



Social media at Deloitte Participation, communication, transformation

“In a connected world, power shifts to those best able to connectⁱ.”

Connecting, innovation and people are key planks in Deloitte Australia’s strategy.

So it is natural the firm should lead when it comes to social media

Social media at Deloitteⁱⁱ

Clearly social media is about socialising in communities online – sometimes leading, sometimes connecting and sometimes following.

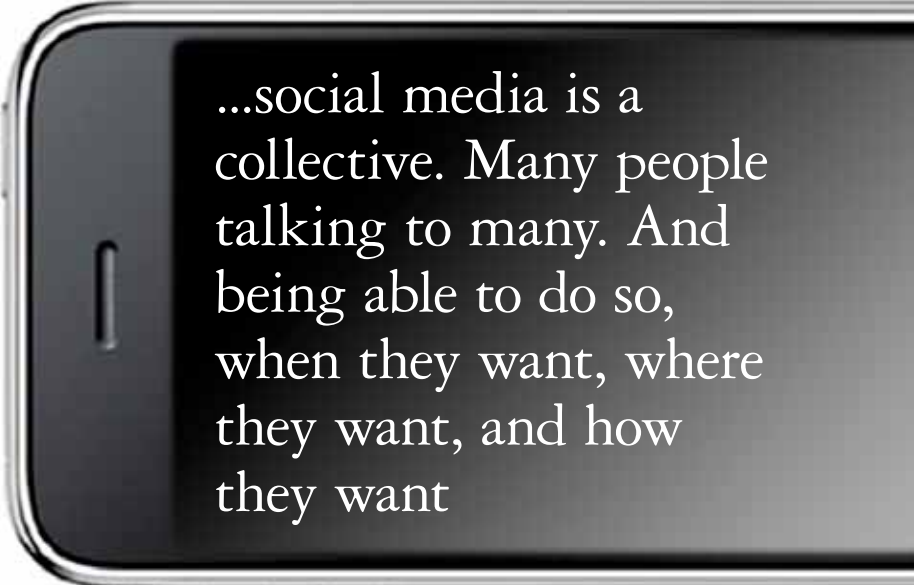
It isn't a monologue, one group or business, talking to a passive audience. Rather, social media is a collective. Many people talking to many. And being able to do so, when they want, where they want, and how they want.

Connecting through emails, blogs, wikis, web, video and photo sites, social media isn't necessarily about going to a particular place. It's more about coming together. Networking and connecting in a new, more equal and progressive way.

To be 'best able to connect' means to move away from a destination mindset and toward a distribution mindset. To be where people are and to participate in a way that speaks to them directly.

To do that means to be in people's personal environments – Facebook, MySpace, LinkedIn, Twitter etc. The price of entry is relevance.

Fortunately 'being relevant' and 'being connected' are characteristics of Deloitte's brand. So is innovation: 'creating value with something new and different'. It is natural therefore that this member of a 'Big 4' global professional services organisation embraced social media.

A black and white photograph of a smartphone, viewed from a slightly elevated angle. The screen is lit up and displays a quote in white serif font. The phone's physical home button is visible at the bottom center of the device.

...social media is a collective. Many people talking to many. And being able to do so, when they want, where they want, and how they want

ⁱ Ethicist Dov Seidman

ⁱⁱ Deloitte refers to Deloitte Australia – a member of the global Deloitte Touche Tohmatsu network



Given Deloitte's appetite for solving complex business problems, the opportunity offered by these new social media channels supported its business case for investing money and time.

The vox pops as articulated on page 7: that social media is 'not a passing phase – otherwise Rupert Murdoch would not have bought MySpace', and 'companies are ignoring a valuable media communication outlet that targets a generation that has time and money to spend on technology', and more recently the fact that 'if Facebook were a country, it would be the fourth largest in the world!', all added to Deloitte's determination to explore how to leverage this important 'connecting' channel.

Nevertheless it is a challenge for a corporate to get comfortable with the potential anarchy of social media. To be able to balance permission to speak out and reach out to each other and to clients in a rich online channel, with all the associated risks, isn't easy.

In retrospect Deloitte Australia defaulted to one of its seven key values and went with 'empower and trust'.

The counsel given to employees is to understand the difference between the personal and the professional, to be open, honest and respectful, and as professionals, to be responsible for both their own and the organisation's reputation. Deloitte Australia's social media steering committee is developing online education and a support program to be a one stop shop for all employees.

A survey undertaken by Deloitte Touche LLP in the USA in April 2009 showed that:

- 74% of surveyed employees say it's EASY to damage a company's reputation on social media
- However only 22% of companies surveyed have formal social media policies
- 61% of employees said that, even if their employers were monitoring their social networking sites, they wouldn't change what they were doing online
- 49% said a company policy wouldn't change how they behave online.

Proactive and interesting statistics for Deloitte Australia which is a committed people business, that uses the oxygen of its own innovations to anticipate and create 30% of its revenue from new and different products and service offerings.

Relevance



Like all innovations you need a prototype – and with an innovation as viral and invasive as social media – retrofitting is just part of that development process

Like all innovations you need a prototype – and with an innovation as viral and invasive as social media – retrofitting is just part of that development process. Deloitte – with its ‘inside out’ approach to new ideas and its appetite for innovation – realised the potential of Yammer.com. Towards the end of 2008 the firm’s innovation team signed on to what has since become the best in-house sandpit available to shape value and develop a way of being relevant to the firm as a whole, and the many small groups of people who have self-organised around their interests.

Yammer is like an in-house Twitter. It is the firm’s micro blogging tool of choice and is used for knowledge sharing. It first started as a bit of an in-house social chat room. But it wasn’t long before the imperatives of doing business seeped into the conversation and the team started to pose questions and solve problems. It has proved to be a great way to seek input, test ideas and gather feedback quickly.

Deloitte’s Chief Marketing Officer David Redhill points out: ‘There is no substitute for authenticity.’ Some of the most interesting recent statistics accumulated by the Innovation team show a correlation between retention of staff and the Yammer leader board. Yammer quickly gained momentum and today more than 50% of Deloitte Australia’s 4600 people have signed up. The Australian firm led the way for Deloitte Touche Tohmatsu (DTT), the global organisation. The Australian CEO, Giam Swiegers, now leads DTT’s global initiative on social media and innovation. The DTT global network today is recognised as having one of the world’s largest

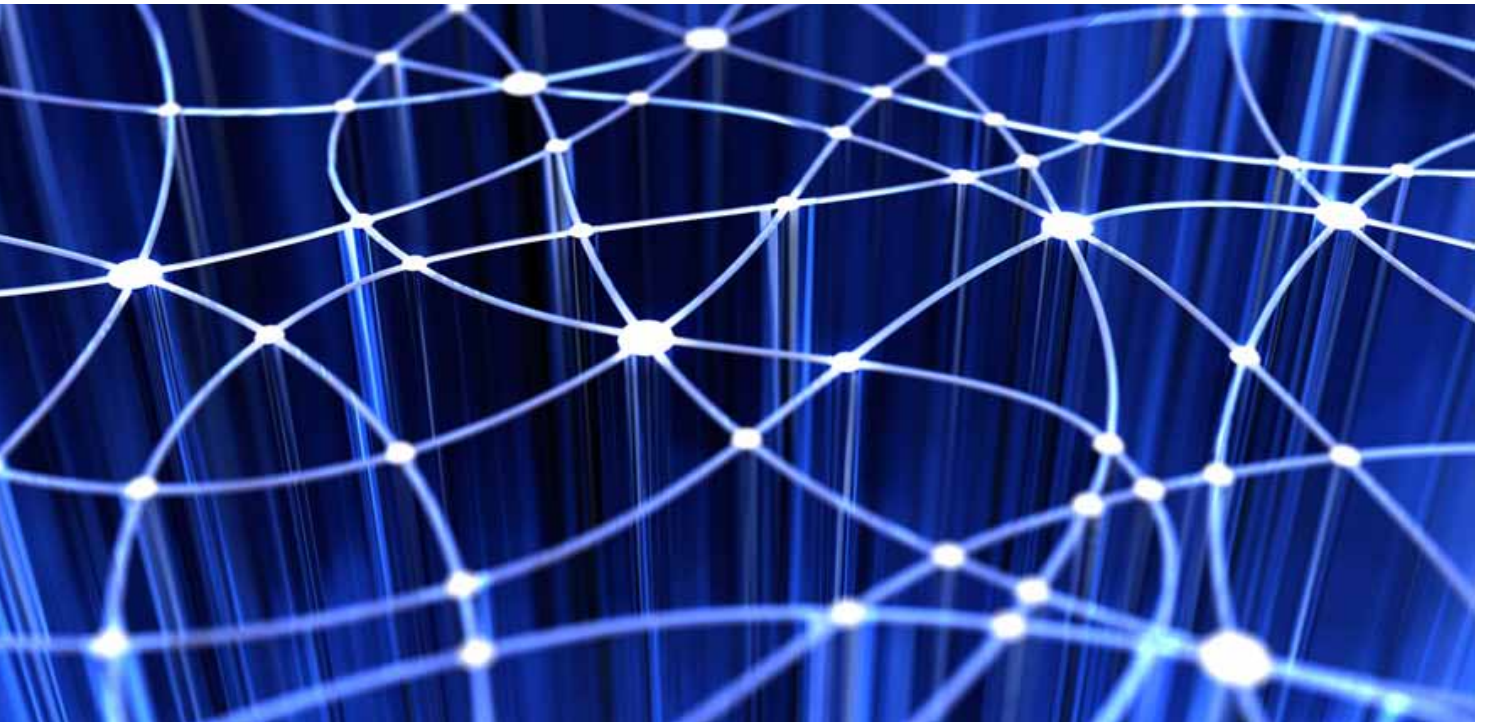
Yammer networks with more than 14,000 members globally. To this end Deloitte Australia is in the process of integrating Yammer with all its systems to give everyone a Yammer account without needing to sign up.

Yammer encourages both a home page environment and one that convenes and support groups to self organise. So in Deloitte Australia there are ‘Tax in Western Sydney’, ‘inspiring women’ and ‘data analytics’ groups, as well as an innovative ‘game theory’ cluster and a ‘mummies’ group. Altogether there are more than 209 individual groups in the system with 19,000+ messages to date.

Like many ‘new ideas’, social media had its own tipping point. It occurred in Deloitte Australia when the Deloitte Digital CEO, Peter Williams – a maverick accountant with a presentation style akin to Gordon Ramsey, and consistently voted one of the most inspiring partners in the firm – put out a voice mail to sign up to Yammer and come up with videos and tag lines for a new advertising campaign, known within Deloitte Australia as the ‘Green Dot’ campaign. Pete’s voicemail and the subsequent input from the CEO and the Chief Marketing Officer triggered 1000+ new members of Deloitte Australia to join Yammer, form 38 groups and create 1184 original concepts including videos.

This resulted in 3000 hits a week on the videos, some 3300 headlines posted on Yammer and the delight of interactivity – over half of the firm’s staff – some 2500 ‘creative directors’ voted for the taglines.

Big picture



The idea, to use Twitter, Yammer and other platforms to engage the internal community in creating advertising graphics and taglines was shared with Tourism Australia which adopted the concept as part of its own global strategy for promoting Australia – an example of how Deloitte can set trends for creative use of social media.

Why did we do it? To:

- Seek input, test ideas, gather feedback quickly
- Disseminate information
- Collaborate in large numbers on a global scale
- Build stakeholder connections
- Connect with undiscovered communities
- Harness collective wisdom
- Bond, empathize, solve the riddle of existence
- Do anything we do already face to face or online.

Client focus

The strategist behind the award winning Green Dot advertising campaign, Chief Marketing Officer David Redhill, recently responded to a Yammer question for a client as to Deloitte's ticket to play in social media generally:

David Redhill: *Three reasons? How about five: 1) We have developed new products using social media platforms which now drive revenue. 2) We have made tangible improvements to our business from harnessing the collective wisdom of our people. 3) We have engaged 4500 people in the process of building a marketing strategy 4) We now have the largest internal Yammer network in the world, 5) We have used social media to blitz the competition and grab share of mind in the media and government, through the innovative way we used Twitter for the last Federal Budget. A client could learn from all these successes. We also have one of the most forward looking leadership teams in terms of legitimising social media in the workplace, have a national social media council and a rapidly developing knowledge of our social media policy in the field. I could go on...*



Source: #wallydownunder

**So the choice is NOT 'do we participate?'
The question is how.**

To participate in social media you must unleash energy not try to control it. The process, technology and policy are easy. Getting the right attitude is hard.

Deloitte Australia is developing a framework around how to manage social media risk, defining what is and isn't acceptable behaviour; monitoring use and, where inappropriate, dealing with it. "In fact knowing how to respond to an incident and having a team ready to respond, will be a key," Tommy Viljoen Risk Services partner and member of the Deloitte Social Media Steering Committee explained.

This committee is a unique group comprising a Risk Services partner, the General Counsel, the Chief Marketing Officer, the CEO of Deloitte Digital, the Chief IT Officer, as well as subject matter experts from across the firm, including a doctoral candidate in social media, a digital marketing manager, and managers and analysts from innovation and the online team. The committee has developed guidelines that put the focus on education.

As General Counsel Leslie Moore says, "The central idea is for people to understand how social media works. Our focus is not on policing social media when it goes wrong. The committee wants to work with people so we can all benefit from the upside of social media."

Recruiting with YouTube, Facebook, Twitter, LinkedIn

Given YouTube is regarded as the second largest search engine in the world, Deloitte Australia signed up to both YouTube and Facebook to recruit

The idea to leverage Deloitte employees' Facebook networks with the firm's employee referral program led to the development of the *JoinMe@Deloitte* application.

The original idea for linking recruitment and social media, and the subsequent Facebook application, came through Deloitte's innovation (ideas) program, which is itself a social media tool, capturing and rating ideas on the inhouse version of one of Deloitte's hottest selling products, its Innovation Academy.

The idea was selected and funded, and since it launched, 1286 Deloitte employees have added the application to their Facebook profile. And 2793 potential referees have viewed the application, generating 150 requests to be referred for hire.

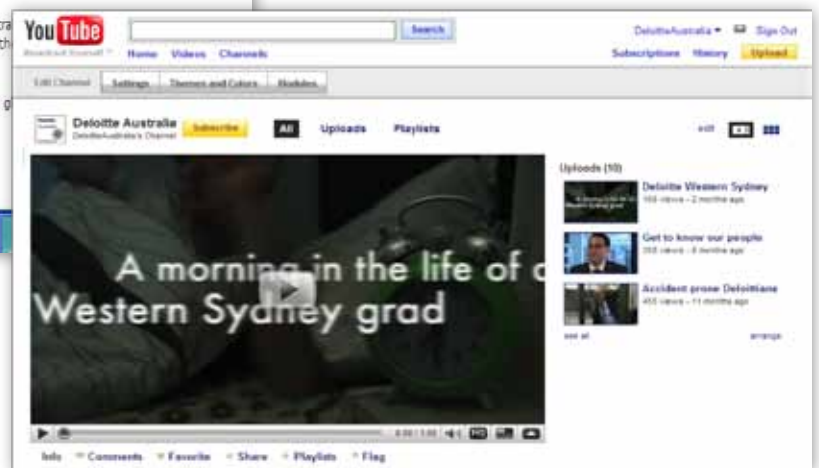
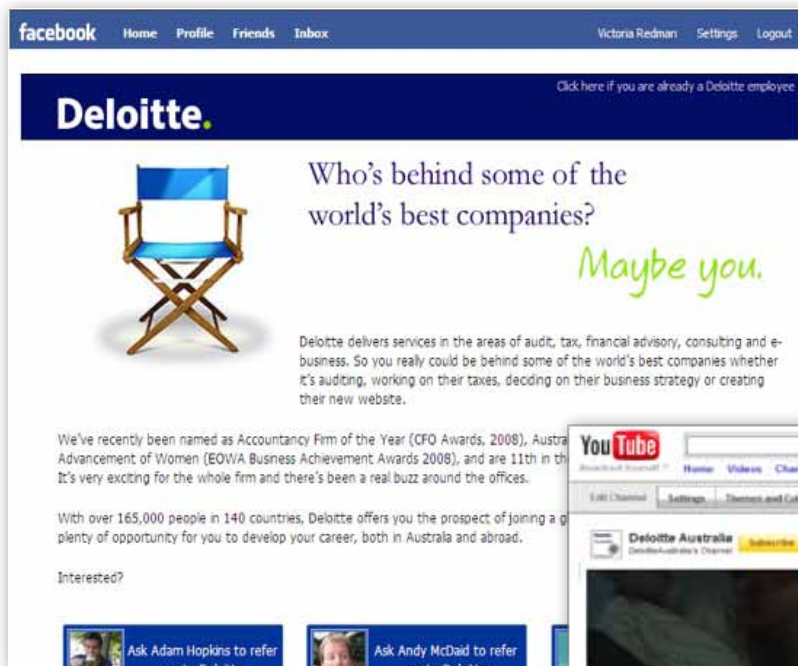
Clearly there is brand awareness for Deloitte Australia as an innovative firm: according to Google, 78% of people surveyed trust peer recommendation and only 14% trust ads. So it makes sense for an organisation to invite its employees to use Facebook as a viable recruitment channel.

Today, to promote sharing and collaboration online, a DTT global project team with project management and leadership from Deloitte Australia, and Deloitte Australia's two Innovation Ideas Councils, also use another social media tool – Google Wave – as their communication vehicle of choice.

YouTube

Since the end of 2008, Deloitte Australia's dedicated YouTube channel has hosted videos including many created by employees and summer vacationers, and has generated more than 40,000 video views. See www.youtube.com/DeloitteAustralia

Again retrofitting, the idea behind the plan is of course to increase brand awareness. And again it really is about trusting the team to come up with bright ideas to use the multiplicity of today's channels to present an authentic, user-generated impression of Deloitte for prospective candidates and clients. It also clearly makes financial sense to leverage employees' existing networks and in effect mobilise Deloitte employees to act as recruiters; a strategy that needs a committed, trusting, and respectful environment.



Twitter

One of the most recent additions to Deloitte's social media channels is Twitter. Deloitte's official presence was launched in two ways. By a firm-wide Twitter stream as *@Green_Dot* in May 2009; and at the same time by the media team to cover the Federal Budget on Twitter.

Deloitte Australia secured the *@FederalBudget* Twitter 'handle', researched and followed key journalists, politicians, accounting and tax commentators and influencers, and began tweeting two weeks prior to the budget to set up an expectation of what was to come.

It worked.

The firm was the first 'Big 4' professional services firm in Australia to tweet. Deloitte secured 376 followers, which has doubled to more than 700. They included the Prime Minister, several state premiers, journalists and leading commentators. On Federal Budget night the team tweeted every 20 minutes to promote its 26 media releases and expert commentators, and successfully drove traffic to the website. The result was that Twitter was the #1 referring domain to the Deloitte Federal Budget web page (33.2%) with 13,589 unique visitors.

@Green_Dot is managed by the firm's recruitment team. It tweets every day to give an insight into Deloitte, with views of its releases, activities, events and successes. It has more than 2900 followers, has posted more than 400 tweets, and attracted 4000+ click through to the links posted.

The external recognition has meant that Deloitte Australia, through this channel, is listed 108 times, along with all the normal 'Recruitment', 'Accounting' 'Big 4' etc. comments as a:

- Top employment brand
- In technology and business
- In Australian IT
- As Web 2.0 thought leaders and as
- Social media rockstars!

Not bad for a firm of accountants!

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Facebook has more than
400 million active users

Every minute, 24 hours
of video is uploaded
to YouTube

An estimated 5–10
thousand Twitter
accounts are opened
per day

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