



from
SOCIAL MEDIA
to
SOCIAL BUSINESS

The 2012 FedEx/Ketchum
Social Business Benchmarking Study

A NOTE FROM FEDEX AND KETCHUM...

Dear Colleague,

We are excited to present you with our findings and insights from the 2012 FedEx/Ketchum Social Business Study - a comprehensive study that expands upon our research first undertaken in 2010. While the 2010 study focused mainly on the social media tools and practices organizations were using at the time, this year's study analyzes the transformation that has taken place since then, as companies have evolved into social businesses. As part of the research, quantitative surveys were completed by 55 communications and marketing executives at companies in the U.S. and internationally, and interviews were conducted with 30 communication and thought leaders.

Study participants addressed some critical questions that businesses are contemplating on a daily basis with regards to social business: What does it mean to be a social business? How is social business impacting organizations today? How are relationships with key internal and external stakeholders evolving as a result of social business? What do organizations need to do to become social businesses? How can we determine the ROI of social efforts?

We hope you find the results, trends, and best practices that we discovered as useful as we do, and we are looking forward to continuing to build our collective strength in this area together. We greatly appreciate all the organizations and individuals who committed their time and energy to this effort. This study would not have happened without your enthusiastic participation.

Best,

Bill Margaritis

SVP, Global Communications & Investor Relations
FedEx Corporation

Tyler Durham

Partner, Managing Director
Ketchum Pleon Change





TABLE *of* CONTENTS

Study Background 4

Findings 12

The Social Business Revolution 13

Social Inside Organizations 23

Social Ownership from Solo to Orchestra 29

Business to Leverage Social to Become more Adaptive 35



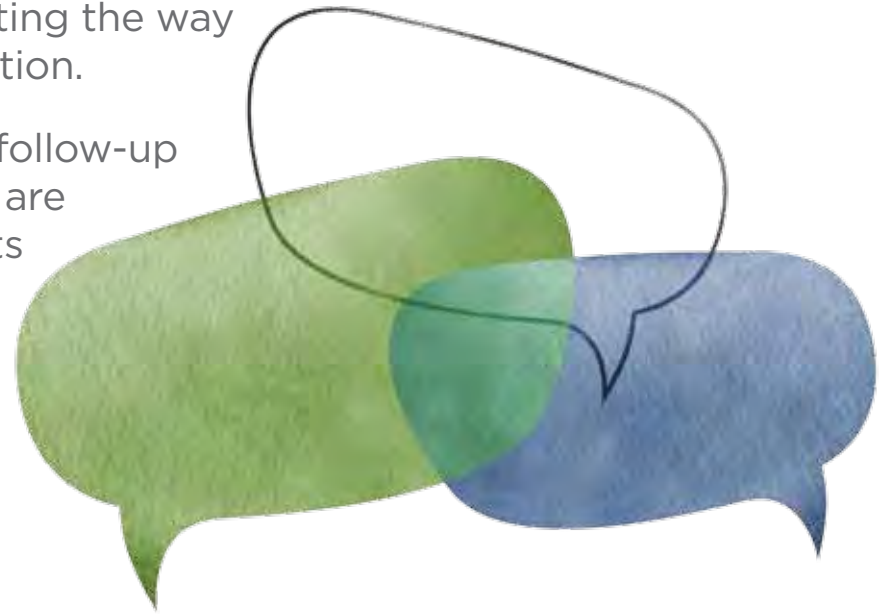
STUDY
BACKGROUND

MOTIVATION

In 2010, FedEx and Ketchum set out to gather best practices and benchmarks related to digital and social media from leading companies across a variety of industries. We interviewed 62 organizations across 12 industries, and the findings from that study are detailed **here**.

Since then, social business has evolved significantly. New social tools and technologies continue to be developed and new regulations discussed. In addition, the way in which companies are engaging in social business is transforming relationships with key stakeholders and impacting the way they do business at every level of the organization.

As a result, FedEx and Ketchum engaged in a follow-up study to better understand how organizations are evolving into social businesses, compare results to the 2010 findings and identify current and future trends in the space.



METHODOLOGY

In March – May of 2012, Ketchum conducted a quantitative survey among top companies (see next page) that explored the impact of social business on their organizations. A total of 55 companies responded to the survey.

We then conducted 24 follow-up interviews with companies to better understand how they were leveraging social business in their organizations, and six interviews with thought leaders to discuss best practices and emerging trends in social business.

PARTICIPATING THOUGHT LEADERS



CHARLENE LI



MELINDA
EMERSON



DION
HINCHCLIFFE



JEREMIAH
OWYANG



BRIAN SOLIS

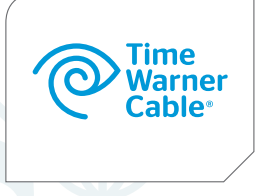


LOIS KELLY

SOME OF THE COMPANIES THAT INTERVIEWED



SOME OF THE PARTICIPATING COMPANIES

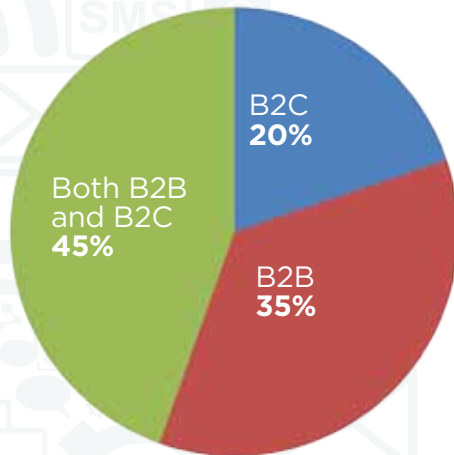
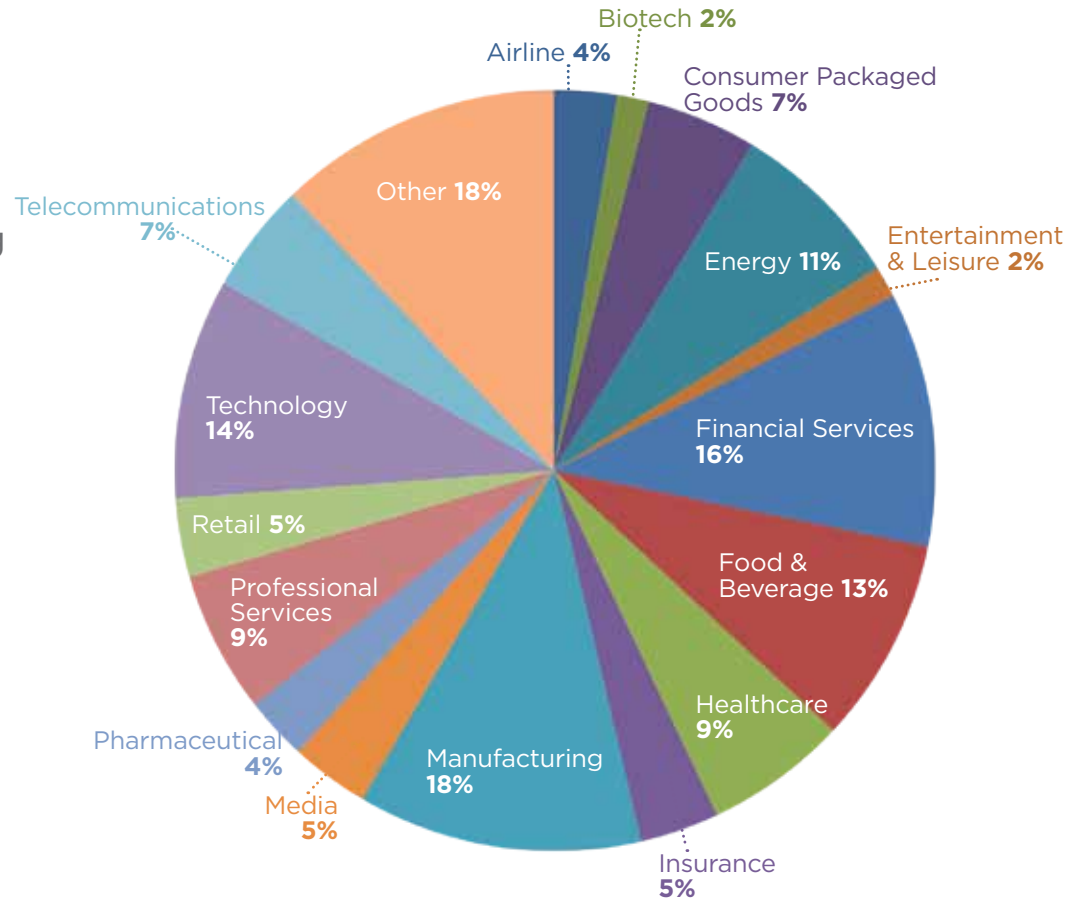


DEMOGRAPHICS

The majority of participants were large companies with 2,000 or more employees (88%) and revenue over \$2.5 billion (68%).

Top industries included: Manufacturing (18%), Financial Services (16%), Technology (14%), Food and Beverage (13%), Energy (11%)

More than eight in 10 companies (86%) who participated were international or global organizations. 20% of participants were Business to Consumer companies, 36% were Business to Business, and 45% were a mix of both.



TOP FINDINGS

- The impact, value and reach of social tools is expanding beyond the realm of consumer/brand management, and transforming organizations into social businesses.
- Social tools are increasingly being leveraged inside organizations, impacting internal interactions, culture and structure.
- Ownership of social media is expanding beyond marketing, to business leaders, employees, and even consumers.
- Businesses are becoming more adaptive, taking a strategic approach in utilizing social tools to listen and respond to their audiences.

Organizations are leveraging social media tools to evolve into social businesses – creating communities and relationships with external and internal stakeholders that are transforming the way they do business. This has impacted organizational structure and hierarchies in a way that will continue to drive successful companies to become more adaptive and responsive to their stakeholders' needs and preferences.





FROM
SOCIAL MEDIA
TO SOCIAL
BUSINESS

WHAT IS SOCIAL BUSINESS?

Social business is still being defined, but at its core, it is about leveraging social tools, technologies and strategies that transform the way enterprises interact with internal and external stakeholders to generate co-created value. Elements of social business include:

- A multi-way flow (inside out and outside in) of information between businesses and stakeholders that drives decision-making, business processes, organizational structure and innovation of products and services.
- Organizations become more flexible as they listen and adapt to shifting marketplace opportunities in real time.
- Distribution of “ownership” of social media tools and business decisions and processes shifts from the leader/manager to other groups of internal stakeholders.

View thought leaders discussing how they perceive social business



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WHAT IS YOUR SOCIAL BUSINESS IQ?
LISTEN TO **JEREMIAH OWYANG**, PARTNER
AT ALTIMETER GROUP, EXPLAIN WHERE
THIS UP-AND-COMING MOVEMENT
ORIGINATED.



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THE ABC'S OF SOCIAL BUSINESS.
LISTEN TO **DION HINCHLIFF**,
EXECUTIVE VICE PRESIDENT OF STRATEGY,
DACHIS GROUP, DISCUSS HIS UNIQUE
POINT OF VIEW ON THE TOPIC.

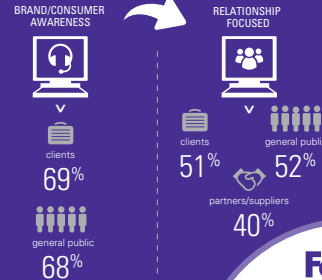


FINDINGS

The Evolution of Social Business

51% OF COMPANIES FEEL THEY ARE EFFECTIVELY USING SOCIAL MEDIA TO STRENGTHEN THEIR RELATIONSHIPS WITH CLIENTS*

WHILE COMPANIES ARE STILL MOST EFFECTIVE AT USING SOCIAL MEDIA TO ENHANCE BRAND AWARENESS/REPUTATION, THEY ARE ALSO EXPANDING TO BECOME MORE RELATIONSHIP FOCUSED



*Percentages displayed reflect participating companies only

The Internal Influence of Social Tools

85% OF COMPANIES HAVE SEEN EMPLOYEE PARTICIPATION IN SOCIAL BUSINESS INCREASE OVER THE LAST YEAR*

EMPLOYEES



HOW COMPANIES ARE EFFECTIVELY USING SOCIAL MEDIA TO ENGAGE THEIR EMPLOYEES



*Percentages displayed reflect participating companies only

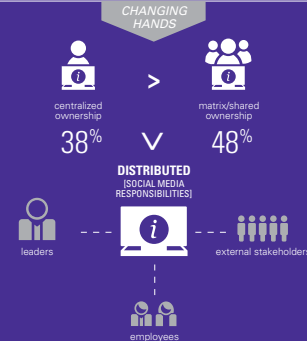
FedEx.
SOCIAL BUSINESS
IN 2012

ORGANIZATIONS ARE LEVERAGING SOCIAL MEDIA TOOLS TO EVOLVE INTO SOCIAL BUSINESSES - CREATING COMMUNITIES AND RELATIONSHIPS WITH EXTERNAL AND INTERNAL STAKEHOLDERS THAT ARE TRANSFORMING THE WAY THEY DO BUSINESS. THIS HAS IMPACTED ORGANIZATIONAL STRUCTURE AND HIERARCHIES IN A WAY THAT WILL CONTINUE TO DRIVE SUCCESSFUL COMPANIES TO BECOME MORE ADAPTIVE AND RESPONSIVE TO THEIR STAKEHOLDERS' NEEDS AND PREFERENCES.



Ownership Moving Beyond Marketing/ Communications to Leaders and Employees

64% OF COMPANIES' COMMUNICATION, MARKETING OR HR TEAMS HAVE CHANGED AS A RESULT OF SOCIAL BUSINESS*



*Percentages displayed reflect participating companies only

A More Strategic Approach

88% OF COMPANIES MONITOR ONLINE FEEDBACK AND CONVERSATIONS**

SOCIAL BUSINESS IS DRIVING ORGANIZATIONS TO BECOME MORE ADAPTIVE TO MARKETPLACE NEEDS AS THEY LISTEN AND RESPOND TO WHAT INFORMATION THEIR STAKEHOLDERS WANT TO RECEIVE, AND THE WAY THEY WANT TO GET IT

8 IN 10
PARTICIPATING COMPANIES ARE ENGAGING STAKEHOLDERS THROUGH A MOBILE DEVICE AND ARE INCORPORATING MORE VISUALS INTO THEIR SOCIAL BUSINESS COMMUNICATIONS



**Source: Forrester Research, Inc., Listening and Engaging in the Digital Marketing Age, a Dell commissioned study, July 2011

While social media is marketing focused, social business impacts all parts of the organization.

Charlene Li, Founder Partner at Altimeter Group

the SOCIAL BUSINESS REVOLUTION

The Evolution of Social Business

51% OF COMPANIES FEEL THEY ARE EFFECTIVELY USING SOCIAL MEDIA TO STRENGTHEN RELATIONSHIPS WITH CLIENTS*

WHILE COMPANIES ARE STILL MOST EFFECTIVE AT USING SOCIAL MEDIA TO ENHANCE BRAND AWARENESS/REPUTATION, THEY ARE ALSO EXPANDING TO BECOME MORE RELATIONSHIP FOCUSED

BRAND/CONSUMER AWARENESS



clients

69%



general public

68%



RELATIONSHIP FOCUSED



clients

51%



general public

52%



partners/suppliers

40%

* Percentages displayed reflect participating companies only

The impact, value and reach of social tools is expanding beyond the realm of consumer/brand management, and transforming organizations into social businesses.

FROM SOCIAL MEDIA TO SOCIAL BUSINESS

While enhancing brand awareness/reputation is still a major objective for social media efforts for participating companies (69% for clients and 68% for the general public), the relationship between these organizations and their stakeholders (including clients, employees, public, partners and investors) continues to evolve and deepen as greater emphasis is put on fostering collaboration, dialogue and discussion (44% for employees, 39% for clients) and strengthening relationships (52% for general public, 51% for clients).

PRIMARY OBJECTIVES 2010

2010
GENERATING WORD OF MOUTH ADVOCACY

DEVELOPING BRAND LOYALTY AND CLOSER RELATIONSHIPS WITH CUSTOMERS

ADDRESSING CUSTOMER CARE ISSUES

EMERGING PRIMARY OBJECTIVES 2012

2012
FOSTERING COLLABORATION, DIALOGUE, DISCUSSION WITH STAKEHOLDERS

STRENGTHENING STAKEHOLDER RELATIONSHIPS

INCREASING PARTICIPATION IN PROGRAM OR INITIATIVE



THE EVOLVING ENVIRONMENT

Social media made a great impact on how consumers receive and share information as well as on how organizations operate to leverage this new medium and react to the benefit and challenges it presents.

WATCH THOUGHT LEADERS SPEAK ABOUT HOW SOCIAL BUSINESSES INFLUENCES CONSUMERS, ORGANIZATIONS AND THE RELATIONSHIP BETWEEN THE TWO.



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LOOKING TO MAKE YOUR SMALL BUSINESS A SOCIAL ONE? MELINDA EMERSON, SMALLBIZLADY, GIVES TIPS FOR YOU TO MAKE THIS HAPPEN!



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WHO IS THE “CONNECTED CONSUMER”? WATCH BRIAN SOLIS, PRINCIPAL AT ALTIMETER GROUP, EXPLAIN THIS TOPIC.

Traditionally, the relationship between utilities and customers has been limited to a monthly bill, and sporadic phone calls. Today, however, that limited level of engagement is simply not enough. Our customers are looking for a robust, two-way dialogue, not only where it concerns storm-related power outages, but to help them become more energy efficient and to save money on their monthly energy bill. With this shift in mind, BGE is employing a more customer-centric, proactive approach to communication and outreach. At the heart of that effort is social media - a fluid, visual, real-time medium that allows us to interact with customers in a way that makes them feel unique and important.

Ammanuel C. Moore
Associate Corporate Communications
Analyst, BGE



THE B2B ADVANCE

B2B companies are catching up and, in some instances, even leading, by finding creative ways to leverage social media to impact their business.

- Since 2010, B2B companies studied have enhanced their ability to effectively use social tools with all stakeholders, but demonstrate particular strength in “going social” with employees.
- Participating companies that are exclusively B2B report engaging employees regularly or continuously more often than the companies that are exclusively B2C.
- These companies report higher levels of using social media internally to **generate innovative ideas** and **strengthen relationships**.
- B2B companies studied reported that social media **changed the way stakeholders communicate**, leading to better business results.



EVOLUTION IN LEADER MINDSET

Since 2010, leadership buy-in has become significantly less of a barrier as leaders understand that going social is now a business imperative—and the question now becomes the level of engagement in social business.

- Seven in 10 of the participating companies with some executive engagement in social media say their executives believe engagement in social media adds value through brand or reputation building.
- One-quarter of the participating companies say that their executives have a high or somewhat high level of engagement in social business at their organizations.
- More than half of these executives believe their engagement in social media builds value by promoting thought leadership, and building their visibility as leaders.

We wouldn't have been this active if it wasn't for the company's executives, social media is now an everyday part of the conversation.

Peter Osborne, Communications Executive at Bank of America

Bank of America



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LEADERSHIP BUY-IN: HOW DO YOU ACHIEVE IT? ELLEN EAST, EVP, CHIEF COMMUNICATIONS OFFICER AT TIME WARNER CABLE, SHARES HER EXPERIENCE.



SOCIAL BUSINESS HAS GONE GLOBAL

Nine out of ten international companies studied are engaging, or planning to engage stakeholders in social media outside of their region.

- Organizations are decentralizing their international social efforts, to account for cultural differences, tool preferences and unique content needs.
 - Nearly 80% of the participating companies currently engaging stakeholders internationally report that their strategy abroad differs from their home country because of cultural differences, and 64% of them use different social media networks or tools.
 - 73% of them use local teams or agencies to administer country-specific strategies.
- These companies are ensuring international alignment on core content, but also allowing for geographical customization.



The content is 50% U.S. and 50% international. We help feed it to their platforms but we rely on the regions' expertise because we don't have the specific on-the-ground knowledge that they have in their countries and theatres.

John Earnhardt, Director, Corporate Communications at Cisco



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WHAT DO YOU NEED TO CONSIDER WHEN GOING SOCIAL IN ASIA? DION HINCHCLIFFE, EXECUTIVE VICE PRESIDENT OF STRATEGY, DACHIS GROUP, SHARES HIS INSIGHTS.



IS TRANSPARENCY THE BEST POLICY?

While it is acknowledged that with social business comes increased transparency, it continues to be an issue with which many organizations struggle.

- 27% of companies studied say that concern has increased over transparency issues.

Issues center around:

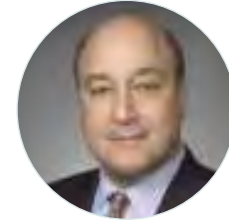
- **Employee privacy**—the line between personal content and acting as a representative of the organization.
- **Ownership**—who owns the content and the network when an employee leaves.
- **Legal/compliance issues**—particularly in the companies facing regulatory concerns (45% reported increased concerns when engaging clients).
- **Addressing misinformation that appears in social networks**—even if it's corrected, it still stays on the web.

In a world where nothing can be hidden, you better have nothing to hide.

Mike Fernandez, Corporate Vice President at Cargill



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WHAT ARE SOME OF THE SECURITY CONCERNS WITH SOCIAL MEDIA?

DON MCGRATH, SENIOR VICE PRESIDENT, COMMUNICATIONS AT EATON, DELVES INTO THIS ISSUE.



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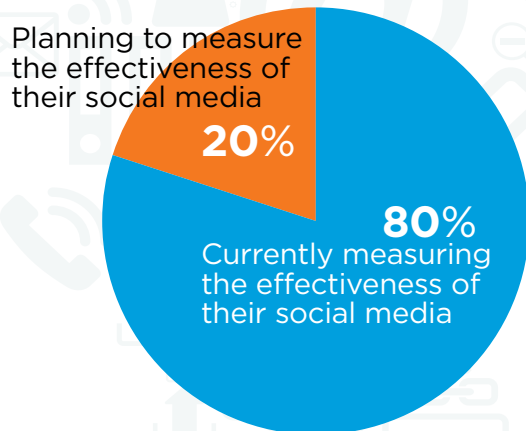
HOW DO YOU DEAL WITH TRANSPARENCY ISSUES IN REGARDS TO SOCIAL MEDIA? LEARN FROM AN EXCELLENT EXAMPLE AT GENERAL MILLS WITH **AARON MILLER**, SOCIAL MEDIA AND MARKETING STRATEGIST.



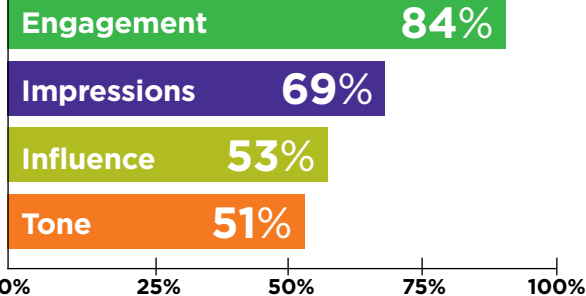
CRACKING THE CODE ON MEASUREMENT

Measuring social business effectiveness continues to be a challenge, but some organizations are finding ways to directly track the financial impact of social media efforts (e.g., social scorecards), and many acknowledge that there are aspects of social media that cannot be measured, but are valuable anyway.

A majority of participating companies conduct some type of social media measurement, but many also admit to challenges.



Participating companies currently measuring social media focus on:



84%

of participating companies agree that there will always be some aspects of marketing that cannot be measured, but are **important nevertheless.**

Lots of free tools exist, but they can't take you very far. We are moving towards getting social business intelligence at the touch of a button.

Frank Helmert, Vice President Global Interactive Marketing at Aon

Aon



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INQUIRING MINDS WANT TO KNOW, "HOW DO YOU MEASURE SOCIAL?" **GAYLE WEISWASSER**, VICE PRESIDENT, SOCIAL MEDIA AT DISCOVERY COMMUNICATIONS, PROVIDES AN INSIDER PERSPECTIVE.

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IMPLICATIONS

1. Social businesses are looking beyond “connecting with” people, to building relationships with important stakeholders in a meaningful way. To do this, organizations must develop a strong capability to listen to and understand their internal and external audiences.
2. Business leaders are beginning to understand the importance and value of social as a critical element to remaining competitive.
3. Companies must manage the risks that accompany increased transparency with the demands of the marketplace that they go social, or be left behind.
4. Although alignment remains important, there must also be flexibility for customization among geographies, businesses and individuals. Social business is neither a command-and-control, nor a one-size fits all activity.
5. The focus is shifting from measuring impressions to measuring the quality of social relationships, which is not a perfect science. However, as metrics become more sophisticated, it will become easier to correlate leads, revenue and other “tangible” outcomes with social business efforts.



PASS IT ON WITH AON



Aon's Pass It On program combines elements of **employee engagement, community service, and client partnerships** to demonstrate to the world how Aon's 62,000 colleagues in over 120 countries empower results for their clients and communities.

Since October 2011, three global teams comprised of Aon colleagues- Asia Pacific, EMEA, and the Americas - have been competing for points by submitting Aon-related photos, videos, and stories covering various aspects of Aon, including client success stories and stories on local community service initiatives. In seven months, more than 5,200 photos have been uploaded to the public Pass It On website. The most popular feature on the Pass It On website, "Question of the Day," focuses on global knowledge sharing of Aon's business, with over 750,000 answers to questions at the seven-month mark.

Pass It On was created to **engage and unite Aon's global colleagues**, while enabling them to **share knowledge, learn more about the business** and virtually **connect to other colleagues** through rich media such as photos and videos. The program empowers colleagues to literally pass on **what it means to be a part of Aon** - through their knowledge, service, values and client expertise.

Pass It On is about celebrating and taking pride in the things our firm does every day to make a difference in the world.

03
April

QUESTION OF THE DAY

According to Aon's client publication, One, ___ out of 10 fastest-growing economies in 2015 will be African nations.

Submit Your Answer Learn How To Earn

[VIEW QUESTION ARCHIVE](#)



SOCIAL INSIDE ORGANIZATIONS

Social tools are increasingly being leveraged inside organizations, impacting internal interactions, culture and structure.

Companies who say that they don't want their employees to waste time using social tools don't understand that this is the way people communicate, learn and work.

Lois Kelly, President of Foghound

The Internal Influence of Social Tools

85% OF COMPANIES HAVE SEEN EMPLOYEE PARTICIPATION IN SOCIAL BUSINESS INCREASE OVER THE LAST YEAR*

EMPLOYEES



HOW COMPANIES ARE EFFECTIVELY USING SOCIAL MEDIA TO ENGAGE THEIR EMPLOYEES

46% strengthen relationships

44% share and tap into expertise

44% foster collaboration, dialogue and discussion

*Percentages displayed reflect participating companies only

A NEW ERA OF SOCIAL AT WORK

Social platforms are being integrated into internal business processes to enhance collaboration (particularly across silos and geographies), decision making, transparency, participation in initiatives, and innovation.

44%

of the companies reported that they constantly/continuously engage employees through social media.

45%

of the companies reported that they are engaging employees through mobile tactics/applications.

85%

of the participating companies who are engaging employees via social media say that the level of employee participation in their organization's social business efforts increased over the past 12 months.



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WHY SHOULD SOCIAL BE USED INSIDE ORGANIZATIONS? WATCH **LOIS KELLY**, PRESIDENT OF FOGHOUND, SHARE HER THOUGHTS ON THE MANNER.



HOW DO YOU COMMUNICATE WITH HARD TO REACH EMPLOYEES? SOCIAL MEDIA PLATFORMS COULD HELP. **DAN COLLINS**, DIVISION VICE PRESIDENT, CORPORATE COMMUNICATIONS, EXPLAINS HOW THIS IS DONE AT CORNING CORNING



DO YOU WANT TO USE SOCIAL MEDIA INSIDE YOUR COMPANY? **DON MCGRATH**, SENIOR VICE PRESIDENT, COMMUNICATIONS AT EATON, EXPLAINS HOW IT IS DONE IN HIS ORGANIZATION.



GOING SOCIAL TO UNLOCK EMPLOYEE POTENTIAL

Companies studied are leveraging social platforms and tools to unlock their employees' potential, create greater collaboration across teams and regions and ultimately deliver business results.

- Companies studied are using social media with employees to:

46%

Strengthen relationships

44%

Share and tap into expertise

44%

Foster collaboration, dialogue and discussion

38%

Increase participation in program or initiative

- In addition to the business benefits, the organizations that are engaging employees most frequently through social report that it had significantly impacted the level of employee engagement overall.



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HOW CAN SOCIAL HELP YOU ENGAGE AND LEARN MORE ABOUT YOUR EMPLOYEES? LISTEN TO ELLEN EAST, EVP, CHIEF COMMUNICATIONS OFFICER AT TIME WARNER CABLE, SHARES HOW THIS BECAME A REALITY FOR HER ORGANIZATION.



WATCH NOW



A REGULAR ON THE 'BEST COMPANIES TO WORK FOR' LIST - SAS - USES SOCIAL. DO YOU? BECKY GRAEBE, INTERNAL COMMUNICATIONS MANAGER, EXPLAINS WHY YOU SHOULD.



THE CULTURAL CHALLENGE

- Overcoming corporate cultural barriers emerges as a major challenge for 39% of participating organizations trying to enhance internal social business efforts.
- A major theme from thought leaders, however, was that transforming to a truly social business must start from within, and that effective change management is a must to help organizations with this process.
- The companies that reported that their executives are highly engaged in social business tended to report that their organization communicated more effectively with employees.



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DESIGNING FOR CHANGE? SOCIAL BUSINESS CAN HELP YOU. **DION HINCHCLIFFE**, EXECUTIVE VICE PRESIDENT OF STRATEGY, DACHIS GROUP, EXPLAINS HOW.

Think about the most fulfilling relationship you have in your personal life. Do you control it? Or do you continually invest time and hard work to grow and develop it? Business is no different.

Charlene Li, Founder Partner at Altimeter Group



IMPLICATIONS

1. As social tools become a primary way to interact and reach out to the general population, it is imperative that companies meet their employees “where they are” to remain relevant and viable.
2. Social tools allow companies to engage hard-to-reach employees and help employees collaborate across internal silos.
3. Organizations that are best-in-class at utilizing social tools internally are gaining a competitive advantage by achieving greater collaboration and knowledge sharing among employees, with a common outcome of stronger innovation.
4. Successful social business organizations trust and empower employees while allowing increased transparency. To do this successfully requires strong change management.



SAS: A BEST COMPANY TO WORK FOR GOES SOCIAL



A primary aspect of SAS's culture is that **“the next big idea is sitting in the head of one of the SAS employees,”** and the company supports this in part by encouraging employees to participate in a **social workplace**. Last year, the company launched *The Hub*, an application similar to Facebook, and already **67% of the company's 12,000 employees are using it. 900 employee interest groups** have been formed, based on both personal and professional interests, and employees can also participate in **“live tweeting”** during events that are hosted by the CEO.

One particularly high-impact program launched via *The Hub* was an **Innovation Day** event organized around brainstorming new product ideas, which **continued for months after the designated day**, with contributions from **employees around the world**.

The tool has supported **greater collaboration** and **tremendous ideas**, but it also supports the company's belief that its **employees are “not just workers,”** but they create global communities that lead to outstanding employee retention. This idea is further bolstered by SAS's #1 ranking on *Fortune's* list of *100 Best Companies to Work For* in two of the past three years.



Social media is too big to fit into one function. The best companies are moving into a center of excellence model.

Dion Hinchcliffe, Executive Vice President of Strategy, Dachis Group

SOCIAL OWNERSHIP

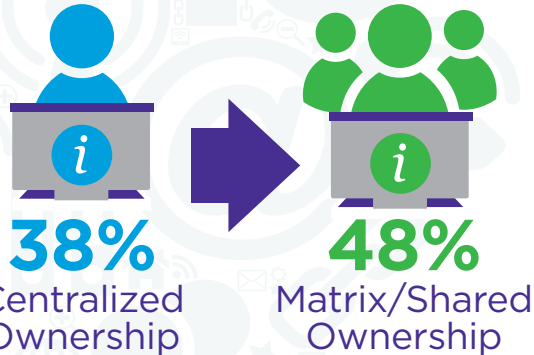
FROM SOLO TO ORCHESTRA

Ownership of social media is expanding beyond marketing, to business leaders, employees, and even consumers.



STRUCTURING THE SOCIAL BUSINESS

A trend seen among participating organizations is that they are shifting from centralized to more matrix-structured teams and processes to support their social business efforts.



The role of Marketing/Communications is evolving from those functions “owning” social media, to orchestrating it throughout their organizations, acting as “conductors” to ensure everyone is on the same sheet of music while allowing for diverse voices.

We see the digital team as a force for integration. There will always be people who crave ownership, but to say you declare ownership over social...well then you can just manage a Twitter feed. No one can ‘own’ this capability.

Ethan McCarty, Senior Manager, Digital and Social Strategy at IBM



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WHO IS THE “CONTENT STRATEGIST?”
JEREMIAH OWYANG, PARTNER AT
 ALTIMETER GROUP, EXPLAINS ABOUT
 THIS IMPORTANT NEW ROLE.



OWNERSHIP BEING DRIVEN TO EMPLOYEES

Employees are increasingly being leveraged to utilize social tools to act as confident and active ambassadors for their organizations.

- These efforts are supported by clear social guidelines, tools and training.
- Employees are being encouraged to build relationships, share knowledge and respond to stakeholders.



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ARE YOUR EMPLOYEES BRAND AMBASSADORS? LISTEN TO **CHRIS ATKINS**, DIRECTOR, U.S. PUBLIC RELATIONS AND COMMUNICATIONS AT PRICEWATERHOUSECOOPERS, SPEAK ABOUT USING LINKEDIN TO PROMOTE THE ORGANIZATION.



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DISTRIBUTING SOCIAL OWNERSHIP TO EMPLOYEES. **DAN COLLINS**, DIVISION VICE PRESIDENT, CORPORATE COMMUNICATIONS AT CORNING, EXPLAINS SOME OF THE THINGS YOU NEED TO DO TO MAKE IT HAPPEN.

CORNING



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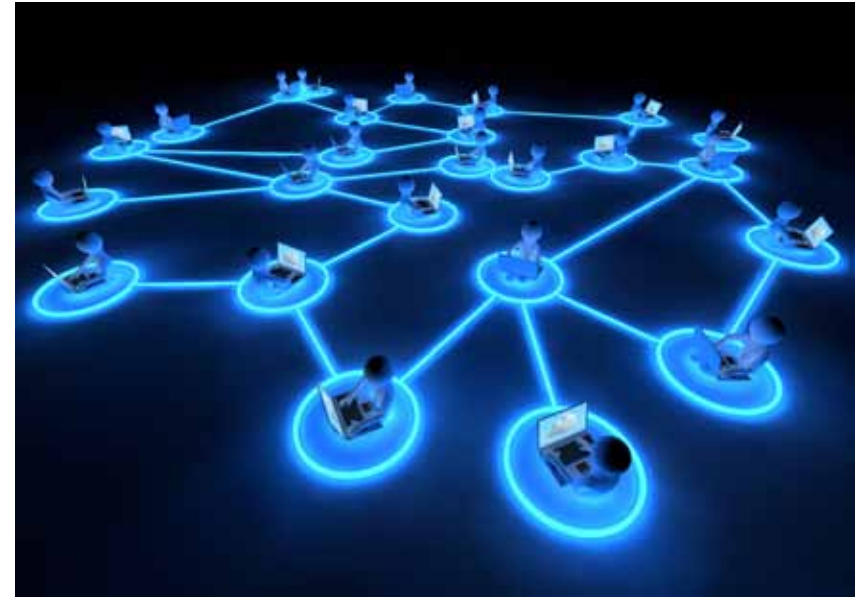


EMPLOYEES TAKING RESPONSIBILITY ON SOCIAL PLATFORMS. **ELLEN EAST**, EVP, CHIEF COMMUNICATIONS OFFICER AT TIME WARNER CABLE, TELLS HOW THAT DEVELOPED IN HER ORGANIZATION.



ADDRESSING RESOURCE CONSTRAINTS

Although participating companies continue to report lack of resources as a top challenge when engaging with all stakeholders including clients (55%), employees (46%) and the general public (45%), it is being partially addressed as ownership is distributed throughout these organizations and sometimes even outside the company to the customer.



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LEARN HOW TO EXPORT SOCIAL RESPONSIBILITIES TO YOUR CUSTOMERS
FROM **JEREMIAH OWYANG**, PARTNER AT
ALTIMETER GROUP.



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CUSTOMERS HELPING COMPANIES DO SOCIAL.
GAYLE WEISWASSER, VICE PRESIDENT, SOCIAL
MEDIA AT DISCOVERY, EXPLAINS WHY THIS IS A
NECESSITY FOR HER ORGANIZATION.

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IMPLICATIONS

1. Ownership of social business is increasingly being distributed out of marketing/communications and is shared by employees, consumers and external stakeholders.
2. Marketing/communications becomes the conductor of an orchestrated effort where all constituents are playing from the same sheet of music, but with different instruments and voices.
3. To ensure that all social efforts are aligned, organizations have created internal “social councils,” often consisting of non-marketing/communications business leaders who share best practices and use common social business tools.
4. As employees are empowered to carry out their own social efforts, they are supported by guidelines, tools, training and reinforcement of positive behaviors.



A SOCIAL MEDIA CENTER OF EXCELLENCE AT XEROX

At Xerox, there is a strong system in place to **empower employees** so they can become **brand ambassadors**. The company is working to ensure its global workforce has the tools and resources in place to act as stewards of the brand in social media.

Xerox Social Media Center of Excellence is a select group made up of marketing and communications professionals who are passionate about driving ownership and accountability for social media tools to all employees. The group sets the company's overall social media strategy and provides employees with: **guidelines**, **best practices** and **training** for the use of social media tools.



On its journey to become a social business Xerox has **transformed interactions** between **customers and employees**. This has started on the inside, by leveraging social tools, such as **Yammer**, to change the way employees work and to transform the culture as over **30,000 employees** have formed **collaborative communities**.

Social media benchmarks aren't going to help a company turn into a social business. To be successful they really need to become an adaptive business and understand, listen and respond to their customers.

Brian Solis, Principal at Altimeter Group

BUSINESS TO LEVERAGE SOCIAL TO BECOME MORE ADAPTIVE

A More Strategic Approach

88% OF COMPANIES MONITOR ONLINE FEEDBACK AND CONVERSATIONS**

SOCIAL BUSINESS IS DRIVING ORGANIZATIONS TO BECOME MORE ADAPTIVE TO MARKETPLACE NEEDS AS THEY LISTEN AND RESPOND TO WHAT INFORMATION THEIR STAKEHOLDERS WANT TO RECEIVE, AND THE WAY THEY WANT TO GET IT

8 IN 10

PARTICIPATING COMPANIES

ARE ENGAGING STAKEHOLDERS THROUGH A MOBILE DEVICE AND ARE INCORPORATING MORE VISUALS INTO THEIR SOCIAL BUSINESS COMMUNICATIONS



80% 

**Source: Forrester Research, Inc., Listening and Engaging in the Digital Marketing Age, a Dell commissioned study, July 2011

Businesses are becoming more adaptive, taking a strategic approach in utilizing social tools to listen and respond to their audiences.

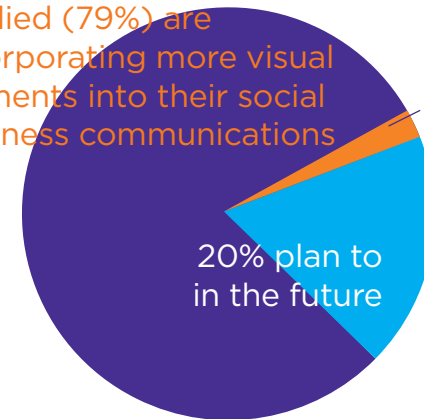
MOBILE TRENDS

Organizations are engaging stakeholders where they are, and that means an increase in use of mobile devices and visual content.

59%

of participating companies are optimizing their digital assets for mobile devices and developing mobile platforms, like location-based services to leverage mobile commerce effectively

Nearly eight in 10 companies studied (79%) are incorporating more visual elements into their social business communications



1% Not incorporating visual elements and not planning to



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A GROWING TREND: USING SOCIAL MOBILE FOR ENGAGING EMPLOYEES. ELLEN EAST, EVP, CHIEF COMMUNICATIONS OFFICER AT TIME WARNER CABLE, SHARES HER EXPERIENCE.



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USING SOCIAL MOBILE HELPS INTERACT WITH HARD TO REACH EMPLOYEES. BRANDY KING, SENIOR MANAGER COMMUNICATIONS AT SOUTHWEST AIRLINES, SHARES HER INSIGHTS.



SOARING WITH SOUTHWEST AIRLINES AND TWITTER



With its history of being obsessed with customer satisfaction, it's no wonder that much of the social business focus for Southwest Airlines is on listening to what customers are saying, addressing their needs, and forming longstanding relationships. Not only do they react and respond to travel delays or weather issues in real time through mobile texting and on Twitter, but they also work to build trust over the long term, and leverage positive experiences to build brand loyalty.



A customer tweeted about a great experience he was having with a flight attendant from his plane, and said he'd be a loyal Southwest customer for life if she was rewarded. When the plane landed, the Southwest team on the ground was waiting with a cake for the flight attendant, and a celebration in her honor. They had also created a contract for the customer that he signed, agreeing that he would only fly Southwest for life!



IMPLICATIONS

1. Organizations must utilize social media to listen to and understand their audiences' continuously evolving needs and desires in order to be competitive.
2. Companies need to have the structures and processes in place, as well as the flexibility, to adapt and respond in real time.
3. As social business becomes more prevalent, organizations need to understand that they are not able to control all interactions and should strive to be more “human” and authentic.

We don't jump on the next shiny object, instead we think strategically and figure out what's the most natural way to interact with our stakeholders.

Greg Gable, Senior Vice President at Charles Schwab

charles SCHWAB



CONCLUDING THOUGHTS & CONTACT DETAILS

- Social business has already transformed the way that many companies do business as it continues to revolutionize their organizational structures, processes and cultures. Leading organizations are embracing the move to integrate social into their core strategic and operational DNA. Organizations that are not making the transition to social business and integrating this into how they regularly conduct business risk being left behind.
- In a global world filled with the growing impact of social media, organizations are responding with increased social observational and listening mechanisms to build stronger relationships, respond to insights more rapidly, and evolve their organizations to remain relevant and competitive.
- The consumer and external stakeholders are becoming active agents and partners in how organizations do business, providing feedback about the organization and its products and services in real time and acting as potential ambassadors or detractors outside the organization.
- As ownership of social business becomes increasingly distributed, employees become empowered to build key stakeholder relationships and make key decisions to be able to respond to shifting marketplace needs in real time.
- The revolution is only beginning.

We look forward to addressing your feedback, questions, or comments and to continuing this conversation.

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