

CASE STUDY: GM'S USE OF SOCIAL MEDIA TO ENGAGE CLIENTS

How General Motors Listens to Customers on Social Media

**Social Listening Helps Provide Better Insights,
Customer Service and Profitability**



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AT A GLANCE

Problems

- Provided insufficient customer service in social channels and slow response times
- Lacked cross-functional integration
- Experienced low return on investment in customer service through social channels

Solutions

- Gain leadership support for developing a social media customer care program
- Put in place organizational integration, structure and culture change to better support customers
- Utilize tools like Oracle Social Relationship Management

Benefits

- Leveraged five global regional Social Centers of Excellence to provide customers with the same experience around the world
- Reported on Top 12 global social KPIs which inform General Motors on how it is serving the customer
- Helped 150,000+ customers around the globe with product or service questions in 2015
- Increased global Facebook and Twitter fans/followers to 43 million
- Reached out to 23,000 U.S. Tweeters in 2015
- 3,450 or 15 percent, of the 23,000 potential customers considered GM's invitation to test drive a car or truck

General Motors Co.

- **Headquarters:** Detroit, Michigan
- **No. Employees:** More than 215,000 worldwide
- **Industry:** Automotive
- **Products:** 9.8 million cars and trucks sold yearly
- **2015 Revenue:** \$152.4 billion
- **Stock:** GM (NYSE)
- **Brands:** Chevrolet, Buick, GMC, Cadillac, Opel, Vauxhall, Holden, Baojun, Wuling, Jiefang

Business Themes



Matrix Commerce



Data to Decisions



Next-Gen Customer



Technology Optimization

- Convinced 276, or 8 percent, of 3,450 invitation prospects to actually test drive a car
- Achieved 45 confirmed sales from social engagement over six months

THE COMPANY

General Motors (GM) is passionate about earning customers for life. This vision unites its global team and is the hallmark of its company culture. In addition, GM emerged from its November 2010 initial public offering with a financial foundation to support the production of vehicles for customers worldwide and to build a future for employees, partners and shareholders. With a seasoned leadership team, GM has committed to delivering vehicles with compelling designs, high quality and reliability, and leading safety, fuel economy and infotainment features. All these goals are intended to create a bond between a driver and his or her vehicle.

GM's 215,000-plus employees work in 396 facilities on six continents. They speak more than 70 languages and operate in 23 time

zones. From designing and engineering state-of-the-art plants and developing new vehicles and technologies to creating new marketing programs, team members are valued for their unique contributions. Serving as the face of the new GM in communities around the world, 20,000 dealers also are important members of the GM team and integral to success.

GM vehicles, sold in more than 140 countries, range from electric cars and mini-cars to heavy-duty full-size pickup trucks and SUVs, crossovers, monocabs and convertibles. Along with strategic partners, GM produces, sells and services vehicles through the following brands: Chevrolet, Buick, GMC, Cadillac, Opel, Vauxhall, Holden, Baojun, Wuling and Jiefang. GM also has significant equity stakes in major joint ventures in China, including SAIC-GM, SAIC-GM-Wuling, and FAW-GM, and in GM Korea. GM is expanding its leadership in vehicle electrification with the Chevrolet Volt and upcoming Bolt EV, and making advancements in batteries, electric motors and power controls. The company offers high volume, fuel-saving technologies like direct

injection; variable valve timing; turbocharging; six-, eight- and 10-speed transmissions; diesel engines; and improved aerodynamic designs.

In a commitment to acting responsibly across the globe, GM has focused on areas that include the environment and education. The General Motors Foundation helps strengthen communities across the United States through investments in education, health and human services, environment and energy, community development and worldwide disaster relief. Over the past 10 years, the foundation, fully funded by a GM endowment in 2000, has donated more than \$315 million to send students to college, keep teen drivers safe, educate parents on child passenger safety, promote diversity and support non-profit organizations. Committed to reducing waste and pollutants, GM conserves resources and recycles materials at every stage of the vehicle lifecycle.

THE CHALLENGES

Customer experience and engagement are top of mind for businesses today. Savvy customers have more choice than ever before and know that they are in control. They expect a consistent experience regardless of the department servicing them and the platform, device or location. Constellation believes all businesses are currently competing almost entirely on customer experience, but many don't realize it yet.

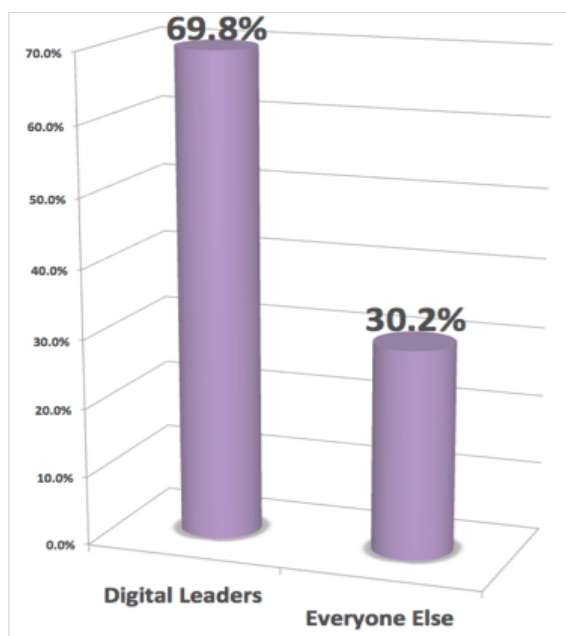
While customer experience has always been important, this massive shift is being driven by the digital disruption and the "witness factor", a term I have coined. The witness factor happens in social networks and revolves around the idea that social media customer feedback and conversations between customers and the company are now very public and permanent. Before, these conversations were held mostly between customer service agents and customers, but now they are like cave paintings - permanent for millions of people to see, forever.

Today's customer experiences are pushing organizations toward "customer segments of one," where what customers want, think and believe is of the utmost importance. Customers online, with social and digital presences, are driving the need for companies to create a digital strategy to include not only customer engagement but also relate the engagement to actual sales. For many companies, this is a huge change from how they have traditionally done business and is driving the need for a digital transformation strategy.

Why is this digital disruption so important? Not only do leading digital companies dominate in overall market share, they also dominate in the percentage of profits (see Figure 1). This gap is only going to widen between companies that do and do not implement social and digital practices dedicated to driving business results.

Digital disruption and the drive to become customer-focused require most companies to accomplish a major shift, adopting new processes, policies and technology for everyone who works at the company.

Overall Market Share



Percentage of Profits

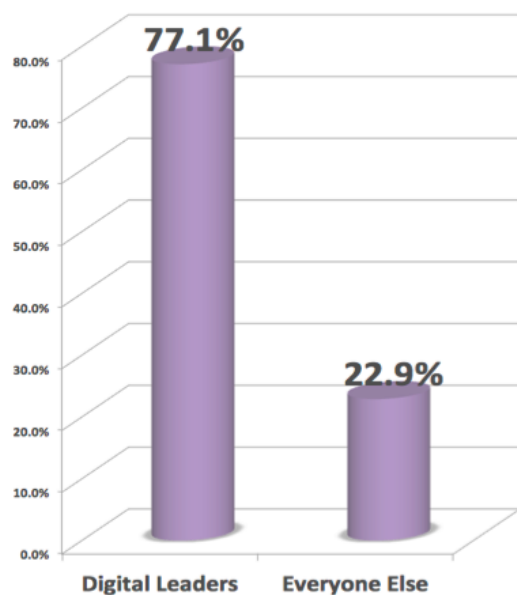


Figure 1. Overall Market Share and Percentage of Profits Is Much Higher for Leading Digital Companies.
Source: Disrupting Digital Business: Create an Authentic Experience in the Peer-to-Peer Economy by "R" Ray Wang, Harvard Business Review, 2015.

According to Nielsen,¹ more than one in three consumers prefer social customer service to the phone. That suggests empowered customers increasingly expect exchanges of information at the touch of a button, from shopping to posting questions on social forums about a product. Modern customer service is really more than resolving issues—it's understanding the customer better and creating more timely, relevant and satisfying – even surprising – engagements and experiences.

And while it has not always been the official mission of customer service to be a brand steward like the chief marketing officer (CMO) or the marketing department, customer service through social media does build brand loyalty and reputation when it's done the right way.

Key to building brand loyalty and reputation is conducting social listening. Social listening is the process of monitoring digital media channels to devise a strategy that will better influence consumers. Companies then take the information gained from social listening to engage with customers, understand why they

are satisfied or not satisfied with the brand, and incorporate that customer feedback to make better products and services as well as to engage customers to buy.

In fact, great customer service can be a real business asset as seen by a recent McKinsey study,² which stated that companies that improve their customer service can see a 30 percent to 50 percent improvement in key measurements including “likelihood to recommend” and “make repeat purchases.” Social care is more than just resolving current customer issues. Companies should look beyond this line of thinking because social media can be about developing new product lines, launching products that have deeper market penetration or brand awareness, effecting earned media, gaining new customers, driving higher conversion or click rates, and reducing customer churn while increasing customer lifetime value.

A digital transformation is not easy and it requires a shift in thinking - from just responding to customers' issues after they've made a purchase to listening and spotting

opportunities to engage with customers before they have bought anything. Get proactive with customer care and ask yourself if your organization is ready and willing to commit to doing business differently.

The way GM does business is changing, and its leadership's commitment is to improve the global customer experience. The challenge at GM was to provide seamless, real-time customer experiences while increasing efficiency, effectiveness and business value.

Below are two obstacles GM, and other companies like it, face in order to provide seamless, real-time customer experience:

- **Deciding which department should respond to a comment on social media:** Today's modern customer experience involves the digital landscape, both social and mobile. Listening to these various conversations allows organizations to capture, learn and act on insights that match consumer expectations. But once those conversations come into the organization, who is best suited to handle them? Customer care, marketing or communications? Not only

do organizations need to listen, they need to be able to discern which department is the most appropriate to engage with the customer and do so seamlessly.

- **Attributing social marketing and customer care to business efficiencies and revenue:** Organizations need to take customer experience to a new level and, at the same time, prove how this new version of customer experience drives efficiencies and revenue. Using social media, companies must first gain efficiencies by setting a social media foundation, which includes standardizing social tools and processes and educating the entire social team in order to leverage their scale and reach. Only after setting the social foundation can companies look beyond the basics and to the Holy Grail – proving social media can lead to selling products and contributing to revenue.

THE SOLUTION

GM knew that if it were able to create a seamless, real-time customer experience, it would be able to increase efficiency, effectiveness and business value. Why? The 1-9-90 principle.³ Using the 1-9-90 principle, social media can help to reduce costs. The principle is based on the following distribution of customer types: the percentage of people who generally post (about 1 percent); the percentage of people who respond to those posts (9 percent); and the majority of people who don't post, but read what others have written (90 percent).

For the vast majority of companies, the bulk of their customers will fall in the "90 percent" category. Therefore, if the "10 percent" (the 1 percent + the 9 percent) post an answer or a positive comment about a product or service, it actually affects a much larger audience than those who posted or replied. By using social channels for customer care, one posted answer to a customer's question may help resolve similar issues for many hundreds or thousands of customers for no additional cost.

With the 1-9-90 principle in mind, GM began to discern which posts should be responded to by customer service versus marketing versus the communications department and to build a social media foundation that included standardizing social tools and processes. One result of the many strategic conversations and hours of coordination to address these two challenges was the procurement of an integrated technology solution, Oracle Social Relationship Management (SRM).⁴

Using a system like this helps GM understand the profile of the person who posted, their history with the company, and their influence among other customers. This type of software can help the company determine how to prioritize responding to those posts. Figure 2 shows a screenshot of Oracle's SRM product, which gives information about the company or person tweeting and their location and influence and helps the company more effectively and efficiently triage and prioritize responding to posts.

This information also helps the customer advisor build even more loyalty and foster

advocacy toward GM and its brands by incorporating key customer information and insights into the conversation and knowing that customer enough to reward, contribute or redirect interactions.

Oracle's SRM platform allows the marketing, care and communication teams to connect social activities to customer relationship management (CRM) systems, provides GM with a holistic view of each customer (historical data, past purchases and loyalty status), and informs social care advisors on individual customer behaviors, personal information and purchasing patterns. All this information allows social care advisors to take care of customers more efficiently and effectively, raise corporate and brand awareness, and increase revenue opportunities with both products and services.

In addition to Oracle's ability to connect social conversations to CRM systems, Oracle recently became one of Twitter's select partners with access to new proprietary data that allows for an improved and transformative customer service solution on the Oracle platform for

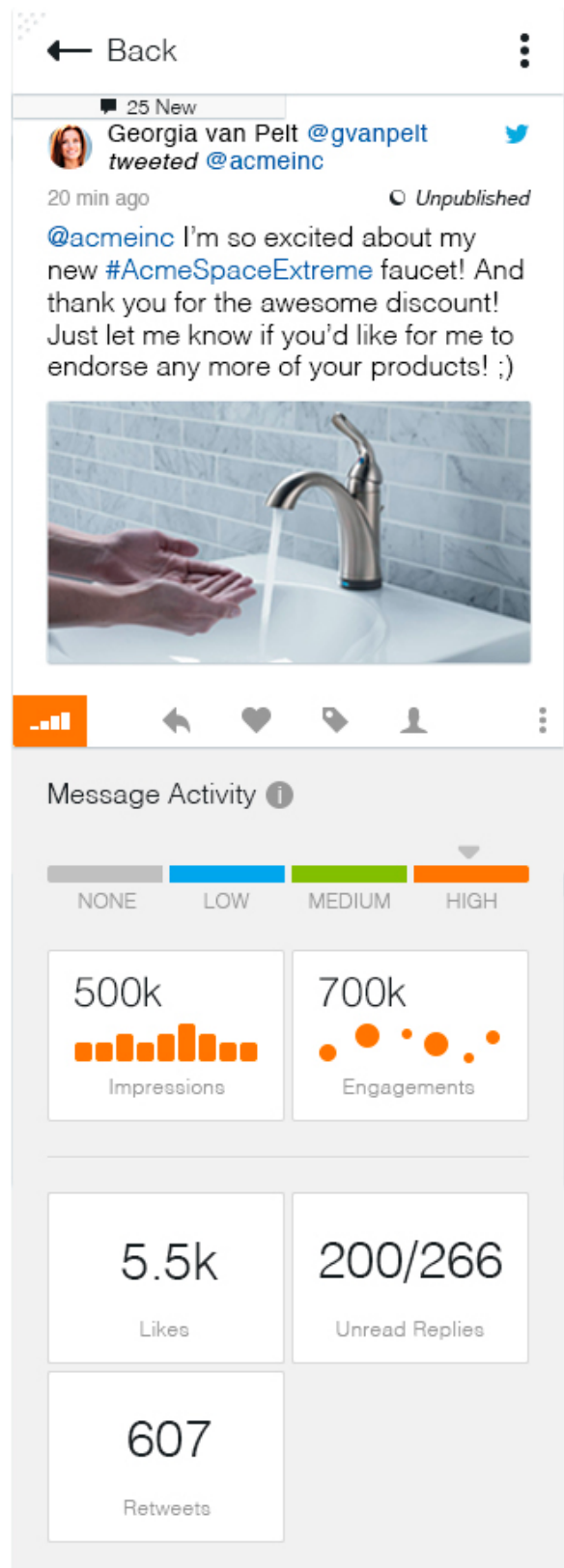


Figure 2. Oracle's SRM Platform Provides GM with Information about the Social Interaction to Help Prioritize and Triage More Effectively

Source: Oracle

brands and their customers. This addition to SRM's Engage⁵ module is part of a broader effort to further enhance the experience for people providing customer care. GM intends to roll this feature out to its global users by mid-2016.

Oracle's Social Cloud⁶ also recently added new social customer service enhancements such as enhanced Siebel & Service Cloud⁷ integration capabilities, configurable attribute fields to capture customer data (that can be passed automatically into the CRM record), custom data source integration, and analytics. These new features will continue to assist GM in reaching the 10 percent of customers who post or respond to posts.

Social media, in particular Twitter, is one of the fastest growing customer service channels. In fact, social customer service is such a priority that Twitter recently launched new data and functions to help create improved and transformative customer service for brands. These new functions from Twitter include Audience Insights⁸ that provide

brands with more valuable information about the people that they reach on the platform. The Audience Insights functionality includes new demographic data and buying behavior information. For instance, the functionality can provide auto dealers with quick methods for categorizing audiences based on similar attributes, including targeting groups such as Millennials, Baby Boomers, business decision-makers and others. Dealers can target their chosen demographic group in a campaign with just one click, though they can also choose to refine the audience within each persona.

THE TECHNOLOGIES

The integrated technology solution that GM procured included Oracle Service Cloud & Siebel Customer Service as well as the Oracle Social Relationship Management platform. Oracle's acquisition of RightNow (Oracle Service Cloud) presents Oracle customers, including those with Siebel deployments, with a unique opportunity to use Oracle Service Cloud functionality with their existing Siebel Contact Center and Service functionalities.

Oracle Service Cloud complements the robust on-premise functionality provided by Siebel Customer Service.⁹

By leveraging both solutions in an integrated fashion, customers can improve customer acquisition and retention.

For an organization like GM that monitors millions of tweets across the globe, the company is able to use Oracle's advanced social media listening, filtering and categorizing capabilities to quickly identify "customer service" topics from social media conversations. Agents can respond and resolve customer service and customer care issues with greater speed. With the new features from the Twitter integration, GM can easily identify how to respond, given the potential volume of service complaints or understand how one tweet stands out from the next in an ocean of tweets. Using a system that helps the company understand the profiles of the people who posted, their history with the company and their influence, can help the company determine how to prioritize its responses.

Oracle's SRM technology, with the new Twitter-enriched data, provides insights and rich context into each message through an algorithm that weighs impressions and engagement metrics and then color codes each post based on impact and priority. This proactive solution allows GM to visually identify messages as they trend based on views, clicks and aggregate engagement metrics. Counting

The Technologies

- Oracle Service Cloud and Siebel Customer Service
- Oracle Social Relationship Management Engagement Platform
- Oracle Social Engagement & Monitoring Cloud Service
- Twitter Audience Insights Integration

favorites and retweets as the only indicators can miss the mark on critical service issues that are quickly going viral.

And while every customer issue is important, in the future, GM's customer advisors can prioritize and resolve issues involving the frustrated customer whose tweet about

missing out on a sales promotion was actually seen by 5.5 million people (and counting).

This new column-based Engage user interface will be available to all customers whether or not they upgrade to the advanced Twitter customer care solution (see Figure 3).

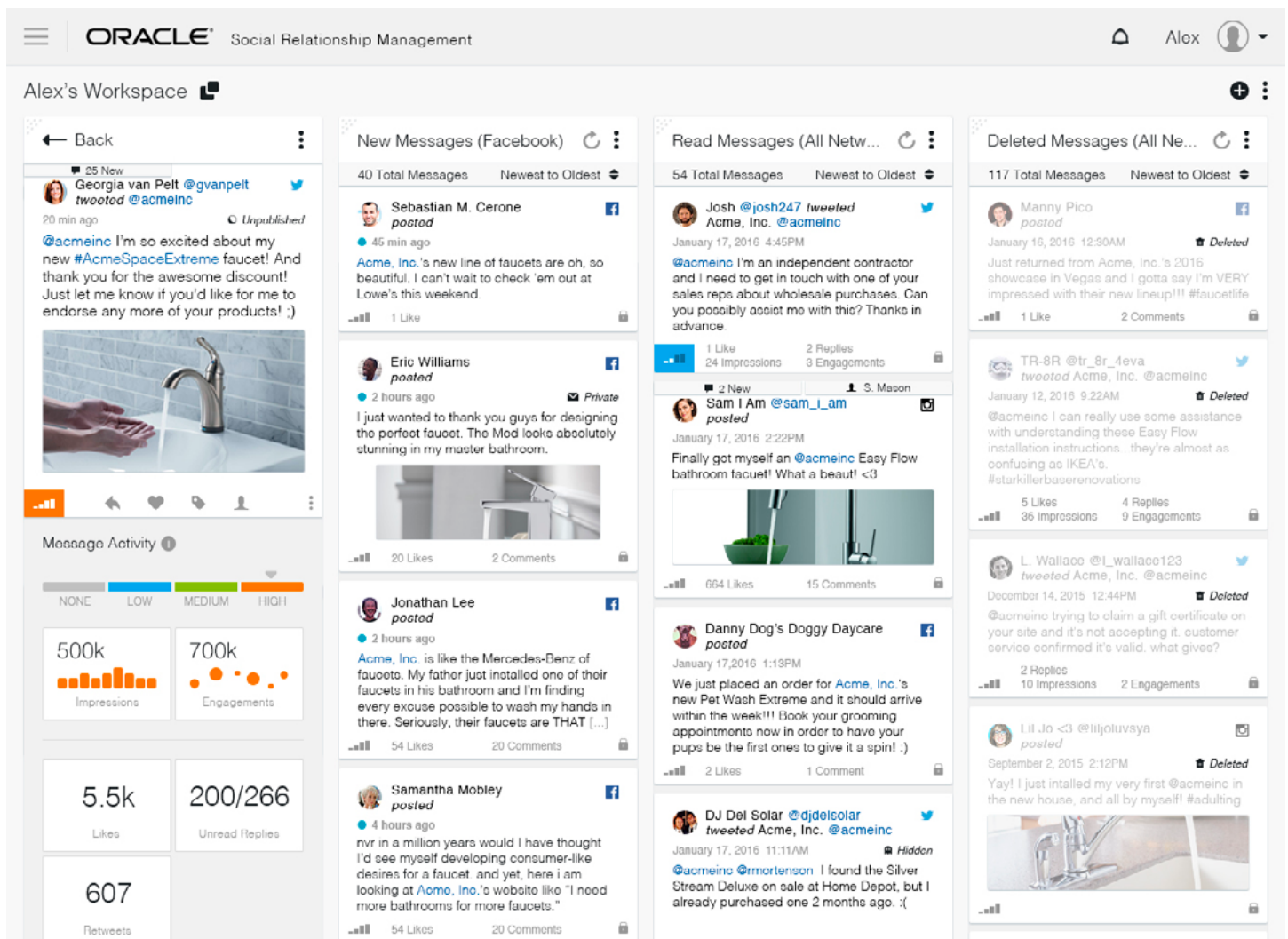


Figure 3. Oracle's Column-based Social Relationship Management (SRM) Console with Columns Based on Keywords, Hashtags or Twitter Handles

Source: Oracle

Some of the enhancements are:

- Column-based, color-coded Engage for easier triaging
- Peer-to-peer, self-service social community
- Enhanced automation, contextual workflow for Social + Service
- Oracle SRM's advanced listening engine extended to private data sources
- Twitter-enriched data and Oracle SRM listening algorithm for next-generation service solution

THE IMPACT

GM's use of the Oracle SRM platform produced numerous results. The key benefits can be summed up as follows:

- **Provided consistent customer experience around the world.** The aim is to globalize and streamline customer journeys so

customers can quickly and consistently be reached.

- **Improved customer service resolutions.** Companies try to address a broader range of questions in social, which allows social media care teams to aggregate and share consistent issues mentioned in social with quality engineering teams which results in faster issue resolution and the ability to provide more information to customers.
- **Reduced Total Cost of Ownership (TCO).** A goal is to manage a service and community experiences through a common set of tools versus using a bunch of solutions that are not integrated together and require much more cutting and pasting into different systems to answer a customer's question, resolve an issue or capture their information.

Specific interaction and engagement results include the following, based on 2015 data:

- Increased global Facebook and Twitter fans/followers to 43 million

- Facebook fan actions grew, on average, from 42 percent to 54 percent month-to-month
- The social team responded to more than 150,000 comments globally in 2015
- The company did more than just serve customers in need, but it also was selling. For example, 3,450, or 15 percent, of 23,000 potential U.S. customers considered GM's invitation to test drive a car
- GM convinced 276 people, or 8 percent, of 3,450 invitation prospects to actually test drive a car or truck
- The company achieved 45 confirmed sales from social engagement over six months

Below are three examples of how GM engaged customers via marketing and customer care to not only build brand advocacy, but to also sell vehicles.

Example 1: @ChevyTrucks Marketing Support

The Chevrolet Marketing Support Team listens to conversations on the Chevrolet social media brand channels. It finds opportunities like the example below, in which the team helped sell a vehicle and create a brand advocate. The consumer commented on a @ChevyTrucks post, concerned he missed the Labor Day sale (see Figure 4). Marketing Support reached out, located a truck and informed him of the 72-hour sale as well as additional cash back for purchasing the vehicle. The Chevrolet Marketing Support advisor set up a test drive for the consumer and let the dealer know that the consumer wanted to purchase that day and would be using the 72-hour sale and cash back promotion.

The consumer purchased a Chevrolet Silverado 1500 LT. Initially, he was only looking at a WT, which is a work truck with very little additional or extra content. He ended up purchasing a truck with many more options than the original truck. The customer was so happy with his



Figure 4. Example Tweet from a Consumer Worried about Having Lost an Opportunity to Participate in a Sales Promotion
Source: General Motors

experience and new truck, he reached out to potential Silverado buyers, while tagging @ChevyCustCare, and assisted in brand advocacy (see Figure 5). The bottom line is that not only did this social interaction result in a direct sale, but it also created a brand advocate who is now recruiting potential new customers (see Figure 6).



Figure 5. Example Tweet from a Consumer to @ChevyCustCare Thanking the Team for Its Help
Source: General Motors

Example 2: GM North America Customer Care

A customer posted to the Buick Enclave owners' forum about the erratic performance of his infotainment system. He took the vehicle to the dealer, who was unable to replicate or locate the problem. After seeing the post, Customer Care stepped in, acknowledged the concern, provided an empathetic ear and began to solve the problem with the help of



Figure 6. Example Tweet from a Consumer Advocating for the Chevrolet Brand and Introducing His Social Contacts to @ChevyCustCare
Source: General Motors

the Technical Assistance and the Brand Quality teams.

The GM care advisor asked Technical Assistance and Brand Quality to think outside the box and look for a solution for the customer who was traveling more than 800 miles to see his team of doctors. GM shared that a fix was being tested and asked the dealer to try that solution. The solution repaired the issue with the infotainment system and

resulted in a very happy customer.

The very appreciative customer wrote to the GM care advisor, thanking her for caring and listening (see Figure 7). With his infotainment system fixed, the customer was able to use the system to listen to music on his 800-plus mile drive. This type of listening, empathy and focus on the customer can create loyal customers and brand advocates.

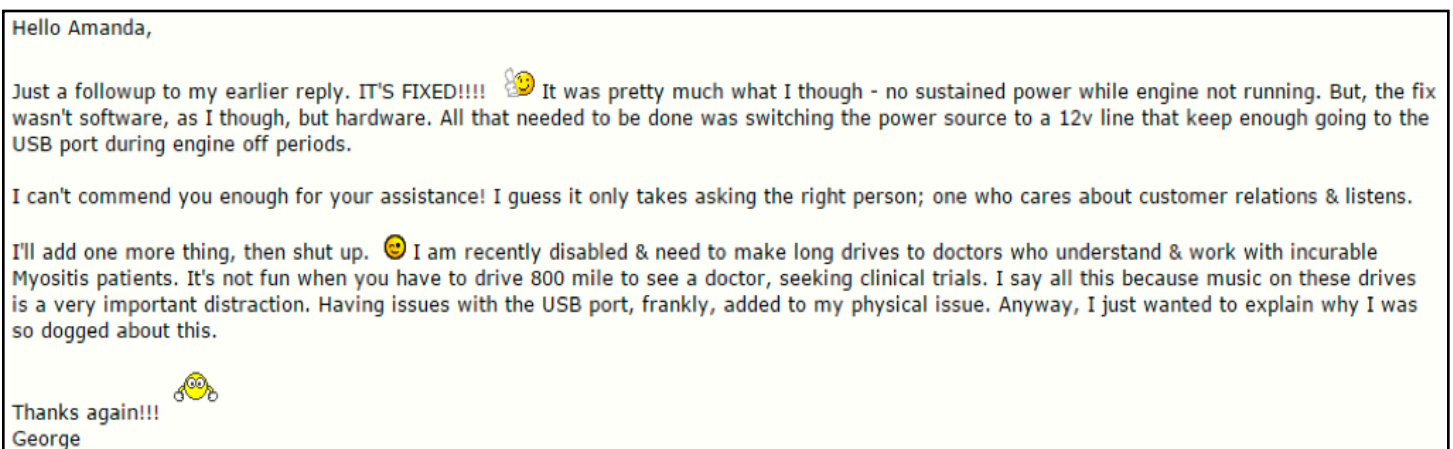


Figure 7. Note from a Customer after Receiving the Fix
Source: General Motors

After the customer posted about his experience with the GM care advisor, another Enclave owner in Canada with the same infotainment issue saw the post and asked for help as well. Since the fix had not been completely validated and rolled out, the Canadian customer's dealer was not aware of the prescribed solution. The U.S. team coordinated with a Canadian care agent who followed up with the customer and Canadian dealer to ensure the fix was implemented and was successful. This is a good example of how one post has the potential to help many other customers.

Example 3: Tailoring Marketing Support

This customer tweeted several automotive

brands with purchase interest and intent (see Figure 8). The GM Customer Care team responded with a personal and unique touch, winning the loyalty of the customer.

@ChevyCustCare personalized the response based on the customer's Twitter profile, mentioning her upcoming job interview and her love of baseball. GM's competitors did not take the time to familiarize themselves with the customer and customize their responses. However, Chevrolet Customer Care did and the difference in the response from the customer can be seen in Figures 9a and Figure 9b. It is clear from the customer's reaction that Chevrolet became her preferred brand because Chevrolet took the time to personalize its response to the customer and really "know" her.

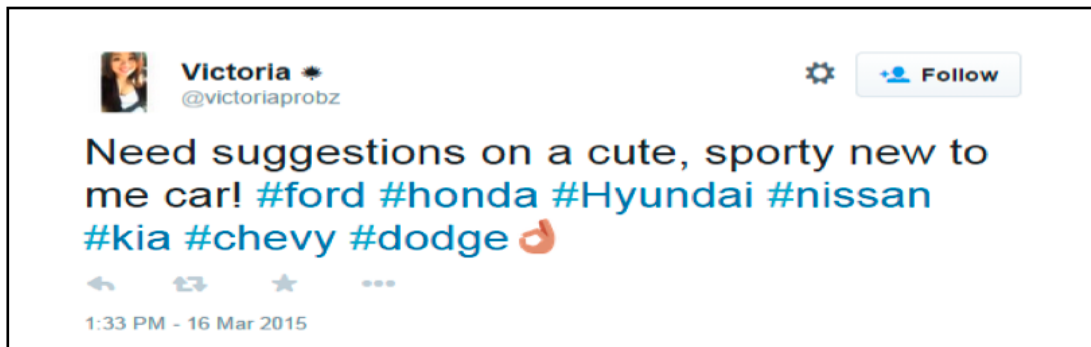


Figure 8. Tweet from a Customer Looking for a New Cute Sporty Car
Source: General Motors

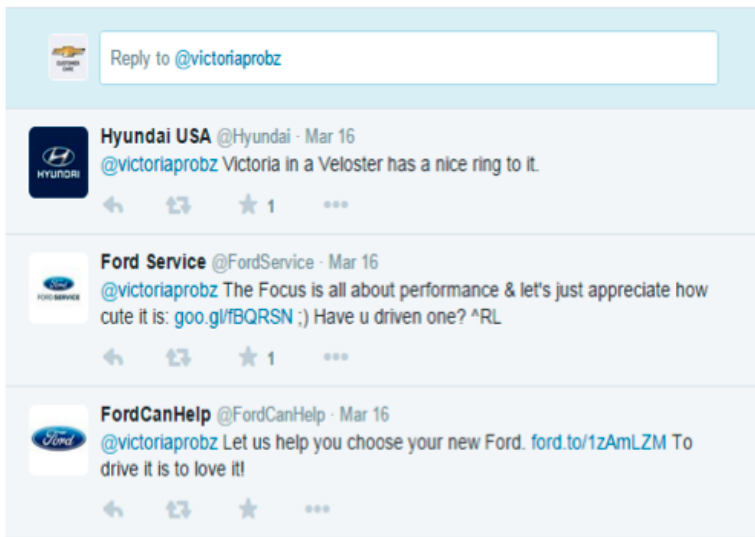


Figure 9a. Competitors' Replies
Source: General Motors

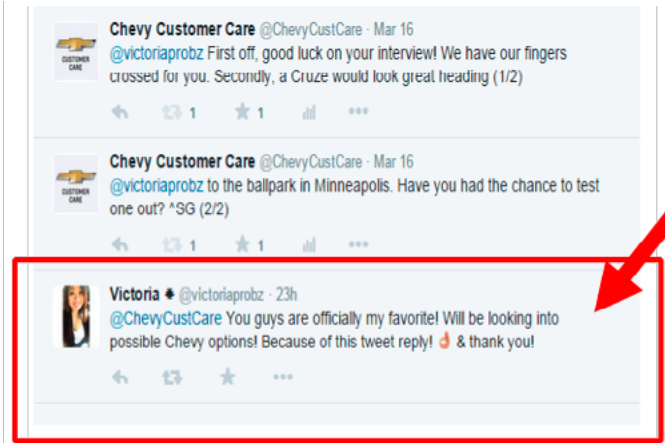


Figure 9b. Chevrolet's Replies
Source: General Motors

THE TAKEAWAYS

GM's digital and social media strategy and its strong partnership with a technology provider like Oracle helps the vehicle maker serve customers more effectively and efficiently. Constellation identified five takeaways other companies can apply to their digital business transformations to become more focused on customers:

1. Listen to your customers. It is important to understand the competitive landscape and the customer experience your brand currently creates with your customers. A brand can learn a lot if it actively listens to

what customers are saying about the brand, especially online. Brands need to take the time to understand the customer's needs as well as what competitors have offered to address the customer's needs. It is important for companies to be honest in their assessment by not candy-coating reality. A brand should ask itself: Would you enjoy the customer journey provided by the company?

2. Gain leadership commitment and develop an organizational structure to support customer experience. The company must involve its key stakeholders and employees in understanding the challenges and solutions in creating an organization that

is really dedicated to delivering the very best possible customer experience. Business transformation requires more than technology. The human component is key to any successful business transformation. Patterns observed by front line staff often bring more value and precision to knowing what the customer really wants. Make sure to get the right leadership in place with an organizational structure that supports open and honest feedback from both customers and employees. Ask the customer experience team as well as other senior leadership:

- Are we willing to put the customer first?
- Are we willing to stand up for customers in decision making processes?
- Are we ready to ensure the solutions teams are keeping the customer in the center of the process?
- Are we ready to change the culture and find a way to say “yes” versus saying “no” or “that’s not how we do business here”?

3. Plan for integration to bring technology, people and processes together. Look for unique ways to partner with technology providers and be first-to-market with

“If we weren’t listening to these customers, these sales from social may never have happened.”

– Rebecca Harris, Ph. D.,
Head of GM’s Global Social
Center of Expertise

“At GM, our customers are our compass. We are putting them at the center of everything that we do. That focus, that culture, is changing the future of GM.”

– David Mingle, General Director,
Global Customer Experience
Execution and Planning

one-of-a-kind solutions. Brands that are market leaders create unique offerings for better customer experiences. Technology suppliers who are willing to build and create new solutions provide great partners in co-creation and co-innovation on the customer experience journey. Seek a technology partner that's willing to collaborate on disruptive business models and innovative solutions. Proactively look for partners who say yes, listen actively, and provide out-of-the-box thinking.

- 4. Focus on both the customer and employee experiences.** In a service-oriented business, customer-facing employees are a public representation of the brand in the customer's mind. How those employees act, conduct themselves and treat customers directly shapes the customers' perception of the brand. It also determines, over the long run, the customer's loyalty, advocacy and referrals. If companies make it difficult for employees to do their job, the resulting stress and frustration are clearly apparent to customers. This can lead your customers to assume "not only does the company not care

about its customers, it doesn't care about its employees either." While customers may not say anything out loud, they are internalizing how companies treat their employees and are voting with their wallets, i.e., choosing competitors who do show a human side in their business operations.

- 5. Evaluate legacy systems to determine the business case for implementing innovative strategies and technologies.** While disruptive technologies can play a key role in delivering business model transformation, do not forget about how to use existing technologies along with new technologies. In many cases, focusing on how to bring legacy systems into a solution can bring 50 percent to 60 percent savings. Standardizing on fewer devices and systems can improve implementation time and success.

THE RECOMMENDATIONS

Constellation’s next-generation customer experience business theme focuses on how digital business not only improves the customer journey, but also transforms business models. Market-leading and early adopter organizations must account for how marketing, sales, commerce and support deliver a customer-focused experience.

Constellation makes three recommendations as companies begin their customer experience transformation initiatives (see Figure 10):

1. **Map your specific customer experience, from both the customer’s point of view and your employees’ point of view, across the full lifecycle.** Often, companies forget to map the lifecycle of the customer from the customer’s point of view. When done side-by-side, seeing the differences and similarities between the customer’s and the company’s reference points provides richer and deeper information that can expand the business faster.
2. **Evaluate each touch point along the customer and employee lifecycle.** At each touch point, determine which people,



Figure 10. Creating a Roadmap to Modern Customer Service
Source: Oracle

processes and technology are required to deliver the most innovative changes, while also increasing revenue and decreasing costs. Compare your current abilities in the customer lifecycle and plan for future possibilities by using a gap analysis process.

3. Use the gap analysis to formulate the business case for transforming the customer and employee touch point journey. Ask the team:

- What benefits can a new way of doing business provide?
- What changes to how we do business would be required to transform the customer and employee touch point journey?
- What processes would need to change if we were to transform the customer and employee touch point journey?
- What types of new technologies would we need in order to deliver on the expectations of customers and employees?

- What type of organizational changes would it take to drive change through our organization?
- What type of information would senior leadership need in order to approve the budget required to transform the people, processes and technological capabilities of our business today and in the future?

ENDNOTES

¹ “Oracle Social to Roll out New Twitter Enhanced Customer Service Solution”, Maggie Huston, Oracle blogs, August 6, 2015, https://blogs.oracle.com/socialspotlight/entry/oracle_social_to_roll_out/.

² “Social Care in the World of ‘Now’”, McKinsey & Co., Forbes, July 1, 2015, <http://www.forbes.com/sites/mckinsey/2015/07/01/social-care-in-the-world-of-now/2/>.

³ Note: the 1-9-90 principle percentages vary from one industry to another, but in general most companies or industries have customer bases that are of the reading/non-posting type.

⁴ “Oracle Social Cloud, Oracle’s Vision for the Social Enabled Enterprise”, Oracle, <http://www.oracle.com/us/solutions/social/overview/index.html>.

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ANALYST BIO

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Dr. Natalie Petouhoff is Vice President and Principal Analyst at Constellation Research. She is a keynote speaker and researcher in all customer-facing applications, including Social, Mobile, Digital, Listening and Monitoring, Marketing, Commerce, Customer Experience of IoT, Customer Care, Customer Service, and Contact Centers. Clients look for her guidance and perspective, which is always refreshing, paradigm shifting and innovative.

Dr. Natalie was voted one of the top 100 Most Influential Women in the World, as one of the top 50 CRM and Customer Experience Professionals and in the Top 20 for Social and Digital Media Experts. She is often quoted in USA Today, Adage, BusinessWeek, Fast Company and The New York Times.

She was previously a management consultant and systems integrator at PwC, a Forrester analyst, and chief digital and social media strategist at Weber Shandwick. These roles have helped thousands of clients provide better customer experiences.

Her upcoming book, titled “7 Steps to Prepare Your Company for the Digital Disruption and IoT of Customer Experience”, will help companies that want to prepare for and catch the wave of the digital revolution. Her prior books include: “Like My Stuff: Tactics to Monetizing Facebook Engagement” “People, Process and Technology: How CRM Should Be Implemented”, and “Reinventing Your Contact Center: A Manager’s Guide to Successful Multi-Channel.”

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ABOUT CONSTELLATION RESEARCH

Constellation Research is an award-winning, Silicon Valley-based research and advisory firm that helps organizations navigate the challenges of digital disruption through business models transformation and the judicious application of disruptive technologies. Unlike the legacy analyst firms, Constellation Research is disrupting how research is accessed, what topics are covered and how clients can partner with a research firm to achieve success. Over 350 clients have joined from an ecosystem of buyers, partners, solution providers, C-suite, boards of directors and vendor clients. Our mission is to identify, validate and share insights with our clients.

Organizational Highlights

- Named Institute of Industry Analyst Relations (IIAR) New Analyst Firm of the Year in 2011 and #1 Independent Analyst Firm for 2014 and 2015.
- Experienced research team with an average of 25 years of practitioner, management and industry experience.
- Organizers of the Constellation Connected Enterprise – an innovation summit and best practices knowledge-sharing retreat for business leaders.
- Founders of Constellation Executive Network, a membership organization for digital leaders seeking to learn from market leaders and fast followers.



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