

The world's most valuable brands. Who's most engaged?

ENGAGEMENT_{db}

Ranking the Top 100 Global Brands



Prepared by:



TABLE OF CONTENTS

| | |
|---|-----------|
| Introduction | 1 |
| Key Findings | 2 |
| Depth of engagement can be measured. | 2 |
| Brands fall into one of four engagement profiles. | 5 |
| Financial performance correlates with engagement. | 6 |
| Best practices | 8 |
| Starbucks | 8 |
| Toyota | 12 |
| SAP | 14 |
| Dell | 16 |
| Key Takeaways | 18 |
| Methodology | 20 |
| Appendices | |
| Appendix A: Engagement Scores for the Top 100 Global Brands | 23 |
| Appendix B: Engagement Scores by Industry..... | 26 |
| Appendix C: Engagement Profiles | 31 |
| Endnotes | 32 |

INTRODUCTION

Historically, economic hardship motivates companies to take a good, hard look at their marketing budgets and try to compute each investment’s financial value. This recession is no different, with one exception: social media has become perceived as an indispensable marketing tool — one getting increased investment — despite a historical inability to quantify its worth.

There is little left to debate about whether or not one should participate in social media — virtually all companies, big and small, have acknowledged social media’s presence, and firms who do not have a blog, Facebook page, or Twitter account now find themselves in the scarce minority. Many, however, appear to be blindly hopping on the bandwagon — people are creating company profile pages and sending updates without knowing how much they should invest in these distribution channels or **what success even looks like.** This brings us back to Economics 101: how can a company effectively allocate limited marketing resources if they cannot **define the investment’s value?**

For the first time ever, Wetpaint/Altimeter Group have gone beyond surface case studies to measure the true financial value of social media. We conducted our research not just on a small scale, but based on the world’s 100 most valuable brands — these are brands that are widely acknowledged for setting the standards in marketing as measured by BusinessWeek / Interbrand “Best Global Brands 2008” rankings. And now, we evaluate how well they are engaging their consumers using social media and, even more importantly, **how that engagement correlates** with their most important financial metrics: revenue and profit.

A surprising conclusion: While much has been written questioning the value of social media, this landmark study has found that the most valuable brands in the world are experiencing a direct correlation between top financial performance and deep social media engagement. The relationship is apparent and significant: **socially engaged companies are in fact more financially successful.**

So now we know it pays to be social, but it is important to note that by “social,” we’re talking about deep engagement, not merely having a presence. And what exactly do we mean by deep social engagement? Resembling any in-person exchange, socializing requires more than just being there — you have to interact with others, instigate discussions, and respond during conversations. Our study implies value in social engagement on top of social presence — it pays to actively and continually participate and invest in your networks.

This report also contains case studies highlighting our interviews with four unique companies — Starbucks, Toyota, SAP, and Dell — all of which scored top quartile engagement rankings. By going beyond just the statistics, we introduce a playbook for how the best are succeeding in social media so that you, too, can engage and succeed.

Our hope is that the data and best practices in the ENGAGEMENTdb Report provide a new way to think about how to use these powerful tools and how companies should invest their marketing resources. **The right level of social media engagement could be the key to propelling you into tomorrow’s ranking of the top 100 global brands.**

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KEY FINDINGS

There exist thousands of social media channels, each with a slightly different value proposition. It is therefore a **daunting task to figure how to objectively evaluate** various marketing efforts across all social mediums. The Wetpaint/Altimeter Group ENGAGEMENTdb Report introduces a single criterion: engagement.

The **goals** of the study were to measure how deeply engaged the top 100 global brands are in a variety of social media channels and, more importantly, understand if **higher** engagement is **correlated** with financial performance. We found that not only could we quantifiably measure engagement, we could also understand how more engaged companies tap an engagement mindset to perform better. Below are some of our key findings.

Depth of engagement can be measured.

We evaluated and scored each brand's engagement in various channels using criteria customized for that particular type of social media. We also examined how deeply involved different

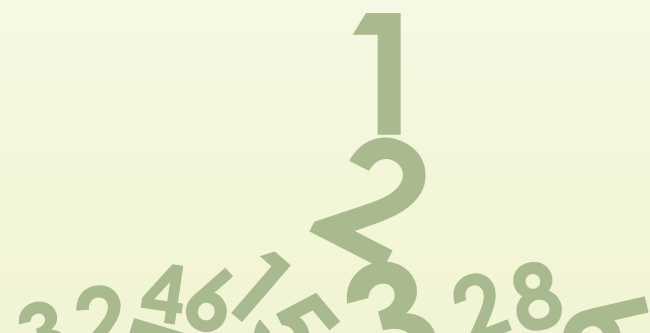
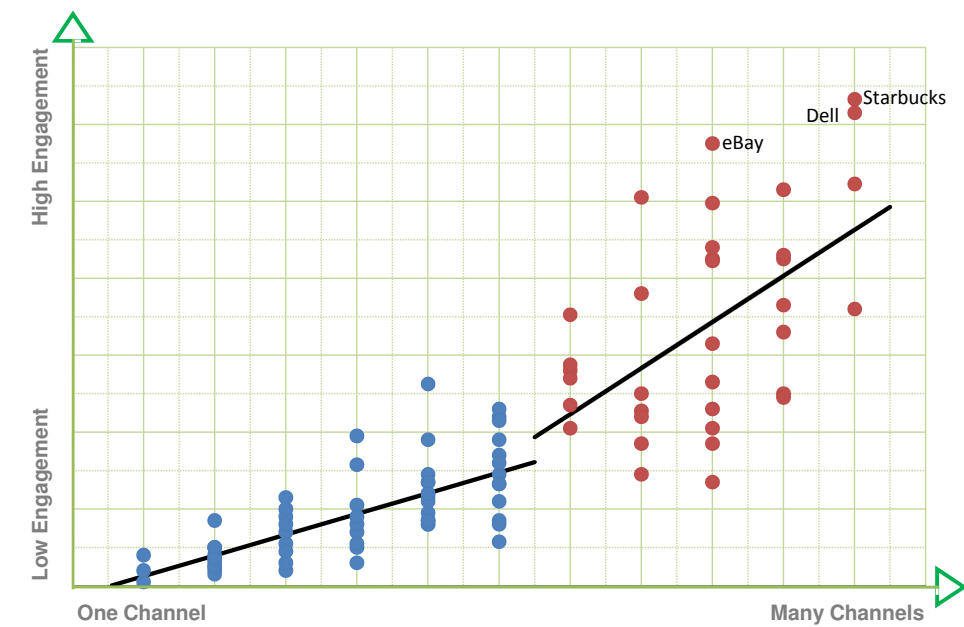
departments and executives were in these channels. Thus, we looked at not only at the breadth, but also the depth of engagement.

Adding all channel sub-scores together gives the brand's overall engagement score. Understandably, the more channels a brand leverages, the higher its overall engagement score will be. All of the engagement scores for the brands are listed in Appendix A. The top engagement score of 127 was earned by Starbucks, which has presence in 11 channels.

Charting the companies' engagement scores against the number of channels they are in yields another insight — the average depth of engagement as represented by two regression lines (see Figure 1).



Figure 1: Engagement Scores of Top 100 Global Brands



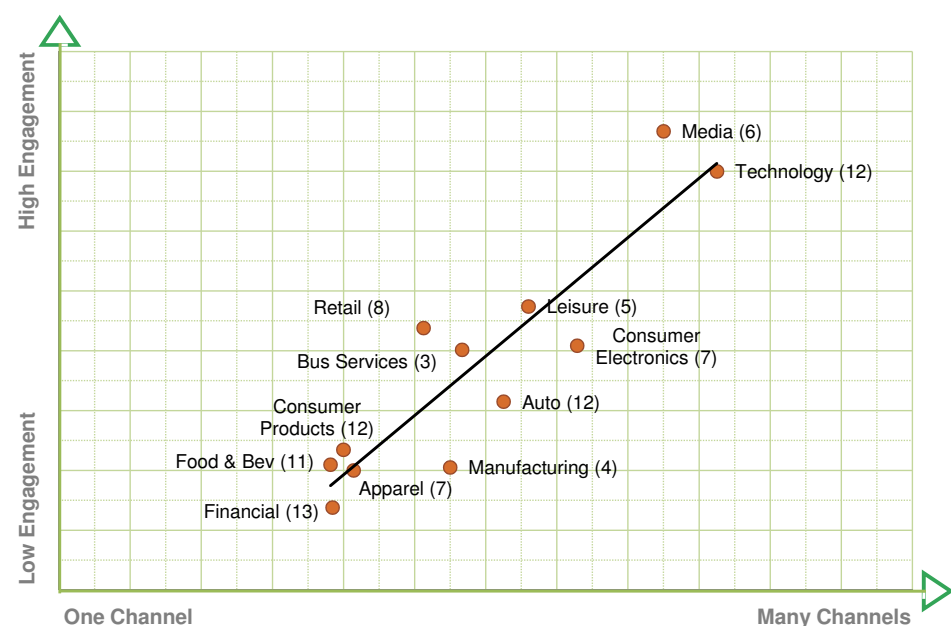
Two regression lines are used — one for brands engaged in six or fewer channels and one for brands engaged in seven or more channels.¹ Brands that appear above the line are more engaged on average than other brands engaged in the same number of channels, and those appearing below the lines are on average less engaged across all of their channels. We also found that:

- **As the number of channels increase, overall engagement increases at a faster rate.** There's a reason why we decided to use two regression lines to show the trend — brands that were in seven or more channels engaged deeply across *all* channels where they were present, as compared to brands that were present in fewer channels. There is an **exponential growth in the**

depth of engagement as the brand extends itself into more and more channels. Sometimes this is due to brands learning from their experiences in other channels, making it easier to engage deeply in new channels like Twitter. This effect is also a reflection of the brands' commitment to social media — once they are invested in multiple channels, they are more likely to engage deeply in each of them.

- **Engagement differs by industry.** It's no surprise that engagement tends to differ by industry (see Figure 2). Not only are some industries on average present in more channels, they also engage with them more deeply. For example, **media and technology companies tend to be in more channels and engage deeply within them.** In

Figure 2: Engagement Varies by Industry



contrast, apparel, **consumer products**, food & beverage, and financial brands in general don't engage as much — which is to be **expected** given that companies in these industries are just beginning to experiment with social media.

But even within industries, there is a wide spectrum of engagement. In the auto sector, some brands like Toyota are highly engaged in many channels, especially around the Prius. In contrast, luxury brands Mercedes-Benz and Porsche are in just two channels each. In other words, distinct target audiences can influence the appropriate level of social media engagement even within specified industries. Appendix B provides additional details on select industries.

Brands fall into one of four engagement profiles.

Depending on the number of channels and how deeply they are engaged in them, brands took on one of four specific profiles (see Figure 3):

1

- **Mavens.** These brands are engaged in seven or more channels and have an above-average engagement score. Brands like Starbucks and Dell are able to sustain a high level of engagement across multiple social media channels. Mavens not only have a **robust strategy and dedicated teams** focused on social media, but also make it a core part of

their **go-to-market strategy**. Companies like these could not imagine operating without a strong presence in social media.

2

- **Butterflies.** These brands are engaged in seven or more channels but have lower than average engagement scores. Butterflies like American Express and Hyundai have initiatives in many different channels, but tend to spread themselves too thin, investing in a few channels while letting others languish. Their **ambition is to be a Maven** and they may get there — but they still struggle with getting the full buy-in from their organizations to embrace the full multi-way conversation that deep engagement entails.

3

- **Selectives.** These brands are engaged in six or fewer channels and have higher than average engagement scores. Selectives like H&M and Philips have a very strong presence in just a few channels where they focus on engaging customers deeply when and where it matters most. **The social media initiatives** at these brands tend to be **lightly staffed** — if they are at all, meaning that by default, they have to focus their efforts. These are beachheads, started by an impassioned evangelist with a shoestring budget.

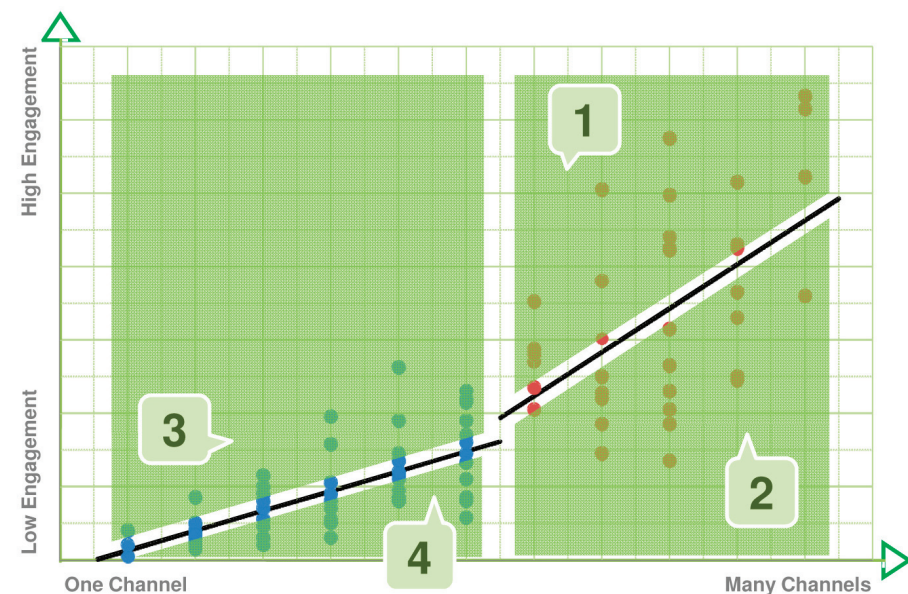
4

- **Wallflowers.** These brands are engaged in six or fewer channels and have below-average engagement scores. Wallflowers like McDonalds

and BP are **slow to or are just getting started, dipping their toes** into social media waters. They are still trying to figure out social media by testing just a

few channels. They are also **cautious about the risks**, uncertain about the benefits, and therefore engage only lightly in the channels where they are present.

Figure 3: Brands Fall Into One of Four Engagement Profiles



Financial performance correlates with engagement.

Back to the million-dollar question: **Why do social media? We finally have a good answer: Because it pays off.** While no one yet has the data to determine direct cause and effect, what we do find is a financial correlation between those who are deeply engaged and those who outperform their peers (see Figure 4). Moreover, this correlation reflects more than just the state of various industries given the current economic conditions

– industries are well represented across the spectrum of engagement profiles (see Appendix C).

To be specific, companies that are **both deeply and widely** engaged in social media **surpass** their peers in terms of both **revenue and profit performance** by a significant difference. In fact, these Mavens have sustained strong revenue and margin growth in spite of the current economy. Coincidence? Perhaps, but we’re looking at statistical significance among the world’s most valuable brands.

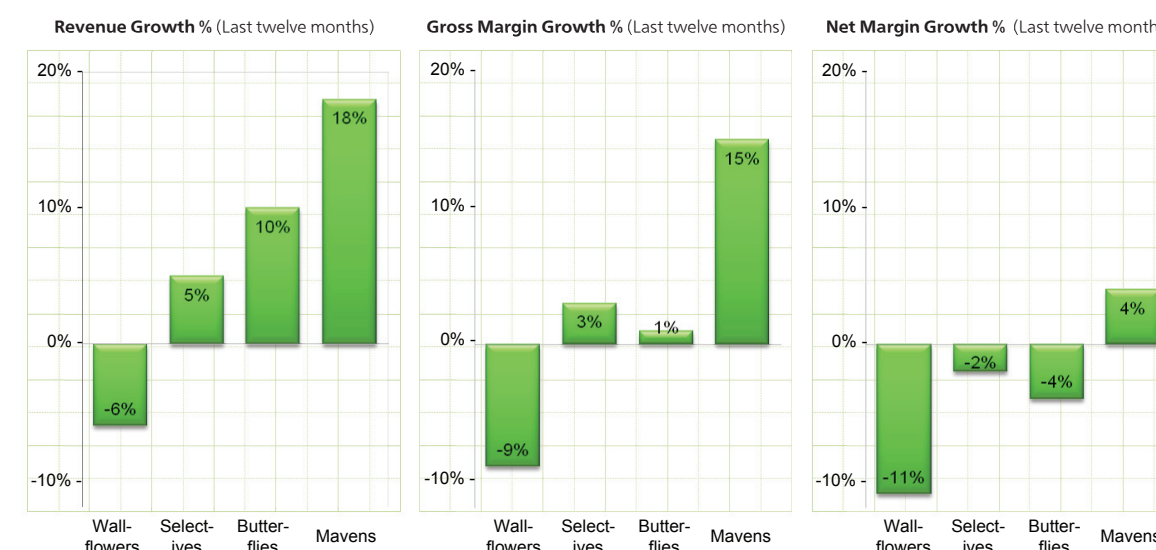
We also found that **social media reach alone may have a positive impact:** Butterflies enjoyed significantly stronger revenue returns than Selectives or Wallflowers. Why is this so? Our hypothesis centers around touch points: **More touch points can present a ripple effect,** inducing viral marketing, boosting brand recognition and driving sales volume.

On the other hand, it is interesting to note that compared to Butterflies, Selectives delivered *higher* gross and net margins, suggesting that **deep engagement** in a **few channels** can be a **rewarding** and effective social media strategy. Focusing on **depth over breadth present an opportunity** to better understand the customer, react quickly to customer demand, and improve satisfaction – which in turn **generates pricing power and drives business**

success. This insight relates back to our industry-specific findings: the optimal level of presence and engagement depends on a variety of factors. **It’s not about doing it all, but doing it right.**

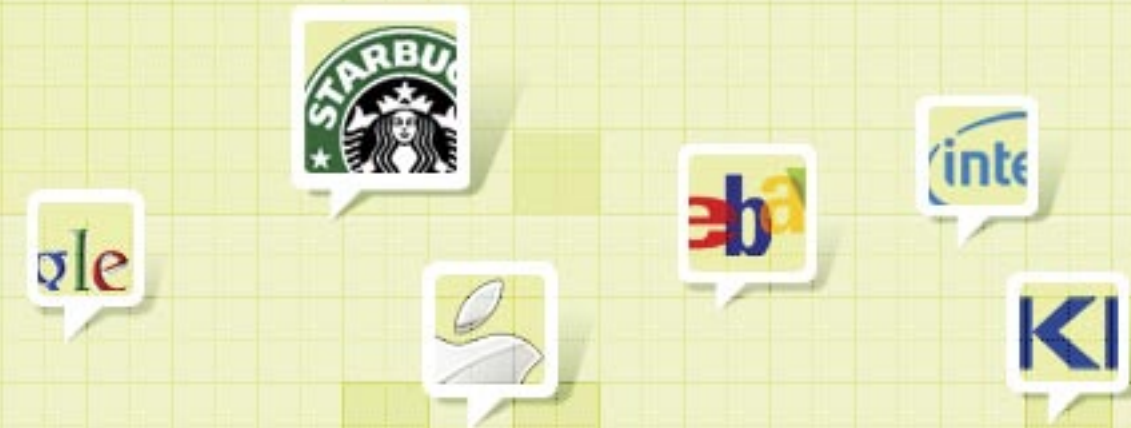
While these findings do not necessarily imply a causal relationship, they still hold **powerful implications.** Social media engagement and financial success work together to perpetuate a healthy business cycle: **a customer-oriented mindset stemming from deep social interaction** allows a company to identify and meet customer needs in the marketplace, **generating superior profits.** The financial success of the company, in turn, allows **further investment** in engagement to build even better customer knowledge, thereby creating even more profits – **and the cycle continues.**

Figure 4: Engagement Correlates to Financial Performance



BEST PRACTICES

In addition to the **statistical** data, we also **qualitatively** examined how **four brands** manage to engage broadly and deeply — in some cases, with very limited dedicated staff. One recurring **theme** throughout these case studies is that **engagement** cannot remain the sole province of a few social media experts, but instead **must be embraced** by the entire organization. We now take a deeper look at the strategies, processes, and technologies that allow Starbucks, Toyota, SAP, and Dell to engage **both broadly and deeply**, with the goal of illuminating what has fueled their success and to provide insights and best practices to **help** any business **move** towards **deep engagement**.



Starbucks

| Industry | Top 100 Rank | Score | Channels | Social Media Team |
|----------|--------------|-------|----------|-------------------|
| Leisure | 1 | 127 | 11 | 6 people |

Starbucks has a small social media team with only six people, and yet Starbucks obtained the **highest engagement** score – 127 in 11 channels – among the top 100 brands. This is all the more impressive because as a bricks-and-mortar store with thousands of physical outlets, Starbucks beat out advanced media and technology brands. We spoke with Chris Bruzzo, VP of Brand, Content and Online, and Alexandra Wheeler, Director of Digital Strategy, at Starbucks to understand how Starbucks engages so successfully. Wheeler explained, “We live in the physical world with thousands of natural touch points, so when we laid out the vision for our **social strategy**, it felt like home for the brand. It’s **about the relationships we form with our customers, not marketing.**”



Wheeler acknowledges that the **physical**, distributed nature of Starbucks is also their **biggest challenge**, with people changing all the time while others are eager to engage directly through channels like Twitter. “We need to be marching through this in the right way,” stated Wheeler. “We need to **build** our social strategy up **with integrity** so that we are not compromising the relationships with customers.” Here are some of the ways they **balance distribution and centralized control**:



Deputize people throughout the organization.

The **first channel** Starbucks launched was MyStarbucksIdea.com, where people **submit, comment on, and vote for their favorite ideas**. But rather than just put up the technology, Starbucks set out to ensure the departments impacted by the site (which includes practically every department) had a representative who was responsible for being the liaison. For example, Chuck Davidson on the Starbucks Card team championed the idea of offering a mini-Starbucks card

that was suggested by a customer in August 2008. As the person in charge of innovation in that department, Davidson tracked the comments, developed the product, and launched it with a blog post on the site.²

It may appear easy and obvious now, but Wheeler said that the days prior to the launch of MyStarbucksIdea.com were the hardest. “Getting the operational readiness in place, getting

people onboard was tough. We had to take a leap of faith together.” The key was making the case to the 50 representatives from all around Starbucks that engaging with people

on the new site would eventually come naturally, because they would be operating in areas where they already had responsibility and knowledge.



Understand how each channel provides a different dimension of engagement.

As Starbucks became more comfortable with social technologies, they realized that each channel is different and required developing different facets of the relationship with their audience. For example, when Starbucks started engaging on Facebook in October 2008 at [Facebook.com/starbucks](https://www.facebook.com/starbucks), they approached and took over the ownership of user-created communities (with the blessing of the original page administrators). At that time, the page had about 200,000 fans, but a combination of Starbucks generating content and customers sharing their enthusiasm for the brand has built that fan base to nearly 3.5 million members — representing one of the largest groups on Facebook.

Bruzzo explained the source of the growth: “Recently, we found that for every four people that interacted with a particular news item, another three

people are added virally as friends of those people.” Just to put it in perspective, the announcement of the mini-Starbucks card on Facebook drew 1,406 comments and 12,382 people “liking” the post so that it showed up in their news feed. Facebook is not only about messaging to the 3.5 million fans, but also allowing the fans to talk with each other about their love for the product and experience.

Contrast that to [Twitter.com/starbucks](https://www.twitter.com/starbucks) where one person responds to inquiries, such as replacement blades for coffee grinders, or even questions from baristas about changes in the menu. With 250,000+ followers, Starbucks uses Twitter as an “in the moment” channel to deliver timely customer support and spread word about the latest breaking news and contests.



Centralize coordination.

While Starbucks encourages designated employees to have a sense of ownership in customer engagement as experts on specific topics, the company is not yet endorsing a widespread engagement in social channels. This can sometimes be difficult as many of the employees — especially those who work in stores and are avid users of social media channels like Facebook and Twitter — chomp at the bit to engage. Wheeler admitted, “For every single piece of content that we put online and do right, we also do a lot of shutting down.” The reason: Starbucks wants to make sure that there is consistency in the approach and in

the experience for customers. “We are protective of these channels and want to make sure that we are using them in the right way,” explained Wheeler. There are plans to engage more broadly, but again, coordination will be centrally managed.

Moreover, the interactive team is fully integrated into overall marketing under the Bruzzo’s oversight so that all traditional forms of marketing are integrated with email, paid search, and social channels to maximize impact, rendering centralized consistency and coordination all the more important.



Find champions who can explain and mitigate risk.

Starbucks had one major advantage in its entry into social media — CEO Howard Schultz personally introduced and championed [MyStarbucksIdea.com](https://www.mystarbucksidea.com) from the start. A core belief in the importance of customer engagement allowed the company to take risks and try new things as a matter of faith. Bruzzo emphasized, “We had to accept that there were some unknowns. If you try to mitigate every piece of risk, you will be either inauthentic or fail.”

In addition to CEO Schultz, there was also an “everyday” champion. Bruzzo added, “There needs to be someone who not only gets social media but can also translate it for the organization. Alex (Wheeler) is a key part of that.” Having Wheeler was essential, as she was the person who cajoled, prodded, and convinced everyone to take that first step into social media.

Toyota

| Industry | Top 100 Rank | Score | Channels | Social Media Team |
|----------|--------------|-------|----------|-------------------|
| Auto | 21 | 54 | 7 | 3 people |

Toyota is **relatively new** to the social media arena, having started in earnest just two years ago — Toyota launched its **YouTube** channel in March 2008 and established a **Twitter** profile in April 2008. Yet with a team of just three people, Toyota was able to achieve an engagement score of 54 across 7 channels. We spoke with Scott DeYager, Social Media Supervisor, and Denise Morrissey, Online Community Manager, about how they engage with Toyota customers.



Be in it for the long haul.

Morrissey stressed that a key to successful engagement is to **commit to a relationship** with customers in new channels and convince your customers that you will be there for them. “If you are going to engage, you have to have

a plan and make sure that resources are available. Because **you can’t gracefully exit** — once you’re in, you’re in. The days of walking away from a campaign are over — once we engage, we have to commit to it.”



Pick channels carefully.

From the start, the social media team realized that there would be a lot of resistance to having a Toyota blog. “We had to choose the path of least resistance,” shared DeYager. So they started with a YouTube

channel ([YouTube.com/toyotausa](https://www.youtube.com/toyotausa)) that showcased video content that Toyota already had handy — it was simply a matter of uploading the content to YouTube. Twitter came next ([Twitter.com/Toyota](https://twitter.com/Toyota)), primarily



because it leveraged the corporate communications work that DeYager’s team was already doing. They reasoned that it would be hard to get in trouble with 140-character postings and key stakeholders viewed channels like Twitter and YouTube as less threatening.

The team **works closely** with **outside blogs** like [Priuschat.com](https://www.priuschat.com) — which is **not**

affiliated with Toyota — by providing access, information, and support. But they have **no plans** in the near term to launch a blog — their **limited** resources and organization barriers make **blogging difficult**. To extend their reach further, they recently launched Facebook pages for the Prius ([Facebook.com/prius](https://www.facebook.com/prius)) and Lexus ([Facebook.com/lexus](https://www.facebook.com/lexus)) in conjunction with their outside agency.³



Spread engagement to employees **beyond the social media team.**

As they were only three people, DeYager and his team from the start **reached out** to people around the company to provide the content **to fill the channels** where they engage with customers. Take a look at the Twitter account and you’ll see that in addition to DeYager, three public relations specialists from sales, environment/safety, and public affairs/community outreach contribute posts. The Toyota **Twitter** team uses **monitoring** software to identify tweets mentioning Toyota, then **responds** from a respective area of expertise using technology from **CoTweet** to manage multiple authors on the single Twitter account.⁴ This same mode is utilized on Toyota’s Facebook pages — response requests are sent out and come back from around the company, depending on the topic.

Not only does this **put** the real **experts front and center**, but the social media team couldn’t manage the efforts any other way. “There aren’t enough

bodies here to engage 24/7,” explained Morrissey. “Together with our agency, we put together **guidelines** and best practices on customer **engagement**, then communicated and shared the responsibilities with the functional groups who could respond to, for example, environmental news.”

The team also pulls **content** such as video **from around the organization**. Morrissey commented, “It was never an argument inside the organization to get content — people are excited to give us content, such as dealer training videos, because it serves the public as well. A lot of the departments are coming to us with content.” DeYager’s team created a social media governance board to develop loose **guidelines** on how content would be shared between the Toyota, Lexus, and Scion divisions, making it much easier for the social media team to go freely around the organization and **request content**.

SAP

| Industry | Top 100 Rank | Score | Channels | Social Media Team |
|------------|--------------|-------|----------|-------------------|
| Technology | 9 | 86 | 10 | 35 people |

As one of the largest technology companies in the world, SAP has the **daunting** challenge of engaging its extended developer community. The SAP Community **Network** (SCN) is now six years old, **1.7 million** users strong, and run by 35 people. The social media team **manages** the **web site** as well as multiple in-person **events** around the world, each with attendance well into the thousands.⁵ Mark Yolton, Senior VP of SCN, remarked that while SCN has a relatively large team compared to other companies, “There’s no way that I and my team of 35 people could ‘manage’ the 1.7 million members of the community.” But engage they do, with an engagement score of 86 across 10 channels (ranked 9th out of the top 100 brands). Here are some of their **best practices**.



Open the platform to anyone and everyone.

Anyone can contribute to the blogs, discussion forums, and wikis on the SCN site — and **5,000 bloggers do**. Two-thirds of contributors represent customers, thought leaders, analysts, and partners from the broader SAP ecosystem. Yolton explained, “Five thousand people have the keys to the blogging system on SCN. That’s **one way to scale** — by involving the community very actively.”

To encourage activity and engagement, SAP has a **reward point** Contributor Recognition **Program** that awards points for specific activities, such as maintaining a blog, responding to forum questions, or adding to a wiki page.⁶ **Why** would anyone care about the points? Because to the system communicates the **reputation** of each developer, vendor, partner, or thought leader as an expert — and can help **secure a job**, contract, and sale.



Encourage employees to tap into social media to get work done.

With 1500 employee bloggers and 400 employees actively publishing content in other forms, SAP clearly has **few control issues** about allowing employees to engage. That’s because the company realizes that **real work** gets done in these **social channels**. It goes all the way to the top — **CTO** Vishal Sikka recently blogged

about concepts like “open cloud computing” and “timeless software” in order to float the idea and get feedback. Yolton explained, “Product **managers** are using the social tools to **communicate information** about their new products and to get **feedback** — even down to product documentation.”



Engage in new channels where people already are.

SCN started with blogs, wikis, and discussion forums, but recently branched out to new channels like **Twitter** as well. “We think about the ecosystem more broadly than just customer management — it’s a **symbiotic relationship** between the members of our broader ecosystem.” So while there are roughly eight “**official**” **Twitter accounts**, there are many more “**personal**” accounts managed by SAP employees, related

partners like mentors, and analysts/bloggers.⁷ Yolton supported the role of individuals on Twitter, saying, “A **corporate** presence **doesn’t speak well in Twitter**. It’s better to have **individual voices** in Twitter where they can engage as people.” So while there is at best a light tie between the SCN site activities and Twitter, the philosophy of deep and wide engagement carries through even on non-SAP SCN sites.



Support engagement as an extension of the company culture.

One of the newest channels SAP is using is [Twitter.com/saplistens](https://twitter.com/saplistens), a channel where SAP invites consumers to “**Talk with us. We want to learn.**” Yolton emphasized that this reflects the overall culture of the company, one that values the ability to listen well. While Yolton **can’t yet prove** a measurable causal relationship between customer engagement and the company’s

financial performance, he believes there is a correlation. “It’s more like branding — our activities reflect an attitude of the company that is more engaged, a company that values the opinions and viewpoints of the many different voices of customers and suppliers. If we can **make our customers more successful**, then they will **buy more** products and services.”

Dell

| Industry | Top 100 Rank | Score | Channels | Social Media Team |
|------------|--------------|-------|----------|-------------------|
| Technology | 2 | 123 | 11 | n/a |

Dell's social media engagement was initially forged by **crisis**—from the “Dell Hell” summer of 2005 to the flaming laptops in 2006. But from these trials, Dell emerged as one of the **most engaged** and active companies in social media, with an engagement score of 123 in 11 channels. Their best practices pertain primarily to how to **extend and sustain engagement** across the organization.



Be conversational from the start.

When Dell started engaging in social media, they **started small** with a blogger relations program designed to reach out to **bloggers** writing about Dell. This simple start — focused on a **dialogue** with bloggers — set the tone for all future engagement, now ranging from a blog (IdeaStorm, an **idea generation**

hub that was the inspiration for MyStarbucksIdea.com), to multiple Twitter accounts. Richard Binhammer, a senior manager in corporate affairs at Dell, observed, “When we moved into other channels, we learned our lesson and adopted a **conversational approach** culturally.”



Make social media part of the job, just like email.

There are several examples of how Dell employees are leveraging social media to get their jobs done, engaging for 15-20 minutes a day as part of their routine. For example, Max Weston, an education **strategist** at Dell, tweets regularly, **sharing his thoughts on education** and technology with 3,000+ followers.⁸ Matt Domsch, a technology strategist in the office of the **CTO**, is a Linux expert who pops in and out of **Twitter** several

times a week and also has a personal **blog** on which he engages fellow Linux enthusiasts.⁹ Binhammer explains, “Max **doesn't** have to **get on a plane** and go to a Linux **conference** to bring that outside perspective into his job every day. For people like Max, this is just another channel for communicating. It's an **add-on**, not a replacement, and is **like** using your **phone or email**.”



Modularize and synchronize content across channels

While Dell recognizes that each channel is unique, it also understands that engagement frequently jumps between channels. Dell recently facilitated cross-channel engagement with a post on the Direct2Dell blog asking for feedback on the future of Dell Mini Netbooks while directing people to share their thoughts on IdeaStorm as well.¹⁰ Dell also used the opportunity to launch a Twitter account at [Twitter.com/dell_mini](https://twitter.com/dell_mini). The engagement across all of these channels is being driven by three members of

the Dell Mini development team who respond to the Netbook idea threads directly.

In the future, Dell could create what Lionel Menchaca, Chief Blogger at Dell, calls “activity streams” to incorporate not only Dell-generated content, but also Dell community and industry news around Netbooks for Mini owners.¹¹ That information could be pushed into blogs, tweets, video, photos, etc. so that Mini owners can consume content in the channel of their choice.

KEY TAKEAWAYS

Engagement via social media IS important — and we CAN quantify it.

Many different social media channels exist, each with a slightly different value proposition. Rather than try to understand just the individual value of each channel, the ENGAGEMENTdb looks across main channels and categorizes not only breadth but also depth of brand engagement in social media.

What's in it for me?

The ENGAGEMENTdb quantitatively demonstrates a statistically significant correlation between social media engagement and the two most meaningful financial performance metrics – revenue and profit. Money talks, and it's declaring that it pays to engage meaningfully in social media.

Emphasize quality, not just quantity.

The ENGAGEMENTdb Report shows that engagement is more than just setting up a blog and letting viewers post comments; it's more than just having a Facebook profile and having others write on your wall. Rather, it's keeping your blog content fresh and replying to comments; it's building your friends network and updating your profile status. Don't just check the box; engage with your customer audience.

To scale engagement, make social media part of everyone's job.

The best practice interviews have a common theme — social media is no longer the responsibility of a few people in the organization. Instead, it's important for everyone across the organization to engage with customers in the channels that make sense — a few minutes each day spent by every employee adds up to a wealth of customer touch points.

Doing it all may not be for you — but you must do *something*.

The optimal social media marketing strategy will depend on a variety of factors, including your industry. If your most valuable customers do not depend on or trust social media as a communication medium, or if your organization is resistant to engagement in some channels, you will have to start smaller and slower. But start you must, or risk falling far behind other brands, not only in your industry, but across your customers' general online experience.

Find your sweet spot.

Engagement can't be skin-deep, nor is it a campaign that can be turned on and off. True engagement means full engagement in the channels where you choose to invest. Thus, choose carefully and advocate strongly to acquire the resources and support you will need to succeed. If you are resource-constrained, it is better to be consistent and participate in fewer channels than to spread yourself too thin.

METHODOLOGY

All data is based on availability during the time that this study was conducted (March – May, 2009).

What we looked at

The Top 100 brands based on BusinessWeek / Interbrand "Best Global Brands 2008" publication.

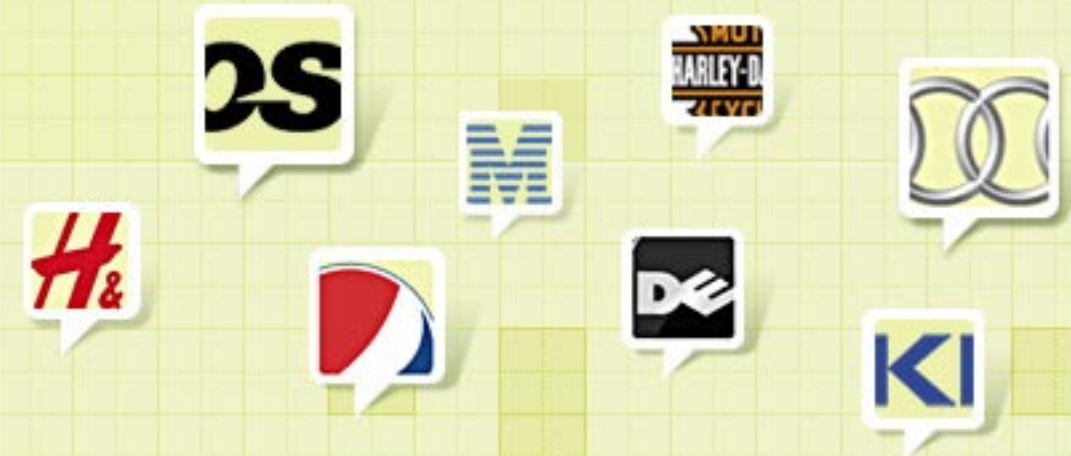
What social media channels did we examine?

We recognize that each social media tool is unique and functions differently to deepen the consumer relationship. Applying our industry expertise in the most prevalent social media networks, we narrowed the scope of our study to the following social media channels:

- Blogs
- Branded social network/community
- Content distribution to other sites (e.g. Facebook Connect, ShareThis, etc)
- Discussion forums
- External social network presence (e.g. Facebook, MySpace)
- Flickr / Photobucket

- Innovation hubs (e.g. centralized customer community to create innovation)
- Wikis
- Ratings and reviews
- Twitter
- YouTube

Note: Corporate/Executive involvement was also weighted on par with other channels rather than as an engagement sub-score within each channel. Why? A company that makes social media tools such a priority that the executive leadership team regularly participates represents a meaningful, on-going investment that merits credit beyond a "bonus point" within specific tool buckets. Treating organizational participation in this manner furthers our goal of rewarding companies that make material investments in social engagement.



How we scored engagement

Over 40 attributes for each of the 100 companies were evaluated – in general, the number of channels in which a company participates was evaluated in conjunction with its respective level of engagement in each channel.

For most evaluation metrics, companies received credit for channels or engagement only if it was evident that corporate sponsored/encouraged resources were responsible for creating the presence and/or responsible for consistent participation within the channel. Companies received partial credit in cases where strong corporate presence in channels created by external parties (e.g. consumers, third party affiliates) was clear and discernible.

How we incorporated financial performance

After scoring each company's social media engagement, we reviewed their

latest business results and tested our hypothesis that engagement goes hand in hand with financial success. First, we collected publically available financial performance metrics for companies traded in US markets. In order to maintain data consistency as a basis for fair comparison, private companies and/or companies that are only traded in foreign markets were not included in our analysis. Revenue, gross margin, and net margin performance was evaluated on a "last twelve months" basis (LTM). In other words, the most recent publicly available quarterly data (Q4 '08 or Q1 '09 in some cases) was used as a starting point. The three immediately preceding quarters of data (i.e. Q1 '08 to Q3 '08 if starting with Q4 '08) was then incorporated to comprise the 12 month period for analysis. All data was collected from Marketwatch and/or Yahoo! Finance.

Next, we segregated the companies into those that scored above and below their peer set's average, analyzed their

respective revenues/margins, and compared the two groups' aggregate averages for each financial metric. The current economic conditions ascertained the appropriateness of a relative comparison as opposed to an absolute standard of a good vs. bad financial outcome.

A significant and representative sample (66 of the top 100 brands) was used in the financial analysis.

How we uncovered best practices

We identified several brands that are engaging in unique ways and conducted phone interviews to understand how they crafted their social media engagement strategy.

**APPENDIX A:
ENGAGEMENT INDEX SCORES FOR THE
TOP 100 GLOBAL BRANDS**

Below is a chart with the names of the top 100 worldwide brands according to BusinessWeek / Interbrand (see Figure 5). The list of brands is available [here](#). Included in the table is the engagement score of each brand and the number of channels where they were present. The results are plotted in Figure 1 of the report. For a detailed accounting of each score, please visit www.ENGAGEMENTdb.com.

Figure 5: Engagement Scores for the World's Top 100 Brands

| Rank | Company | Industry | Channel | Score | Engagement Profile |
|------|-----------------|----------------------|---------|-------|--------------------|
| 1 | Starbucks | Leisure | 11 | 127 | Maven |
| 2 | Dell | Technology | 11 | 123 | Maven |
| 3 | eBay | Retail | 9 | 115 | Maven |
| 4 | Google | Media | 11 | 105 | Maven |
| 5 | Microsoft | Technology | 10 | 103 | Maven |
| 6 | Thomson Reuters | Media | 8 | 101 | Maven |
| 7 | Nike | Consumer products | 9 | 100 | Maven |
| 8 | Amazon | Retail | 9 | 88 | Maven |
| 9 | SAP | Technology | 10 | 86 | Maven |
| 10 | Intel | Technology | 10 | 85 | Maven |
| 10 | Yahoo | Media | 9 | 85 | Maven |
| 12 | BlackBerry | Technology | 9 | 85 | Maven |
| 13 | Accenture | Business services | 8 | 76 | Maven |
| 14 | Oracle | Technology | 10 | 73 | Butterfly |
| 15 | Cisco | Technology | 11 | 72 | Butterfly |
| 16 | Pepsi | Food & Beverage | 7 | 71 | Maven |
| 17 | MTV | Media | 10 | 66 | Butterfly |
| 18 | Sony | Consumer electronics | 9 | 63 | Butterfly |
| 19 | Disney | Media | 7 | 58 | Maven |
| 20 | Adidas | Consumer products | 7 | 56 | Maven |
| 21 | Toyota | Auto | 7 | 54 | Maven |
| 22 | Ferrari | Auto | 9 | 53 | Butterfly |
| 23 | H&M | Retail | 5 | 53 | Selective |
| 24 | HP | Technology | 8 | 50 | Butterfly |

Continued on next page



| Rank | Company | Industry | Channel | Score | Engagement Profile |
|------|------------------|----------------------|---------|-------|--------------------|
| 24 | Nokia | Consumer electronics | 10 | 50 | Butterfly |
| 26 | Samsung | Technology | 10 | 49 | Butterfly |
| 27 | Honda | Auto | 7 | 47 | Maven |
| 28 | GE | Media | 6 | 46 | Selective |
| 28 | IBM | Technology | 9 | 46 | Butterfly |
| 30 | Nescafe | Food & Beverage | 8 | 46 | Butterfly |
| 31 | Gucci | Apparel | 6 | 44 | Selective |
| 31 | Xerox | Technology | 8 | 44 | Butterfly |
| 33 | Apple | Consumer electronics | 6 | 43 | Selective |
| 34 | Ford | Auto | 7 | 41 | Butterfly |
| 34 | Lexus | Auto | 9 | 41 | Butterfly |
| 36 | Philips | Consumer electronics | 4 | 39 | Selective |
| 37 | Colgate | Consumer products | 6 | 38 | Selective |
| 37 | Marriott | Leisure | 5 | 38 | Selective |
| 39 | Nintendo | Consumer electronics | 8 | 37 | Butterfly |
| 39 | Panasonic | Consumer electronics | 9 | 37 | Butterfly |
| 41 | Harley-Davidson | Auto | 6 | 34 | Selective |
| 42 | KFC | Leisure | 6 | 32 | Selective |
| 43 | Visa | Financial | 4 | 32 | Selective |
| 44 | Audi | Auto | 8 | 29 | Butterfly |
| 44 | Hyundai | Auto | 8 | 29 | Butterfly |
| 44 | ING | Financial | 6 | 29 | Selective |
| 44 | Pizza Hut | Leisure | 5 | 29 | Selective |
| 48 | American Express | Financial | 9 | 27 | Butterfly |
| 48 | Avon | Retail | 5 | 27 | Selective |
| 48 | Siemens | manufacturing | 5 | 27 | Selective |
| 51 | Coca Cola | Food & Beverage | 6 | 27 | Wallflower |
| 51 | FedEx | Business services | 6 | 27 | Wallflower |
| 53 | Motorola | Technology | 5 | 24 | Selective |
| 53 | Prada | Apparel | 5 | 24 | Selective |
| 55 | Gap | Retail | 3 | 23 | Selective |
| 55 | Nestle | Food & Beverage | 5 | 23 | Wallflower |
| 57 | Caterpillar | manufacturing | 6 | 22 | Wallflower |
| 57 | Ikea | Retail | 5 | 22 | Wallflower |
| 59 | Rolex | Apparel | 4 | 21 | Selective |
| 60 | Budweiser | Food & Beverage | 3 | 20 | Selective |
| 61 | VW | Auto | 5 | 19 | Wallflower |
| 62 | UBS | Financial | 4 | 18 | Wallflower |

Continued on next page

| Rank | Company | Industry | Channel | Score | Engagement Profile |
|------|-------------------|----------------------|---------|-------|--------------------|
| 62 | UPS | Business services | 3 | 18 | Selective |
| 64 | BMW | Auto | 5 | 17 | Wallflower |
| 64 | Canon | Consumer electronics | 5 | 17 | Wallflower |
| 64 | JP Morgan | Financial | 6 | 17 | Wallflower |
| 64 | Shell | manufacturing | 5 | 17 | Wallflower |
| 64 | Smirnoff | Food & Beverage | 2 | 17 | Selective |
| 69 | BP | manufacturing | 6 | 16 | Wallflower |
| 69 | Hermes | Apparel | 5 | 16 | Wallflower |
| 69 | HSBC | Financial | 5 | 16 | Wallflower |
| 69 | Johnson & Johnson | Consumer products | 5 | 16 | Wallflower |
| 69 | L'Oreal | Consumer products | 4 | 16 | Wallflower |
| 69 | Tiffany & Co. | Retail | 3 | 16 | Selective |
| 75 | Chanel | Apparel | 4 | 14 | Wallflower |
| 75 | Merrill Lynch | Financial | 3 | 14 | Selective |
| 77 | McDonalds | Leisure | 6 | 12 | Wallflower |
| 78 | Cartier | Apparel | 3 | 11 | Wallflower |
| 78 | Heinz | Consumer products | 4 | 11 | Wallflower |
| 80 | Giorgio Armani | Apparel | 2 | 10 | Selective |
| 80 | Louis Vutton | Consumer products | 4 | 10 | Wallflower |
| 80 | Moet & Chandon | Food & Beverage | 2 | 10 | Selective |
| 80 | Porche | Auto | 2 | 10 | Selective |
| 84 | Morgan Stanley | Financial | 3 | 9 | Wallflower |
| 85 | Klennex | Consumer products | 2 | 8 | Wallflower |
| 85 | Nivea | Consumer products | 1 | 8 | Selective |
| 87 | Gillette | Consumer products | 2 | 7 | Wallflower |
| 87 | Marlboro | Consumer products | 2 | 7 | Wallflower |
| 87 | Zara | Retail | 2 | 7 | Wallflower |
| 90 | Citi | Financial | 2 | 6 | Wallflower |
| 90 | Goldman Sachs | Financial | 3 | 6 | Wallflower |
| 90 | Kellogg's | Food & Beverage | 4 | 6 | Wallflower |
| 93 | Danone | Food & Beverage | 2 | 5 | Wallflower |
| 93 | Duracell | Consumer products | 2 | 5 | Wallflower |
| 95 | AXA | Financial | 3 | 4 | Wallflower |
| 95 | Hennessy | Food & Beverage | 1 | 4 | Selective |
| 95 | Mercedes-Benz | Auto | 2 | 4 | Wallflower |
| 98 | Wrigley | Food & Beverage | 2 | 3 | Wallflower |
| 99 | AIG | Financial | 1 | 1 | Wallflower |
| 99 | Allianz | Financial | 1 | 1 | Wallflower |

APPENDIX B:

ENGAGEMENT SCORES BY INDUSTRY

We grouped all 100 companies into their respective industries and calculated industry average engagement scores and channels. Also included in this appendix are two charts for the auto and technology industries, showing the wide spread in engagement scores and number of channels even within an industry (see Figures 7 and 8).

Figure 6: Engagement Scores by Industry

| Industry | Channels | Score | Companies |
|----------------------|----------|-------|-----------|
| Apparel | 4.1 | 20.0 | 7 |
| Auto | 6.3 | 31.5 | 12 |
| Business services | 5.7 | 40.2 | 3 |
| Consumer electronics | 7.3 | 40.9 | 7 |
| Consumer products | 4.0 | 23.5 | 12 |
| Financial | 3.8 | 13.8 | 13 |
| Food & Beverage | 3.8 | 21.0 | 11 |
| Leisure | 5.5 | 27.6 | 4 |
| Manufacturing | 5.5 | 20.5 | 4 |
| Media | 8.5 | 76.7 | 6 |
| Retail | 5.1 | 43.8 | 8 |
| Technology | 9.3 | 70.0 | 12 |

Figure 7: Engagement Scores for Auto Companies

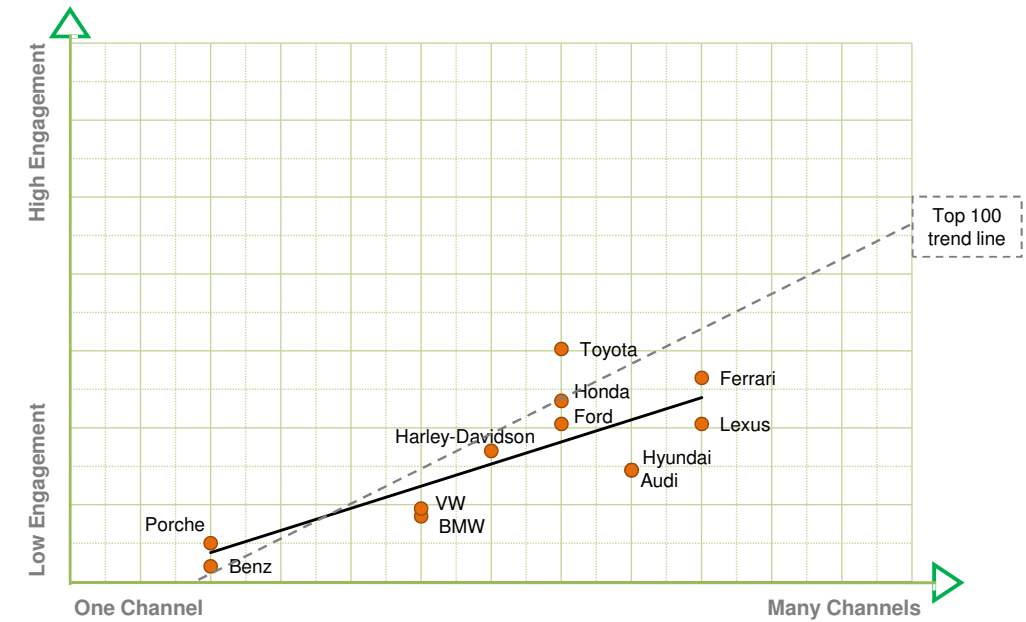


Figure 8: Engagement Scores for Technology Companies

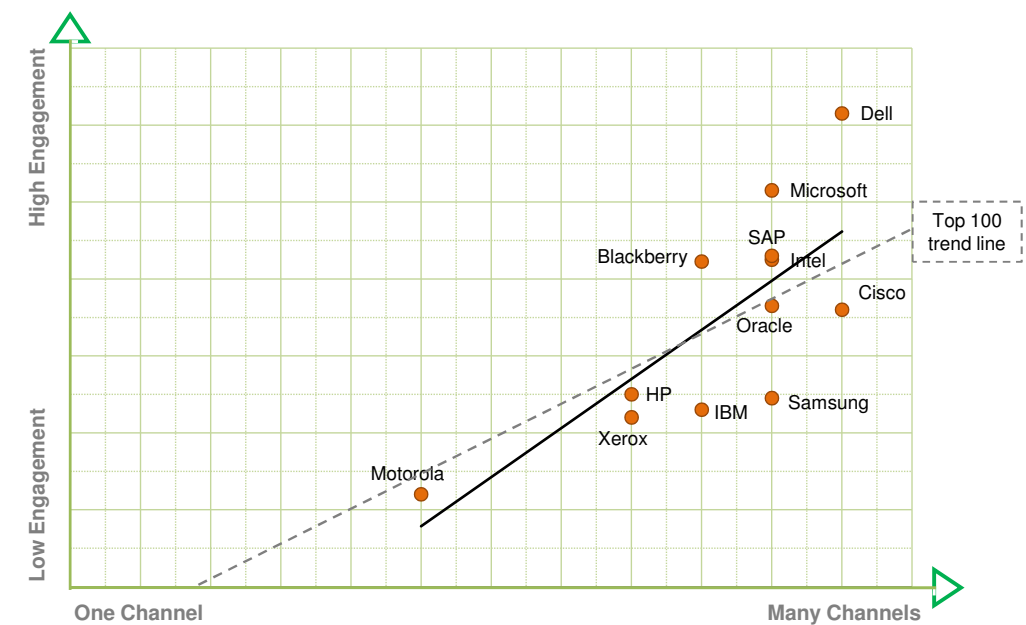


Figure 9: Engagement Scores for the Top 100 Brands by Industry

| Industry | Company | Channel | Score | Industry rank | Overall Rank | Engagement Profile |
|----------------------|-------------------|---------|-------|---------------|--------------|--------------------|
| Apparel | Gucci | 6 | 44 | 1 | 31 | Selective |
| Apparel | Prada | 5 | 24 | 2 | 53 | Selective |
| Apparel | Rolex | 4 | 21 | 3 | 58 | Selective |
| Apparel | Hermes | 5 | 16 | 4 | 68 | Wallflower |
| Apparel | Chanel | 4 | 14 | 5 | 74 | Wallflower |
| Apparel | Cartier | 3 | 11 | 6 | 77 | Wallflower |
| Apparel | Giorgio Armani | 2 | 10 | 7 | 79 | Selective |
| Auto | Toyota | 7 | 54 | 1 | 21 | Maven |
| Auto | Ferrari | 9 | 53 | 2 | 22 | Butterfly |
| Auto | Honda | 7 | 47 | 3 | 27 | Maven |
| Auto | Ford | 7 | 41 | 4 | 34 | Butterfly |
| Auto | Lexus | 9 | 41 | 4 | 34 | Butterfly |
| Auto | Harley-Davidson | 6 | 34 | 6 | 41 | Selective |
| Auto | Audi | 8 | 29 | 7 | 44 | Butterfly |
| Auto | Hyundai | 8 | 29 | 7 | 44 | Butterfly |
| Auto | VW | 5 | 19 | 9 | 60 | Wallflower |
| Auto | BMW | 5 | 17 | 10 | 63 | Wallflower |
| Auto | Porche | 2 | 10 | 11 | 79 | Selective |
| Auto | Mercedes-Benz | 2 | 4 | 12 | 94 | Wallflower |
| Business services | Accenture | 8 | 76 | 1 | 13 | Maven |
| Business services | FedEx | 6 | 27 | 2 | 51 | Wallflower |
| Business services | UPS | 3 | 18 | 3 | 61 | Selective |
| Consumer electronics | Sony | 9 | 63 | 1 | 18 | Butterfly |
| Consumer electronics | Nokia | 10 | 50 | 2 | 24 | Butterfly |
| Consumer electronics | Apple | 6 | 43 | 3 | 33 | Selective |
| Consumer electronics | Philips | 4 | 39 | 4 | 36 | Selective |
| Consumer electronics | Nintendo | 8 | 37 | 5 | 39 | Butterfly |
| Consumer electronics | Panasonic | 9 | 37 | 5 | 39 | Butterfly |
| Consumer electronics | Canon | 5 | 17 | 7 | 63 | Wallflower |
| Consumer products | Nike | 9 | 100 | 1 | 7 | Maven |
| Consumer products | Adidas | 7 | 56 | 2 | 20 | Maven |
| Consumer products | Colgate | 6 | 38 | 3 | 37 | Selective |
| Consumer products | Johnson & Johnson | 5 | 16 | 4 | 68 | Wallflower |
| Consumer products | L'Oreal | 4 | 16 | 4 | 68 | Wallflower |
| Consumer products | Heinz | 4 | 11 | 6 | 77 | Wallflower |
| Consumer products | Louis Vutton | 4 | 10 | 7 | 79 | Wallflower |

Continued on next page

| Industry | Company | Channel | Score | Industry rank | Overall Rank | Engagement Profile |
|-------------------|------------------|---------|-------|---------------|--------------|--------------------|
| Consumer products | Klennex | 2 | 8 | 8 | 84 | Wallflower |
| Consumer products | Nivea | 1 | 8 | 8 | 84 | Selective |
| Consumer products | Gillette | 2 | 7 | 10 | 86 | Wallflower |
| Consumer products | Marlboro | 2 | 7 | 10 | 86 | Wallflower |
| Consumer products | Duracell | 2 | 5 | 12 | 92 | Wallflower |
| Financial | Visa | 4 | 32 | 1 | 43 | Selective |
| Financial | ING | 6 | 29 | 2 | 44 | Selective |
| Financial | American Express | 9 | 27 | 3 | 48 | Butterfly |
| Financial | UBS | 4 | 18 | 4 | 61 | Wallflower |
| Financial | JP Morgan | 6 | 17 | 5 | 63 | Wallflower |
| Financial | HSBC | 5 | 16 | 6 | 68 | Wallflower |
| Financial | Merrill Lynch | 3 | 14 | 7 | 74 | Selective |
| Financial | Morgan Stanley | 3 | 9 | 8 | 83 | Wallflower |
| Financial | Citi | 2 | 6 | 9 | 89 | Wallflower |
| Financial | Goldman Sachs | 3 | 6 | 9 | 89 | Wallflower |
| Financial | AXA | 3 | 4 | 11 | 94 | Wallflower |
| Financial | AIG | 1 | 1 | 12 | 98 | Wallflower |
| Financial | Allianz | 1 | 1 | 12 | 98 | Wallflower |
| Food & Beverage | Pepsi | 7 | 71 | 1 | 16 | Maven |
| Food & Beverage | Nescafe | 8 | 46 | 2 | 30 | Butterfly |
| Food & Beverage | Coca Cola | 6 | 27 | 3 | 51 | Wallflower |
| Food & Beverage | Nestle | 5 | 23 | 4 | 54 | Wallflower |
| Food & Beverage | Budweiser | 3 | 20 | 5 | 59 | Selective |
| Food & Beverage | Smirnoff | 2 | 17 | 6 | 63 | Selective |
| Food & Beverage | Moet & Chandon | 2 | 10 | 7 | 79 | Selective |
| Food & Beverage | Kellogg's | 4 | 6 | 8 | 89 | Wallflower |
| Food & Beverage | Danone | 2 | 5 | 9 | 92 | Wallflower |
| Food & Beverage | Hennessy | 1 | 4 | 10 | 94 | Selective |
| Food & Beverage | Wrigley | 2 | 3 | 11 | 97 | Wallflower |
| Leisure | Starbucks | 11 | 127 | 1 | 1 | Maven |
| Leisure | Marriott | 5 | 38 | 2 | 37 | Selective |
| Leisure | KFC | 6 | 32 | 3 | 42 | Selective |
| Leisure | Pizza Hut | 5 | 29 | 4 | 44 | Selective |
| Leisure | McDonalds | 6 | 12 | 5 | 76 | Wallflower |
| Manufacturing | Siemens | 5 | 27 | 1 | 48 | Selective |
| Manufacturing | Caterpillar | 6 | 22 | 2 | 56 | Wallflower |

Continued on next page

| Industry | Company | Channel | Score | Industry rank | Overall Rank | Engagement Profile |
|---------------|-----------------|---------|-------|---------------|--------------|--------------------|
| Manufacturing | Shell | 5 | 17 | 3 | 63 | Wallflower |
| Manufacturing | BP | 6 | 16 | 4 | 68 | Wallflower |
| Media | Google | 11 | 105 | 1 | 4 | Maven |
| Media | Thomson Reuters | 8 | 101 | 2 | 6 | Maven |
| Media | Yahoo | 9 | 85 | 3 | 10 | Maven |
| Media | MTV | 10 | 66 | 4 | 17 | Butterfly |
| Media | Disney | 7 | 58 | 5 | 19 | Maven |
| Media | GE | 6 | 46 | 6 | 28 | Selective |
| Retail | eBay | 9 | 115 | 1 | 3 | Maven |
| Retail | Amazon | 9 | 88 | 2 | 8 | Maven |
| Retail | H&M | 5 | 53 | 3 | 23 | Selective |
| Retail | Avon | 5 | 27 | 4 | 48 | Selective |
| Retail | Gap | 3 | 23 | 5 | 54 | Selective |
| Retail | Ikea | 5 | 22 | 6 | 56 | Wallflower |
| Retail | Tiffany & Co. | 3 | 16 | 7 | 68 | Selective |
| Retail | Zara | 2 | 7 | 8 | 86 | Wallflower |
| Technology | Dell | 11 | 123 | 1 | 2 | Maven |
| Technology | Microsoft | 10 | 103 | 2 | 5 | Maven |
| Technology | SAP | 10 | 86 | 3 | 9 | Maven |
| Technology | Intel | 10 | 85 | 4 | 10 | Maven |
| Technology | BlackBerry | 9 | 85 | 5 | 12 | Maven |
| Technology | Oracle | 10 | 73 | 6 | 14 | Butterfly |
| Technology | Cisco | 11 | 72 | 7 | 15 | Butterfly |
| Technology | HP | 8 | 50 | 8 | 24 | Butterfly |
| Technology | Samsung | 10 | 49 | 9 | 26 | Butterfly |
| Technology | IBM | 9 | 46 | 10 | 28 | Butterfly |
| Technology | Xerox | 8 | 44 | 11 | 31 | Butterfly |
| Technology | Motorola | 5 | 24 | 12 | 53 | Selective |

APPENDIX C: ENGAGEMENT PROFILES

The financial correlation we have found based on the four engagement profiles are more than just the result of current economic conditions or specific industry dynamics. In fact, each engagement profile represents a wide range of industries, with each industry having presence in at least two different engagement profiles.

Figure 10: Brands Fall Into One of Four Engagement Profiles

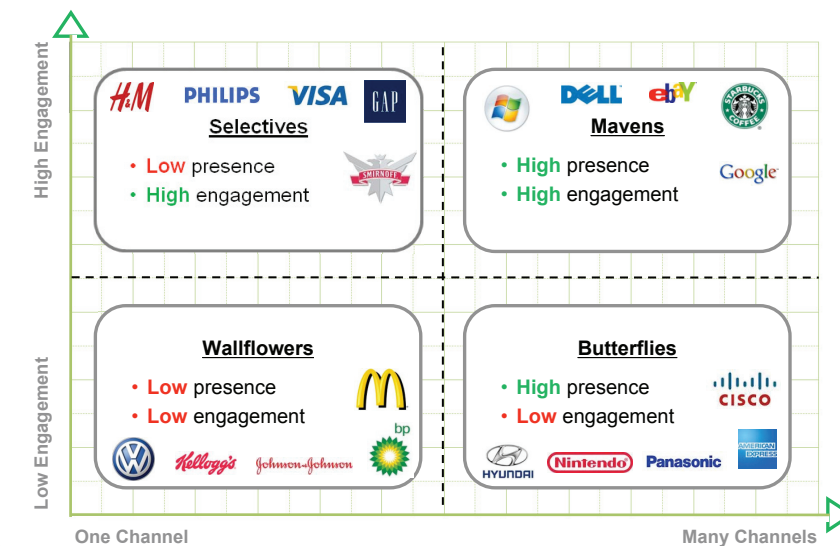
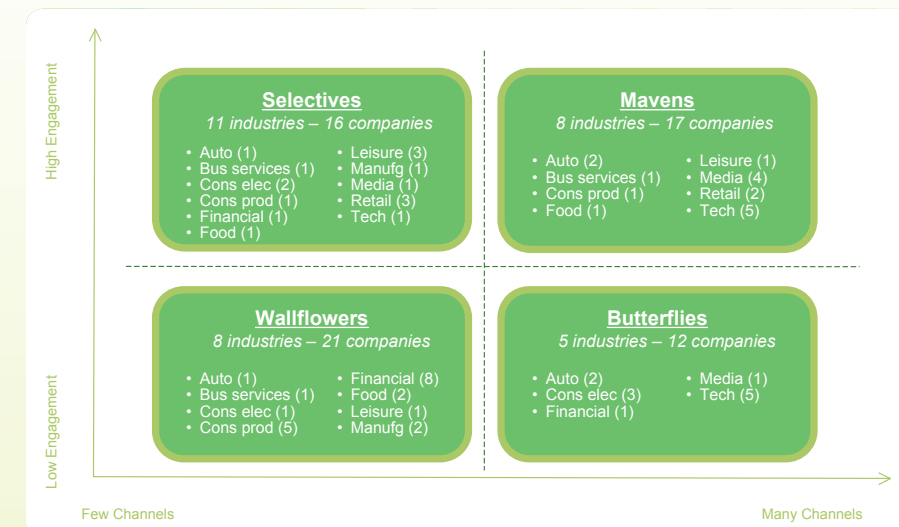


Figure 11: Industry Composition of Engagement Profiles



ENDNOTES

¹ Running a regression analysis on the full set of 100 brands resulted in a best fit line that favored companies skewed towards fewer channels. In order to provide a meaningful benchmark, we incorporated a break at six channels, which reflected both the natural data distribution and the average number of channels for all 100 companies. The two resulting trend lines generated stronger regression coefficients, more relevant comparisons for any given peer set, and provided further insights regarding social media behaviors across the range of channel presence.

² The blog post announcing the mini-Starbucks card is at <http://blogs.starbucks.com/blogs/customer/archive/2009/06/26/you-asked-for-it-introducing-the-mini-starbucks-card.aspx> and the original idea is at <http://mystarbucksidea.force.com/ideaView?id=0875000000052KBAAAY>.

³ The Toyota Facebook pages were not included in the engagement scoring as they were launched after the evaluation period ended.

⁴ Each Toyota Twitter team member identifies their tweets by inserting a ^ (initials) at the end of their messages. For example, Scott DeYager adds ^SD at the end of his messages.

⁵ The SAP Community Network is available at <http://www.sdn.sap.com/irj/scn>.

⁶ More information about the recognition program can be found at <https://www.sdn.sap.com/irj/sdn/crphelp>.

⁷ For a fairly completely list of SAP-related Twitter accounts, see <http://wiki.zsapping.com/pub:twitter:groups:sap:index>.

⁸ Mark Weston tweets at <http://twitter.com/shiftparadigm>.

⁹ Matt Domsch tweets at <http://twitter.com/mdomsch> and blogs at <http://domsch.com/blog/>.

¹⁰ The Direct2Dell blog post asking for feedback on the Mini Netbook is at <http://en.community.dell.com/blogs/direct2dell/archive/2009/05/11/wanted-your-feedback-on-future-dell-mini-netbooks.aspx> and the IdeaStorm link is at <http://www.ideastorm.com/ideaList?lsi=0&cat=Netbooks>.

¹¹ More information about the concept of "activity streams" is available in a slide presentation at http://www.slideshare.net/Dell_Inc/blog-well-san-francisco-june-2009.

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