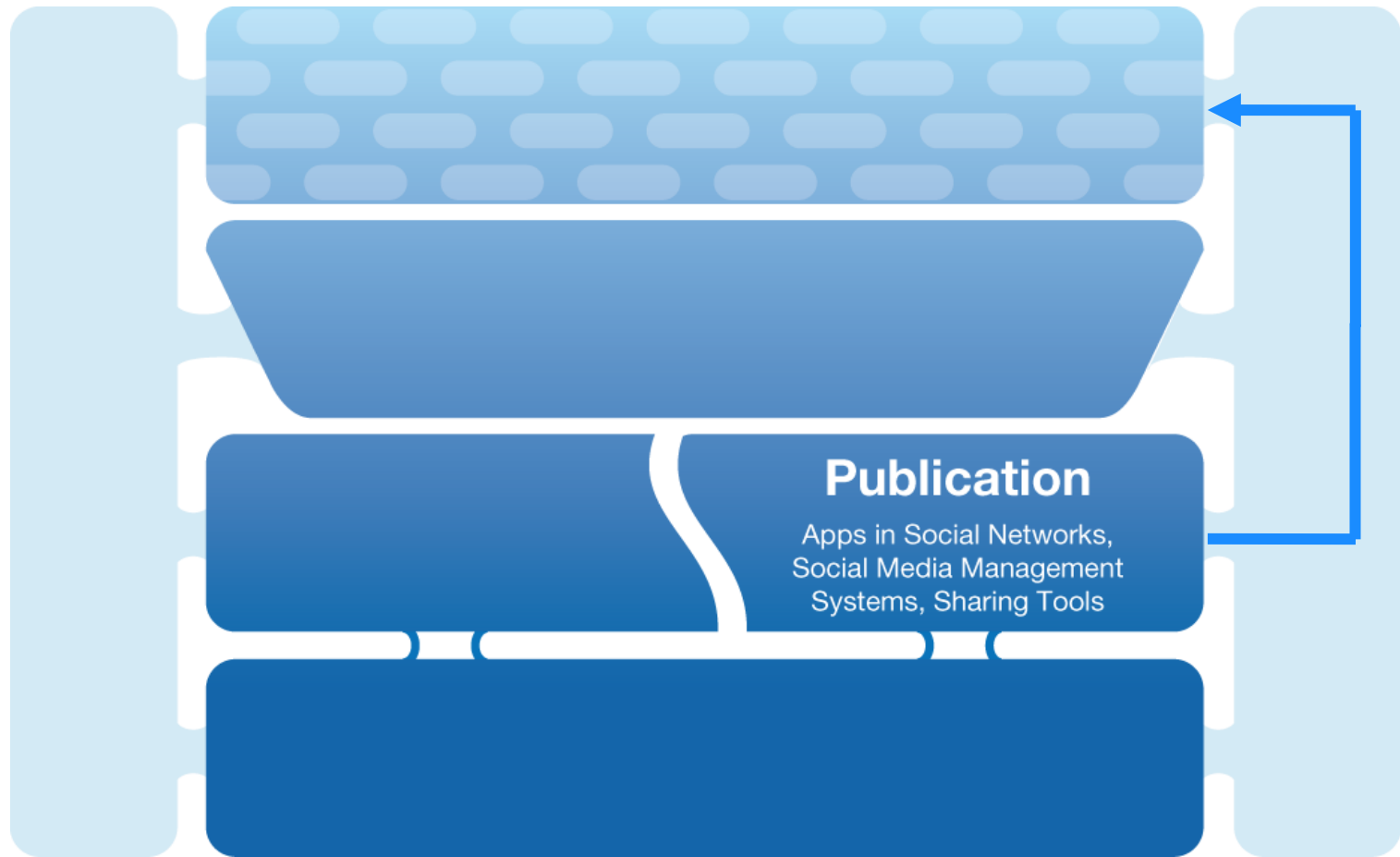
Source: Altimeter Group

Aggregation

- **Social Inbox Aggregation:**
 - Chatter, SocialText, Gist
- **Identity Brokers:**
 - Gigya and Janrain
- **Aggregation and Curation Solutions:**
 - Echo, Mass Relevance, FeedMagnet

The Social Business Stack

7 Categories, 18 Discrete Classes, for 2011



Source: Altimeter Group

Publication

▪ **Applications in Social Networks:**

- Over a 1 million apps in Facebook alone, while other social networks like LinkedIn and Twitter experiment with developers

▪ **Social Media Management Systems:**

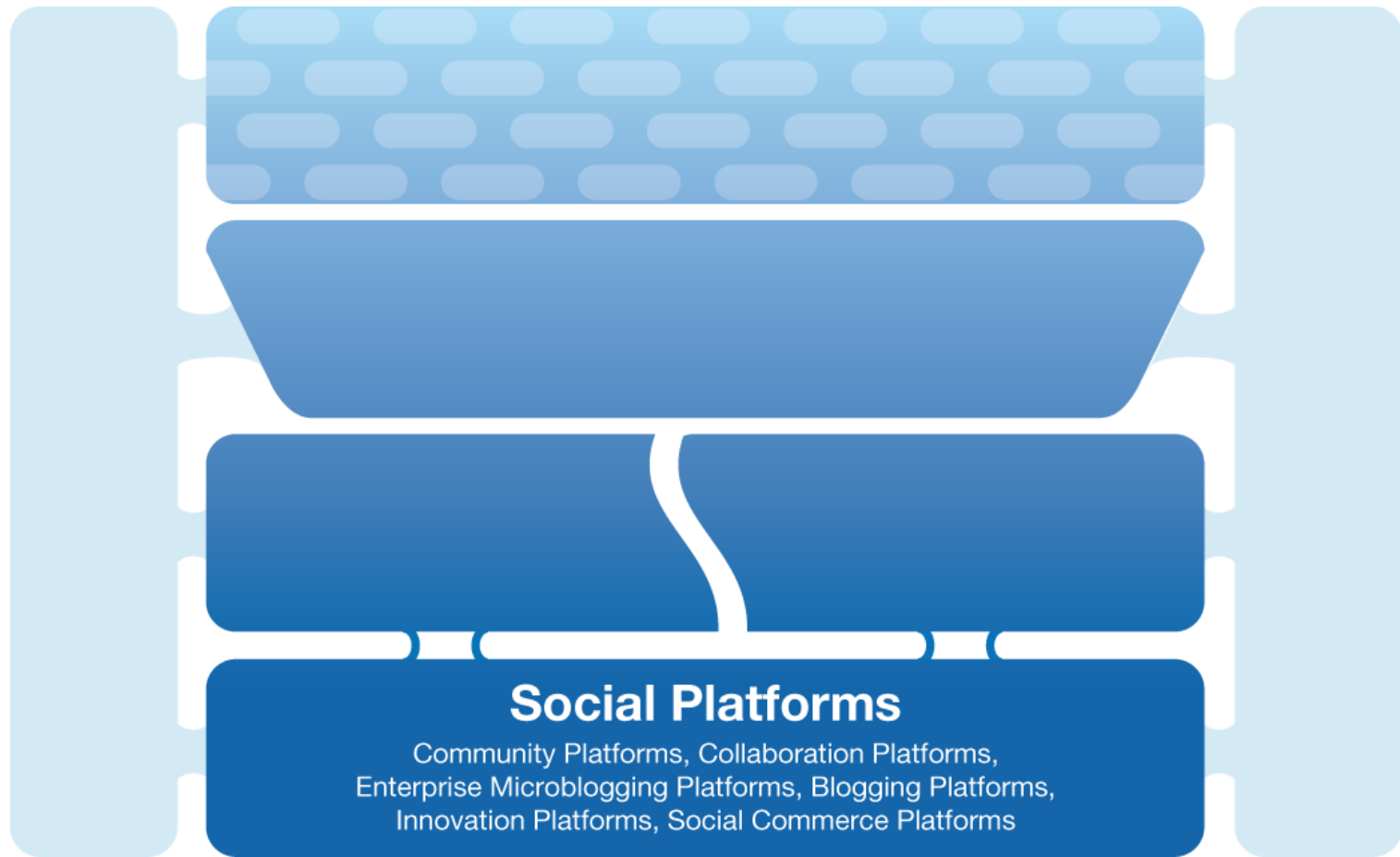
- CoTweet, HootSuite, Sprinklr, Objective Marketer, Expion, SpredFast, Seesmic

▪ **Sharing Tools:**

- Has become a feature of other systems, also ShareThis and AddThis

The Social Business Stack

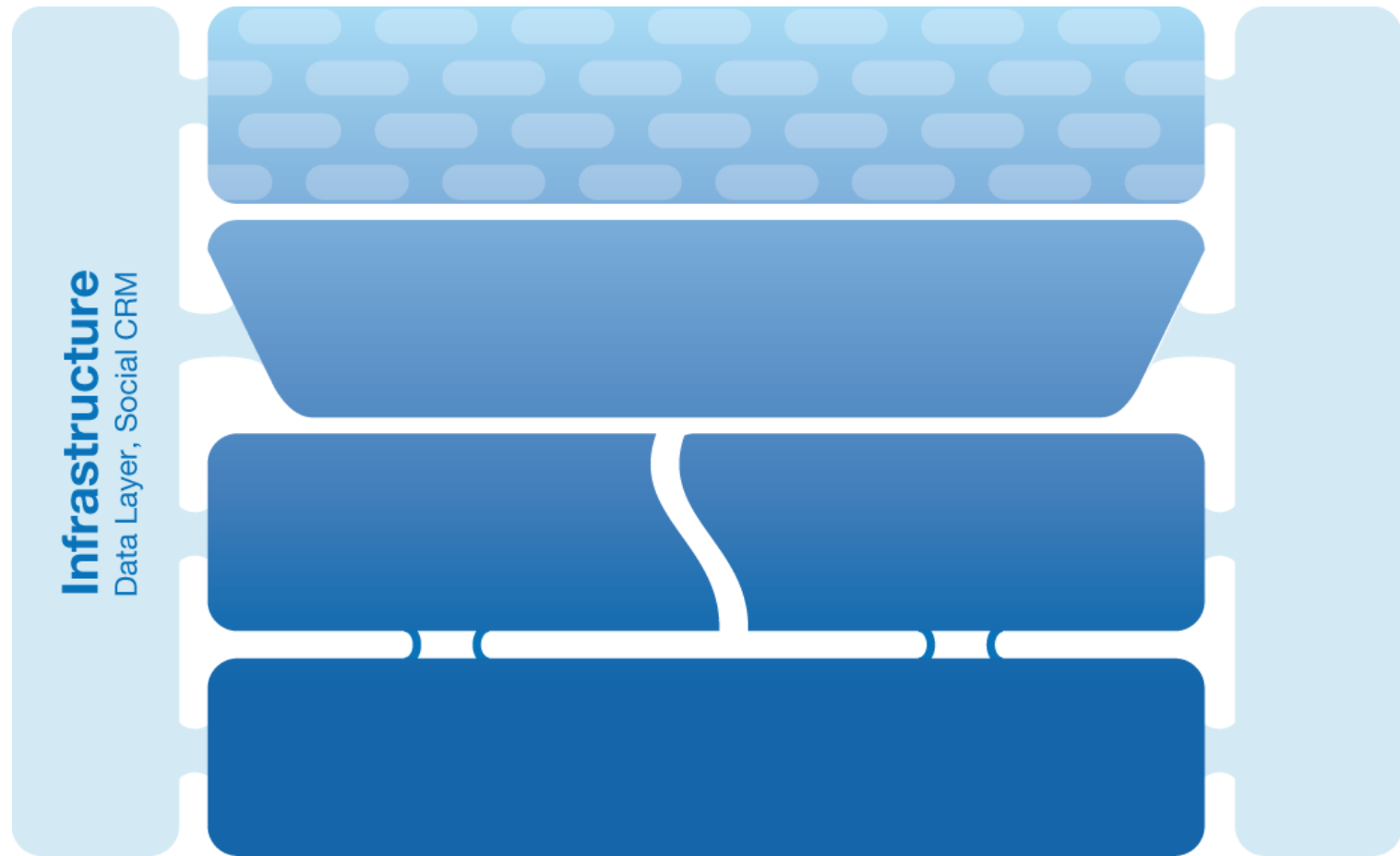
7 Categories, 18 Discrete Classes, for 2011



Source: Altimeter Group

The Social Business Stack

7 Categories, 18 Discrete Classes, for 2011



Source: Altimeter Group

Infrastructure

■ **Data Layer:**

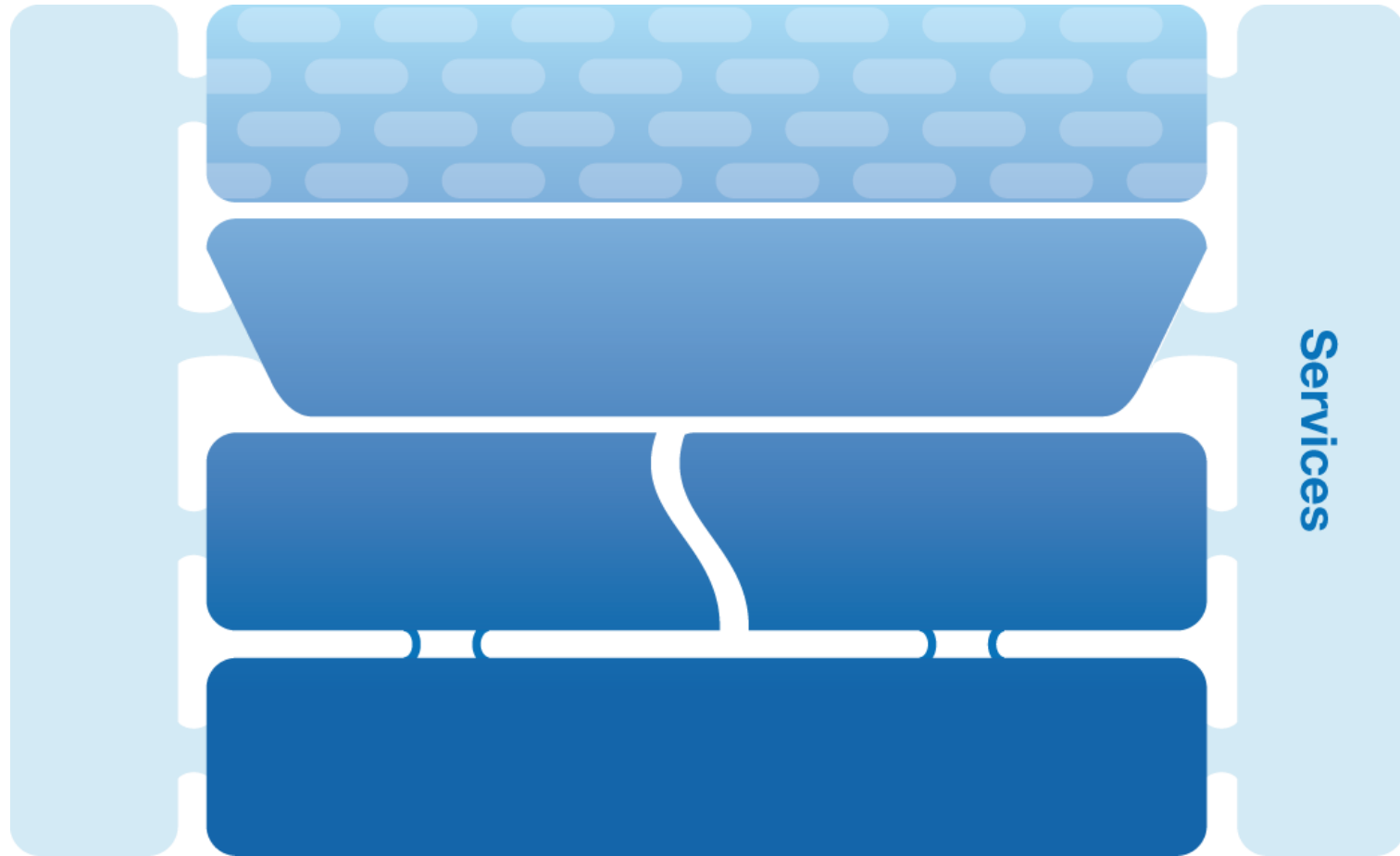
- Data brokers are emerging (brand monitoring is harvesting data, SSO) and reputation identifiers (Gist, Rapportive, Klout, Rapleaf, Google/Facebook)

■ **Social CRM:**

- Many vendors claim Social CRM, yet we've yet to see a single vendor that spans the gaps across all the use cases

The Social Business Stack

7 Categories, 18 Discrete Classes, for 2011



Source: Altimeter Group

Services

▪ Agencies

- Agency (digital)
- Agency (specialized: Shift, We are Social, Thread Marketing)

▪ Consulting

- 1000s of “experts”
- Up and down stack

▪ Strategy

- Research and Analysis
- Management Consultants (Dachis Group, Ant’s Eye View)

▪ Advocacy Programs, blogger networks

- BlogHer, Federated Media

▪ Peer groups, conferences, and education

- Socialmedia.org, WOMMA, Forrester, Altimeter Group

Agenda

- 2011: The State of Social Business
- Baseline Requirements Needed for Scale
- **Formalizing a Center of Excellence**
- 5 Steps to Scale a Social Strategy



Formalizing a Center of Excellence

What is a “Center of Excellence (CoE)” ?

A Social Media CoE serves as a Hub for social business efforts across the enterprise, providing the following assistance:

High Level Social
Strategy

Training and
Education Programs

Policies, involving
Legal Team

Research Initiatives

Measurement
Requirements and
Accountability

Other Support to
Spokes As Needed

- How the CoE and Spokes work together

The CoE:

- Set guidelines, policies and processes
- Provide and facilitate education and research
- Provide measurement strategy and road map

The Spokes

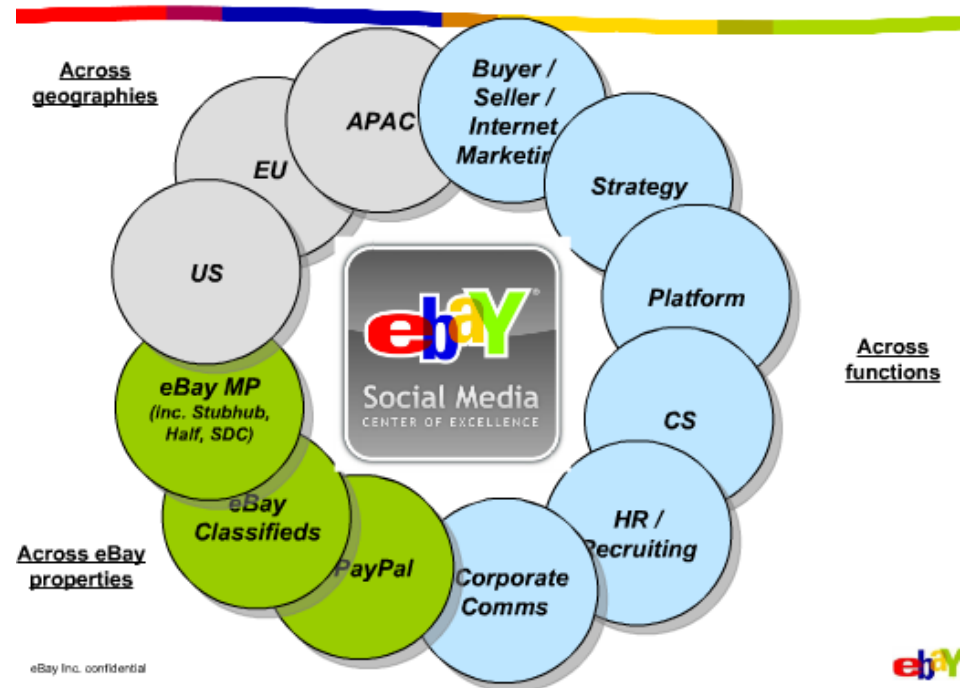
- Deploy social media efforts on their own
- Report and coordinate with Spoke
- Share best practices and learning to CoE and other business units

The opportunity costs of not having a CoE

- **Fragmentation.** Business units can either be coordinated in their efforts, or fragmented and decentralized.
- **Lack of Efficiency.** The cost will only increase as more business units develop social efforts on their own without proper “guardrails.”
- **Lack of Accountability.** Companies may have hundreds of social assets and difficulty tracking.
- **Unable to Defend Brand.** Companies needs processes and policies to handle negative situations and mitigate potential PR crises in social.
- **Inability to Scale.** Without a “Center of Excellence” to guide, coordinate, and support social business, companies will not be able to scale efforts to respond to increasing internal/external demands.

Ebay's CoE coordinates across functions, properties, and geographies

- Responsible for
 - Social Strategy
 - Alignment of roadmaps and plans
 - Analytics and reporting infrastructure
- Monthly Social Media Council meetings, with knowledge sharing initiatives



Source: <http://www.slideshare.net/influencepeoples/ali-croft-monitoring-social-media-ebay>

Adobe's CoE sits in a Hub and Spoke model



- Established in 2009 after a company-wide audit
- Adopted Hub and Spoke model
- Includes cross-functional “social council”
- Provides governance, policies and guidelines, training, measurement support, and best practices including “guardrails”

Source: <http://mashable.com/2011/12/14/top-companies-social-media-professionals/>

Scott Monty is the public facing leader of a hub and spoke model at Ford



Scott Monty is the Head of Social Media at Ford. He manages both his own and Ford's corporate Twitter account. He has the most Twitter followers of any corporate social strategist – 50K as of March 2011.

“We’re moving from a top-down model to ... a hub-and-spoke-and-dandelion process. Each of those spokes have their own expertise. And this not only happens at all the vehicles, but it’s going to happen at the global level as well — all of our regions, all of our countries.

Key take-ways

1. Companies can organize into five different formations –yet Hub and Spoke and Dandelion models scale.
2. Formalize a Center of Excellence within the Hub to centralize and share resources.
3. Start with governance, process, and education –but encourage business units to self-educate.
4. Ensure there's common standards for measurement, toolsets, and templates for all business units.
5. Remember the end state is to become an enabler of these technologies to business units.

Agenda

- 2011: The State of Social Business
- Baseline Requirements Needed for Scale
- Formalizing a Center of Excellence
- **5 Steps to Scale a Social Strategy**



5 Steps to Scale Social Strategy

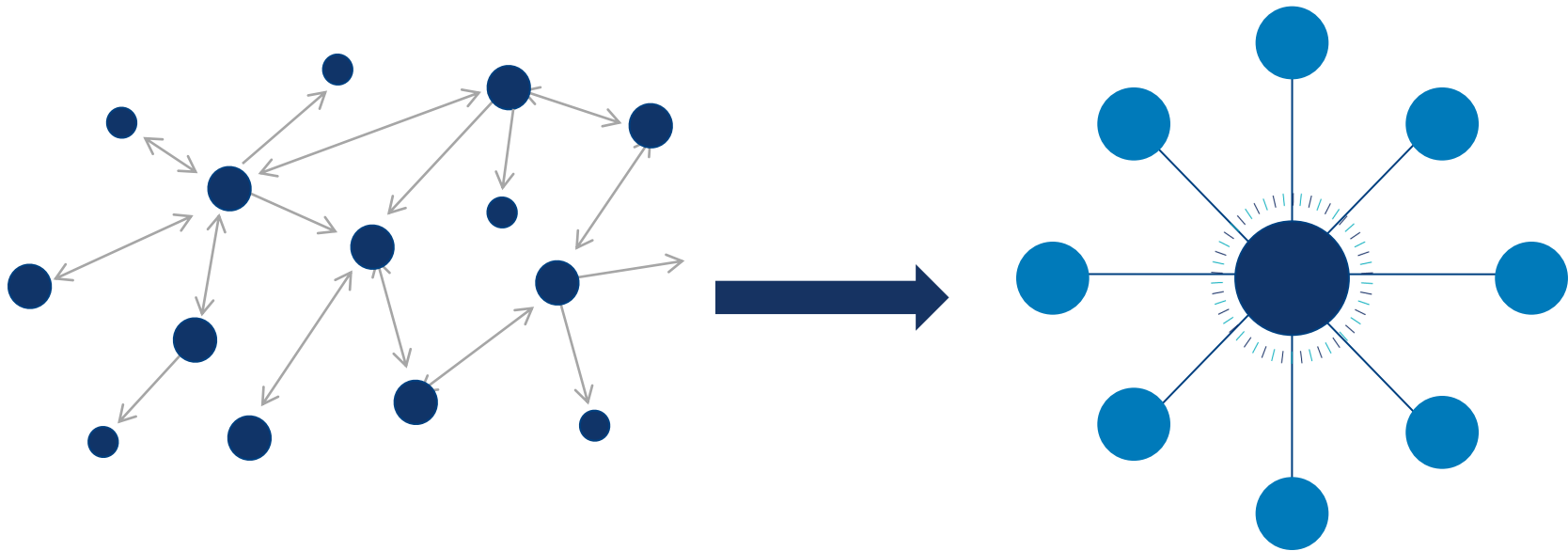
What you will learn:

How to get ahead of demands.

Scale Your Social Strategy with these 5 Steps:

1. Formalize a Hub and Spoke model
2. Scale with peer-to-peer communities
3. Integrate socially relevant discussions at every phase of the customer lifecycle
4. Formalize a customer advocacy program
5. Streamline workflow with SMMS

1. Get to a Hub and Spoke model now



Move from fragmentation and decentralization to coordination where business units can deploy own their own. Tip: Roles > Governance > Process > Education will organically manifest as a Hub.

The hub should be an enabler for business units

- You can never hire enough community managers or deploy and manage efforts.
- Therefore, establish a “Center of Excellence” at the Hub to support and enable business units



2. Scale with peer-to-peer communities

Lenovo Community

Register | [Connect with Facebook](#) | [Sign In](#) | [Help](#)

LENOVO FORUM **LENOVO FORUM COMMUNITY KNOWLEDGEBASE** **LENOVO BLOGS** **SUPPORT & DOWNLOADS**

Welcome to Lenovo's Discussion Community - Please note The RULES when posting.
This is a peer to peer support community - please participate and share your experience and expertise with others.

Browseboards

Introduction

Title	Posts
Welcome & FAQs Knowledge Base Welcome messages & FAQs	65

Special Events

Lenovo's support forum

BEST BUY Community [Meet the Moderators](#) [Send Us Feedback](#)

[Register](#) | [Sign In](#) | [Help](#)

BEST BUY COMMUNITY

Community Information »
Technology & Me »
Reward Zone »
Military »
Customer Service »

[SIGN IN](#) If you do not have an account, [create one](#) now.

Community

Community

Community Information (1 Item)		Videos
Title	Posts	
Welcome & News Here's how to get started	12	UNBOXING: Canon T3i
Technology & Me (15 Items)		UNBOXING: Canon EOS Rebel T3i
Title	Posts	
Computers & Home Networking Join the chat about Computers, Desktops, Macs and more...	23255	

Best Buy community

Best Buy leverages “super users” to answer 30% of all questions

Best Buy | Geek Squad | Reward Zone
 Meet the Moderators Send Us Feedback

Community
 Computers & Home Networking Jump To ▾

Best Buy Community > Technology & Me > Computers & Home Networking Register · Sign In · Help

Board Search

New Message Board Options ▾

« Previous 1 2 3 ... 131 Next »

Subject	Replies	Author	Kudos	Views	Latest Post
Please post customer service issues in our Customer Service forum	0	Aaron-GS	2	3692	02-10-2010 10:28 AM by Aaron-GS
Toshiba T130 Series Recall Notice	1	Jacob-BBY	615		11-02-2010 11:49 AM by Jacob-BBY
Is there a Geek Squad Service Center near me?	3	egacakar	98		7 hours ago by Entropy
Wireless Router Question	5	WildCatsClan	79		7 hours ago by Entropy
Laptop to HD using HDMI port	4	Pwnsammich	40		7 hours ago by Entropy
			90		12 hours ago by SlimJim77
			64		12-08-2010 01:26 PM by Gina-BBY
			290		12-08-2010 12:50 PM by Tusin
			242		12-08-2010 12:48 PM by Tusin
					12-08-2010 12:24 PM

Started in 2008, Best Buy's community receives 2.5 million visitors a year, generating 100,000 conversations. In addition, 25 super users spend 8-12 hours a week on the site answering about 30 percent of all the questions asked.

Twitter Stream

AvengedShadow
 Turned the Napster computer at Best Buy on to @otepofficial and @TheOfficialA7X songs. #hellyes
 12-09-2010 04:30 PM via ÜberTwitter

ashley_scott69
 Best Buy 2-Day Computer Sale this Friday and Saturday: During the sale, Best Buy will have an HP laptop with 15.... <http://bit.ly/hWvmfU>
 12-09-2010 04:14 PM via twitterfeed

spicegal28
 Best Buy Franklin Covey 4 Single Gusset Split Ladies Leather Computer Tote
 12-09-2010 03:45 PM

myFico members spend 41% more than non-members

myFICO My Account Support Search

Home FICO Scores & Credit Reports Financial Help Center Education **Community**

Understanding FICO® Scoring

Register | Sign In | Help

FICO® Forums > FICO Scoring and Other Credit Topics > Understanding FICO® Scoring

Board Search Go To

Announcements

Welcome to the Understanding FICO Scoring board!

By accessing and using this community you agree to the [User Guidelines](#) and [Terms of Service](#).

New Message Board Options

SUBJECT

- About this board...** [URL](#)
- Frequently Requested Threads** [URL](#)
- Expanded "FICO High Achievers" (scores of 760 and ...)**
[1 2 3 4 5 6 7 8 9 10 »]
- Our Forums' FICO High Achievers: Who has at least...**
[1 2 3 4 5 6 7 8 9 10 »]
- Interpreting Your FICO Score**
[1 2 3 4 5 6 7 8 9 10 »]

333	findingthescoreup	33488	03-08-2011 06:07 PM by hoban1
597	psychic	33678	03-03-2011 08:55 AM by svtfast
91	TheNewWorldMan	47680	02-09-2011 10:35 PM by talks1nmaths

Launched in 2007, the myFICO community serving FICO's consumer division, has 300K registered users, with 10K new users registering every month. There are 20K posts a month and 400K searches a month.

Sephora extends Facebook conversations by launching its own community, Beauty Talk

FREE RETURNS with every order

Sign In or Sign Up for Sephora : HOME : MY ACCOUNT : STORES : GIFT REGISTRY : HELP

SEPHORA

shopping basket 0 items CHECKOUT

MAKEUP SKINCARE FRAGRANCE BATH & BODY HAIR TOOLS & ACCESSORIES MEN NATURAL gifts beauty advice

SEARCH

BRANDS CHOOSE BRAND

BEAUTYTALK

GET ADVICE. GIVE ADVICE. JOIN THE CONVERSATION.

welcome to BeautyTalk
[how it works](#)

WATCH. LEARN. LOVE.

Introducing BeautyTalk, Sephora's

“We had such a robust natural conversation on Facebook,” said Bridget Dolan, vice president of interactive media. “We saw that women were asking each other questions -- they’d say, ‘What’s a great waterproof mascara?’ And within an hour, they’d have about 17 really well-thought-out answers.”

is Sephora ever going to have its own line of natural
it seems like an obvious omission in the laborious
Sephora's own products line. I know there are wholesale
in natural_organic | yesterday PM

BEAUTYTALK THE PUSSY SMOKY EYE

NO MAKEUP LOOK

Community platforms are a top social business priority for all maturity levels

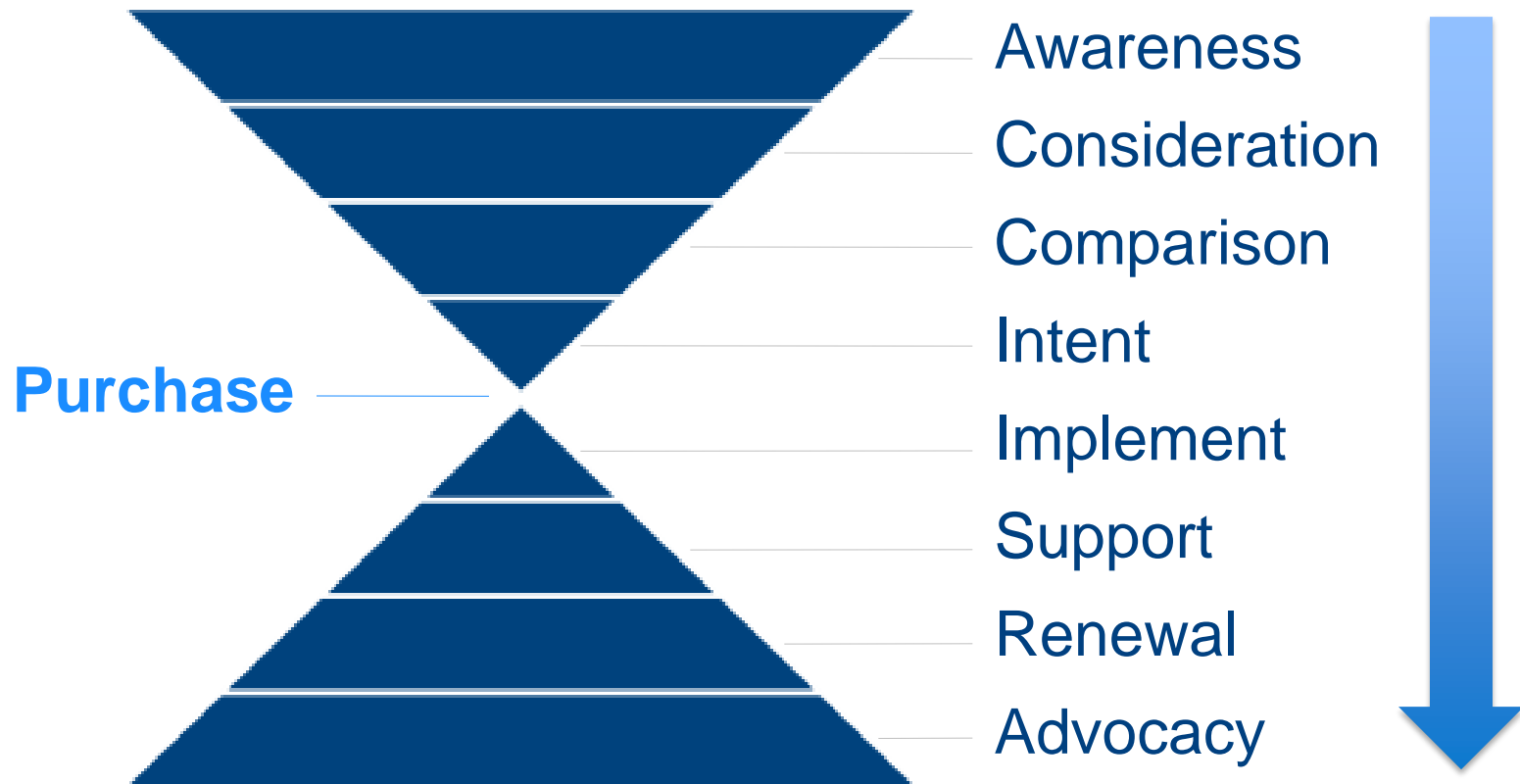
Technology Investments: Average Adoption and Spending by Corporations in 2011

	Novice		Intermediate		Advanced	
	Adoption	Spending	Adoption	Spending	Adoption	Spending
Custom Technology Development	28%	\$11,000	58%	\$55,000	68%	\$272,000
Community Platforms	42%	\$78,000	58%	\$126,000	78%	\$198,000
Brand Monitoring	60%	\$42,000	87%	\$108,000	89%	\$150,000
Social CRM	6%	\$1,000	42%	\$27,000	44%	\$116,000
Social Media Management Systems	39%	\$4,000	60%	\$28,000	72%	\$23,000

Base: 140 Global Corporate Social Strategists (Oct. 2010)

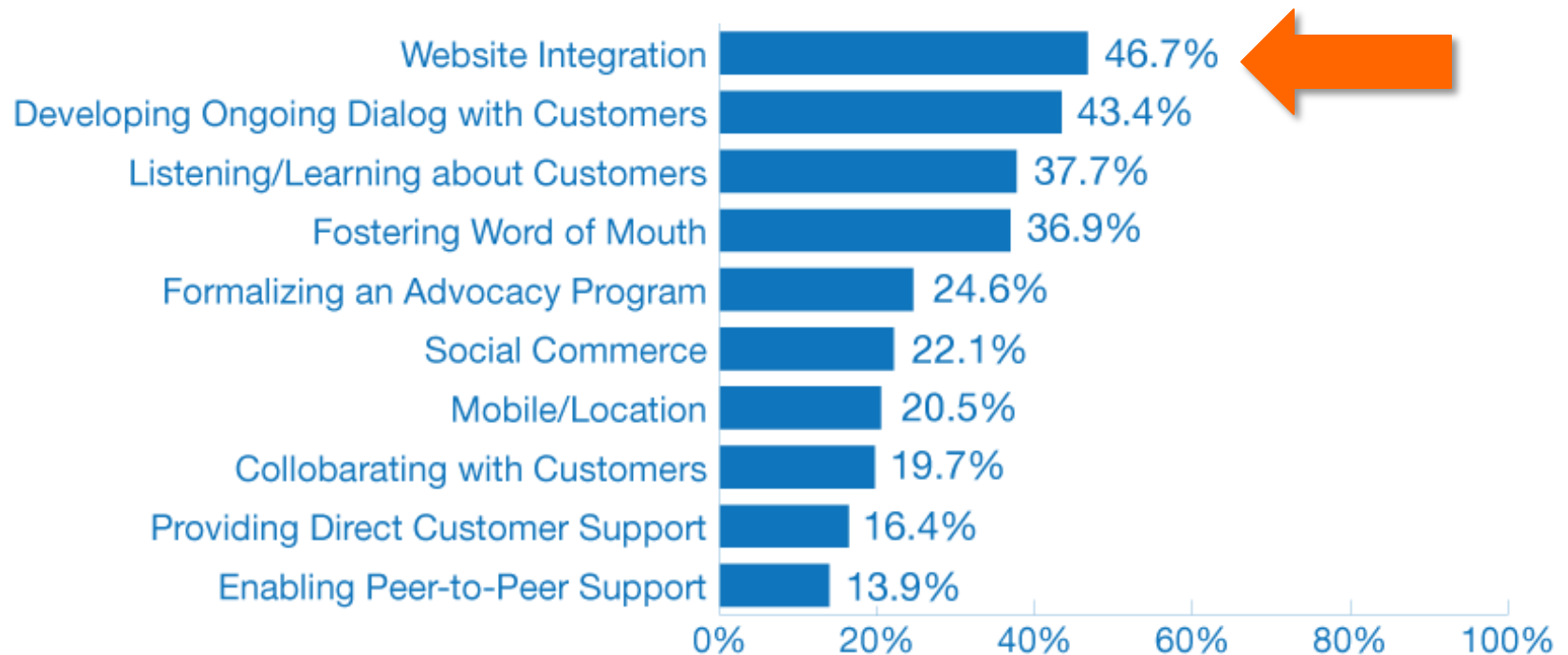


3. Integrate socially relevant discussions at every phase of the customer lifecycle



Corporate website integration will be the #1 priority

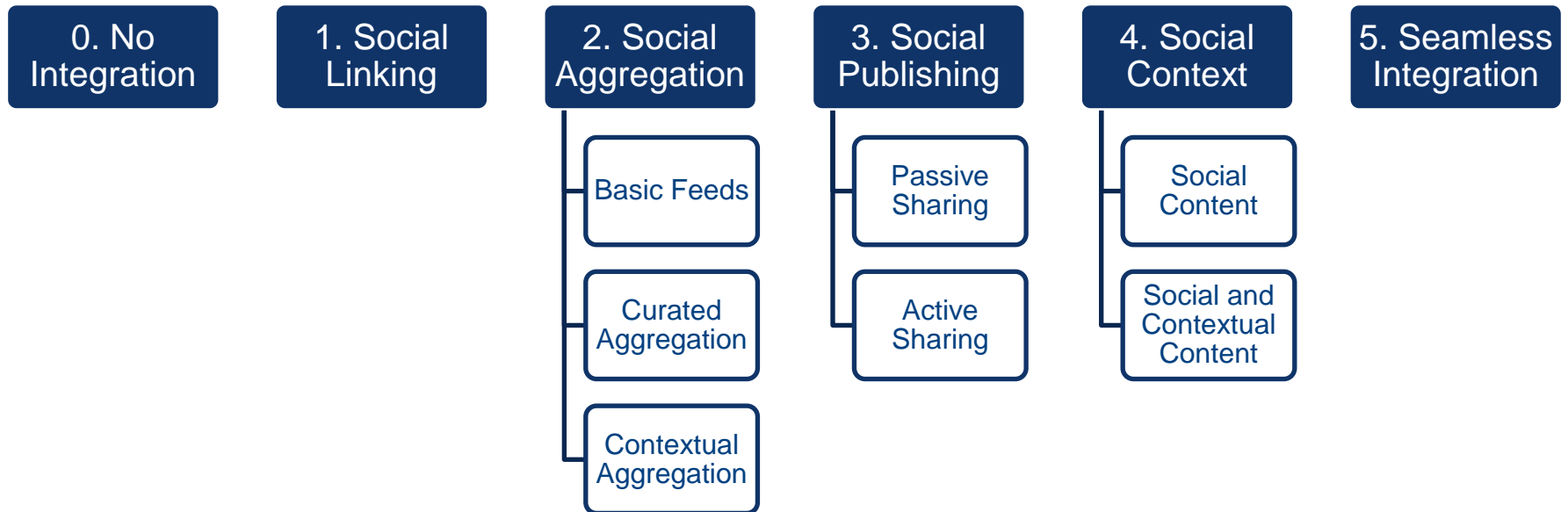
We asked 140 Corporate Social Strategists: “What three external (go-to-market) social strategy objectives will you focus on most in 2011?”



Source: Survey of Corporate Social Strategists, Altimeter Group, November 2010

New framework for 2011

Evolution of the Social Corporate Website



Windows 7 curates mentions of its new product on a dedicated page

Windows Search microsoft.com bing Web

What people are saying about Windows 7

All Feeds Twitter Blogs YouTube Flickr

Most Recent

domynoe
@jillmyles I hated the Win 7 taskbar too. I don't even like using tabs. :P

paulrandal
Anyone know how to make Win7 NOT group related apps together on taskbar? Already

NarutoForReal
ok, windows 7 or xp.. ? i wanna install a windows today. . which is better guys. . .

mackenziepricee
RT @dipidoo: you won't feel

walsybabu
Aero Snap is, by far, the most useful feature of Windows 7.

planetcall
pinning websites to taskbar using #IE9 in #Windows7 is simply a superb idea. Dynamic

MissingLynxx
@Laplink W/unbeatable

bederson
To be fair, Chrome copied this from Win7 Aero taskbar, and it works well there too. Where did

wonderhelm
@ejr44 How is the performance on a Win7 Netbook?

hherlinda
windows 7 who told u to shut

Join the Conversation

Windows 7
Learn More

Follow Us
Twitter Facebook YouTube Flickr

About This Site

TurboTax aggregates support discussions within the product

The screenshot displays the TurboTax Free Edition interface. At the top, the TurboTax logo and 'Free Edition' are visible. The navigation bar includes 'Home', 'Personal Info', 'Federal Taxes', 'State Taxes', 'Wrap-Up', and 'Print & File'. A 'Federal Refund' of '\$0' is shown. The main content area is titled 'You & Your Family' and asks 'Were You Married?' with radio button options: 'I was single.', 'I was married.', 'I was divorced.' (selected), 'I was legally separated.', and 'I was widowed.' A 'Continue' button is at the bottom right.

On the right, a sidebar is highlighted with an orange border. It features a 'Live Community' section with a 'Search Q&A | Explain this | Leaderboard' header. Below is a text input field for asking questions and an 'Ask The Community' button. A 'View Popular Answers' section lists several questions with icons, such as 'I just bought a house this year and got an extension on m...', 'My son bought a home in 2010 and qualifies for the homebu...', 'how to load 2009 pdf file into turbo tax online', 'I divorced my husband, and two years later he died. Can m...', 'Single vs Divorced', and 'if my wife had no income whatsoever for 2009 do we file m...'. A 'See More' link is provided. At the bottom, an 'Answer a Question' section shows a question: 'I can't get past the following error code: When Primary D...' and another: 'Got a 1099-C two years after my'.

While TurboTax customers use the product to do their taxes, they can view support discussions *within* the product.

TripAdvisor visitors view friend reviews through Facebook Instant Personalization

TripAdvisor launched Facebook's Instant Personalization feature in December 2010, offering friend ratings, reviews, and travel history.

The screenshot displays the TripAdvisor website interface for a user named Joe. The page is titled "Visiting New York City, NY" and features a navigation menu with options like Home, Hotels, Flights, Restaurants, Vacation Rentals, Trip Ideas, and Write a Review. A search bar is present, and the page indicates "Over 40 million trusted traveler reviews & opinions".

Key features visible include:

- Winner: Travelers' Choice® Destinations 2010**: Culture & Sightseeing | Europeans' Favorites | Food & Wine | Nightlife | Romance | Top 25 in the United States
- Advice from real travelers**: Neighborhoods, First-time Visitors, Public Transportation, Architecture, Nightlife.
- World Heritage Sites in New York City**: Statue of Liberty.
- Friend activity in New York City**: A list of reviews from friends, such as "Rose Birnes reviewed The Westin New York at Times Square" and "Meyer Rudolph reviewed The Carlton Hotel New York".
- New York City Deals**: Discount Hotels, Hotel & Air, All Travel Offers, New York City Car Rentals.
- Free Newsletter**: Interested in New York City?

4. Formalize a customer advocacy program



Walmart original recruited 11 “mommy bloggers” for its Moms program.

Microsoft selects MVPS annually.

Fiskars' "Fiskateer" moms lead a crafting brigade



5 women are selected as "Fiskateers" – to blog on the Fiskars blog. The program added an online community and certified 50 "Fiskars Demonstrators," who in turn certified 20 each for a total of 1000 Demonstrators.



Crafting Scissors



Punches
173 Items



Shape Cutting
37 Items



Stamping
Machine



Craft Paper Trimmers
56 Items



Embossing
21 Items

Salesforce just launched MVP Program to recognize the top 1% of contributors

MVP Program

Agenda

- Why are advocacy programs so important?
- Where should you focus your efforts?
- What are the characteristics of an MVP?
- What rewards do they receive?



At Dreamforce 2011, Salesforce launched its MVP program, to recognize customers, partners, and developers for their contributions. No details available yet.

Examples from our Customer Community



Matt Brown

Answers more than 100 questions a month



Alex Sutherland

His ideas have generated more than 20,000 votes

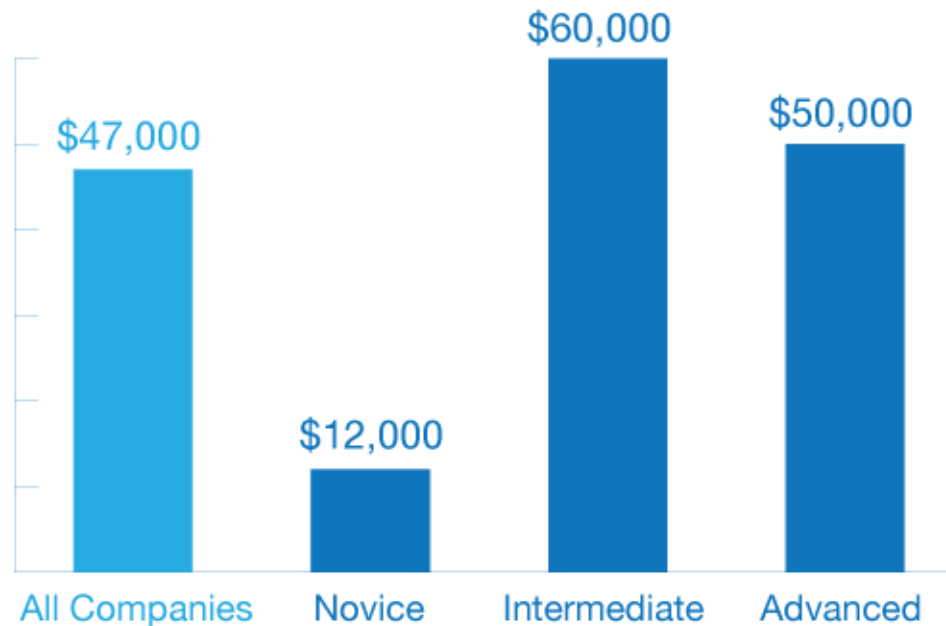


Jeff Grosse

Has a loyal following on Twitter, his blog, and his video channel

Intermediate and Advanced programs spend 50K-60K on influencer programs

Influencer Programs: Average Spending by Corporations in 2011



Base: 140 Global Corporate Social Strategists; (Oct. 2010)



The largest companies spend on average \$117K

Average Spending on Customer-Facing Initiatives in 2011 by Companies with Over \$10 Billion in Revenue

■ All Companies
 ■ By \$10 billion or more in Company Revenue

	All Companies	By \$10 billion or more in Company Revenue
Ad/Marketing Spend	\$160,000	\$350,000
Traditional Agencies (deploying social media)	\$120,000	\$298,000
Boutique Agencies (specializing in social media)	\$108,000	\$221,000
Influencer/Blogger Programs	\$47,000	\$117,000

Base: 140 Global Corporate Social Strategists who have adopted these social business categories; (Oct. 2010).



5. Streamline workflow with SMMS

The screenshot shows the CoTweet interface. On the left, there is a sidebar with navigation options like 'Home', 'Updates', 'Outbox', and 'Assigned to me'. The main area displays a list of tweets from various users, including Keyi Kredit, Brandon Utley, and Peirave. A yellow highlight is placed on the 'Assigned to me' button in the sidebar, with an arrow pointing to it and the text 'assigned tasks'. Another arrow points from the text 'twitter profile, conversations, updates, not' to the profile view of Drew Coffman on the right side of the interface.

The screenshot shows the Social Agency interface. At the top, there are three charts for 'Engagement' (96 points down 41%), 'Reach' (254 points up 58%), and 'Activity' (8 points down 76%). Below these is an 'Events' section with a 'My To-Do List' for January 10, 2010 - January 16, 2010. The list includes tasks like 'Social Media Campaign Tweet' and 'Scott's regular Blog'. At the bottom, there are 'Social Streams' for 'All Activity', 'Recent Engagement', and 'TechCrunch'. The right sidebar contains 'Social Agency' settings and a 'Quick Post' section.

Social Media Management Systems (SMMS) vendors include CoTweet, (left), HootSuite, Sprinklr, Objective Marketer, Expion, Seismic, Awareness, and SpredFast (right). See [full list](#).

Why Social Media Management Systems?

- Corporations Struggle to Manage Hundreds and Thousands of Accounts
- Kenneth Cole and Chrysler Debacles Prove Need for Parental Controls
- Expect Regulatory Industries to Require This Safeguard System
- Direct/Email Marketers Want a Piece of Social Marketing to Blast in New Channels
- Agencies Know SMMS Provides Client Lock-in and Recurring
- A Complementary Toolset for Social Platforms, Social Commerce, Brand Monitoring Vendors, Marketing Automation

SMMS investments are low across all companies

Technology Investments: Average Adoption and Spending by Corporations in 2011

	Novice		Intermediate		Advanced	
	Adoption	Spending	Adoption	Spending	Adoption	Spending
Custom Technology Development	28%	\$11,000	58%	\$55,000	68%	\$272,000
Community Platforms	42%	\$78,000	58%	\$126,000	78%	\$198,000
Brand Monitoring	60%	\$42,000	87%	\$108,000	89%	\$150,000
Social CRM	6%	\$1,000	42%	\$27,000	44%	\$116,000
Social Media Management Systems	39%	\$4,000	60%	\$28,000	72%	\$23,000

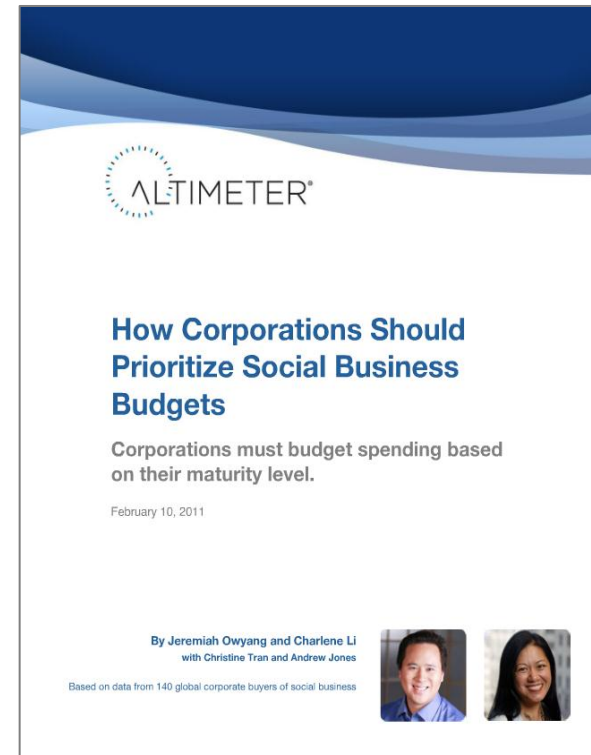
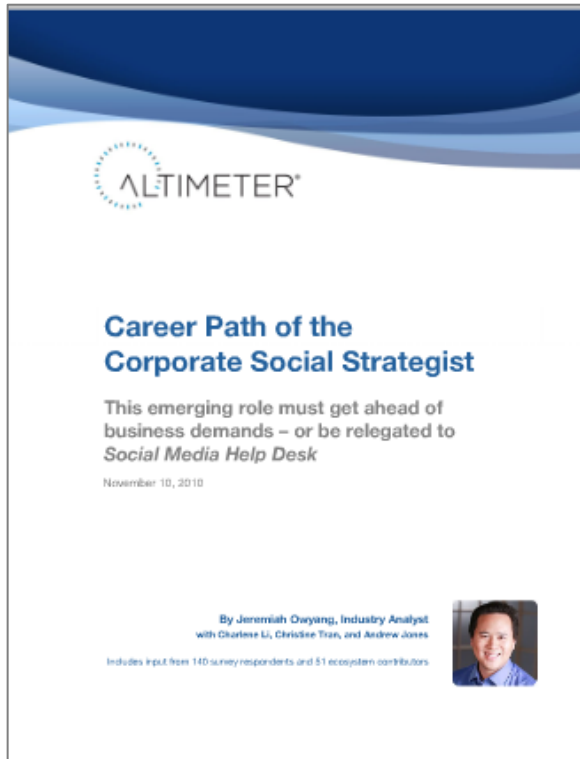
Base: 140 Global Corporate Social Strategists (Oct. 2010)



Key take-aways

1. Companies can organize into five different formations –yet having a Hub that serves as a business unit enabler scales best
2. Focus on customer-facing initiatives that leverage customer voices – such as support communities and advocacy programs
3. Manage the compounding volume of conversation conversations with SMMS

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Available for download at www.altimetergroup.com/media-room





THANK YOU



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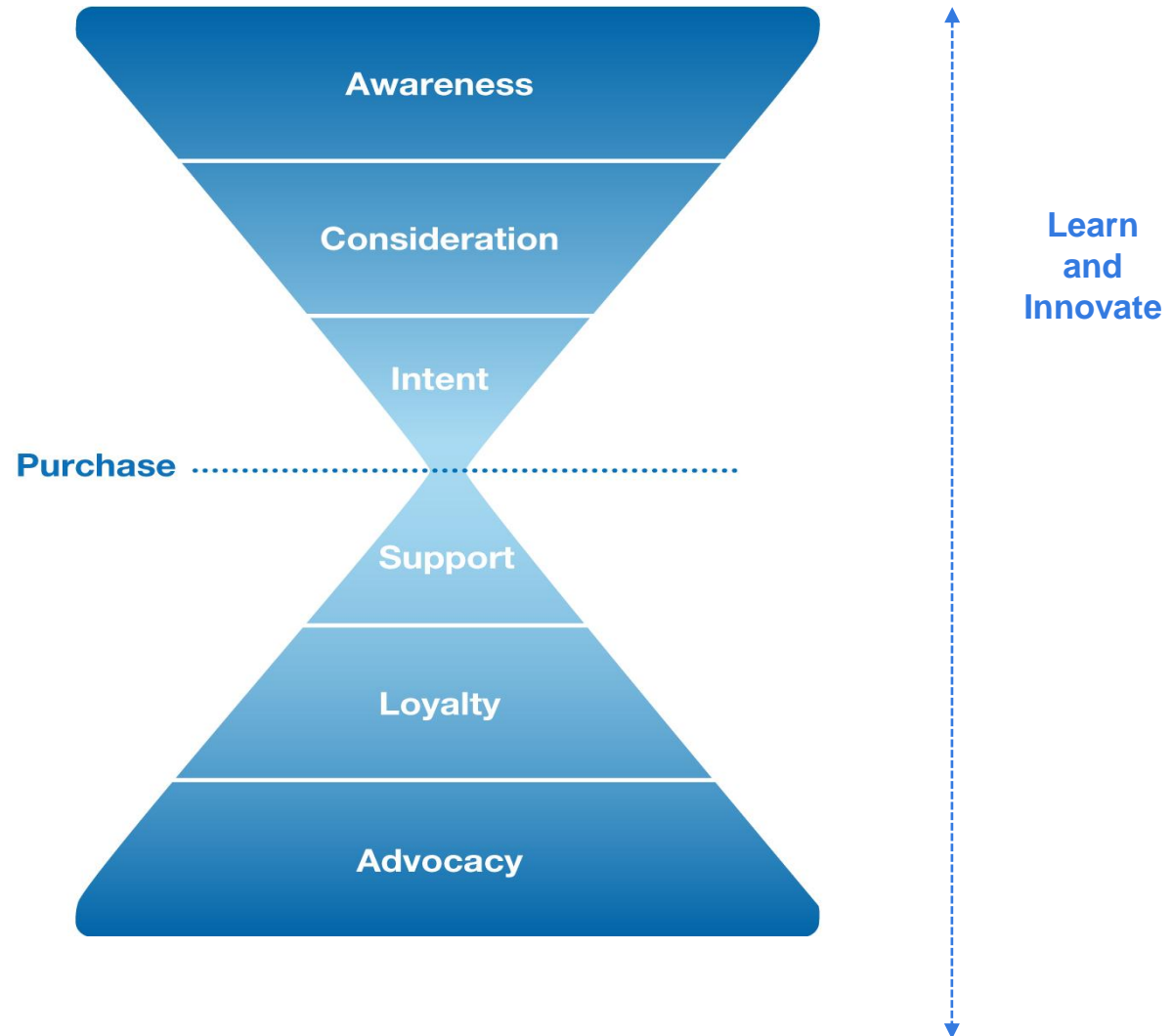


ABOUT US

Altimeter Group is a research-based advisory firm that helps companies and industries leverage disruption to their advantage.

Visit us at <http://www.altimetergroup.com> or contact info@altimetergroup.com.

The Customer Hourglass looks at the entire experience



The Viral Loop

