



**Web Effectiveness**  
conference **2012**

**report back**

Budapest

Session notes

compiled by Robert Curran

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# Presidential lessons in audience engagement

Keynote day one Julius van de Laar explained how digital channels can be used to get the most out of restricted resources to attract attention and support whether you are a web manager or a candidate for the White House.

## PRESENTER

**Julius van de Laar** is a digital media strategist and communications expert with strong campaigning experience. He has been a consultant to politicians and political parties, non-governmental organisations, and private sector corporations developing strategies to achieve their goals: winning elections, membership growth and shaping public opinion. During the 2008 US Presidential election, he worked for Barack Obama's winning campaign. Van de Laar is a frequent radio and TV pundit, lectures at conferences, gives workshops on social media campaigning and advises business leaders on strategic communication.

The conference began with a keynote speech from Julius van de Laar, the man tasked with using digital channels to target voters and drum up support for Barack Obama during his 2008 US presidential campaign. Julius described the challenge that faced the campaign as being one of resources. In much the same way as corporate web managers struggle to use limited time and money to achieve significant goals with a web estate, President Obama's campaign had a small staff and limited financial resources at the outset. Digital channels were therefore instrumental in reaching and engaging with supporters. A slide showed that the day after the election *Der Spiegel* ran a headline saying that the president won 'because of the internet'.

To explain how the campaign had successfully used the web, social media and apps to engage the audience, Julius began by discussing messaging and positioning your message in a way that is favourable to you. A key element of strong messaging is 'storytelling'. Storytelling helps convey content that does not bore people and allows complex information to be imparted without boring the audience. Greenpeace was used as an example of an organisation that uses storytelling to directly relate their message to the audience. The organisation's Greenpeace Rainbow Warrior video stresses the importance of action by you, the audience. Why does storytelling work? – simply because we all have stories and we all grow up storytelling. A narrative curve adds interest and realism.

A strong story often includes an element of 'the Hero's journey'. Julian laid out the various stages of the classic cinema device, from the 'Call to adventure' through the perils and problems along the way, and ending in a triumphant victory.

The competition between Apple and Microsoft is one such story. Apple neatly positioned itself as the innovative rebel against the status-quo behemoth of Microsoft. Its slogans hammered its message home, and focused more on the message than the products: 'Here's to the crazy ones, the misfits... they change things. They push the human race forward. Where some may see them as the crazy ones, we see genius. Because the people who are crazy enough to change the world are the ones who do.'

## The critical role of governance

Governance was also cited as a necessary and crucial aspect of successfully engaging with an audience, primarily because the message must be kept consistent and clear. During the Obama campaign, a select few in the Chicago headquarters defined the message, while the rest of the campaign organisation was instructed to follow it to the letter.

Also described was how the Obama campaign leveraged 'big data' to reach audiences. The campaign used databases such as the national voter file to learn about its audience and decide .../

## Tweet ticker

@greghollings Framing your message authentically and in an interesting way is essential to a successful campaign @greentrac In every great communications campaign there's an aspect of the hero's journey @peterprince Oh no #plotspoiler for LOTR revealed by @juliusvandelaar but great example to demonstrate storytelling in corporate Comms @dandrury Obama uses big data to target voters. Most corporates are not doing same to target their online audience, says .../

# Presidential lessons in audience engagement

## Key notes

Define your strategy first.  
Choose your tactics second.

Take your message seriously.  
Invest in developing it.

Don't focus only on online.  
Always try to connect offline  
and online activities.

Put a serious investment in  
data, targeting and testing,  
and constantly think about  
new ways to take advantage  
of it.

Put your customers first.  
Invest in building relationships  
and empowering your  
supporters.

/... where they should be targeting their message. In addition to using existing databases, social media was used as a kind of database that is being compiled in real time, allowing the campaign to gather voter information from Facebook likes, Timeline, LinkedIn etc to build a very detailed understanding of people.

It was revealed that the Obama campaign is data driven – it wants to know as much about potential voters as possible. For example, Facebook Connect is used to allow visitors to the campaign website to give permissions relating to their Facebook account. If the user agrees to install the campaign app, the Obama campaign then has permissions to post status updates, messages, notes, photos and videos directly onto the Facebook profile of the supporter.

## Wider access to campaign tools

The 'democratising' of tools was another element of the 2008 campaign that was instrumental in spreading the messages of the Obama team. For example, the campaign developed an online call tool that allowed supporters to log in, pull up a list of people to call – including their name, gender, location (city/state), telephone number and a script for the call. In 48 hours, 7 million volunteer campaign calls were made – a number that could never have been achieved using just campaign staff.

## Community credit

The keynote closed with a thought-provoking story. Julius recounted that during the 2008 Republican convention the democratic campaign 'went dark', keeping quiet and letting the Republicans get on with it. During the convention the party's candidates, John McCain and Sarah Palin, criticized their Democrat opponent for being a 'community organiser'. They failed to consider in that there were a million people who thought of themselves as 'community organisers' who had been campaigning for Mr Obama. David Plouffe, campaign manager, sent an e-mail to supporters, titled 'What they say about you', saying "they attacked you for being part of this campaign... they insulted the very idea that ordinary people have a role to play in our political process. Click the button to donate \$5 to remind them". That one e-mail, sent to 13 million supporters, raised \$22 million in 24 hours.

**Tweet ticker** /... our analytics survey @greghollings Use big data to help target and engage with personally relevant messaging @dandrury Obama raised \$22m in 24hrs from one email. I need to brush up my copywriting skills (or get a bigger list) @greghollings Big data privacy issues? Obama's site has 28 different personal info tracking devices @peterprince More staff in Obama 2012 digital department than any other Comms area @maliperdeaux User targeting using personal data available through social media: just because you can, does it mean you should?

# Running to keep up

Index David Bowen drew on the research for the 2012 FT Bowen Craggs Index to illustrate how ‘social-media overstretch’ and company governance combined with ill-fitting fashions are affecting the quality of some sites.

## PRESENTER

**David Bowen** is a senior consultant for Bowen Craggs & Co. He founded the London-based publishing and consultancy firm Net Profit in 1996, and his present company in 2002. David was twice named UK national newspaper industrial journalist of the year during his seven years as industrial editor of *The Independent on Sunday*. He was also energy editor of *The Independent* and in 1998 began his long-running twice-monthly column on websites for the *Financial Times*. In 2004 David was named one of the 100 most influential Britons in the internet’s first decade.

David Bowen began the second session of the conference by outlining the nature the Financial Times Bowen Craggs Index of corporate web effectiveness as background to some of the distinct lessons and trends to emerge from the benchmarking of the 81 sites it covers.

### Estates spinning out of control

Prominent among these was the fact that many companies are struggling to manage their growing web estates. Hewlett-Packard, for example, has two newsroom’s on its site. Both newsrooms contain the same content, though one sits on an old template, while the other is on a newer, more modern template. Many would assume that such a problem would be a temporary hang over from the site’s migration to a new template. Not so with HP – the two newsrooms have sat side by side for over a year. Another example comes from Procter & Gamble, which provides jobseekers with three different video profile sites as well as two separate Facebook pages – confusing for the jobseeker, and also an unfortunate waste of money for the company.

Another instance of a web estate growing and becoming increasingly disjointed is provided by Walmart. The company has moved its careers section from within the corporate site’s template, out to a separate, standalone site. The move cuts the

careers content off from the main site, with no link or overlap to bridge the gap.

Why are these problems occurring? One explanation could be that the websites are reflecting the internal structure of the company. It is surprisingly easy to discern the internal politics of an organisation by analysing the makeup of its website.

Social media overstretch could be another explanation for the cracks that are appearing in web estates. Some companies have become distracted by trying to manage the numerous social media channels and are not paying sufficient attention to the core site.

### Fashion turns against conventions

By comparing the development of the corporate site over the past year the index research was able to uncover some emergent fashions. Once such is home pages being made to look like native iPad apps. Statoil, GE and Goldman Sachs all have home pages that ape iPad interfaces with horizontal ‘swiping’. However, they are not intuitive when viewed on a desktop computer and are also ineffective when viewed on a tablet – unsatisfactory either way.

Also in fashion is the abolition of left navigation. However, the reality is that very few sites work well without some left .../

## Tweet ticker

@peterprince @dcxybowen talking about governance. Same content on all channels v internal politics played out on the web @stephaniechalm #wenwec overstretched online resources leads to poorly done websites...but not at [http:// www.eads.com](http://www.eads.com)! @peterprince @dcxybowen did the obsessive integrator .../

# Running to keep up

## Key notes

Some companies are struggling to manage the increasing number of channels, resulting for users in fragmented experiences.

Problems are a likely reflection of internal struggles and politics that manifest themselves on the web estate.

Some problems caused by the task of managing social media channels are becoming a distraction from the upkeep of the core site.

Home pages made to look like tablet apps fall if they don't provide an intuitive experience on desktop computers.

Sites that abolish left-hand navigation must implement a viable and usable alternative.

/... navigation. And many of those moving away from left navigation (such as Barclays) are failing to implement a clear and usable alternative.

## Linear progression the rule

Some sites are even going as far as abolishing traditional navigation altogether, in favour of search or a catalogue approach. The Intel site is now closer to Amazon than a conventional site, with paths through its content. The approach works well for users who are looking for a specific item, but hopeless for users trying to browse or move through the site.

The last of the fashions uncovered by the Index was that of jargon too often trumping clarity. Cisco's news page contains a 'social bio' of the chairman and CEO. However, the biography itself has little to do with social media. It does include social media links in the right column, but they are general corporate links with nothing specifically to do with the chairman.

**Tweet ticker** /... Steve Jobs ever look at the mess of <http://apple.com>? @greghollings Are you a slave to fashion? Home page look like an iPad app? @dandrury #wenwec Stop putting the word 'social' in front of any noun in lame attempt to look cool. I agree with @dcxybowen

# Restructured communications makes the news

Case study Florian Hiessl reported on how a reorganised corporate communications department has literally become the centre of Siemens' response to the changing relationship of a corporate site with its 'readers'.

## PRESENTER

**Florian Hiessl** has been immersed in the online business since joining Siemens in 1998 to manage e-commerce, intranet and internet projects at diverse Siemens business units. With Corporate communications since May 2006, he is now responsible for the strategic development and daily management of the corporate website as well as managing online performance measurement, apps, the YouTube brand channel and the mobile website, [m.siemens.com](http://m.siemens.com).

Digital channels have given more power to consumers, and organisations need to manage their messages and news accordingly. Readers now don't just consume news, they share it, develop it, and add to it. As a result, readers are being woven into the increasingly complex news landscape.

A corporation's response to these changes should be guided by three principles. The first is 'openness'. Corporations need to communicate with all their target groups, and especially new opinion leaders on the social web. The communication needs to be open, on 'eye-level' and via the right channels - i.e. don't respond to a Facebook attack only with a press release. However, being so open and communicative requires training in social media behaviour.

The second principle is 'speed'. Now more than ever, corporations need to act swiftly and be agile in reacting to news streams, communication, opportunities and threats. A new mindset is needed as well as collaboration between everyone in the team responsible for communications.

Thirdly, 'storytelling' is needed. Companies should be telling interesting and relevant stories. Content must be compelling and when companies succeed in being interesting, the rewards are clear. For example, online videos on the Siemens home page are often shared on social media channels and mobile

sites. This has resulted in increased views of the content, and a noticeable increase in viewers visiting the corporate site.

## New content development centre emerges

Florian went on to describe how a reworking of the corporate communication department within Siemens hopes to respond to the need for speed, openness and interesting content. The new structure has introduced a 'Content and Message centre', consisting of 60 people who focus on developing content. There is also a 'Target group centre' tasked with dealing with the media, customers, prospects and employees. Finally a 'Brands and channels centre' has been set up.

The new internal structure is bolstered by a new corporate communications newsroom, that physically enables speed and openness.

The new central newsroom is an open plan building where employees are seated by topic and not by department – media relations, videos and photos, online, events etc. The team of around 80 people sits together over two floors. In addition, the entire team has a daily morning meeting at nine to discuss the daily radar, clippings and topics.

The open plan office set up means people can overhear each other, and learn from seeing how senior staff operate. ... /

## Tweet ticker

*@stephaniechalm* Siemens' recipe for effective communications: "openness, speed and good stories" *@greghollings* Loving the newsroom built by Siemens!! *@greghollings* ..even the media relations guys have given up their personal offices! :-)  
*@peterprince* Breaking down silos. Reorganisation of Siemens corp Comms around digital based on a mantra of openness, speed and stories *@maliperdeaux* integrated corporate comms teams are a great way to achieve .../

## Restructured communications makes the news

### Key notes

Digital channels require corporations to be quicker, more open – and more interesting.

Respond to news, communication and threats using the right channels, often the one where it was initiated.

Speedy responses can be facilitated by a reorganisation of internal structure.

'Fish where the fish are'. Meet users where they naturally congregate. Don't expect them to come to you.

/... Staff members with different specialities can easily collaborate. The change from a closed, hierarchical approach to an open plan office constituted a significant change in thinking. Siemens conducted some special training to prepare people.

There are clear rules about how to work together. For example, there is a clean desk policy and if a desk is free someone else can use it, though if the 'home' user comes, the guest user must move on. The space, which is heavily influenced by traditional newsrooms is specifically designed to encourage and facilitate speed and interaction.

Finally, Florian encouraged web managers and communication directors to 'fish where the fish are'. Don't expect users to come to your site. Instead, meet them where they naturally gather, whether it's on networks such as Facebook, YouTube and Twitter or devices like the iPad and iPhone.

**Tweet ticker** /... joined up messaging - #Siemens new Newsroom looks impressive @greentrac Siemens have really changed the way they're organised to deliver improved corporate comms including the environment they work in @peterprince Another innovative trial from market leaders on corp Comms Siemens <http://zooppa.com/> @juliusvandelaar Great presentation on how Siemens incorporated the newsroom in their corporate communications. Thanks for sharing! @sharonodea @MaliPerdeaux absolutely. Distinctions between traditional and online teams need to disappear - delivery/engagement is digital now.



# Out of chaos better governance emerges

Case study Bryan Smith recently upgraded the effectiveness of the governance system behind Smith & Nephew's web estate by bringing it into line with the needs of corporate communications and not IT management.

## PRESENTER

**Bryan Smith** is director of digital communications at medical devices company Smith & Nephew plc, based in the group head office in London. With a background in digital agencies and client side (including Rio Tinto, where he launched some of the FTSE 100's first social media channels) he has more than 18 years' experience in digital communications.

Bryan Smith outlined the challenge facing him when he joined medical devices company Smith & Nephew as director of digital communications at the start of 2012. These included:

- A heavily regulated industry, with differing regulations in different locations.
- Reputationally sensitive (medical) products
- A sprawling web estate in varying degrees of compliance and including a number of sites that had been beneath the radar of the corporate centre
- Multiple technical platforms
- Known and unknown local social media endeavours.

Several governance processes and policy supports were already in place. However, in the absence of a central repository, they were often hard to find and it was difficult for site managers to get an overview of the guidance.

There was a web steering group in place but, at more than 20 members, this proved too large and too disparate. In practice the intermittent telephone meetings yielded little decision making and there was little real authority, so Bryan took the decision to disband the steering group.

IT filled the vacuum, with good intentions and some good results. However, its governance systems were designed for new software and e-mail systems rather than for corporate

communications, and so were not always appropriate. Time for a new approach.

## Structure for 'authoritative administration'

Bryan started with Lisa Welchmen's definition of governance: "web governance is the authoritative administrative structures that set policies and standards".

Governance reduces web development risks by:

- Establishing clear decision-making authority
- Extending accountability to more senior levels of the organisation
- Improving standards compliance.

With these goals in mind Bryan has developed a two layered governance system:

- Digital communications steering committee informs, advises and authorises
- Multiple operational working groups execute, prioritise, unblock, manage and escalate.

The aim is to provide a clear structure, authority and purpose. There is now a clear hierarchy leading from the chief executive, through staff committee, down to the site administrators and project managers on the ground who report into working groups looking at internet, intranet, social media. .../

## Tweet ticker

@pblunden Refreshingly lucid and candid view of challenges with corporate governance from smith&nephew at #wenwec

## Out of chaos better governance emerges

### Key notes

Establish a clear structure, authority and purpose.

Collate governance guidelines in a central repository.

Set procedures and guidelines.

Be flexible, using a mixture of carrot and stick.

Extend accountability to senior levels of the organisation.

Clear the confusion – set new definitions regarding decision making.

/... Guidance and policies are documented and collated into a central resource on a digital communications intranet to give an at-a-glance view.

Each of the working groups has a clear area of focus, while periodic review meetings enable all involved to get together and discuss hot issues.

### **Moving forward with acceptance and authority**

The project has helped with acceptance of the changes across the company as it provides a clear unifying framework.

However, there remain outliers that they will continue to work with using a blend of carrot and stick. An industrial culture of tight regulation – and centralised budgets with senior support for the governance project – are useful tools for the team to employ, while the ultimate sanction remains that any truly problematic sites can be taken offline.

# Selectivity drives social media choice and fit

Case study BASF's Patrick Schmidt-Kühnle detailed how the chemical company first introduced social media for internal use before picking its external channels according to purpose and integrating them with its corporate site.

## PRESENTER

**Patrick Schmidt-Kühnle** is manager of corporate social media at BASF, responsible for the chemical company's corporate social media activities as well as the global governance of all group-wide social media. Before joining BASF in 2010 he worked in public relations agencies for 10 years, focusing on science communications on- and offline.

Patrick began by outlining the three main opportunities that are afforded by social media, namely:

- the ability to add value to an organization by interacting with stakeholder
- facilitate an increase in innovation, while making customers more successful
- drive sustainable solutions
- form the best team – cater to digital generation (online recruitment).

BASF entered social media two years ago knowing that some key factors were required if the venture was to be successful.

- Support by senior management
- Guidelines and recommendations for the use of social media
- Communication at all levels – including explaining and demonstrating to senior leadership what social media is all about
- Training of management and communicators.

The company began by focusing on internal communications, setting up a platform that enabled employees to communicate and network. The platform fostered openness and transparency, and was used by 31,000 employees.

In addition to encouraging social networking within the business, BASF went about selecting the external channels it would use to reach stakeholders. YouTube, SlideShare and Flickr were chosen as methods of delivering content. LinkedIn was selected as the platform on which BASF would promote B2B relationships.

Facebook and Google+ were picked out as places to host dialogue. Although different units within BASF have their own Facebook pages (27 pages in total), all have the same look and feel. On Google+, BASF has witnessed engagement rates and comments similar to those on Facebook, but on a lower level. However, there is very little growth being seen on Google+. Patrick explained that BASF will continue to use Google+ as it is important for search engine results.

The last of the external channels is Twitter, which was chosen as the method of delivering news. BASF has 19 accounts on Twitter and uses the platform primarily for storytelling, as opposed to a conventional communications channel.

All social media content is then integrated into the main corporate website. However, it is important that the social media elements are stored in one place, with no duplicate content elsewhere on the site. BASF uses blog solutions on .../

## Tweet ticker

@GregHollings BASF: Moving from hierarchy to connected community @dandrury #wenwec LinkedIn becoming more important channel esp. for B2B says @BASF @flohie Super ppt from Patrick from @basf on integrated on integrated online publishing concept and social media approach! Tks for sharing this .../

## Selectivity drives social media choice and fit

### Key notes

Secure top management support for social media activities.

Create guidelines and recommendations.

Provide training for communicators.

Select platforms to perform specific functions.

Foster a community approach not a 'top down' one.

Use internal tools to promote communication between employees.

Integrate social media content with the corporate website, but only in one place.

/... the website to address very specific issues where people have a story to tell which can't sensibly be covered on Facebook pages.

Social media accounts on any of these external channels may only be opened after approval by a central communications team. In addition, local sites are given guidelines and rules, and then allowed full responsibility for the site. The central team monitors these sites 'once in a while'.

The future outlook for the social media channels involves integrations and specialisation. Social media is currently integrated into general communications, as well as marketing. While social media is integrated internally, the ways in which the different platform are used must be unique.

BASF believes that organisations cannot use a 'one size fits all approach'. When choosing which social media platforms to use, the specific business needs and idiosyncrasies of the channel are the top considerations.

***Tweet ticker*** /... insights! @ThomasBlom Patrick Schmidt-Kühnle gets the Social media integration message across @greentrac Devolved responsibility to the business in BASF for management of social channels

# Apps and mobile sites thrive on differences

Index David Bowen looked at the diverse ways in which corporate apps and mobile websites are developing in response to the needs of stakeholder audiences and the qualities of the devices on which they are delivered.

## PRESENTER

**David Bowen** is senior consultant of Bowen Craggs & Co. His full speaker biography can be found on page 5.

Europe leads the world in developing usable corporate apps, according to the detailed research underpinning the 2012 FT Bowen Craggs Index of corporate web effectiveness. The apps and mobile sites of all 81 companies in the Index were looked at as part of the individual reviews of each site undertaken in compiling the Index.

Many corporate mobile sites and apps focus on serving a single kind of stakeholder. Investors and members of the press are the most common groups being served both by applications and the mobile site.

## Content-driven variations

At the same time, apps and mobile sites are being used to offer different kinds of content. For example, specialist content such as careers and CSR (corporate social responsibility) information is likely to be provided through apps, while general corporate content is more likely to be provided via a mobile site with a rendering of either the entire website or a cut down mobile version.

There are also differences in the kind of content being served to specific devices. For instance, where visual impact is important, it is likely to be offered through an iPad app, taking advantage of its large screen.

## Mobile web still evolving

It is clear that the mobile web is in its early stages and could be likened to the internet of the late 1990s. Among the 21 mobile sites that were analysed there is minimal standardisation and little consensus on what constitutes best practice. In addition to questions about how navigation should operate, the amount of content that should be provided on the mobile site is open to debate. For example, Shell's mobile site squeezes all of the content from the main corporate site onto a smaller screen, while at the other extreme the Oracle site has virtually no content but links instead to the main corporate site.

There is also variety in the use of URLs: 14 of the sites analysed used the m.company.com format, while four others use the .mobi suffix.

## Audience considerations

When considering mobile sites and apps it is of utmost importance to consider the intended audience. Barclays has a good app for graduates, an audience that is likely to have iPhones and use apps. The Siemens corporate app offers a more general service, with useful and interesting content gaining it around 2,000-3,000 downloads a month. It has some good background information on the company and also makes use of the interactive features available on mobile devices. .../

## Tweet ticker

[@StephanieChalm](#) Mobile common sense by [@dcxybowen](#). HR, IR, Press and corp. - LISTEN. Please... [@Peterprince](#) Common sense generally from [@dcxybowen](#) on mobile best in class except when he gets seduced by apps

## Apps and mobile sites thrive on differences

### Key notes

Many corporate mobile sites and apps focus on serving a single kind of stakeholder.

Specialist content is likely to be provided through apps, while general corporate content is likely to be provided through a mobile site.

The mobile web is in its early stages, with little consensus on what constitutes best practice.

Questions remain about how much content should be provided on the mobile site.

It is important to consider the intended audience.

/... Citibank is another company appearing to cater to its audience well. Its iPad app features an overlay screen that shows users how to navigate the app. As the demographic for iPad users is older than other device users this is potentially a useful inclusion.

The iPad can also be used to enhance content that normally lives on the corporate site. For example, Shell's Innovation section on its corporate site is in effect a technology magazine. One of the features found there is a piece on a deep water platform off the coast of Mexico. The website has a Flash device to illustrate the feature, which works well, but is not intuitive. The iPad version reproduces the feature, but takes advantage of the large screen and touch gestures, allowing users to swipe to navigate the deep water platform.

During the analysis, it was interesting where possible to look at the mobile site, iPad and iPhone apps from a single company side by side. Comparison shows that some are very different (Shell's mobile site is much busier than its app), while others are similar. Nestlé's mobile sites and apps feature similar content and navigation, though the mobile site receives more traffic than the app. The Daimler mobile site and app are also similar, looking alike and serving similar content – presumably an efficient way of managing the two platforms.

# The future – or not – of the corporate web

Panel Day One ended with a panel discussion on what the corporate web of 2020 might look like, if indeed it has survived that long as companies contemplate ways to work their way into the heart of the crowd.

## PANELLISTS

**Scott Payton** [chairman]  
(biography on page 24)

**Julius van de Laar**  
(for biography see page 3)

**Stephanie Chalmers**  
With roots in corporate communications in New York, Stephanie joined EADS in 2003, taking on the mission in 2008 to lead the company's digital & online media both externally and internally. The role has since expanded to include digital publications, mobile and visual media, and the launch of all corporate social media activities.

**Kirsty Chisholm** heads the team responsible for strategic planning, management and development of BP's corporate websites and digital media channels including social media. Her team .../

**Q: Will there be a corporate site in 2020 and, if so, what will it look like?**

**Kirsty Chisholm (KC)** – In many ways it feels a bit like we're hosting the party and expecting people to come to us. Maybe we need to be a bit braver about following the audience. In essence, it doesn't matter whether or not there will be a corporate website in the future. It's time to go where the audience is.

**Stephanie Chalmers (SC)** – I really hope not! They are big, cumbersome and expensive – let's get out into some other people's parties and drink on their costs!

**Florian Hiessl (FH)** – I'm completely convinced that there will still be a corporate dotcom but we have to fish where the fish are. As I see the social media channels evolving, for me these are more signposts. Our websites must be feedable, seedable, well curated, but in the end the content must lie somewhere. The buzzword is Responsive Design. Universities are the innovation leaders at the moment – browser windows automatically resize to the browsing device to give the optimal experience.

**KC** – It feels as though we're still playing with the technology and trying to work things out. It's important to focus on the

content not the medium, otherwise it's too easy to get saturated by the tech.

**FH** – Indeed; it's all about the content.

**Julius van de Laar** – There will continue to be a main site but we focus on pushing users not to the home page but to campaign pages deeper in the site. The content is targeted, so users in Alaska won't see info relevant to voters in Hawaii, for instance.

**Scott Payton** – I would be a little sad if we had no corporate site and were limited to just a Google+ channel or a Facebook channel.

**KC** – It's going to get more and more proliferated. There are always going to be resource issues but proliferation becomes less of an issue as we get smarter at integrating content.

**FH** – Look at Second Life, for example. It was a huge, huge thing with companies scrambling to get in there and now no one cares about it.

**SP** – Second Life is an interesting example. Do you think we're going to be looking at the same giants today or are we going to have new giants? .../

## Tweet ticker

@greentrac Panel time, getting talkative now at #wenwec and it's all about apps @greentrac First question up, will there still be a corporate website in 2020 answers on a postcard @GregHollings Corporate websites in 2020? Probably not. Need to fish where the fish are @Peterprince #wenwec panel discussion. .../

## The future – or not – of the corporate web

### PANELLISTS

/... also provides digital platforms, services and standards to support all digital content for both external and internal audiences. In 2010 she played a pivotal role in BP's crisis communications during the Deepwater Horizon oil spill.

**Florian Hiessl**  
(biography on page 7)

/... **JvdL** – I have no idea who will be around or be giants but in a way, who cares. The thing that really matters is the message. Understanding what the narrative is and getting the message right to address that audience is going to be key, regardless of the specific channel.

**David Bowen** [from the floor] – Second Life is indeed an interesting example. When the first browsers were being developed users thought that the next stage would be like Second Life as it was three-dimensional and equated with 'real life'. Maybe the leading theoretical thinkers then were wrong.

**FH** – Facebook usage has changed a lot over the past 5 years as the content there is more and more used by third parties to impact adversely – not only unwanted ads but employment opportunities, insurance, divorce and other legal proceedings etc. Suddenly users are closing down the type/nature of their comments and even their accounts. Particularly as privacy policies change like the wind.

**KC** – While BP develops its reputation management, we have been working with some political campaign people in the US to try to borrow some of their techniques. Key themes include - 'freedom in a framework', 'we're all captains of our boat but we all need to be sailing in the right direction'. We need to have a very clear narrative, with proof points to demonstrate how

we're sticking to our commitments and having third parties validate those. A lot of what we do, our polling, tends to be very emotive. One of the things we've learned from the politico's is to try to take out the emotion and ask people to choose, for instance, between the most rational arguments. Very interesting shift of emphasis.

**JvdL** – The narrative has to be clear and overarching – it doesn't change (unless polling suggests it should!) . The messages may change from day to day but they should always drive the narrative.

**SP** – **Thinking of arcticready.com (spooof Shell site), are changes in online avenues opening up more threats?**

**KC** – We've found that when we get involved in this sort of spoofing thing, trying to get things taken down etc, then that tends to become the story. We tend to stand back from it as much as possible and let them get on with it, keeping our focus on our messages and what we're doing.

**Contribution from the floor** – As Kirsty says, this is not new and will shortly be seen in applications too, I'm sure. People are used to fake sites; they used to be a novelty but people will often now question any unexpected content 'is this fake?'. Establishing clear URLs and domain policies helps .../

**Tweet ticker** /... Will there be a corporate website in 2020? Different answers but #contentisking in all of them @greentrac Channel proliferation leads to overstretch - we need to have targeted strategic comms it's about audience not channel @GregHollings Tech comes and goes. Relevant content in the right context at the right time is what matters most @pblunden More about content than channels - panel discussion at #wenwec in the future people .../



## The future – or not – of the corporate web

/... to underline content which is centrally endorsed and material which is more questionable.

### **SP – Do Generation Y users have a different set of issues and perceptions about privacy?**

**JvdL** – In the US I used to have my university e-mail address. Some universities no longer give them out, as their students simply didn't use them – they were using their gmail accounts and Facebook to communicate.

**FH** – The more information is out there, the more users are 'listening' to the content, the more bland the content becomes. People are more likely to share confidential or high value content in a more intimate or confidential environment.

**JvdL** – We communicate the way people want to be talked to – we have to follow as well as lead the conversation. If we're pushing heavy, worthy reports when people want to talk about lightweight social issues it's not going to work. We need to make sure that things are appropriate to the conversation and the channel.

**SP** – There is an overlap if the conversation is sufficiently relevant or captures the imagination. For instance, much Facebook traffic might be about banal topics, but occasionally

people will engage in a proper debate on social topics if a news item captures the imagination, for instance.

### **SP – How can companies identify and attract the brightest and the best in the future?**

**Contribution from the floor** – We have core corporate principles which should be unchanged in their essence as we are still dealing, ultimately, with human beings. We are just using new and different ways to do it. If we are true to our principles then this shouldn't be a major problem.

**Contribution from the floor** – How are we going to keep pace with these hot young things, often just teenagers, who are so agile and able to create things very fast and cheaply. We hosted a 'hack day' last year and at the end of 24 hours we had 50 apps created with our data. How do we compete with that?

**General response from the floor** – Look for the opportunity not the threat. There is a potential to crowdsource content. If you make your data available users can create fantastic tools for you which you can then harness or link to. Clearly there can be a downside, too, but if properly managed and understood it can be as exciting as it is scary.

**Tweet ticker** /... will find it so don't worry about the channel [@greentrac](#) Content, timing, relevance it's the message that matters not the channel says [@juliusvandelaar](#) [@danyalbigjee](#) It's not about channel, it's all about the audience [@GregHollings](#) Managing your personal brand online is even more important than ever [@GregHollings](#) Great panel discussion. Thanks guys! [@greentrac](#) Fabulous first day at [#wenwec](#) ending with a lively debate on privacy, data and the future - all good stuff

# Collective intelligence as an agent of change

Keynote day two Owen Pringle used Amnesty International to show how organisations can open up new horizons on innovation and improvement by understanding the way digital communication has changed social interactions.

## PRESENTER

**Owen Pringle** is director of digital communications at Amnesty International, where he leads on development and implementation of a global digital strategy for the organisation. Before this, he was brand director for new media & new product development at BSkyB; commercial director, new media, at ITN; and, more recently, was responsible for the media services department at Southbank Centre in London.

Owen Pringle conducted his presentation remotely, Skyping in from London. He began by describing the ever-increasing importance of digital communication. In practically every area of our lives technology has moved from the fringes to the core of our activity. This has resulted in a disruption of our social interactions, and has totally changed how we interact with each other and the world.

Amnesty International wanted to understand how this impacted on its understanding of human rights. To do this required the organisation to investigate where it stood with digital communication now, and where it might take it in the future.

Where we are: 'The future ain't what it used to be'.

The changes that happened in the fields of technology and digital communication have happened very fast. We are still at the beginning of the curve, too close to the inception to really understand the long term implications.

## Three phases of how we communicate

Owen described how our methods of communication can be placed into three distinct phases: Solitary, Social and Societal. The 'Solitary' phase is in essence the broadcast model – communication that is transmitted from a single entity, sent to many, and received in solitude.

The second, 'Social' phase features far more sharing. In this phase, where we began to curate our online lives and project an image of ourselves to the world, digital technology becomes less about who we are and more an expression of who we want to be.

The third, 'Societal' phase brings the social element of communication to its logical conclusion. Technology in this phase becomes an enabler, rather than the solution in itself.

## Providers and users divided

Owen went on to discuss the relationship between the providers of technology tools and the people who use those tools, invoking the public library as an example of a tool that while incredibly useful, came with a set of restrictions not defined by the user. The library was only open at certain times, you had to be a member to borrow books, and there were fines for late return. Electricity companies were used as a contrasting example. These suppliers provides energy to users, but do not tell users how to use that energy. According to Owen, civil society needs to also understand that we can provide (technology) tools, but not decree how they should be applied.

Often uses for technology tools emerge not from the creators of the tool, but from the users themselves. For example, technology and social media tools were used on the streets .../

## Tweet ticker

@ThomasBlom Looking forward for the presentation of Owen Pringle @greentrac Fantastic that we have a remote presentation from Owen Pringle from amnesty @greentrac The future ain't what it used to be, we don't know the significance of the Internet for our future yet @GregHollings It's not about the tech. It's about the necessity @greentrac Amnesty International established the first social network in 1961 social isn't about the technology according to Owen .../

# Collective intelligence as an agent of change

## Key notes

Technology has moved from the fringes to the core of our activity.

The social phase of communication is giving way to a societal phase, where technology functions as an enabler.

The providers of digital tools should not necessarily decree how such tools should be used.

Allowing users to create new ways to use tools often breeds surprising innovations.

Fail fast and often to close in on a workable solution.

of London during the civil disturbances of summer 2011 both by rioters and the community clean up, which organised through online and text channels, bypassing or avoiding the state.

## Applied thinking

With this in mind, Amnesty International set out to take some Silicon Valley thinking and apply it to human rights work. How could technology be used to impact unlawful detention, for instance. People unlawfully detained may be cut off from their family, friends, home, legal representation. What – if anything – could technology do to safeguard their basic human rights.

In order to find out, Amnesty opened the question up to 25,000 individuals with direct experience of the problem. It then hosted a 'hackathon', or 'makeathon', in London to address the issues raised and see if tools could be built to help resolve them. The result was “hugely inspiring” as the community of developers set about making tools, apps and communication devices that would assist people in danger of being unlawfully detained.

There are, of course, a huge number of issues to be considered before such tools are unleashed, but Amnesty's intention is to launch at least one of the apps that was created.

## No guarantee but failure

One thing can be guaranteed, Owen concluded, we will fail. We will get things wrong and hopefully we will also get some things right. A process of making mistakes, and iterating on those mistakes, will eventually lead to success.

For example, a man in rural Bangladesh noticed there were a large number of maternal deaths due to anemia. The problem is preventable. He developed a tool to help – but it didn't work. He developed it 32 times before it did finally work. Now he's aiming to eradicate maternal deaths by 2030.

New tech will fail fast and fail often – but this no reason not to try to solve problems, and keep trying when at first failure is the result.

*Tweet ticker* /... Pringle @greentrac Amnesty using hackathons to solve problems and create prototypes - brilliant @Peterprince Inspiring example of hackathon used to deliver innovation at Amnesty International @greentrac Innovation demands failure says Owen Pringle fail early, fail fast and fail often commit to continual improvement @GregHollings 'Is it our human right to have our personal data protected?' Not on social networks!

# How Unilever put the countries to right

Case study Neil Atkinson shared the blueprint of a major reorganisation designed to revitalise a global network of country sites that was in danger of surrendering the gains of earlier rationalisation to management neglect.

## PRESENTER

**Neil Atkinson** leads the development of Unilever's global communications channels, heading teams managing both the corporate website estate (external) and a SharePoint intranet (internal). Its channels include an award-winning internal news service and 68-site network of country websites.

Unilever, one of the world's biggest FMCG (fast moving consumer goods) companies, maintains a staff of more than 170,000 people, while its products are used by 2 billion consumers every day. Its dotcom site had 20 million visits in 2011, from more than 17 million visitors, among who the largest group was jobseekers (27 per cent).

The aims of digital communications within this huge organisation are three fold: enhance reputation, promote advocacy among key stakeholders and use collaboration as a key to finding business solutions. To achieve these goals, Unilever has had to unify a previously fragmented web estate. Pre-2000 there were hundreds of Unilever sites using multiple platforms and content management systems (CMS). There was hardly any consistent content or technology being used.

Between 2004 and 2008 the company moved all sites to a single CMS platform, making a country sites network (68 country sites for 95 countries) conveying a single, coherent message. However, despite the significant progress made, in 2011 there were still problems. Up to 40 per cent of home pages had not been updated in two months and about 85 per cent of sites had more than one error per page.

Why so many problems? One reason was that there was no visible leader and no one at director level leading site

development. Site editing was often left to the most junior staff (interns, graduates, receptionist) and this, coupled with a very high turnover of staff and an over dependence on agencies, led to an abundance of issues on the estate.

Unilever's response was multi-faceted. Some issues were improved by the hiring of a country website network manager, who oversees all 68 country sites. This was accompanied by improved support, with the introduction of a one-hour-a-day service team.

A platform 'freeze and fix' was then carried out. Country site managers were temporarily locked out of the admin tools while the central communication team audited the country sites. This involved a reorganisation whereupon 35,000 errors were reduced to 7,000. Almost 40,000 unused website items were removed along with 3,500 unused web pages.

The message to the country site managers was clear, 'If you do not look after your site we have the power to lock you out. And ultimately to shut you down'. The country managers were only let back in once they had passed a competency test.

Another way in which problems were tackled was the implementation of a new resourcing model that classified country sites in bands: A, B or C. The classification a site

## Tweet ticker

@greentrac The Unilever digital journey and a massive web estate, talk about a challenge @pblunden Are country websites important? Unilever saw 2/3rd uplift in searches for brand as a result of activity from one country site. @pblunden #Unilever lifting the kimono on corporate comms challenges at #wenwec the best place to learn from everyone's mistakes @greentrac Loving the draconian approach at Unilever, locking people out of the CMS to sort out the problems flexing the web muscle @greentrac Test of competence to use the CMS at Unilever, fantastic @pblunden #Unilever a solution to the #governance problem that .../

## How Unilever put the countries to right

### Key notes

Sprawling web estates with many country sites led to frequent errors.

Management of country sites was often left to inexperienced or transient employees.

'Freeze and fix' – lock country site editors out of the CMS while errors are fixed centrally.

Country sites classified in a three-tier hierarchy, with resources and support levels varied according to level.

Regular measurement to assess success.

Management buy-in crucial.

Balance of carrot and stick.

received was based on its number of visitors and its importance to a given market. Once the sites had been classified, the bands received varying quantities of new content. Band A took full content from the dotcom site, while band B received abridged content. Band C sites were assigned basic content, with links back to the central dotcom site.

The bands also receive different levels of support. Band A sites gets six hours of monthly helpdesk support, along with virtual training, annual in-market training and access to support site regular training. Band B receives 50 per cent of the time and resources devoted to Band A sites.

The company also committed to an increase in central development, with central delivery of new design and sections, more translation and quicker rollouts. A rolling global training plan was also set up that included three-day training events and regular webinars. Finally, local businesses had to sign a charter committing to regularity of updates, protecting passwords and responsible handing over to successors.

What will make all these new systems work? Measurement and reporting is key, along with strong governance, including at local director level. Persistent iteration of the message is another important element, carried out with a balance of stick and carrot.

**Tweet ticker** /... everyone struggles with. Central control to raise awareness of reputation risk @Peterprince Unilever's commitment to Digital is compelling and it shows in the results. An impressive delivery covering over 68 global sites @greentrac Really comprehensive global training plan at Unilever covers web best practice and CMS skills- excellent model @pblunden If 25% of site visitors are consumers isn't the separation between Comms & marketing outdated? David Bowen putting the question @MaliPerdeaux The #Unilever country site management plan very impressive. Clear frameworks for support and guidance backed up by real clout. @pblunden Impressed about how un-territorial corp comms people are. They want integrated comms

# GSK burnt the house down to rebuild it

Case study GlaxoSmithKline's Simon Quayle told the story of how the company set about a total redesign of its dotcom website when the five-year old edifice began to show too many signs of falling behind the times.

## PRESENTER

**Simon Quayle** is director of digital communications at GlaxoSmithKline (GSK), responsible for the pharmaceutical company's global website and corporate social media activities. Originally a research scientist, he progressed to producing and managing medical and corporate websites for AstraZeneca before his arrival at GSK in 2005.

Simon had already been involved with one redesign of the corporate website, in 2006. The exercise at that time brought with it a new vibrant design, a modern visual approach, magazine-style features and a proactive editorial policy. However, by 2011 the site was beginning to look dated, and there was a feeling internally that it had not kept up with the progress of the medium. Time to burn the house down!

The first step in the site's redesign was to come up with a mission. It was decided that the new site must deliver the vision of the company. It must 'create a written and visual experience that engages the market, key stakeholders and other target audiences, bringing the story of GSK to live in an engaging, believable and reputation enhancing manner'.

Crucially, senior management signed up to this mission, which was the result of extensive stakeholder engagement research.

Next came a period of detailed consultation with internal and external stakeholders, with the aim of finding out what the site should do, and how it would work in an ideal world. The results revealed four key requirements:

- Tell the GSK story – what it does; why and how
- Improve governance – standardise the experience
- Foster innovation
- Meet customer needs.

## Tips to get the most out of consultation

Simon provided two tips about this particular stage of the redesign process.

- Tip 1: Harvest as much data and insight as possible to help make informed decisions. GSK packaged all the information it gathered into a series of reports. It then gave these reports to the agency retained to develop the site in the hope of giving it a very clear starting point.
- Tip 2: Ask as many design agencies to reply to your RFP (request for proposal) as you can handle (GSK asked 10) Choose the one that best aligns with your vision.

It was important when choosing the agency to secure management buy-in: the VP global media, VP corporate responsibility, SVP global communications all attended the pitches from agencies.

## Core project team takes over

A small core project team was then set up. It was empowered to work directly with internal stakeholders and partners. The core team did a lot of the internal stakeholder management, talking to key stakeholders, showing them latest designs and getting their feedback on an informal one-to-one basis. The approach worked well, avoiding the pitfalls of design by committee, while still getting feedback from key employees. .../

## Tweet ticker

*@ThomasBlom* Looking forward to presentation by Simon Quayle, who has redesigned a website and moved it to a CMS. Something I am about to do too  
*@greentrac* Looking forward to hearing from Simon Quayle 'burning the house down...' intriguing title *@Peterprince* "still no CMS" a mantra I used to recognise.  
Like Simon Quayle at GSK we no longer suffer. Pat on the back to my work colleagues *@GregHollings* Don't rely on opinion and long-held assumptions to make decisions. Get the data! *@greentrac* Simon says 'trust your gut' when selecting an agency. You need people who share your vision *@danyalbigjee* Totally .../

# GSK burnt the house down to rebuild it

## Key notes

First formulate a mission, and gather support for it

Harvest as much data and insight as possible to help make informed decisions.

Secure management buy-in when choosing your design agency.

Keep the core project team small to void design by committee.

Personas help the team to stay customer focused.

Expect to iterate design and user experience after launch.

Collect key metric analytics, benchmark, seek expert opinion, and gather surveys and customer feedback.

/... From here, GSK underwent a standard, five-stage site development process:

- Discover and planning
- Explore and design
- Create
- Build
- Test

## Customer focus a critical driver

Personas were created and used to help the team to stay customer focused. They contained the key characteristics, possible frustrations and goals for each type of visitor. A rigorous information architecture was also created. The team worked closely with stakeholders to try to understand where in the site the content should go. This process helped people inside and outside of the company to understand why information sat under a particular area.

The design strategy for the site revolved around five key requirements:

- Fresh new look and feel needed
- Differentiate from peers and current GSK site
- Bring corporate brand to life
- User experience same throughout all corporate websites
- Design with iPad experience in mind

The design strategy was then coupled with a clear content strategy. In 2011 the web team cut the content on the dotcom site from 11,000 pages to 3,000. The new site is down further, to 2,000 pages including 600 press releases. The intention was to create a core site, with room to grow.

## Never-ending process

Simon was keen to point out that the journey of redesigning a website does not end at launch. After a very tactical project it is useful and necessary to think about the next stage. Straight after the launch the team expects it will need to make changes to the design and user experience. It is already planning a 'phase 2' release to pick up some of the early problems that are already becoming apparent or fell through the gaps.

Data, insight & feedback will all be collected with the aim of driving digital strategy over the coming months and years. Key metrics will be watched with analytics, benchmarking and expert opinion will be sought, and surveys and customer feedback collected. This cycle is crucial to driving strategy through actionable insight.

The process of iteration is an ongoing one, Simon concluded, and it's important to remember that a website project is never complete until it is superseded or deleted.

**Tweet ticker** /... agree with #GSK tips. We did the same 2 years ago and worked well @greentrac "Small core project teams are most effective, a room of 30 people trying to come to a consensus doesn't" says Simon from GSK @greentrac GSK are making their content social and shareable @greentrac Some excellent tips on rebuilding the corp web presence from scratch, my fave "avoid design by committee" @dcxybowen GSK's print design will be led by the new website look. @greentrac GSK making their website truly global. Will provide localised content via IP lookup @GregHollings Data, insight and feedback cycle to drive digital strategy @GregHollings If you're going 'social' make damn sure you have the policies, training & resources in place to manage it effectively

# Corporate social media often don't fit the bill

Index Scott Payton's overview of how companies in the FT Bowen Craggs Index are using social media channels showed that for every intelligent adopter there are more who either don't 'get it' or don't get it right.

## PRESENTER

**Scott Payton** is a senior analyst and researcher at Bowen Craggs & Co. Formerly head of research at Net Profit, he was launch editor of pan-European investor relations magazine *Real IR* and editor of *Business Voice*, the Confederation of British Industry's magazine. He has been writing about online communications since 1998 and his research reports have been published by The Economist Intelligence Unit and KPMG, among many.

Before delving into examples of the best and worst uses of social media unearthed by the more than 1,000 hours of research that went into producing the FT Bowen Craggs Index of corporate web effectiveness, it is worth asking exactly how social is the corporate use of social media.

For many, it is hardly social at all – plenty of companies are using social media platforms in a way that is still more about broadcasting than a two-way conversation. On the other hand, some are working hard at stimulating dialogue, even though where there is genuine dialogue and debate, there is risk.

## Asocial media

One example of a company using social media in a fairly asocial manner is Shell. In 1998 it launched Tell Shell – at the time a revolutionary forum. This has since evolved, though there is little real debate going on. Similarly, Coca-Cola Conversations is a site that has very little conversation going on – it is much more focused on collections, heritage and recipes than addressing controversial issues.

The Index research revealed that even on Twitter, many companies use their feeds essentially as an RSS feed rather than a dialogue. Goldman Sachs, a corporation that is relatively new to the platform, posted only one reply on Twitter in two months – a correction to a broken link.

Some companies are using their Facebook or Twitter presences as a customer services tool, but not many and not all very well.

There is risk involved in these strategies, too. When controversial issues arise, these pages – Facebook in particular – can be the focus of real ire and vitriol. Procter & Gamble has integrated its Facebook stream into its site, which means any criticism that appears on the page is then visible directly on the corporate page – expletives and all.

## Something for everyone satisfies no one

Lots of sites attempt to use social media to provide a little bit of content for everyone but actually end up serving no single audience well. This appears to be particularly true on Twitter, where general corporate feeds can often try to appeal to too many people at the same time. Credit Suisse, for example, has a Twitter stream that blends different types of information together, from investor relations to press releases to vacancies.

Some companies are suffering from social media fragmentation, meaning their various presences on an increasing number of platforms can become confusing for users. For example, a jobseeker looking for information on Procter & Gamble is faced with a P&G YouTube channel, a Western Europe P&G YouTube channel, a Western Europe Careers website, a Western Europe Careers Facebook page .../

## Tweet ticker

@GregHollings Like BASF's social media dashboard @dcxybowen Will Yahoo close Flickr down? It's on new top level domain list. Comforting for companies increasingly using it as an image library @dcxybowen 18 companies in the FT Index going for gTLDs. Take out banks and IT companies, and it's only six. <http://cnnmon.ie/NgzZc1>



## Corporate social media often don't fit the bill

### Key notes

Many companies are still using social media for broadcasting purposes rather than dialogue.

Integration of social media with the corporate site means criticism on the social channel is then visible directly to the corporate audience.

General social feeds can often end up serving no single audience well.

Multiple presences can become confusing for users.

Social media channels are littered with dozens of feeds that were started with verve, but were soon abandoned.

Targeting social channel increases the chances of appealing to the right people.

/... and multiple Twitter feeds. If you are looking for a job in Western Europe, where do you start?

In compiling the Index, it was noted that social media platforms can become 'cemeteries of good intentions'. Twitter and other social media channels are littered with dozens of feeds that were started with great verve, but rapidly abandoned.

### Intelligent strategies

Some companies are, though, making intelligent use of social media, deploying it appropriately where needed. General Electric, for example, uses targeted home pages for various markets which include live feeds from relevant parts of the business. Embedded links to YouTube channels and latest Twitter updates supply visitors with news about the section of the company that they are most interested in.

This kind of integration is also used by Samsung, whose home page includes options to flick between live Tweets, YouTube updates and customer recommendations. Procter & Gamble's corporate newsroom incorporates social media channels as an integrated part of the press room. Novartis has implemented social channels into the recruiting process, inviting job candidates to integrate their LinkedIn or Facebook profile into their application.

A select few companies are targeting their Twitter feeds on a specific audience. Nestlé's investor relations feed is a good example, as is Petrobras'. These accounts do not attract huge number of followers, but their close targeting increases the chances that their following includes the appropriate people.

The 2012 index also revealed that corporate Facebook pages are gaining traction and getting busier, with jobseekers pages leading the way. Shell's Facebook page is busy – one recent posting attracted 50+ comments in only a few hours.

A few companies are starting to use the Facebook Timeline feature to present their company's history. Most of these are offered in addition to, rather than instead of, content on the corporate site. Is duplication a good thing, though? The strategy may give an easy way to present a company history, but may also be a drain on resources.

Looking to the future only presents more questions. With all these proliferating tools and platforms, will digital channels increasingly converge? Or, put another way, will sites morph into social media channels? Finally, are corporate websites becoming dependent on social media channels? If so where would they be left if the social media giant of today were to become the has-been of tomorrow?

# The challenges of putting theory into practice

Panel The conference closed with a question-and-answer session in which the panellists shared insights into how they and their companies approach some of the big issues raised over the two days.

## PANELLISTS

**Scott Payton** [chairman]  
(biography on page 24)

**Peter Warne**  
Peter is head of IR  
Communications at Nestlé

**Neil Atkinson**  
(for biography see page 20)

**Simon Quayle**  
(biography on page 22)

**Bryan Smith**  
(for biography see page 9)

### Q: Why is there a mobile site and corporate app?

**Peter Warne (PW)** – In our case, the mobile site was developed first, and aims to duplicate the entire content found on the corporate site. The corporate app is more bespoke, tailor-made for more specific uses.

**Neil Atkinson (NA)** – Unilever has an app for the IR community. Content from the IR site gets sucked into the app. Webcasts are also delivered through it. A mobile site is in the pipeline.

### Q: How do your respective corporations deal with the potential risks of maintaining a presence on Facebook?

**PW** – Nestlé's Facebook page is under constant criticism. The situation will continue. It's clear that you can't delete criticism from the page; you have to carry on through it.

**Simon Quayle (GSK)** – GSK's Facebook page launched last year. Initially it had the user comments feature disabled, but the comments were then opened after a few months. The first few comments centred on medicines, side effects etc, which GSK by law is unable to comment on. Our consistent response was that we couldn't comment on the issue. Inappropriate posts are removed from the Facebook page, for example, when a user

posts personal contact details. We have been able to use Facebook to answer customer queries on products, sustainability etc, and to engage with the audience.

### Q: What should web teams be doing between now and next June to respond to some of the issues raised in the conference? What about deciding between a dedicated mobile site, a native app or an HTML5 site?

**PW** – We had a mobile site that we built a while ago. The idea of the app was that it offered tailor made content for a specific audience, while the mobile site is a cutdown version of the full site. The view now is that we will keep the app as marque content and look at the site from a holistic view to see how best to deliver the content across platform, whether through responsive design or through specific mobile versions of the site. What we don't yet understand is whether people come to the mobile site instead of the full site or leap from there into the main site. We are trying to get a feel for that at the moment. In the meantime we need to get all content onto the mobile site so it can be viewed from a phone.

**NA** – We are very aware that the mobile site needs to be a priority; it was on our timeline for this year but other priorities superseded it, so it got bumped. Now we need to try to .../

## Tweet ticker

@GregHollings Mobile and app development/optimised content seems to be a priority for many. Resource for dev an issue @GregHollings Gestures to find info. Just like in Minority Report! @greentrac Costs, brands, domain name management all under discussion with the panel session at #wenwec .../

## The challenges of putting theory into practice

/... work out the best way to deliver content across platforms and minimise or eradicate the need for double publishing. Our app is most prominently used during investor events to deliver the webcasting.

**Bryan Smith (BS)** – My view is that mobile sites are a waste of time... it's not the right target audience. Investor relations apps which have a very specific audience and use case, I can see the value of it. But I'm very cynical about mobile apps *per se*. It's one thing to get people to download your app, another to get them to keep it there and use it. Corporate sites are not destination sites – we're not ASOS or Ebay. It just isn't the right fit. Mobile devices are just different browsers – make your site work on these devices as well.

### **Q: How do you anticipate dealing with even more web connected devices, such as internet-enabled televisions?**

**SQ** – There is a marked difference between 'lean to' and 'lean back' technologies. Computers are lean to, TV is lean back. The iPad is starting to bridge the gap between the two, but there are still questions to be resolved about what information people are wanting to consume and how, where and when they will be likely to do so.

**PW** – There is also the question of resources. Writing and grabbing a picture is one thing, what is web TV going to involve – studios, production values, editing? I can see budgets vanishing very fast, so we would have to strongly question the return on investment and the value for a corporate site.

### **Q: What are the panel's opinions on the new Global Top Level Domains?**

**BS** – I can see the value for some companies in some sectors (IT etc). But for us, in our market, it would be a total waste of time and money, and a distraction.

**PW** – We looked at it for two years and there was a really clear split: marketing was very keen, no-one else was. Marketing was over ruled.

The general feeling is that the cost is slightly insane and that is hugely complex so you really need to make sure that it is the right thing for specific brands.

**SQ** – For a house of brands, where the corporate name is less well known than the individual brand names, it gets much more complicated. I am also concerned about adding complexity – how do we help people to get to the right content as quickly as possible? Does this help us do that in any way or does it make it (even) harder? .../

**Tweet ticker** /... @greentrac Discussion has moved back to governance, orgs responsibilities in social spaces @ThomasBlom Last panel discussion at #wenwec is nearly finished. Pity that a lot of participants have a plane to catch. #DiscussionIsGoodThough! @greentrac What rules / policies do you follow for comment moderation - sharing views on this at #wenwec and some of the benefits of using FB @greentrac Using the right language and tone in SM .../

## The challenges of putting theory into practice

**Q: Governance is clearly of crucial importance and yet the growing influence of crowd sourcing and user-generated content is another key trend. How do we balance the two?**

**BS** – You are responsible for managing the content and comments on Facebook, so that needs to be monitored and controlled more than you perhaps think. Same with YouTube and Google+ etc. You don't own or control people's comments about you, but if they make a defamatory comment or suggest a potentially harmful misuse of your product then you are liable, so it does need to be actively monitored and managed.

**NA** – I guess probably the approach that is emerging is the differentiation between social media commenting and crowd sourcing. In some areas we are actively asking people to collaborate with us through (third party) online tools. We invited sustainability experts to engage in a 24-hour global crowd sourcing dialogue to try to drive engagement and come up with some innovative approaches to some of the issues we face. That was treated quite separately as a stand alone, invitation only event and site. We will probably do that again.

**SQ** – GSK opened a Facebook page about 18 months ago, initially with user comments turned off. We then took the view that we would 'suck it and see' and would have to try it and see

what worked. We got everything in place, switched on commenting, and in the first two days – nothing. On day three a total storm hit as a small (10-15 people) but loud group bombed the page with lots of stuff about side effects etc that we were legally prevented from addressing due to regulations (not allowed to promote medicines to the public). We repeated that very strong, clear message, and after 48 hours or so it went away. Rules and regs for the page are very clear and we remove anything that breaks the rules.

We have been able to do some really nice customer service work – covering anything from whether drugs are halal, to recycling policies. We're now really glad that we have this 'shared space' to engage with our audience. But, it's not for the faint hearted.

***Tweet ticker*** /... interaction is important - authenticity @ThomasBlom Looking back at a fantastic #wenwec conference in Budapest last week. Inspiring people, awesome presentations & fabulous venue.

# About Bowen Craggs & Co

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Bowen Craggs & Co is a unique online effectiveness research and consultancy group. We help you improve your online effectiveness – principally websites, social channels, mobile and apps.

Our consultancy advises many of the world's largest organisations on their online communications strategies. More than 50 of our clients feature in the Global Fortune 500 and almost a quarter of the companies we have produced work for appear in the Financial Times Bowen Craggs Index of corporate web effectiveness.

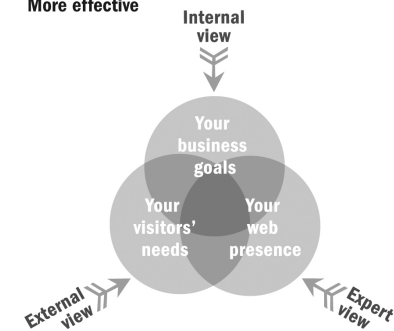
We do not build websites (this means you can rely on the independence of our advice) but help improve effectiveness with strategy, expert reviews, market research, measurement and best practice. Our aim is not just to give advice, but to transfer knowledge to you so that you are in a position to ensure your online communications not only becomes first rate, it stays first rate.

An effective web presence should be aligned with your business goals and visitors' needs. We help you bring these closer together through internal, external and expert views, which combine deep analysis with practical recommendations. It's a powerful combination that makes clients return over and over again.

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More effective



We help you be effective online by

- Making sure you have a clear online strategy – to reduce mistakes and cut development time – saving you effort and money
- Benchmarking performance vs. peers & best practice
- Understanding your online audience needs through visitor surveys
- Providing you with free resources and peer networking.