

Delivering on the Promise of the Social Business

Aligning your social-media strategy with key business goals can enhance more than just your marketing.

#SocBiz

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This e-book was authored by Charlene Li and Jessica Groopman at Altimeter Group, on behalf of Oracle. Altimeter had editorial control over the e-book to ensure its accuracy and objectivity. The findings were based primarily on research previously conducted by Altimeter. Please see page 26 for Altimeter reports.





The Challenges of Social Media

Businesses are diving into the social space at a dizzying pace. The allure of success in social has accelerated its adoption into traditional business processes. With an average of 178 social accounts per enterprise, the proliferation of disparate properties, accounts, and customer interactions can spread across an organization like a plague.[1]

Adding to the challenge, information and resources available to today's consumers are growing exponentially. Multiplying new sources of information, new forms of media, and emerging technological interfaces (e.g. tablets, Google Glass, etc.), across each phase of the customer journey, Altimeter Group research suggests the customer journey can now take on more than 500 permutations *per persona!*[2]

Over the last decade, many companies have matured from a 'marketing-only' social-media strategy to one that expands to all other departments. A recent study revealed that some 13 departments are actively engaged in social media: from HR to Sales to Product Development, and beyond.[3]

As social media spans multiple business functions, the social business emerges, albeit with growing pains. Disparate and/or overlapping technology platforms create fragmentation in capabilities, access, measurement, insights, and customer experience.

Low executive confidence in social can result in a lack of leadership to drive social initiatives. And many businesses lack the proper structures, training, tools, and people to execute social at scale, leaving themselves at risk of missing altogether the opportunities and benefits that social business promises.

How can companies manage the multitude of accounts and engagement points, and overcome these challenges? The evolution to a social business will require new ways of thinking, collaborating, and operating across people, processes, and technology.

To do this, they must develop a social business strategy. Altimeter Group defines this as:

> "The deep integration of social media and social methodologies into the organization to drive business impact.[4]"

This paper aims to illustrate the value of social business transformation, how to understand social business maturity, as well as how leaders can plan and prioritize for continued success, scale, and maturation.

Technology Has Changed Everything
http://pub.vitrue.com/KyEo





Understanding the Value of Social Business

The evolution of social business doesn't happen overnight; it requires a realization and cultural shift around the value that social media affords the entire organization. Given that the connective tissue across all areas is relationships, internal collaboration is absolutely central to engaging and driving increased social business value.

The ability to communicate and share ideas internally drives transparency and efficiency. It also enables both horizontal (cross-departmental) and vertical (hierarchical) collaboration.

Social lends value to nearly every department, both internally (for employees and stakeholders) and externally (for customers and brand). Integrating social collaboration across business functions is a defining characteristic of a true social business. This section outlines some of these applications as they apply to different business functions.

Marketing and Communications

Social builds value by enabling relationship-building across and throughout the entire customer journey. It extends marketing beyond the initial point of sale, to develop loyalty and advocacy. For example, H&R Block hosts "Block Talk," a socially integrated and promoted online community available for customers and prospects to listen, ask, and answer finance and tax-related questions with each other, regardless of where they are in their journey.

Social also enables right-time and real-time marketing, where social data informs who, when, and how to provide content that will resonate. More and more brands are acting in real time these days, often using external forces like news or weather to contextualize their product.



Figure 1: How Social Business Creates Value

DEPARTMENT/AREA	HOW SOCIAL BUSINESS CREATES VALUE
Marketing and Communications	Continually engage with customers throughout the customer journey
Sales	Build connections with prospects, create rich customer profiles, and integrate commerce and social
Customer Care	Social support provided by customers as well as by the company enables rapid response time via customers' preferred platform
HR & Talent Management	Enhance recruitment efforts and track employee achievements
Internal Collaboration	Provides context and drives internal social engagement and teamwork across the organization

Starbucks, for instance, targeted a series of winter-themed promoted Tweets and posts to people in New England when Superstorm "Nemo" struck the east coast with a massive blizzard in February 2013.[5] Viewers who clicked on related hashtags like #Nemo and #blizzard saw ads rendered just for them.

Social business also enables Marketing and Communications departments to reach out to a new breed of influencers beyond press and analysts, including bloggers and customer advocates who hold clout with their social followers. These influencers can spread brand messages to customers and prospects, amplifying brand, thought leadership, and awareness of products and services.

Sales

Social selling uses social signals and profiles to prioritize and score leads. Social can also be instrumental when closing larger deals with longer sales cycles (where relationship-building and trust are critical) by spawning and advancing conversations. In this way, social adds unique value by providing multiple, frequent, touch points to connect and engage with prospects.

Marketing-automation tools like Eloqua leverage campaign IDs, keywords, registration gates, and more to capture prospect and customer interactions with content on social channels. The data gets

Value of a Social Business
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analyzed automatically and can be used to improve lead nurturing, uncover up-sell opportunities and guide future communications to targeted prospects.

And in the B2C space, product catalogs can be integrated into a social presence, making it easy for someone engaging socially with a brand to move seamlessly into a transaction. The combination of purchase data tied to a social graph means that the company can also target promotions to the purchaser's friends, tapping into potential affinity ties.

Customer Care

Social channels have become integral to many brands' customer-support programs, whether through dedicated Twitter handles for support, Facebook messaging, chat, and more. Social enables faster response times delivered potentially at lower operational costs than a call-center conversation. It also allows companies to connect with consumers as consumers prefer, since many consumers prefer online channels to calling customer support. Companies actively listen across social channels to find and triage customers who need additional attention. For example, Wells Fargo runs a dedicated support channel "@Ask_WellsFargo" on Twitter to support queries from customers and prospects, and frequently handles complaints and questions through direct messages or integration with call centers.

Besides providing reactive customer care within social channels, companies can also proactively reach out to potential customers, even ones who have not contacted the company. Pet supplies company, Petco, boasts an active online community hub known as PetTalkPlace (PTP), where customers and pet enthusiasts can ask and answer questions—to the brand and amongst each other. The site is integrated with Petco's other online channels and provides shoppers with a single destination so Petco can capture customer concerns and ideas and provide helpful content to address feedback.

HR and Talent Management

Social recruiting is now a core tool for hiring, with some 94 percent of recruiters using social channels for recruiting in 2013.[6] Employers leverage Twitter, Facebook, and LinkedIn to find more high-qualified candidates faster and improve brand value. The most effective social recruiters also tap into social's referral power to connect with potential candidates and keep a close watch on upcoming talent.

One recruiter for a highly specialized technical position usually filled by PhDs encouraged current employees to engage with their peers (and potential job candidates) on social platforms. By developing a relationship that sometimes stretches for years, this recruiter and his colleagues were able to understand and know each candidate and positively position the company to potential employees.

Social engagement doesn't end with the hire—it continues naturally and morphs into a relationship focused on learning, development, and retention. Enterprise social networks can drive employee satisfaction, track achievements, and encourage peer learning. One very tangible example of this is the ability for managers to assess and provide ongoing feedback, often in real time via social-collaboration platforms, versus the traditional annual performance review. By tagging talent-management-related posts, managers can quickly search and compile a living record of someone's achievements and thanks, praise, or congratulations from colleagues and customers, rather than trying to scrape together a few examples from the past few months.

Product Development

People are a fantastic source of experiences and ideas, whether solicited directly or not. Using social listening to collect and aggregate this feedback can help prioritize updates to the product roadmap. In addition to gathering together feedback from public social channels, organizations can also directly engage customers and employees for their ideas. Crowdsourcing via social can be a powerful tool to tap into a diverse source of ideas or evaluate a proposed idea. Opening innovation up internally through idea-sharing and internal collaboration tools can expedite product development as well. Over time, companies can identify and tap employees and customers who propose or uncover valuable ideas for additional research and consideration.

Internal Collaboration

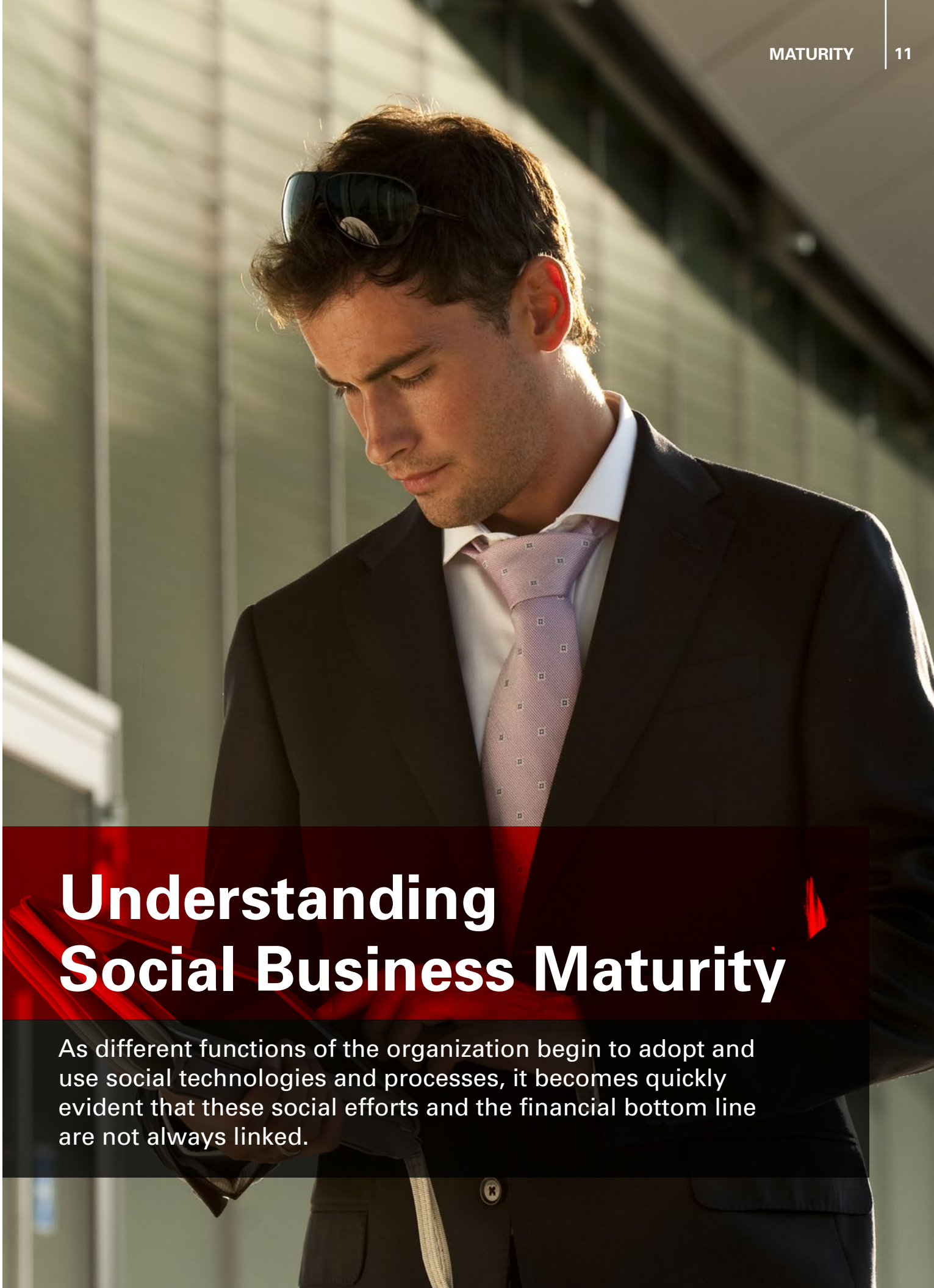
Secure social networks deployed internally serve as a powerful means to enhance internal teamwork, create an ongoing record of social conversations, and solve problems. Organizations with socially engaged and empowered employees can leverage collective expertise to make better decisions and propagate best practices throughout the company.

Sharing ideas across various LOBs can serve as a tide to lift all boats. For example, with the proper internal collaboration tools, Marketing can share best practices and results with other product lines, or even with Customer Support, Sales, IT, and more. This can guide other functions (as they may be deploying similar tactics). Most importantly, it informs other departments how they may better serve customers— providing insights that, without Marketing's direct line, might otherwise go unnoticed.

Going beyond sharing, internal collaboration has the potential to change how companies actually get work done. For example, on the surface it may not appear that Finance could benefit from social. But think about expense reports, financial reporting, and budgeting as internal collaborative exercises, and it's clear how capturing social interactions can be valuable.

One Finance department enabled expense reports and budgets to become "social objects" where discussions, edits, and approvals were captured as an aggregated activity stream.

As a result, period closes became much easier to manage as the CFO and Controller could gauge progress by monitoring discussions. In the case of finance, social brings transparency into financial activities while careful group permissions enable the right people to see the right conversations.



Understanding Social Business Maturity

As different functions of the organization begin to adopt and use social technologies and processes, it becomes quickly evident that these social efforts and the financial bottom line are not always linked.

Aligning social-media objectives with larger enterprise objectives is absolutely critical to drive meaningful ROI, generate widespread executive sponsorship, and enable social across the enterprise more holistically.

Six Steps to Social Business
http://pub.vitrue.com/h8ql



The following framework outlines the evolutionary trajectory of how companies organize and strategize around social (Figure 2).



Figure 2: The Six Stages of Social Business Maturity. Source: Altimeter Group

As organizations grow through these stages, social media shifts from a bottom-up, curiosity-driven groundswell to top-down-focused initiatives that have deep business significance and strategic impact. The most important criteria for building a successful and sustainable social business strategy within each stage are twofold: clear alignment with the strategic business goals of an organization AND organizational alignment and support that enable execution of that strategy.

The sections below describe the imperatives for organizations at each stage—and include recommendations on how to maximize business value even at the earliest stages of social business maturity.

Stage 1: Planning—"Listen to Learn"

The goal of the Planning stage is to ensure there is a strong foundation for strategy development, organizational alignment, resource development, and execution. Key tenets of this stage include listening to customers to learn about their social behavior; using pilot projects to prioritize social efforts; and conducting audits to assess internal readiness.

Many business units begin their social business journeys with a voice-of-the-customer or insight study, conducted through a combination of digital market research, online surveys, and focus groups. This stage is characterized by the imperative to *listen* and *learn* first.



Rollins, parent company of Orkin and other pest-control entities, utilizes Oracle's Social Engagement & Monitoring solution not only to engage with customers in a marketing sense, but also to design flexible listening indicators to drive accurate sentiment analysis and data classification. Harnessing the unique needs of this kind of business (i.e. where "exterminate" and "kill" don't necessarily carry negative sentiments). Their commitment to listen and learn has paid off, as Rollins now touts smarter listening, more efficient and targeted interaction, customer support, and dramatically reduced time and effort to respond.

Recommendations to ensure maximum value and success in this stage

1. Define specific business goals and objectives for listening at every level of the organization
2. Select metrics based on those business goals
3. Select and invest in a monitoring platform
4. Disseminate learnings to key stakeholders
5. Identify opportunities for the future to prioritize investments
6. Identify core resources including people, partners (i.e. agencies), technology, and more

Stage 2: Presence—"Stake Our Claim"

Staking a claim represents a natural evolution from planning to action. As you move along the journey, your experience establishes a formal and informed presence in social media.

Key tenets of this stage include leveraging social content to amplify existing marketing efforts, providing information to support post-transaction issues; and aligning metrics with departmental or functional business objectives. The goal at this stage is to establish a presence, although some organizations may combine this with Stage 3 and begin to engage right away as well.

Royal Dutch Shell concentrates its social efforts on Facebook, LinkedIn, and Twitter, with Facebook as a core primary channel (launched in February 2012). Their goal is to showcase the personality of Shell in operations, drilling, retail, and careers.

The key metric they use is reputation, which they measure by asking two questions

1. On a scale of 1 to 5, to what extent do you think Shell is actively addressing future energy needs?
2. To what extent do you think Shell meets its customers' energy needs in socially and environmentally responsible ways?

Shell tracks this on a daily basis to see how reputation is trending in its Facebook community, versus other channels, to correlate how Facebook content impacts perception of reputation. In this way, Shell is able to connect a measurable KPI of its social activities to an important business goal.

Recommendations to ensure maximum value and success in this stage

1. Link your social presence to business objectives.
2. Pass on engagement—for now; focus on presence strategies where you are not setting or feeding expectations for response and engagement.
3. Develop sharable content to enable social activity, advocacy, and sharing.
4. Establish early governance by laying out boundaries and a rational governance structure that can morph as your social maturity increases.

Stage 3: Engagement— "Dialog Deepens Relationships"

When organizations move into this stage, they make a commitment where social media is no longer a "nice to have" but is instead a critical element in relationship-building. This requires a commitment to two-way dialogs, which can be difficult for organizations unaccustomed to sharing. For example, Maersk analyzed which social channels each target audience segment actively used (Figure 3).[7]

This analysis guided a unique approach for each audience segment and for each social channel that aligned with Maersk's goals for that segment.

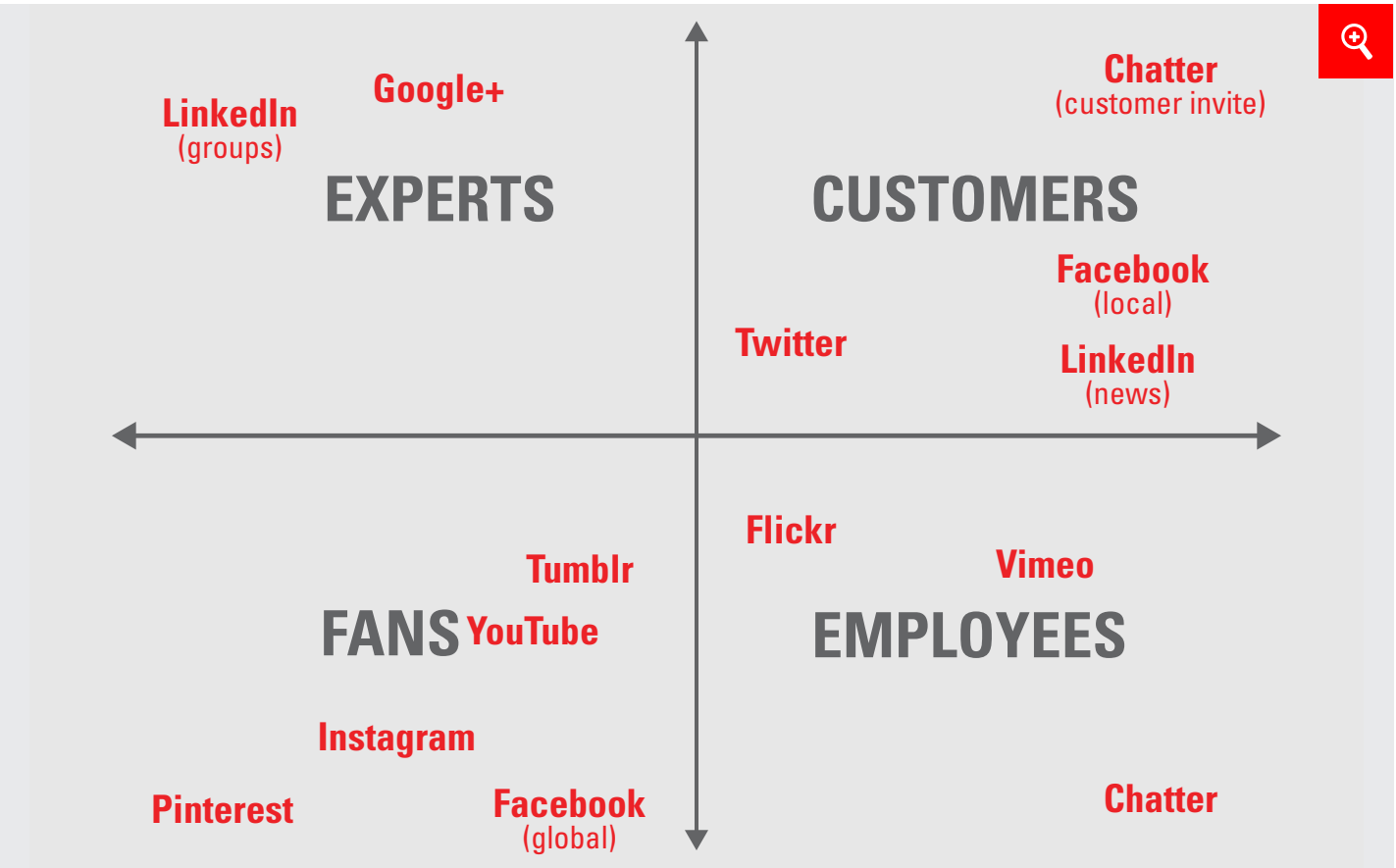


Figure 3: Maersk Shipping's Social-Media Channel Audience Map. Source: Maersk Shipping

Recommendations to ensure maximum value and success in this stage

1. Take baby steps to engagement to develop confidence; establish best practices, assign roles and responsibilities, and initiate risk mitigation.
2. Create rules and processes for engagement to ensure everyone follows the same guidelines while engaging; allow these to evolve as the organization evolves in its engagement.
3. Look beyond engagement activity metrics to understand value creation.
4. Communicate the impact of engagement broadly to stakeholders and executives, creating a link between the activity and business value, either at the departmental/functional level or for the overall business/brand.
5. To scale, invest in a social-media-management system; understand and anticipate the engagement scenarios you will face when selecting your technology partner and platform.
6. Audit regularly for new social-media usage or accounts that crop up without centralized support or guidance.

Stage 4: Formalized—"Organize for Scale"

The risk of uncoordinated social initiatives is the main driver moving organizations into Stage 4. As social media spreads quickly throughout the organization, groups in departments and business units often act within their own silo, with minimal coordination across teams.



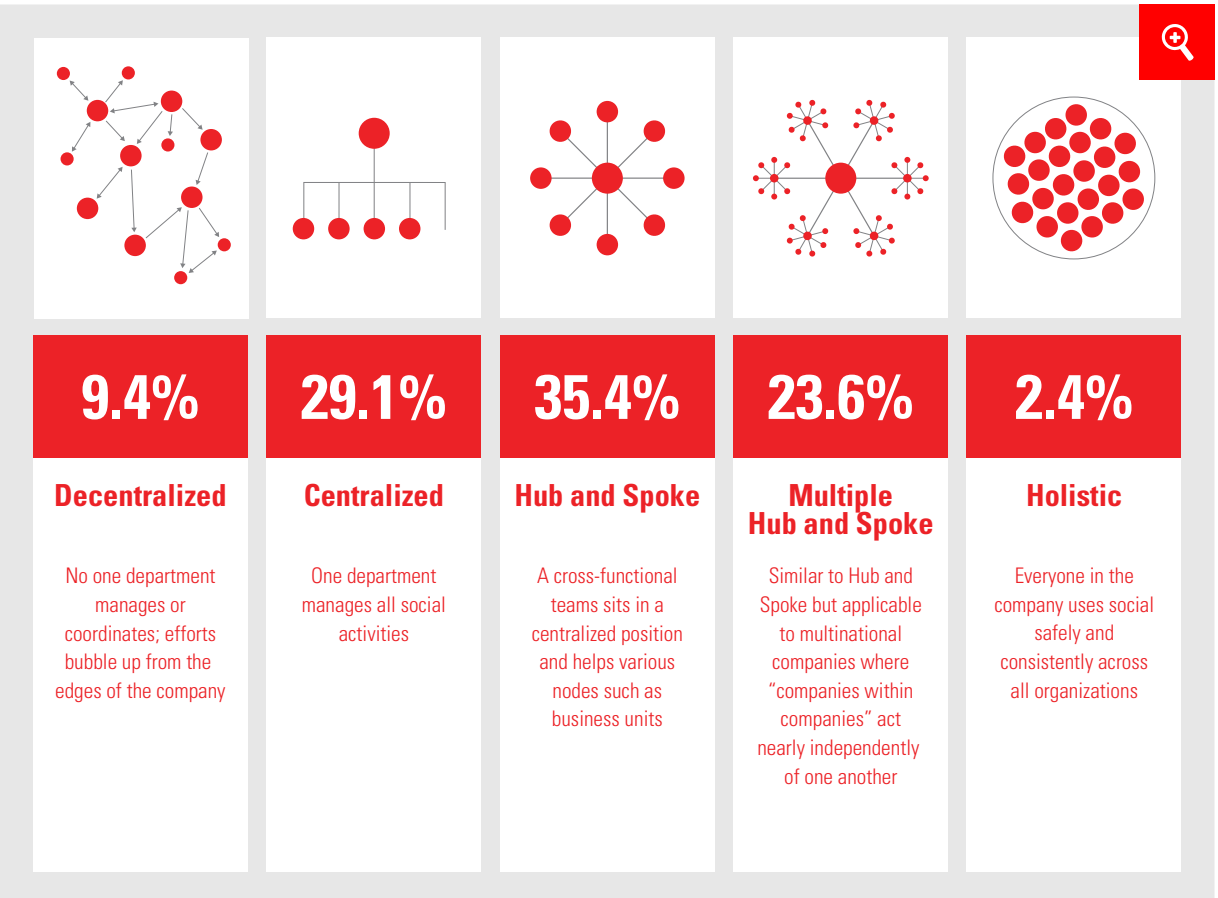


Figure 4: Percent of Businesses, by Social Business Organizational Models. Source: Altimeter Group, Q4 2012 Social Business Survey

This increases the gap between social-media strategy, executive expectations for business impact, and how other channel initiatives integrate with each other. A "formalized" approach focuses on three key activities: establishing an executive sponsor; creating a hub, a.k.a. a Center of Excellence (CoE); and establishing organization-wide governance.

There are several organizational models businesses use—and as can be seen by the data, no one model dominates (Figure 4). One best practice is to include an evolutionary roadmap that shows how social will be organized today—and then how it will change over time as the social business matures.

Recommendations to ensure maximum value and success in this stage

1. Develop a formal social business organizational model; while the model may change over time, it is key to identify ONE model, and ensure that everyone across the organization understands how roles, responsibilities, and resources work within that model.
2. Define the role of the CoE relative to the rest of the organization.
3. Continue to formulate, develop, and optimize strategy through the CoE.
4. Develop stronger connections to business metrics and communicate the metrics that measure the integration of the social strategy into the core business.

Stage 5: Strategic— "Becoming a Social Business"

As organizations migrate along the maturity model, the social media initiatives gain greater visibility as they increasingly generate real business impacts. This captures the attention of C-level executives and department heads who see the potential and benefits of social. Key tenets of this stage include integrating social into all areas of the business, garnering executive engagement, forming a steering committee, and pushing social operations out to business units.

For example, ARAMARK formed a taskforce to build an infrastructure that assessed social media's impact at the overall business level, across each line of business, and on key functions such as HR, Legal, and Finance. As such, the taskforce included representatives from each group to prioritize needs and investments and assign resources necessary to integrate social into existing or new initiatives as part of other channel strategies.

Recommendations to ensure maximum value and success in this stage

1. Engage executives beyond the champion with focused pilots, and results from other successful campaigns.
2. Integrate CoE into core business functions; as social becomes more integrated into the fabric of the business, the social CoE will evolve to support other functions (e.g. IT, HR, Finance).
3. Master big data for customer intelligence by harnessing social data and integrating it with multiple structured customer databases.
4. Leverage the enterprise social networking platform; pushing social into business units and geographic groups becomes much easier when the people can turn to each other.

Stage 6: Converged— "Business is Social"

As a result of the cross-functional and executive support, social business strategies start to weave into the fabric of an evolving organization. Organizations moving into this stage are driven by a vision that articulates how social media and digital overall improve customer and employee relationships and experiences. The key tenets to convergence are the imperative to make a commitment to a single business strategy process, merging social with digital, creating holistic customer experiences with converged media, and developing a holistic social culture.

At Dell, business units are asked to build social efforts directly into their strategies from the get-go. Executive leadership works closely with each business-unit leader to understand their key initiatives for the next two years, embed social into their programs, and facilitate collaboration across units. The result: While Dell still has uneven understanding of social across its leadership and business units, having social business built into the business-planning process ensures that it is at least on the radar of every single executive.

At this stage, social technologies and methodologies have faded into the background, and with it, the distinction that social is special or different. It's simply the way you get work done. While this maturity stage may seem far off, having an idea of where you will end up can be used even at the early Planning stage to set a strategic vision.



Recommendations to ensure maximum value and success in this stage

1. Redefine the company's vision to integrate social, from overall strategy through specific tactics.
2. Align incentives around convergence to help reduce redundant and inefficient processes.
3. Redefine the role of the social CoE; as social becomes deeply integrated and converged with the entire organization, the CoE will play increasingly smaller roles, as planning, strategy, and analysis all shift into existing core business operations.



Priorities for Social Business Leaders

Now let's explore how to prioritize for action. What follows is a discussion of common elements that extend across all social business maturity stages, and are deeply integrated into business vision across the enterprise. Organizations that master these elements will fully maximize business value potential, regardless of their current stage.

Establish the Goals, Initiatives, and Metrics of Your Strategy

The biggest cause of social-strategy failure is the lack of alignment around business objectives. Time after time, organizations confuse a series of social-media tactics with strategy, with the focus on simply having a presence across all platforms rather than understanding how these activities lead to real positive business impact. Without building the tacit frameworks for how the social strategy connects to and aligns with strategic goals, companies settle for a series of tactical projects and risk unsustainable trajectories.

It's also critical to tackle the metrics needed to connect and measure social programs as they support overarching business goals. Organizations must go beyond so-called "vanity" metrics—such as likes, comments, retweets, reach, views, and the like—to map key metrics to tangible business outcomes such as revenue generation, brand reputation, or cost savings. Referring traffic, click-throughs, conversions, leads, sales, and net promoter score (NPS), among many others, can extend across functional areas and business units to compare the impact of social on business versus (or in conjunction with) other activities. Understand that this takes time to develop, and will evolve over time as the business grows increasingly social.[8]

Align the Organization with a Vision and Executive Support

It's not enough just to have goals in place—you also need to have a long-term vision that communicates to all stakeholders why this journey is taking place. The vision articulates the future customer, employee, and stakeholder relationships and experiences that will come about as a result of the social strategy.

Properly done, the vision statement for the social business strategy becomes a center point for alignment.

Executives become an important stakeholder within social business strategy development because not only do they control the budgets to enable and scale social business; they also provide the leadership needed to carry the organization through the cultural transformation that will inevitably come. The most engaged executives realize that their leadership styles need to be adjusted so they can lead effectively and with credibility through these new social relationships.

Structure the Organization and Workflows

As mentioned earlier, establishing the structure and governance model of what a social business organization will look like, including how it can evolve over time, is paramount for scale and synergy. Setting the expectation for cross-departmental collaboration is a critical precedent as traditionally siloed teams must converge to drive success in social.

To streamline this, it's important to develop a process map that shows how inbound social-media mentions are assessed and triaged and, if warranted, engaged across the organization. Organizations such as the US Air Force, ARAMARK, and H&R Block have detailed triage flow maps that lay out how different issues are handled, a sort of decision tree that ensures that everyone is aligned and aware of how to deal with different scenarios.

Below is an example from H&R Block (Figure 5).[9]

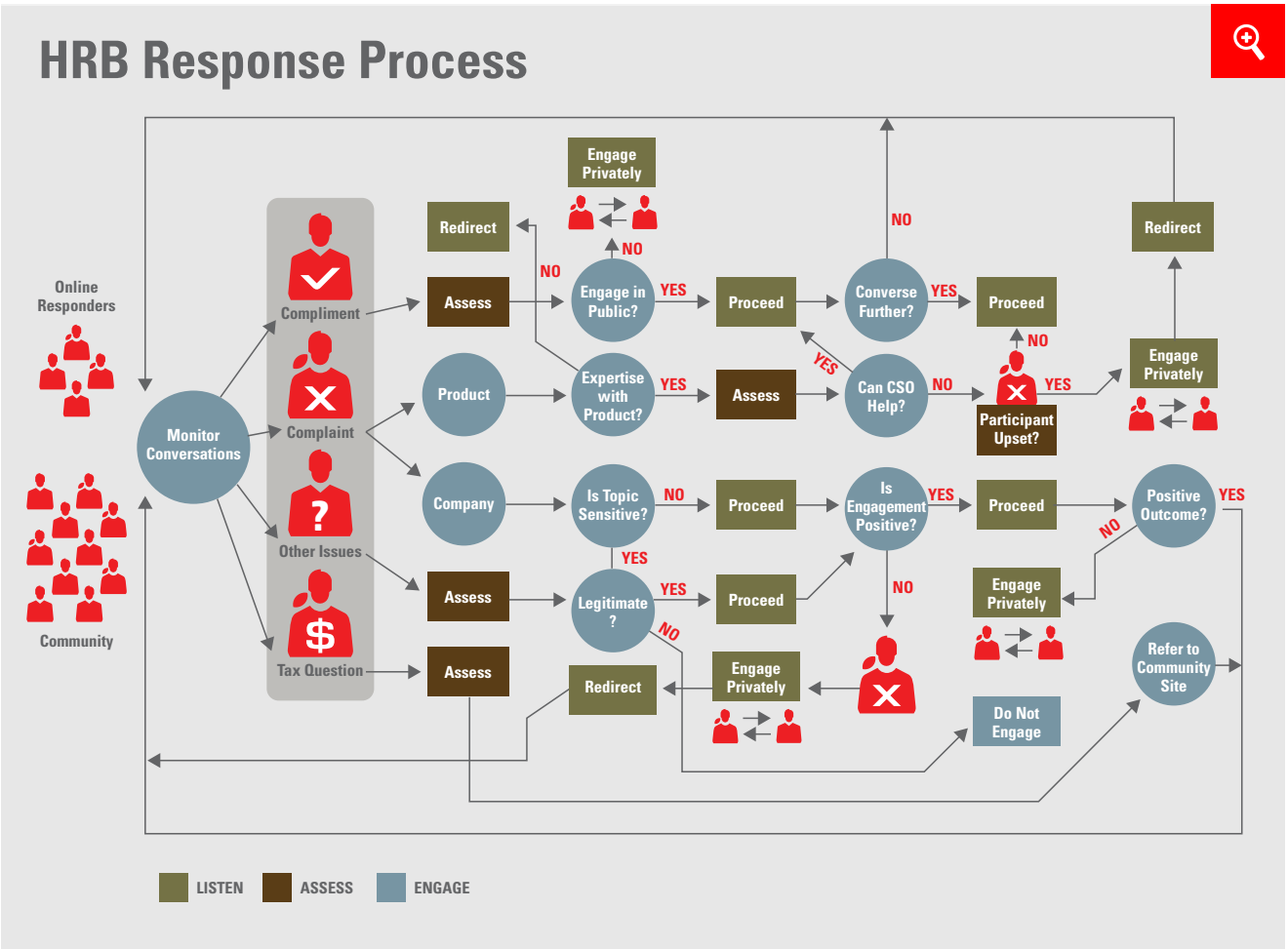


Figure 5: Social Media Triage Map for H&R Block. Source: David Armano, Edelman

The following exemplifies a social-media triage diagram, used for crisis management, support, and general customer engagement. This example comes from the American Society for Civil Engineers.[10]

Empower Employees and Develop Confidence with Role-Based Training

Social-media education and training must take place at multiple levels in the organization, ranging from frontline employees to dedicated social-media practitioners and top executives. Begin by training everyone on the business value, vision, social strategy, and general social-media policies to establish baseline value and guardrails for employees firm-wide. Foundational to developing confidence is empowerment through role-based training. At the core, there must be a sense that, to be successful, social-media expertise needs to extend beyond the CoE.

To enable knowledge-sharing, investments in internal collaboration platforms and enterprise social networks begin to pay off as people begin to use these tools to share best practice. Pushing social into business units and geographic groups becomes much easier when the people can turn to each other for support through these existing social bonds.

Continue education for executives, social-media practitioners, and business units. For the latter—those who require more advanced training—educate on the business value/case, best practices, success metrics, case examples, etc.

With 11,000 worldwide employees, Danish toy manufacturer, LEGO Group, ensures that each employee is properly trained before they participate in social media on behalf of the brand. Before getting behind the wheel, LEGO institutes their "Social Media Driver's License" training: a one-day course, which covers the following:

Lego's social-media strategy: How the brand approaches social media.

1. Tactics & tools: Showcase of tools and resources to help LOB employees build community around the brand and launch campaigns.
2. Final exam at the end of the day.

"The course is where we learn the mathematics," explains Lars Silberbauer, the Global Director of Social Media at LEGO,"but we don't focus too much on any one platform; rather it covers general competencies across many platforms, how to look at the consumer, and why we want to be in social as a brand." Some 350 of LEGO's employees have gone through this program, including many senior-level managers and executives. "We focus on building general competencies in social business; the platforms and technology will come and go, but the mindset is social," adds Silberbauer.

Determine Technology Platforms Needed to Be Successful

Given the pace of technology innovation and the volume of vendor marketing, it is tempting to jump immediately into technology selection and implementation. However, doing so without a strategy, roadmap, and alignment is ill-advised—companies can fall into the trap of picking the first shiny object, which often doesn't meet key requirements, or worse, is quickly outgrown.

What follows is a short list of social technology platforms and descriptions of key capabilities (Figure 6). Each of these technology platforms serves specific functions, but as companies mature in social, they may look to a single, unified technology platform that provides all necessary social capabilities in one interface.

Whether singular technology deployments, or a full-suite social technology platform, what's key is that social technologies integrate with other mission-critical functions and data sets across the organization. Regardless of toolset, remember technological strategy must align with the larger integrated social business strategy.

Priorities for Social Leadership and Structure
http://pub.vitrue.com/HWkF



Showcase Results

One of the best ways to prove value to the C-suite, as well as other departments, is to showcase results, even if they are incremental. Select which results are shared with whom depending on the type of use case, campaign, program, or business value in question. For instance, showcasing the results of a recent crowdsourcing campaign may be better suited for product development team, while aggregating the results of internal collaboration and idea-sharing may generate more interest from HR and leadership. Whether through Enterprise Social Networks or other more traditional internal communications media, promoting and sharing successes that some departments are having can influence and inspire other LOBs to adopt.

Hot Topics and Trends for Social
http://pub.vitrue.com/56BE



Figure 6: Social Technology Platforms and Their Core Capabilities

TECHNOLOGY	CAPABILITIES
Listening/Monitoring	Listens across multiple social channels and aggregates mentions of brand, products, and services. Often provides basic sentiment analysis and supports custom queries by users, keywords, brands, and influencers.
Social Data Analytics	Facilitates deeper analysis of social actions and events, and includes the integration of structured enterprise data to provide advanced reporting and predictive modeling.
Social Media Management Solution (SMMS)	Manages the placement of multiple content types across social channels. Can also include listening/monitoring, workflow routing, and governance controls used for customer support.
Community Platform	Centralizes brand discussion and support through a socially enabled digital (owned) property for consumer-to-consumer or brand-to-consumer interaction, especially around knowledge-sharing, support, and ideation.
Enterprise Social Network/ Social Collaboration	Enables internal social networking via collaboration, best-practice-sharing, dialog, leadership engagement, and innovation.
Content Management & Marketing Automation	Manages content across paid, owned, and earned channels. Marketing automation optimizes the marketing process, handling marketing follow-through on a prescribed path.

Conclusion

The transformation to a social business is more about the journey than it is reaching a final destination.

Even today, full convergence of social business is largely aspirational. No company has a lock on how social strategy can or should be created. Yet, it always starts with the unique and inspired goals of the company and grows from there. Companies should plan for and encourage their social business strategies to evolve over time as new ways of collaborating across people, processes, and technologies emerge. Constantly realign strategy and best practices as the relationships with customers, employees, and partners evolve across an increasingly dynamic and competitive landscape.



Altimeter Reports

Social Business Readiness
http://www.altimetergroup.com/research/reports/social-business-readiness

The Evolution of Social Business
http://www.altimetergroup.com/research/reports/evolution-social-business

Social Data Intelligence
http://www.altimetergroup.com/research/reports/social-data-intelligence

More information about Altimeter and its work can be found at altimetergroup.com.

Footnotes

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[7]Details of Maersk's customer social channel mapping are available at

http://www.maersklinesocial.com/our-social-media-channels-which-one-is-right-for-you

[8]More information about social data intelligence, including a Social Data Maturity Map, is available in the Altimeter report, "Social Data Intelligence".

http://www.altimetergroup.com/research/reports/social-data-intelligence

[9]The "H&R Block's Response Process" chart was originally created by David Armano at Edelman PR. It's also available via H&R Block at

http://www.slideshare.net/hrblock/response-processchart

[10]Owyang, Jeremiah. "Breakdown: Social Media Workflow, Process, Triage." Web Strategy. August 29, 2012

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#SocBiz

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