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Management Review

RESEARCH REPORT

2014

FINDINGS FROM THE 2014 SOCIAL BUSINESS GLOBAL EXECUTIVE STUDY AND RESEARCH PROJECT
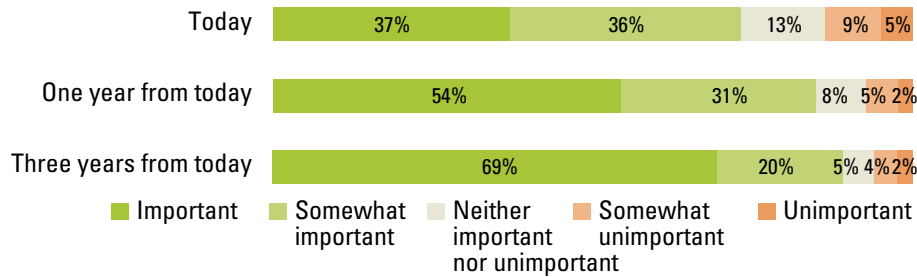
Survey Questions & Responses

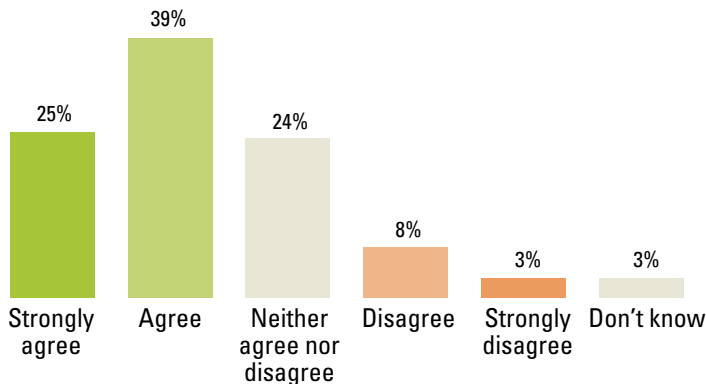An analysis of these findings is available online at sloanreview.mit.edu/social2014

THE SURVEY:
Questions and Responses

Results from the 2013 Social Business Global Executive Survey

1. How important do you consider social business to be to your organization?

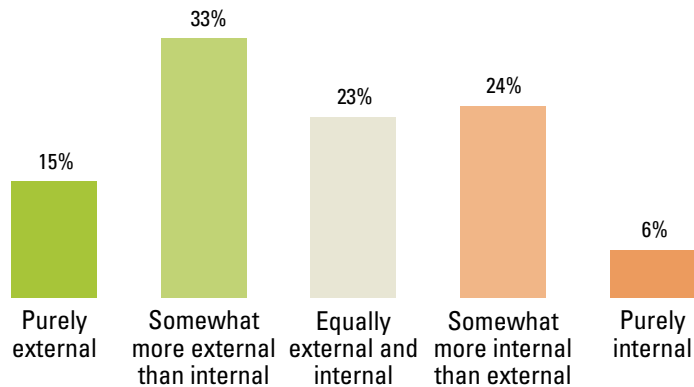|	Important	Somewhat important	Neither important nor unimportant	Somewhat unimportant	Unimportant
Today	37%	36%	13%	9%	5%
One year from today	54%	31%	8%	5%	2%
Three years from today	69%	20%	5%	4%	2%

2. To what extent do you agree with the following statement: In general, social business has positively affected my organization's business outcomes.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
25%	39%	24%	8%	3%	3%

3. Describe the overall interest in social business in your organization over the past year.

Increasing — 70%
Staying the same — 25%
Decreasing — 2%
Don't know — 3%
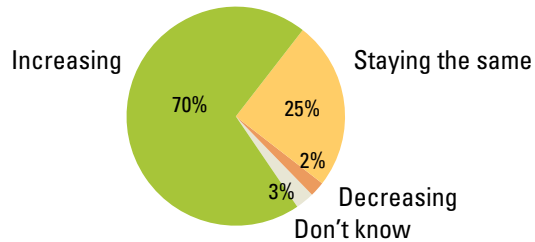
4. To what extent is your organization using social business externally (e.g., customer-facing social media initiatives) versus internally (e.g., enterprise collaboration platforms)?

Purely external	Somewhat more external than internal	Equally external and internal	Somewhat more internal than external	Purely internal
15%	33%	23%	24%	6%

5. To what extent is your organization using social business to improve the following?

Marketing (e.g., sales, branding, customer service)

39%	31%	19%	8%	3%

Innovation (e.g., collaboration and knowledge management / sharing, new product development, competitive intelligence)

25%	29%	25%	18%	3%

Leadership/Management (e.g., communication, corporate strategy, recruiting, talent management)

20%	31%	27%	20%	2%

Operations (e.g., manufacturing, supply chain partner/supplier management and interaction)
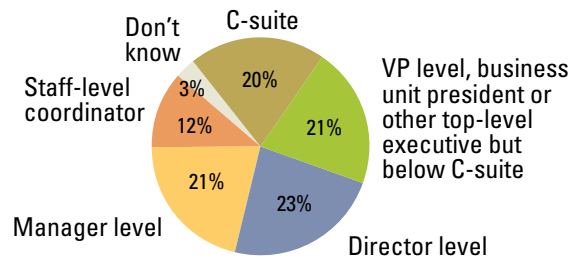
9%	21%	27%	36%	7%

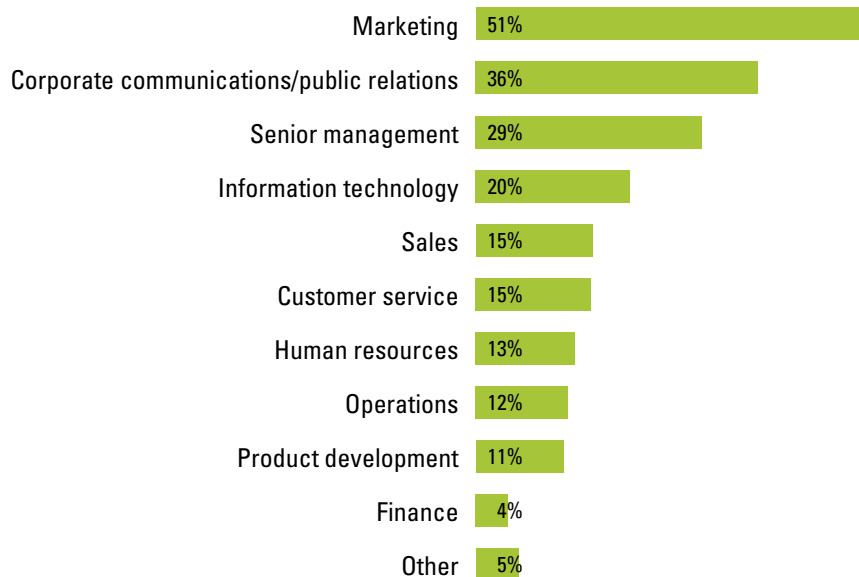■ Great extent ■ Moderate extent ■ Small extent ■ Not at all ■ Don't know

6. Does any single person or group have the responsibility to oversee/manage your organization's social business initiatives?

Yes — 42%
No — 46%
Don't know — 12%
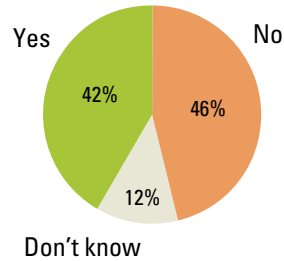
6A. What is the highest level/rank of the individual(s) whose job it is to oversee/manage your organization's social business initiatives?

C-suite — 20%
VP level, business unit president or other top-level executive but below C-suite — 21%
Director level — 23%
Manager level — 21%
Staff-level coordinator — 12%
Don't know — 3%

6B. What is the functional affiliation of the person(s) who oversees/manages social business in your organization? (check all that apply)

Marketing	51%
Corporate communications/public relations	36%
Senior management	29%
Information technology	20%
Sales	15%
Customer service	15%
Human resources	13%
Operations	12%
Product development	11%
Finance	4%
Other	5%

7. What metrics does your organization use to determine the success of social initiatives? (check all that apply)

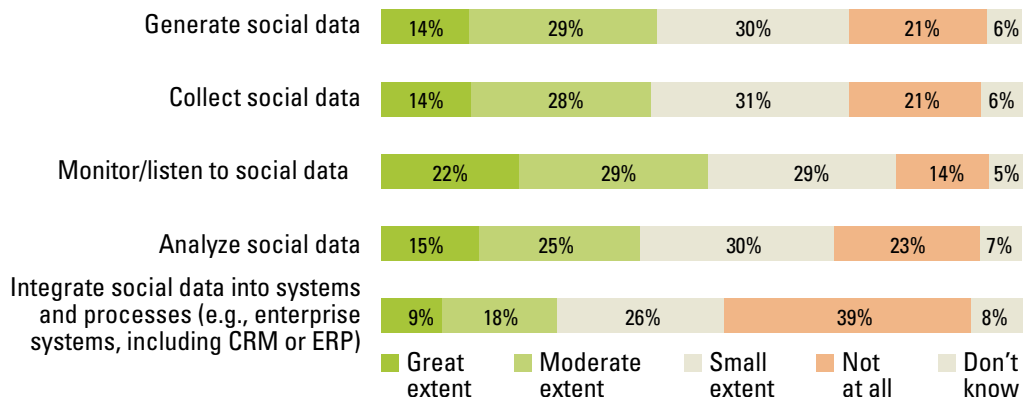**Media or platform-based measures** (e.g., traffic, likes, followers, social reach, number of posts/topics, time spent on site) — 43%

Anecdotal evidence (i.e., success stories) — 33%

Operating-based measures (e.g., customer/employee satisfaction, productivity, time to market, time to issue resolution) — 18%

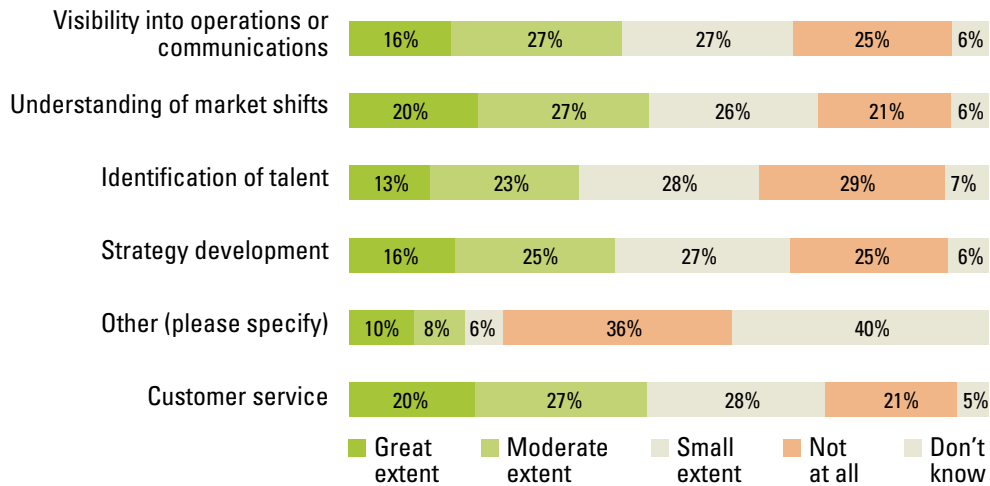**Financial-based measures** (e.g., sales, costs) — 14%

Do not measure — 22%
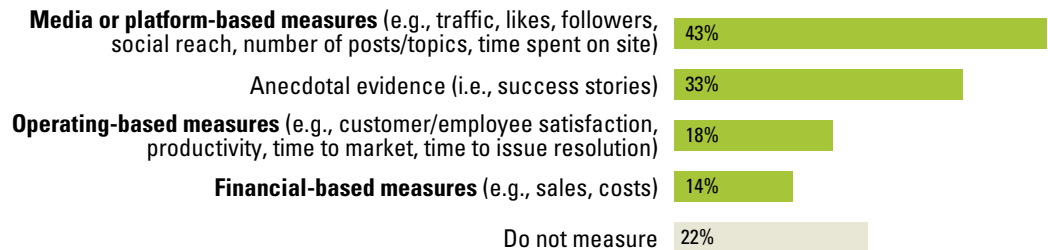
8. How important is social data (i.e., data or analysis generated by user participation on social media platforms) for your business?

Important	Somewhat important	Neither important nor unimportant	Somewhat unimportant	Unimportant	Don't know
27%	31%	14%	12%	11%	5%
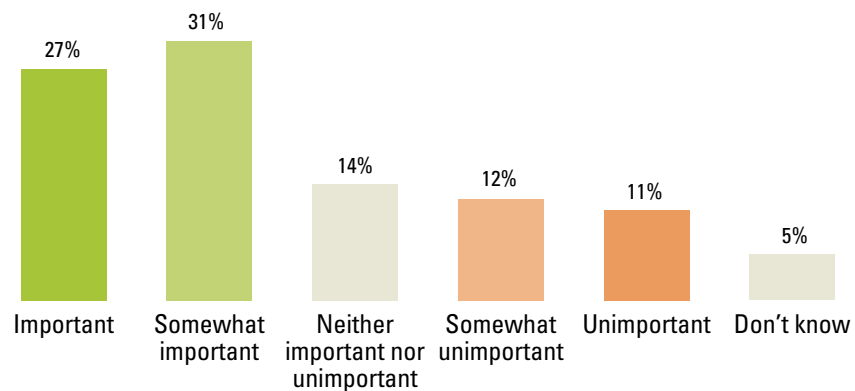
9. To what extent does your organization do each of the following?

	Great extent	Moderate extent	Small extent	Not at all	Don't know
Generate social data	14%	29%	30%	21%	6%
Collect social data	14%	28%	31%	21%	6%
Monitor/listen to social data	22%	29%	29%	14%	5%
Analyze social data	15%	25%	30%	23%	7%
Integrate social data into systems and processes (e.g., enterprise systems, including CRM or ERP)	9%	18%	26%	39%	8%

10. To what extent is your organization using insights from social data to improve each of the following?

	Great extent	Moderate extent	Small extent	Not at all	Don't know
Visibility into operations or communications	16%	27%	27%	25%	6%
Understanding of market shifts	20%	27%	26%	21%	6%
Identification of talent	13%	23%	28%	29%	7%
Strategy development	16%	25%	27%	25%	6%
Other (please specify)	10%	8%	6%	36%	40%
Customer service	20%	27%	28%	21%	5%

■ Great extent ■ Moderate extent ■ Small extent ■ Not at all ■ Don't know
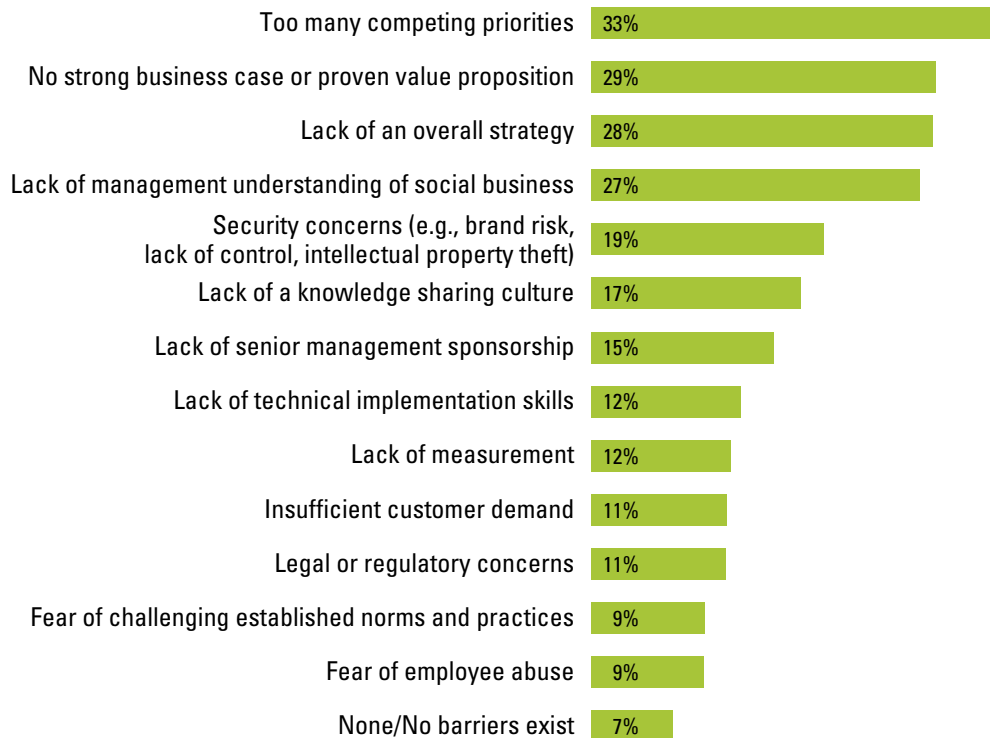
11. Imagine an organization transformed by social tools that drive collaboration and information sharing across the enterprise and integrates social data into operational processes. How close is your organization to that ideal?

10 = Very close **1 = Not at all close**

7 - 10 — 17%
1 - 3 — 51%
4 - 6 — 32%
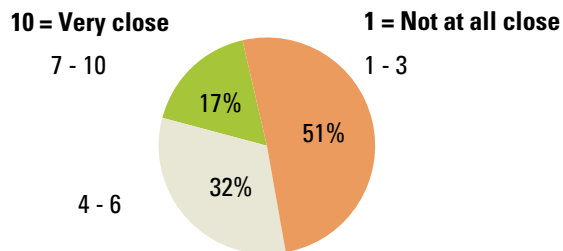
12. Assume that your organization's proximity to that ideal indicates your organization's social business maturity. How do you think your organization's social business maturity compares to other organizations in your industry?
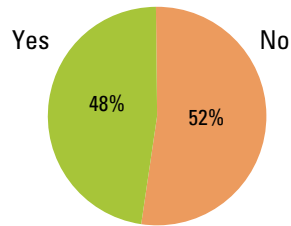
Far behind	Behind	About the same	Ahead	Far ahead
13%	29%	38%	18%	2%
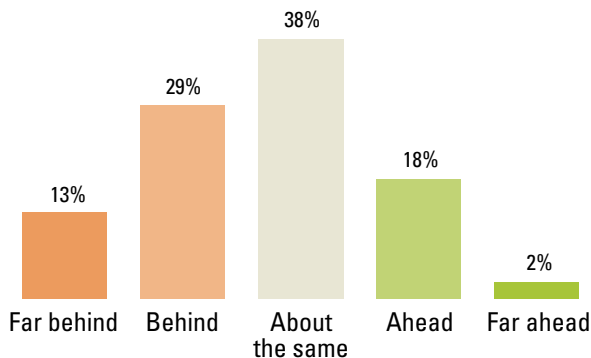
13. What are the top barriers impeding senior management's adoption of social business within your organization?

Barrier	%
Too many competing priorities	33%
No strong business case or proven value proposition	29%
Lack of an overall strategy	28%
Lack of management understanding of social business	27%
Security concerns (e.g., brand risk, lack of control, intellectual property theft)	19%
Lack of a knowledge sharing culture	17%
Lack of senior management sponsorship	15%
Lack of technical implementation skills	12%
Lack of measurement	12%
Insufficient customer demand	11%
Legal or regulatory concerns	11%
Fear of challenging established norms and practices	9%
Fear of employee abuse	9%
None/No barriers exist	7%

14. What are the top barriers impeding other employees' use of social business within your organization?

Barrier	%
No business incentive to use	32%
Lack of clear purpose	32%
They don't see the value, appears to be a waste of time	28%
Lack of clear guidelines	25%
No time to use	20%
Fear potential negative consequences of sharing wrong thing	19%
Security concerns (e.g., brand risk, lack of control, intellectual property theft)	17%
Fear of presenting ideas in a "public" setting within the organization	15%
Their boss isn't using	13%
Others in their organization are not using	12%
None/No barriers exist	8%
Tools too difficult to use	7%

15. Are you personally involved in a social business initiative in your organization?

Yes — 48%
No — 52%

15A. How many years has this initiative been in place?

Less than one year	One year	Two years	Three years	Four years	Five-plus years	Don't know
21%	20%	25%	13%	7%	11%	2%
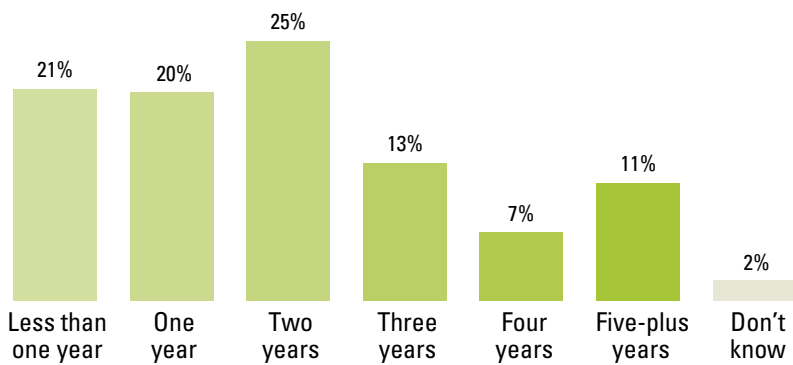
15B. Is the specific business objective of this social business initiative clear to you?

Yes — 75%
No — 22%
Don't know — 3%
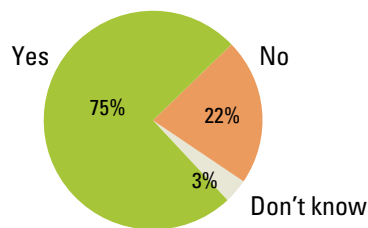
**15C. How would you rate the success of this social business initiative in reaching the target business objective?**

Successful	Somewhat successful	Somewhat unsuccessful	Unsuccessful	Too soon to tell	Don't know
19%	43%	12%	3%	20%	3%
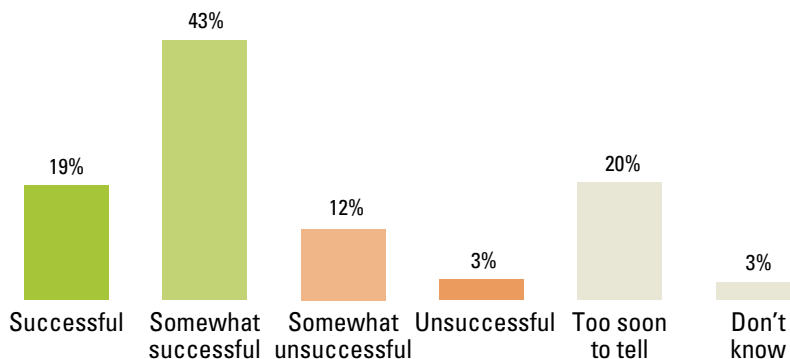
**15D. Was it started as (or is an outcome of) a pilot or experimental approach?**

Yes — 55%
No — 38%
Don't know — 7%
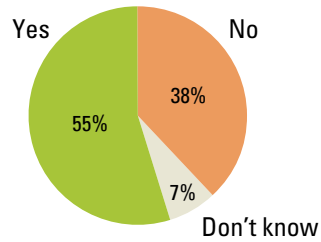
15E. Has this social business initiative involved or resulted in fundamentally changing or creating a new business process?

Yes — 44%
No — 48%
Don't know — 8%
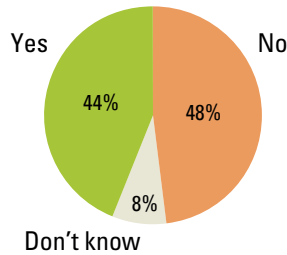
15F. Is this social business initiative expected to deliver a financial return on investment?

Yes — 53%
No — 34%
Don't know — 12%
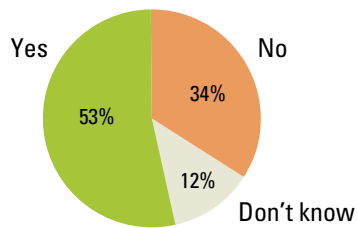
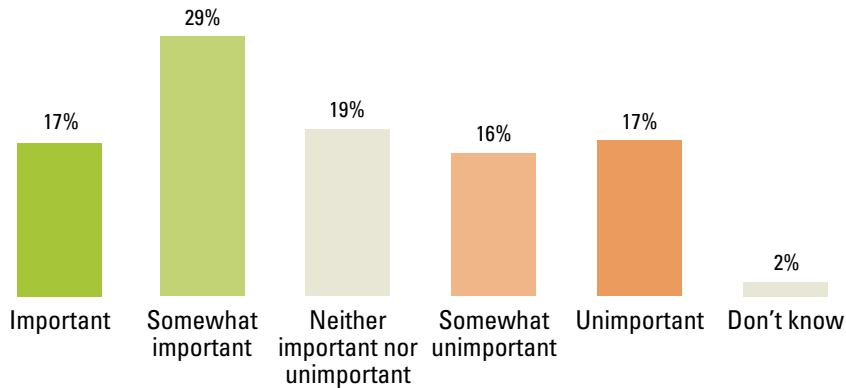**16. I believe social business represents an opportunity to fundamentally change the way my organization works.**

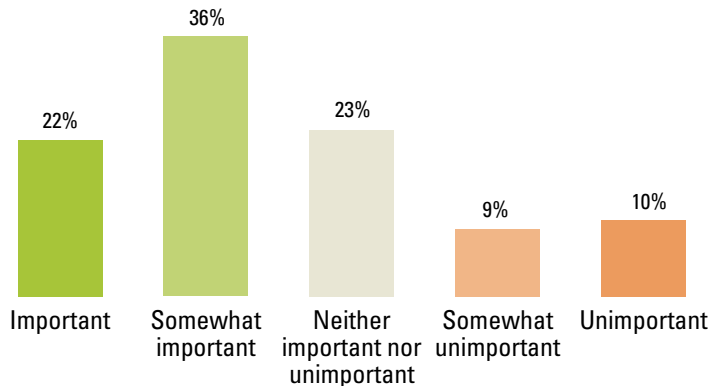| Strongly agree	Agree	Neither agree nor	Disagree	Strongly disagree
21%	46%	22%	8%	3%
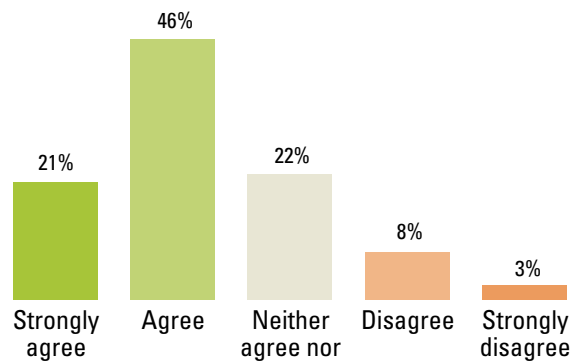
17. To what extent do you believe your organization's leadership feels social business is an opportunity to fundamentally change the way your organization works?

Category	Percentage
Great extent	22%
Moderate extent	34%
Small extent	29%
Not at all	12%
Don't know	3%
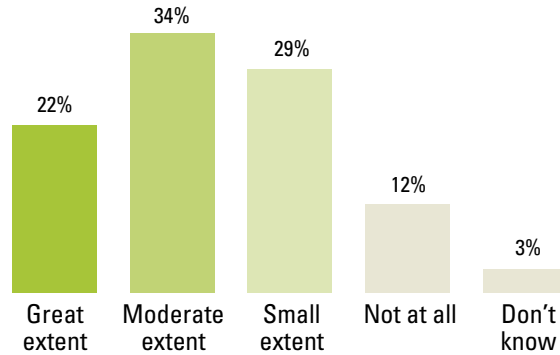
18. How important is social business for informing your actions and supporting decision making in your day-to-day role?

Category	Percentage
Important	17%
Somewhat important	29%
Neither important nor unimportant	19%
Somewhat unimportant	16%
Unimportant	17%
Don't know	2%

19. How important to you is it to work for an organization that has mature social business practices?

Category	Percentage
Important	22%
Somewhat important	36%
Neither important nor unimportant	23%
Somewhat unimportant	9%
Unimportant	10%

20. Is your organization multinational (has operations outside of the country in which you work)?

Yes 55%

No 45%
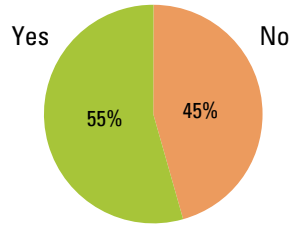
20A. Social business helps my organization perform or operate across geographies.

17%	42%	26%	10%	5%
Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
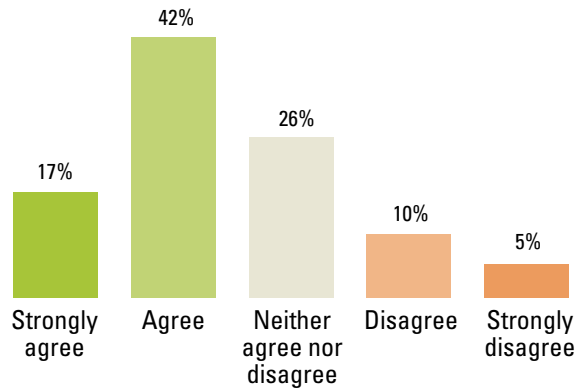
20B. Social business increases operational challenges for my organization when working across geographies.

6%	30%	34%	24%	6%
Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
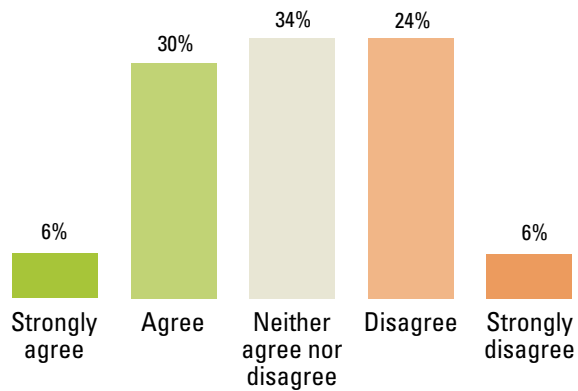
20C. In which areas does social business most help your organization perform across geographies? (check all that apply)

Marketing (e.g., sales, branding, customer service) **33%**

Innovation (e.g., collaboration and knowledge management / sharing, new product development, competitive intelligence) **29%**
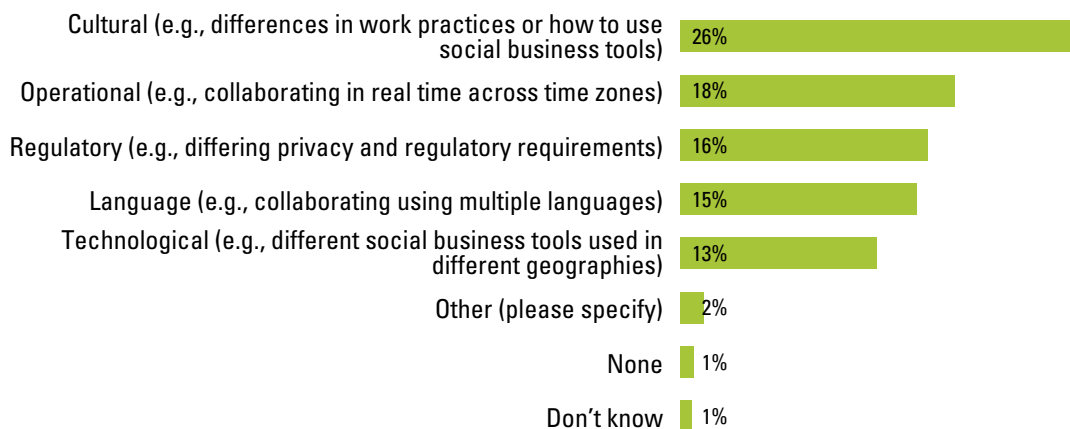
Leadership/management (e.g., communication, corporate strategy, recruiting, talent management) **24%**

Operations (e.g., manufacturing, supply chain partner/supplier management and interaction) **15%**

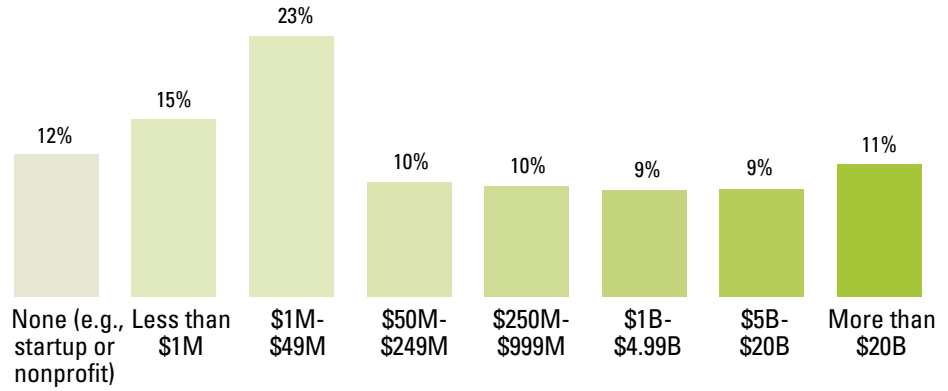Other (please specify) **2%**

None **2%**

Don't know **1%**

20D. In which areas does social business most help your organization perform across geographies? (Rank your choices using numbers, with 1 as most helpful)
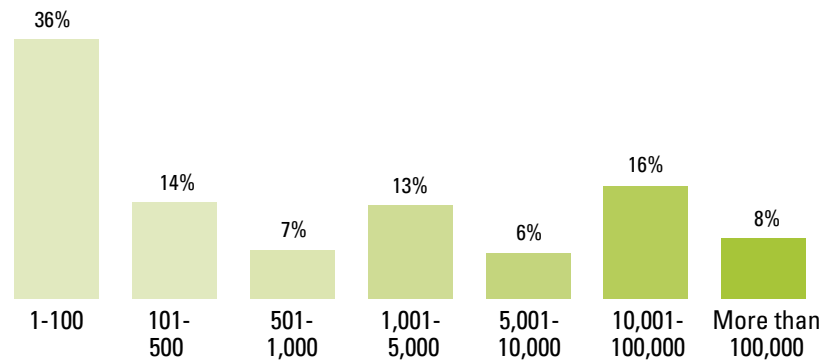
Marketing (e.g., sales, branding, customer service) **1**

Innovation (e.g., collaboration and knowledge management / sharing, new product development, competitive intelligence) **2**

Leadership/management (e.g., communication, corporate strategy, recruiting, talent management) **3**

Operations (e.g., manufacturing, supply chain partner/supplier management and interaction) **4**

20E. What kind of challenges does social business introduce into your multinational organization?

Cultural (e.g., differences in work practices or how to use social business tools) **26%**

Operational (e.g., collaborating in real time across time zones) **18%**

Regulatory (e.g., differing privacy and regulatory requirements) **16%**

Language (e.g., collaborating using multiple languages) **15%**

Technological (e.g., different social business tools used in different geographies) **13%**

Other (please specify) **2%**

None **1%**

Don't know **1%**

A. What were the revenues of your parent organization in its last fiscal year (in U.S. dollars)?

None (e.g., startup or nonprofit)	Less than $1M	$1M-$49M	$50M-$249M	$250M-$999M	$1B-$4.99B	$5B-$20B	More than $20B
12%	15%	23%	10%	10%	9%	9%	11%

B. What is your organization's total employee headcount?

1-100	101-500	501-1,000	1,001-5,000	5,001-10,000	10,001-100,000	More than 100,000
36%	14%	7%	13%	6%	16%	8%

C. Which best describes your organization's primary industry?

Industry	Percentage
Professional Services	18%
IT and Technology	14%
Education	13%
Manufacturing	6%
Financial Services – Banking	4%
Energy and Utilities	4%
Consumer Goods	3%
Entertainment, Media and Publishing	3%
Government/Public Sector – Federal/State	3%
Health Care Services – Provider	3%
Telecommunications/Communications	3%
Construction and Real Estate	3%
Financial Services – Asset Management, Private Equity	3%
Retail	3%
Aerospace and Defense	2%
Pharmaceuticals and Biotechnology	2%
Transportation, Travel or Tourism	2%
Automotive	2%
Financial Services – Insurance	2%
Logistics and Distribution	1%
Oil and Gas	1%
Agriculture and Agribusiness	1%
Electronics	1%
Chemicals	1%
Government/Public Sector – City/Local	1%
Health Care Services – Payer	0%

D. Is your organization business-to-business (B-2-B) or business-to-consumer (B-2-C)?

Equally B-2-B and B-2-C 20%

Primarily B-2-B 51%

Primarily B-2-C 29%
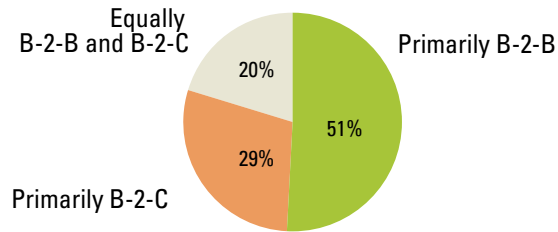
E. What portion of your organization's revenues are generated from an online presence?

Less than 25% 80%

More than 75% 5%

51%-75% 4%

25%-50% 10%
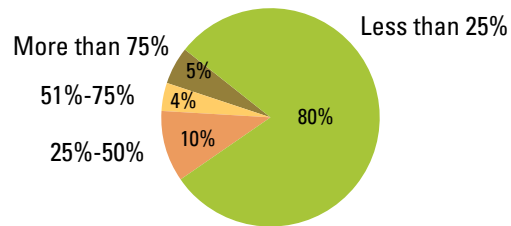
F. What is your primary functional affiliation?

General management	23%
Marketing	11%
Information technology	10%
Operations	8%
Research	7%
Product development	6%
Finance	5%
Sales	5%
Human resources	4%
Customer service	4%
Corporate communications	3%
Supply chain operations management	2%
Risk management	1%
Other (please specify)	11%
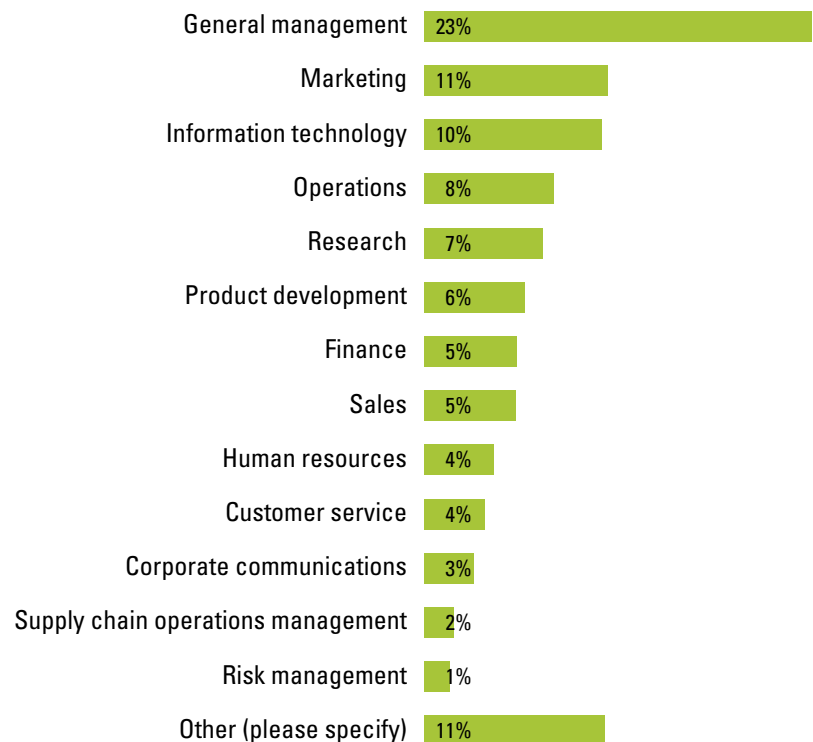
G. Which of the following best describes your role?

Role	%
Manager	23%
CEO/President/Managing director	16%
Senior VP/VP/Director	15%
Head of business unit or department	11%
Other C-level executive or equivalent	4%
Product development staff	3%
CIO/Technology director	3%
Marketing staff	3%
IT staff	3%
Board member	2%
Sales staff	2%
CFO/Treasurer/Comptroller	2%
CMO	1%
Other C-level executive focused on social media	1%
Other (please specify)	12%

H. What is your age?

Age	%
21 or younger	1%
22 to 27	6%
28 to 35	16%
36 to 44	24%
45 to 52	23%
53 to 59	17%
60 or older	12%
Prefer not to answer	2%

I. What is your level of technological interest?

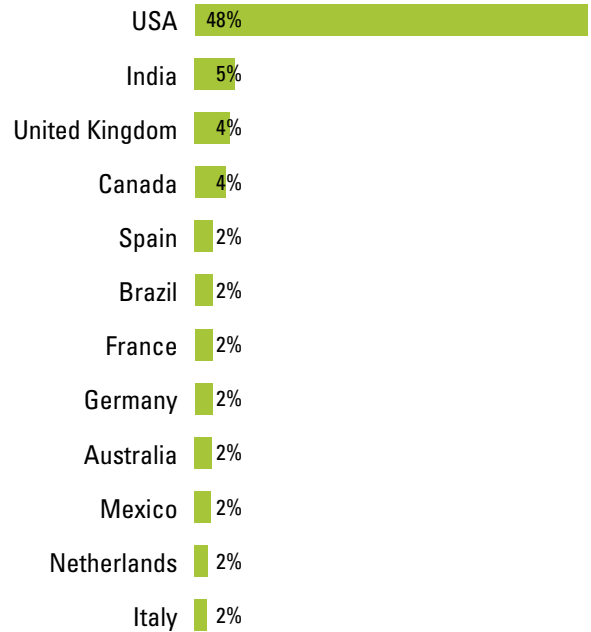| Level	%
Low – I just use the tools I'm given to get the job done; learning new gadgets is a waste of time	1%
Somewhat low – I take what I'm given, but it's fun to have good technology once I'm used to it	7%
Medium – I'm aware of blockbuster technology trends, and I may get certain new items in their first few months of release, but tech tools are just means to an end	25%
Somewhat high – I like playing with new toys, but I don't have to be an early adopter	41%
Very high – I like to get the latest and greatest gadgets; my friends consult me for tech advice	27%

J. In which country do you primarily work?

*Approximately 1% each for Belgium, Chile, China, Colombia, Denmark, France, Greece, Hong Kong, Indonesia, Ireland, Japan, Malaysia, Netherlands, New Zealand, Peru, Philippines, Portugal, Singapore, South Africa, Sweden, Switzerland, Turkey and United Arab Emirates

Country	%
USA	47%
India	6%
Canada	4%
United Kingdom	3%
Brazil	3%
Mexico	3%
Spain	2%
Australia	2%
Italy	2%
Germany	2%
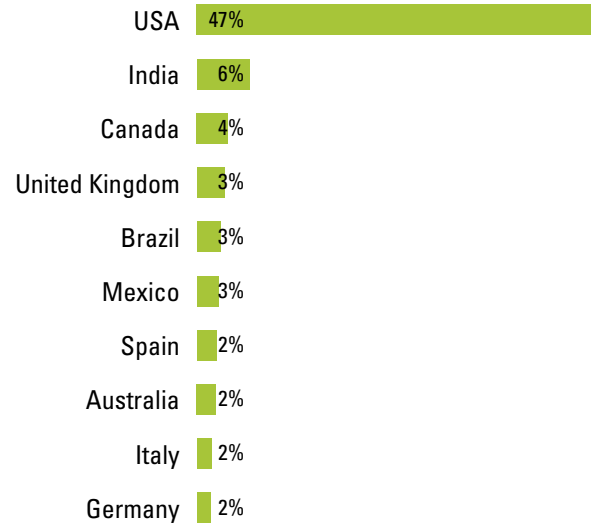
K. In which country is your organization headquartered?

*Approximately 1% each for Belgium, Chile, China, Colombia, Denmark, Finland, Ireland, Japan, Malaysia, Philippines, Portugal, Singapore, South Africa, Sweden and Switzerland

Country	%
USA	48%
India	5%
United Kingdom	4%
Canada	4%
Spain	2%
Brazil	2%
France	2%
Germany	2%
Australia	2%
Mexico	2%
Netherlands	2%
Italy	2%

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