

Social Insight into Action

Integrating social media intelligence into business operations



People matter, results count.

“The size of the “digital universe” will be 44 times larger in 2020 than 2009”

**International Data Corporation
May 2010**

The typical approach to social media is unsustainable

The use of social media is growing at a phenomenal rate. Any company that neglects this channel does so at its peril.

Of the organizations that have embraced social media monitoring, most have so far focused either on generating weekly dashboards or on responding one-to-one to comments.

However, social media monitoring will soon be worthless without a systematic approach to gaining insight from the findings, and then acting on it. Today, responding on an ad-hoc, largely manual basis might be just about manageable. Tomorrow, as customer created content continues to proliferate

explosively, that approach will no longer be viable.

So how do you prepare for tomorrow?

Adopt an ‘outside-in’ customer strategy

A way forward becomes apparent if we look at early innovators such as Dell and Telefonica’s giffgaff. These companies have successfully turned traditional CRM on its head with an ‘outside-in’ approach that incorporates the customer relationship into the operating model. For example, Dell’s IdeaStorm website generates around 20% of its product ideas. They also actively use Twitter, not only responding to complaints but also pitching millions of dollars’ worth of product offers.

Online-only mobile operator giffgaff, is another pioneer of the ‘outsidein’ model. It carries out all sales and service activities via an online community, rewarding participants for support and referrals. It does not employ a single customer service agent. Instead it has a handful of staff who manage its online community. Both companies have shown how social CRM can create insight with obvious benefits to the bottom line.

The organization no longer defines the terms of the relationship: it is

customers who drive marketing, sales, new product development and customer service, often at reduced cost to the company.

Social CRM has to start with a strong customer strategy. The company must first identify what its current and potential customers expect, and decide how to meet those expectations profitably. Capgemini Consulting has extensive experience in shaping and embedding customer strategies across all industry sectors, for organizations large and small.

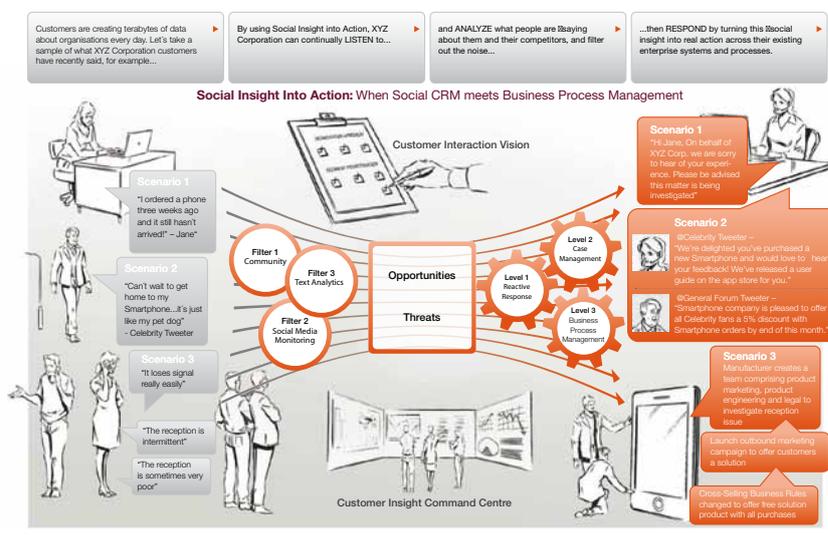
Turn Social Insight into Action

Capgemini has developed a solution that blends advanced technology and consulting expertise. It moves your organization towards the required ‘outside-in’ model via a scalable, flexible approach that integrates with your existing systems, data, processes and organizational structure.

Social Insight into Action: how the solution works

Figure 1 shows the main elements of **Social Insight into Action** and how they interact. Reading from the left, figure 1 shows data from social media going into a funnel containing three filters. Output from the filters passes through a command center in the center, then into three cogs, each of which generates a different response. Let’s consider the key components of the model in more detail.

Figure 1: Social Insight into Action – overview of the solution



Filters. Three filters are applied to the incoming social data. Each analyzes and classifies the data, discarding items which will not need further processing. The filters are:

- **Filter 1: Community**
Fostering a healthy peer-to-peer community is an effective way to take pressure off the contact center. The community acts as a

“Through 2015, 80% of enterprises will lack a coherent approach to dealing with information from social media”

**Gartner
January 2011**

filter in the sense that customers will often solve one another’s problems so that they need no further processing by the company.

- **Filter 2: Social Media Monitoring** This filter separates data needing further attention from the vast quantities of spam and junk. It then starts to classify customer sentiment.
- **Filter 3: Text Analytics** This filter carries out contextual analytics on unstructured text. For example, if a post mentions a “Bad Jaguar”, is the writer talking about a good or bad car or a big cat? The filter classifies comments into positive (opportunities) and negative (threats) and can identify other “voices” such as questions or intent to purchase.

Customer Insight Command Center For genuine insight, it

is essential to combine social media data with unstructured and structured data from other sources.

In our experience this “big data” analysis requires human intervention. One solution (used at Dell) is a command center where big screens display topics which are bubbling to the surface of the social web; analysts interrogate existing BI systems, e.g. web analytics, to understand the impact of the opportunity or threat and define the correct course of action.

Once the data has been processed by the command center, you have a reasonably clear picture of what is being said by whom and on which channels, classified into opportunities and threats.

Levels of response. The “cogs” turn the insight derived so far into action. This component is provided by Pega and represents three types of response:

- **Level 1: Reactive Response** Individuals receive reactive, personalized treatment after a specific issue or opportunity has arisen.
- **Level 2: Case Management** Once a trigger is activated, a case is immediately opened, prompting a cross-functional team to investigate. That enables early fixes to the root causes of problems, and rapid responses to opportunities.

- **Level 3: Business Process Change** The investigation may determine that core business processes need to change. If, for example, a newly released product is not functioning as planned, the investigation team might decide temporarily to stop all channels from cross-selling the product. The business owners model and deploy the modified process with a Business Process Management (BPM) application and reflect changes across multichannel CRM applications.

Implementing Social Insight into Action

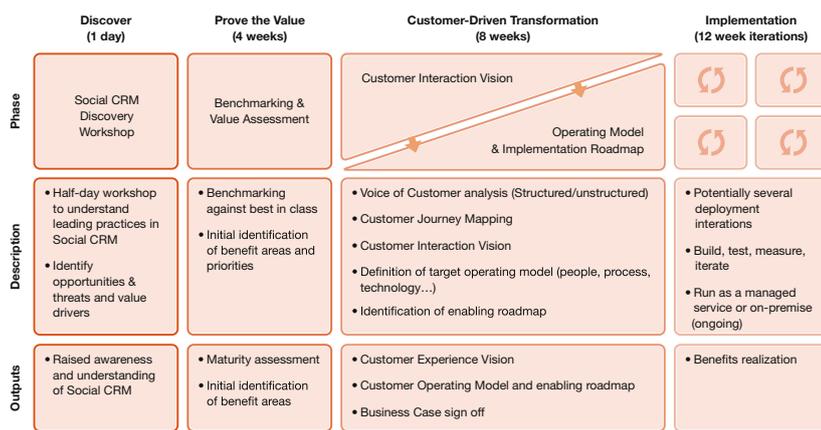
Our accelerated approach shown in figure 2 typically consists of a four phase journey over a six month period. Within the first month, a Proof of Value is developed. An Implementation Roadmap can then be finalized within two months, and the solution can then be fully rolled out three months after that.

Capgemini Business Analytics

Capgemini’s Business Analytics global practice network is a core unit within the Business Information Management (BIM) global service line and operates in 25 locations across the world, drawing on a database of over 100 analytics client credentials and analytical models. It provides high-function analytics-based solutions to all major industry sectors and business functions.

Capgemini has over 7,000 consultants working in BIM across the world. We work with all the leading big data and analytical technologies, and provide services to support business analytics from high-level strategy to managed outsourced services. We recognize that analytics are specific to industry sector and sub-sector, and have experts and solutions for each one.

Figure 2: A typical journey for implementing Social Insight into Action





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