WHEN I FIRST HEARD ABOUT SOCIAL MEDIA I THOUGHT IT WAS A THING BEST AVOIDED. I’M REALLY PLEASED THAT I’VE GOTTEN TO UNDERSTAND THE POWER OF THIS MEDIUM. ALTHOUGH IT’S COMPLEX, FAST CHANGING AND FULL OF RISKS THE REWARDS ARE UNBELIEVABLE. WITHOUT SOCIAL MEDIA YOU’RE JUST NOT GOING TO COMMUNICATE WITH YOUR YOUNGER TEAM MEMBERS. 

--- So my advice is this ---

YOU CAN’T IGNORE IT. JOIN IN

GIAM SWIEGERS
CHIEF EXECUTIVE OFFICER
DELOITTE AUSTRALIA

SOCIAL MEDIA REPORT 2012 • AUSTRALIA
Yes, we are working as one, as a unified entity under the Deloitte brand. At the same time, social media – as a conversation of distinct, identifiable and particular voices – has enabled us to give voice to the thoughts and reflections of each person who works here.

The power of this collaboration is greater than anything we could have planned or imagined. We can’t wait to hear more.

Leslie Moore, General Counsel, Deloitte, Chair – Social Media Steering Committee
WE’VE REDUCED OUR social media policy FROM 3 PAGES TO 3 WORDS

EMPOWER AND TRUST

GERHARD VORSTER
CHIEF STRATEGY OFFICER
DELOITTE
SOCIAL BUSINESS
While at a superannuation conference the other day, I met someone in person whom I had only met on Twitter. We immediately talked about things of mutual interest.

Stephen Huppert
Partner Actuaries & Consultants
Deloitte
The Carlton Football Club, one of the Australian Football League’s most successful clubs, wanted to grow club membership and ticket sales and to increase the engagement of supporters.

**Solution**

The wisdom of crowds:
Working with the ‘devotees’, we developed an ‘Ideas for Carlton Football Club’ web platform to gather supporters’ ideas on how to use social media to meet Carlton’s aims. This platform morphed into a great new voice for supporters to express their ideas and opinions for the club.

Home tweet home:
We re-invigorated the club’s social media platforms.
The Carlton players – the real stars – started using Twitter and Facebook to connect directly with their fans.

**Challenge**

The Carlton Football Club, one of the Australian Football League’s most successful clubs, wanted to grow club membership and ticket sales and to increase the engagement of supporters.

Don’t leave home without it:
We established foursquare specials at the MCG, rebranded the Carlton Facebook Fan page, and helped create a merchandise shop inside Facebook so that supporters can buy their products directly from the club and never leave Facebook.

Rez Ntoumos, Social Media Analyst, Deloitte Digital
CARLTON FOOTBALL CLUB

800%
INCREASE IN TWITTER FOLLOWERS

400%
INCREASE IN FACEBOOK FANS
AUSTRALIAN SOCIAL MEDIA STATISTICS 2012

- 13 MILLION FACEBOOK
- 11 MILLION YOUTUBE
- 3.8 MILLION BLOGSPOT
- 1.8 MILLION TWITTER
- 2.0 MILLION LINKEDIN
- 1.6 MILLION WORDPRESS
DO AND DON’T

Do
1. Observe and listen
2. Be prepared to service your brand
3. Amplify your message
4. Integrate your channels.

Don’t
1. Be an ostrich and bury your head in the sand
2. Ignore the cost of inaction
3. Be inconsistent
4. Comment and think the job is done.

Steve Carlisle, Director, Deloitte Digital
and Katherine Milesi, Partner, Deloitte Digital

CLIENT BRIEFS

SOCIAL MEDIA PLAYED A KEY ROLE IN PROMOTING THE APP

PAUL JONES
TECHNOLOGY PROJECT MANAGER
DELOITTE DIGITAL

Taking the Victorian Government’s #1 Award Winning Better Health Channel mobile, and designing and building an iPhone and iPad app, was one of the best things I did last year. Deloitte and the Victorian Government raised awareness using Yammer, Twitter, LinkedIn and Facebook.

Paul Jones, Technology Project Manager, Deloitte Digital

Helping the Aboriginal and Torres Strait Islander Healing Foundation build its social media strategy, policies and guidelines was a lot of fun. Seizing an immediate opportunity, the ATSIH Foundation used the National Rugby League All Stars game in February to launch its brand with Indigenous and non-Indigenous Australians.

Jonathan Rees, Director, Deloitte Digital

As an official NRL partner, the ATSIH Foundation was in a fortunate position to leverage key players of the Indigenous All Stars team (their ‘goodwill ambassadors’) to spread the important message of ‘healing’.

Tharani Jegatheeswaran, Director (Not-for-Profits), Deloitte Private
Deloitte’s employee referral scheme attracted more than 5,000 referrals in 2011, almost double the number from 2010, as more and more people started using their own social media networks to find great talent. Our aim was to have 6,000 employee ambassadors out there helping to find talent for the firm. The result was:

- Managers creating video job descriptions for YouTube
- Huge increases in shared jobs in LinkedIn and Twitter
- Lots of new threads on Yammer (our enterprise social network) offering great career opportunities for our existing employees to move around internally.

Tanyth Lloyd, National Recruitment Director, Deloitte
148,000
6,700
5,800
WHAT’S YOUR DELOITTE?

WE USED A SIMPLE PRINCIPLE: GET YOUR PEOPLE INSIDE YOUR BRAND, AND YOU’LL GET YOUR BRAND INSIDE YOUR PEOPLE. WE USED YAMMER TO SHOWCASE 650 DESIGNS FOR T-SHIRTS SUBMITTED BY EMPLOYEES, AND OUR PEOPLE CONNECTED BEYOND ANYTHING WE COULD HAVE IMAGINED. WE ENDED UP WITH OUR 6,000 PEOPLE GETTING 10,000 T-SHIRTS FOR THEMSELVES AND THEIR LOVED ONES.

DAVID REDHILL
CHIEF MARKETING OFFICER
DELOITTE
UNBELIEVABLE
EXCITEMENT
INCREDIBLE PRIDE
COUNTLESS CONVERSATIONS
STILL HAPPENING

DAVID REDHILL
CHIEF MARKETING OFFICER
DELOITTE
Get your people inside your brand, and you’ll get your brand inside your people.

WHAT’S YOUR DELOITTE?
T-SHIRT CAMPAIGN

70% FIRM ENGAGEMENT
10,000 T-SHIRTS
4,000 ORDERS
3,348 VOTES
650 SUBMISSIONS
I still follow the advice that my Digital Mentor @Nikhil Anand gave me: get on the digital bus! It’s leaving pretty quickly, and you don’t want to miss it. I have taken my LinkedIn network from 100 to 925. I am an active Yammer user vs. a lurker. I have access to wonderful knowledge, and I have enhanced confidence with clients on having a point of view. I use Twitter, and I now embrace all forms of technology – iPad, apps etc.

My favourite part has been breaking down the old school hierarchy and supporting analysts to feel empowered to lead this mentoring drive and to educate the partner group.

Joshua Tanchel, Partner, Deloitte Private

I started 40 Footprints as a monthly update of insights and stories about some strategic steps we are taking towards our 2015 vision. As Chief Operating Officer of a firm of more than 6,000 people, I see these steps firsthand and want to share them more widely. But I didn’t just want to ‘push’. I wanted to start a conversation to learn what people were doing, and to ask what they were seeing and thinking. The 40 Footprints Yammer group does that. People from across Deloitte have responded, debating and sharing their views and being part of a conversation.

Keith Skinner, COO, Deloitte

My first lesson from Morne was this: Cindy, once you get on Yammer you won’t be able to stop. And he was right. I yammered consistently and I love being out there, connecting. In my second lesson, Morne took out all the noise. He showed me how to limit my messages, to bring them to a usable level so that I can access in the way I want. Now when someone Googles me, there’s something on LinkedIn I’d be proud for them to read.

My third lesson was that I don’t have to friend everyone. I asked Morne if it’d be rude to say ‘no’. He said, if you don’t know them, don’t friend them.

Cindy Hook, National Leader, Assurance & Advisory, Deloitte
DIGITAL MENTORING HAS ALLOWED ME TO CHANNEL MY PASSION FOR SOCIAL MEDIA AND TO SHARE MY KNOWLEDGE THROUGH THE DIGITAL AGE TO GUIDE A DINOSAUR

MORNE SWIEGERS
DIGITAL MENTOR CONSULTING
DELOITTE
COLLABORATION IN THE WORKPLACE
COLLABORATION

Professor Ian Harper, Partner Deloitte Access Economics – one of Australia’s best known economists and a former member of the Wallis banking reform inquiry – posted a question on our Yammer network:

Alastair McPherson
Given the shifting economic and political power from developed to emerging nations, what is the likelihood that key spot and future commodities prices will shift their denomination from USD to another currency?

Nick Trask
What lessons can Australia learn from the American story? What would he do differently if he had his time again?

Gideon Gelbart
How do you change the behavior of a nation with regard to spending?

Jovita Gartlan
What impact will China have on the world economy 10 years from now? What about Australia specifically?

Ian Harper
Thanks, folks. These are great suggestions! Keep ‘em coming...

END OF A VIDEO CONFERENCE LINK WITH DR ALAN GREENSPAN.

NEXT THURSDAY
I’m facilitating

the MELBOURNE

WHAT QUESTIONS DO YOU THINK I SHOULD ASK HIM?

Among the many responses were these:
5,595
TOTAL MEMBERS
It was SalesFest and I started to Yammer a salestip a day. The feedback moulded the tips I shared. People wanted advice from my own experience, the simpler the better, both the wins and the stuff ups.

#SALESTIPS OF THE DAY became one of the most popular posts in 2011. I have now posted over 100 salestips and 40 salestip stories and, because of the feedback, have written a book.

*John Meacock, NSW Managing Partner, Deloitte*

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I WAS AMAZED BY THE LIKES and RESPONSES RIGHT FROM THE START

*John Meacock*
*NSW Managing Partner, Deloitte*
The Great Scone Debate began on a Friday afternoon in the lead up to Christmas.

Leaves Yammer – team discussion ensues.

With a response rate from Perth to Sydney of 15 seconds, we learned that social media can travel at a rate of 846,000 km/hr.

Physics offered as proof for cream on top.

Can I have both?

Opinion sought from wider social media networks.

Jam on top: 5
Cream on top: 9

Cultural engagement shared with Deloitte Partners in Canada. They think we’re slightly odd.

Resolution called for from external parties in Devon and Cornwall.

To the source: Skype used to discuss with parents in Devon and Cornwall.

Multiple scone recipes shared.

Scone based fundraiser proposed.

Internal call for a vote to decide.

Final:
Jam on top: 15
Cream on top: 41
Both: 2
Meta analysis of the Deloitte Australia Yammer network indicates that around 30% of our conversation is designed to understand each other better. The conversation revolves around discussion of the latest technological advances, opinions on world events, and interests and hobbies.

The connections begun here enable all of the other benefits we see from the network: this 30% creates a shared experience and a common language for us, and it conditions our future communications to be more effective.

Without this shared language and understanding, our ‘speed to insight’ – the primary value of the Yammer network – would be severely compromised. People are far more willing to share information with people they know than with strangers. The 30% enables us to remove the tyranny of distance, to traverse the divides of business units, and to set aside the barriers created by hierarchy.

In-depth research into our network by the Business and Information Systems Department of the University of Sydney revealed that 6% of our conversation is not related in some way to our work. The professor leading the research was surprised that the percentage was so low.

We took a close look at our 6%, and we discovered that our passion for solving problems and uncovering fresh insights permeates these posts as well.

An example of the 6% is the great scone debate, which began on a Friday afternoon in the lead up to Christmas. This thread saw us conducting field research on the layering of cream and jam on scones, seeking advice from external online networks, and even going directly to a source in the UK for a definitive answer.

As a stand-alone thread, the great scone debate provides insight into the way we approach and think about problems.

Simon Townsend, Manager, Innovation, Deloitte
WHO’S YAMMERING?

Our business units continued to use Yammer, our enterprise social network, to communicate with each other. The cross pollination of information and ideas reinforced our shared identity and generated an increase in new products and services.

Each arc of the graph shows how each business unit uses Yammer. The ribbons joining the arcs represent sharing information and knowledge. Thicker ribbons represent more conversations while those that loop back demonstrate sharing within a business unit. The smaller subsections within the arcs show how many messages were shared and how often.

Having Yammer so engrained within the Deloitte culture means that I now have an online water cooler where I can discover and connect with other Deloittians around the country and the world.

Jess Nichols, Consultant, Deloitte Digital

Social media completely redefines the concept of ‘6 degrees of separation’. Today, two individuals who don’t know each other, and who are located in opposite corners of the globe, can connect—directly. They can do so purely because they exist on the same social media network.

Jordan Sim, Consultant, Deloitte Digital

The image represents how Yammer has broken down our boundaries. I think it truly captures what makes Deloitte such a fantastic and inspiring place to work.

Catherine Wagner Veary, Digital Marketing Consultant, Deloitte
GOVERNANCE
1 Know what the horizon looks like:
   • Know what ‘normal’ looks like
   • Understand the full range of conversations so that you can discriminate when something ‘bad’ happens.

2 Use the first 24 hours well:
   • Establishing your facts in the first 6–12 hours is especially critical – otherwise you lose the opportunity to respond.

3 Understand that who is talking may be more important than how many are talking:
   • The Percolation Phenomenon: with influencers and bloggers, the momentum escalates after 4–5 days

4 Get your house rules in order on Facebook:
   • Australia is a Facebook country – 13 million are on Facebook 8.8 hours a week
   • Post your house rules e.g. We remove profanities, spam, repeat posts etc.
   • Follow through and remove posts that break the rules.

5 Stay Upright:
   • Be prepared (e.g. in a product recall) to go the extra mile
   • Create a social media press room.

6 Remember that engagement happens over the weekend:
   • Facebook spikes are on Friday, Saturday and Sunday
   • Most pages don’t respond over weekends
   • Leverage alerts to keep your listening posts running.

7 Get your apology right the first time:
   • Say it once and say it right
   • Defensive or half-hearted apologies issued quickly will extend a crisis
   • C-suite needs to be ready and social media savvy.

8 Be aware that reputations are built and broken in ‘Search’:
   • ‘Search’ is as important as your website
   • It’s very hard to get rid of ‘Search’
   • 80% of Internet users start their session on ‘Search’.

9 Add a digital chapter to your crisis communications plan:
   • Engage your digital team
   • Do an inventory of ‘owned channels’
   • Develop protocols for crisis monitoring
   • Define when to respond
   • List and train the right spokespeople
   • Workshop the plan at least once a year.

Louise Denver, Director Corporate Affairs and Communications, Deloitte with acknowledgement to Social@Ogilvy
USE THE FIRST 24 HOURS WELL
CRISIS HITS SOCIAL MEDIA REPORT 2012

MICROMEDIA, BLOGS, MAINSTREAM

SHARING EDITORIALISE

24:00
WHAT’S NEXT
Gamification isn’t really new. It’s one of the latest manifestations of the foundation of business: the desire to compete – to keep score. Done well, it tells an employee: you’re doing better than you did yesterday, you’re contributing to the goals of the enterprise, and you’re holding the tools for growth and personal development in your hands. Game on.

Gamification rides three waves.
1. The growing base of workers and customers raised with video games and consumer technology
2. The meteoric expansion of mobile, social and cloud technologies

As the bridge to the post digital era is being built, organisations are making big bets to take advantage of this transformation.

As businesses become more complex and as people grapple with the real value of what they’re delivering, game mechanics can help. Turning big goals into a target or a game, breaking them down into accessible, achievable steps, helps people connect. The essence of gamification is creating the ‘I get it, I want it, I’m in’ moment.

It’s about taking games – fun, play and passion – and applying them to real world situations.

Rob Hillard, National Technology Leader Consulting, Deloitte

In the last year, when businesses have asked me about social media, the questions have been more about ‘how’ in social and less about ‘why’.

Social media, like mobile applications, is being considered in every digital strategy and technology implementation we do.

We embed social media either as a channel for communication or as an extension of an organisation’s digital presence, helping clients engage better with customers and communities.

Frank Farrall, Lead Partner Deloitte Digital
COMPUTER AND VIDEO GAME SALES – PRECURSOR TO WORKPLACE GAMIFICATION

$1.7 BILLION
AUSTRALIA 2010
$2.8 BILLION
GLOBAL WORKPLACE GAMIFICATION INDUSTRY
2016 FORECAST
RESULTS
Awards:

- Innovation in Graduate Recruitment – Australian Association of Graduate Employers Awards 2011
- Best Graduate Employer – Australian Association of Graduate Employers Awards 2011
- Finalist: Best Social Marketing – Australian Marketing Institute 2011
- Marketing Excellence: Australian Business Awards 2011
- Deloitte Australia and Yammer Inc. win 2011 Forrester Groundswell Award in Management Collaboration/ Social Application category
- Recommended Employer: Australian Business Awards 2011
- 2011 “Always One Step Ahead” Global Deloitte Award for Best Talent Brand Initiative
- 2012 Deloitte Global Marketing Award for Best Recruitment Initiative (Graduate iPad App).

Recruitment:

Award winning iPhone app:
In 2011 we were proud to launch our Deloitte ‘Join Us’ iPhone app, the first of its kind in Australia. This app gave unprecedented insight into life at Deloitte for students considering a career in professional services.

The app streamed video and photo content from our YouTube and Facebook accounts, as well as announcing upcoming events and providing advice on applying to Deloitte. Built in house, the app showcased the capability of our own Deloitte Digital practice.

The Deloitte iPhone app was a key reason we were awarded the 2011 Innovation in Graduate Recruitment award from the Australian Association of Graduate Employers.

Victoria Redman, Manager, Consulting, Deloitte
HOW DO YOU GET YOUR LAWYERS ON BOARD WITH SOCIAL MEDIA?
PUT YOUR GENERAL COUNSEL IN CHARGE OF YOUR SOCIAL MEDIA STEERING COMMITTEE

PETE WILLIAMS
PARTNER
DELOITTE

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