

The investigation

APCO Worldwide and Gagen MacDonald jointly sponsored an online survey among U.S. adults who have been employed full-time at least one year at a company with at least 500 employees.

The purpose of the study is to determine the state of the U.S. workplace as viewed by America's workforce.

This year's study explored employment-related issues and how companies communicate with their employees, with a particular focus on the use and prevalence of internal social media (ISM) in the workplace.

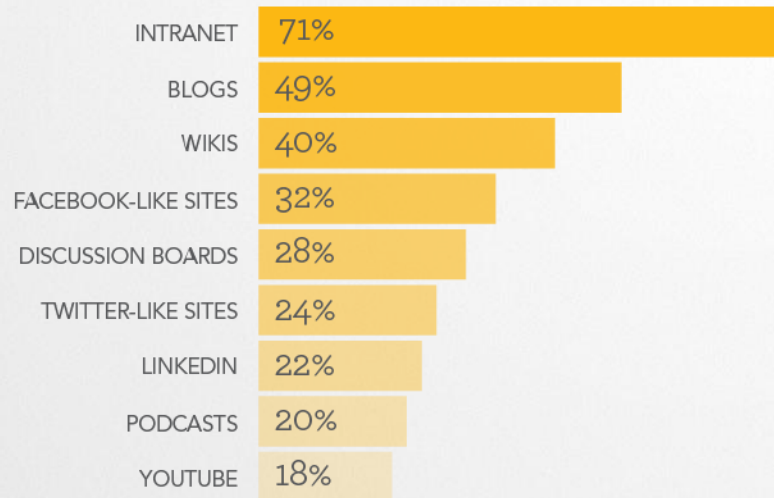
How are companies using social media?



51% said their company employs internal social networking tools

in the workplace, such as wikis, blogs, or internal community sites.
36% said no; 13% weren't sure

The social media tools companies use include:



63%



said their company uses social media "well"

to communicate and/or interact with employees.
19% said "fairly";
19% said "poorly"

The study's top insights



Employees at companies that do a good job with ISM are more likely to stay and recommend others to work there.



60% said their company's use of social media demonstrates company innovation.



58% would rather work at a company that utilizes social media tools.



Employees at companies that do a good job with ISM are more likely to advocate to uphold their company's brand and reputation.

Insight 1: Employee retention & recruitment



At companies doing a good job with ISM,

91%

employees said they would likely stay at their company as an employee for the foreseeable future

86%

employees said they would likely encourage others to consider employment at their company



At companies doing a fair/poor job with ISM,

74%

51%

Insight 2: ISM demonstrates & supports innovation



60% said their company's use of social media demonstrates company innovation, noting that it shows their company is continually thinking of new ways to do things.

GROUPS ESPECIALLY LIKELY TO AGREE:

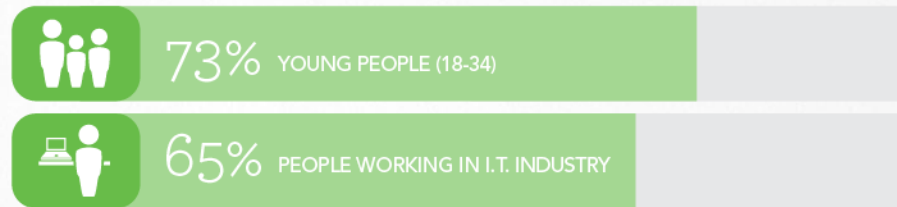


Insight 3: ISM supports collaboration



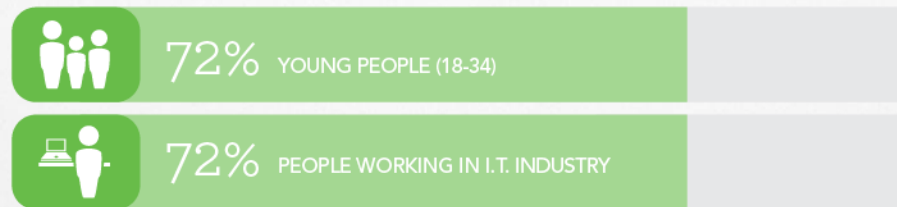
58% would rather work at a company that utilizes social media tools, with leaders and employees that communicate in this two-way fashion.

GROUPS ESPECIALLY LIKELY TO AGREE:



61% said their company's social media tools make it easier to collaborate with colleagues across great distances.

GROUPS ESPECIALLY LIKELY TO AGREE:



Insight 4: ISM supports active employee advocacy to uphold brand & reputation



At companies doing a good job with ISM,

89%

employees would recommend their company's products or services to friends and others

88%

employees would give their company the benefit of doubt when it is facing litigation or a crisis

75%

employees would purchase stock in their company (including through a mutual fund, retirement plan, etc.)

64%

employees would support government policy that their company supports



At companies doing a fair/poor job with ISM,

64%

55%

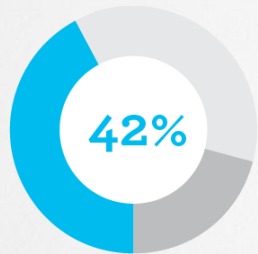
45%

36%

The Internal Social Media Model

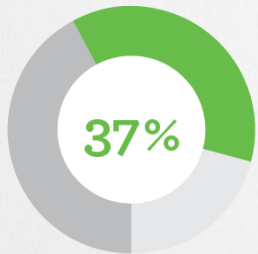
- Drawing on industry best practices, we developed a list of attributes of internal social media (ISM). We used factor analysis to find the commonalties between the attributes and group them together into distinct elements. Please see the next slide for the complete model.
- **Quality of content is the most important aspect** of ISM (42% importance to the model), followed closely by engagement and dialogue (37%); optimization trails in importance (21%).
 - Quality of Content – content is accurate and reliable, up-to-date, exclusive to the employee, easily accessible,
 - Engagement & Dialogue – encourages employee participation across the tools, solicits feedback, and has executive presence on the tools
 - Optimization – targets the information, integrates the information across platforms, tries new things, pushes information out
- **This model can be used by enterprises to assess the needs and design of their own ISM strategy and tools**, applying this framework as a diagnostic tool to guide how one designs the overall ISM system as well as how one gets buy-in from employees, facilitating usage

The Internal Social Media Model



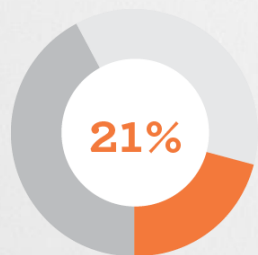
QUALITY OF CONTENT

- Ensures that all of its content is accurate and reliable
- Ensures its Intranet and its social media integrations are easy-to-use
- Posts content that is interesting and valuable to the user
- Ensures content is readily accessible and easy to find
- Develops visually appealing online designs
- Consistently updates and keeps content fresh on all social media platforms
- Offers content that is easily shareable
- Provides its users with access to exclusive content or information online



ENGAGEMENT & DIALOGUE

- Establishes open dialogues with employees
- Regularly solicits feedback and criticism from employees
- Invites employees to interact with each other
- Encourages employee participation on the social networks it operates
- Uses social media to mobilize its employees to engage in offline activities
- Has a visible and active CEO or senior leadership presence online












OPTIMIZATION

- Uses a targeted social media approach to reach different types of people
- Makes use of the most relevant, popular and trend-setting social media platforms
- Has links to each of its social media platforms on the home page of its Intranet
- Actively engages users through the use of several social media or interactive platforms
- Integrates its content throughout all of its social media platforms
- Is willing to take risks to try new and innovative social media strategies that enhance the user experience
- Has a committed team of company ambassadors that participate online and act as the face of the company

Quality content is king – but varies by audience

- While overall content is king, it is helpful to examine how various employee types interact with ISM tools (please see next slide)
- Note the stark difference by gender – women want their ISM experience to be equally comprised of content, engagement & dialogue and optimization
- Men on the other hand value content predominantly – and even discount the need for optimization; this negative number means men are quite willing to live without streamlined or slick interfaces or people pushing content to them
- Note how it is much more important to optimize your ISM tools for Baby Boomers compare to younger workers
- Content is truly king among manufacturing employees – almost at the expense of anything else. Think product specifications, manuals, forms, etc.
- Contrast this with professional services employees who are all about engagement & dialogue. While content is also important to them, they don't feel the need for optimization – again content to use the tools they need to communicate with colleagues while not exploring other aspects of ISM they don't really need

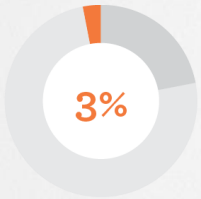
Quality content is king – but varies by audience

EMPLOYEE TYPE	QUALITY OF CONTENT	ENGAGEMENT & DIALOGUE	OPTIMIZATION
 BABY BOOMERS	42%	40%	18%
 GEN X	42%	53%	5%
 GEN Y / MILLENNIALS	63%	30%	7%
 MALE	65%	40%	-5%
 FEMALE	34%	33%	33%
 MANUFACTURING	89%	10%	1%
 FINANCE	21%	60%	19%
 I.T.	9%	43%	48%
 PROF. SERVICES	36%	89%	-25%

The Internal Communications Model

- Looking more broadly at internal communications, we developed attributes of internal communications that are important. Using factor analysis, we identified three key elements of internal communications. Please see the next slide for the complete model.
- While internal social media (22% importance) is an important and beneficial internal communication element, **executive leadership is the most important aspect (75%)**; two-way dialogue lags significantly (3%).
 - Executive Leadership – executive team supports and lives the company’s values, clearly explains the direction of the company, and engages in authentic, open and honest communications, among other attributes
 - Internal Social Media – using social media tools at work to promote collaboration, productivity, information sharing, etc.
 - Two-way dialogue – this describes the relationship the employee has with his/her supervisor and colleagues
- **This model reiterates findings** from our earlier employee engagement research indicating that in internal communications nothing has more positive impact than engaged, visible executive leadership.

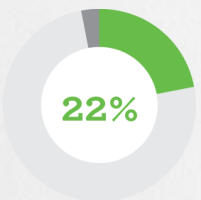
The Internal Communications Model



TWO-WAY DIALOGUE

- My supervisor takes the time to listen to the opinions and ideas of others
- My supervisor responds to my feedback
- My supervisor provides clear direction and priorities for our work group
- My colleagues are comfortable sharing information and ideas with peers

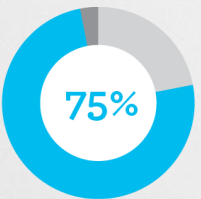
- In my company, I am comfortable sharing information and ideas
- I have all the information that's necessary for me to do my job
- Information and ideas flow freely within my organization



SOCIAL MEDIA

- Uses a targeted social media approach to reach different types of people
- Consistently updates and keeps content fresh on all social media platforms
- Develops visually appealing online designs
- Makes use of the most relevant, popular and trend-setting social media platforms
- Integrates its content throughout all of its social media platforms
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- Encourages employee participation on the social networks it operates
- Is willing to take risks to try new and innovative social media strategies that enhance the user experience
- Invites employees to interact with each other
- Ensures its Intranet and its social media integrations are easy-to-use
- Provides its users with access to exclusive content or information online
- Establishes open dialogues with employees
- Posts content that is interesting and valuable to the user
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EXECUTIVE LEADERSHIP

- The executive team in my company supports and lives our values
- My company's values are clearly aligned with our business strategy
- My company's executive team clearly explains the direction the company is heading
- My company has a set of clearly defined values that drives all of our behavior
- My company's executive team shares positive and negative news openly

- My company's executive team exemplifies authentic, open and honest communications
- The executive team in my company communicates regularly about our company values
- My company's executive team clearly explains the reasons behind decisions
- I receive consistent information from all the leaders in my company

Research methodology

Survey Population:	U.S. full-time employees
Sample Design:	Online panel screened
Eligibility Criteria:	Employed full-time at least one year at a company with at least 500 employees
Sample Size:	$n = 1000$
Margin of Error:	$\pm 3.1\%$ (at 95 percent confidence level)
Data Collection Methodology:	Online
Field Dates:	October 7-11, 2011

Employees represent a cross-section with respect to company size, industry, job responsibility, tenure, gender, and age.

Data were analyzed using crosstabulations and advanced analytical techniques to understand the underlying relationships within the data set.