

# Case Studies in Southeast Asia and Recommendations

## Corporate Use of Social Media

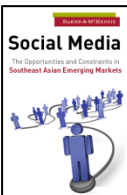


Lim May-Ann

Managing Director, TRPC

[mayann@trpc.biz](mailto:mayann@trpc.biz)

Social Media: The  
Opportunities and  
Constraints in  
Southeast Asian  
Emerging Markets  
(2013)



# Social Media...

## ... word of mouth on steroids

If you allow people to comment, you must have the team to monitor and moderate. We have two shifts for day and night. Up to 95% of user posts are alright, but there are always some comments which are sensitive and illegal...

Amnart Treenarat, Nation Broadcast Corp.

*For us, it's very simple: if you're not actively participating, you don't know about ...(the) negative stuff that happens, and you cannot manage it.*

Erik Meijer, Indosat

*We have built the social media element into our process – marketing, advertising and corporate communications. [W]e know our customers are out there, and social media gets to them faster.*

Regina Seow, Citi

*As opposed to traditional media, we are now able to have 2-way communication and respond in a timely manner. Social media enables us to [have] borderless audience reach.*

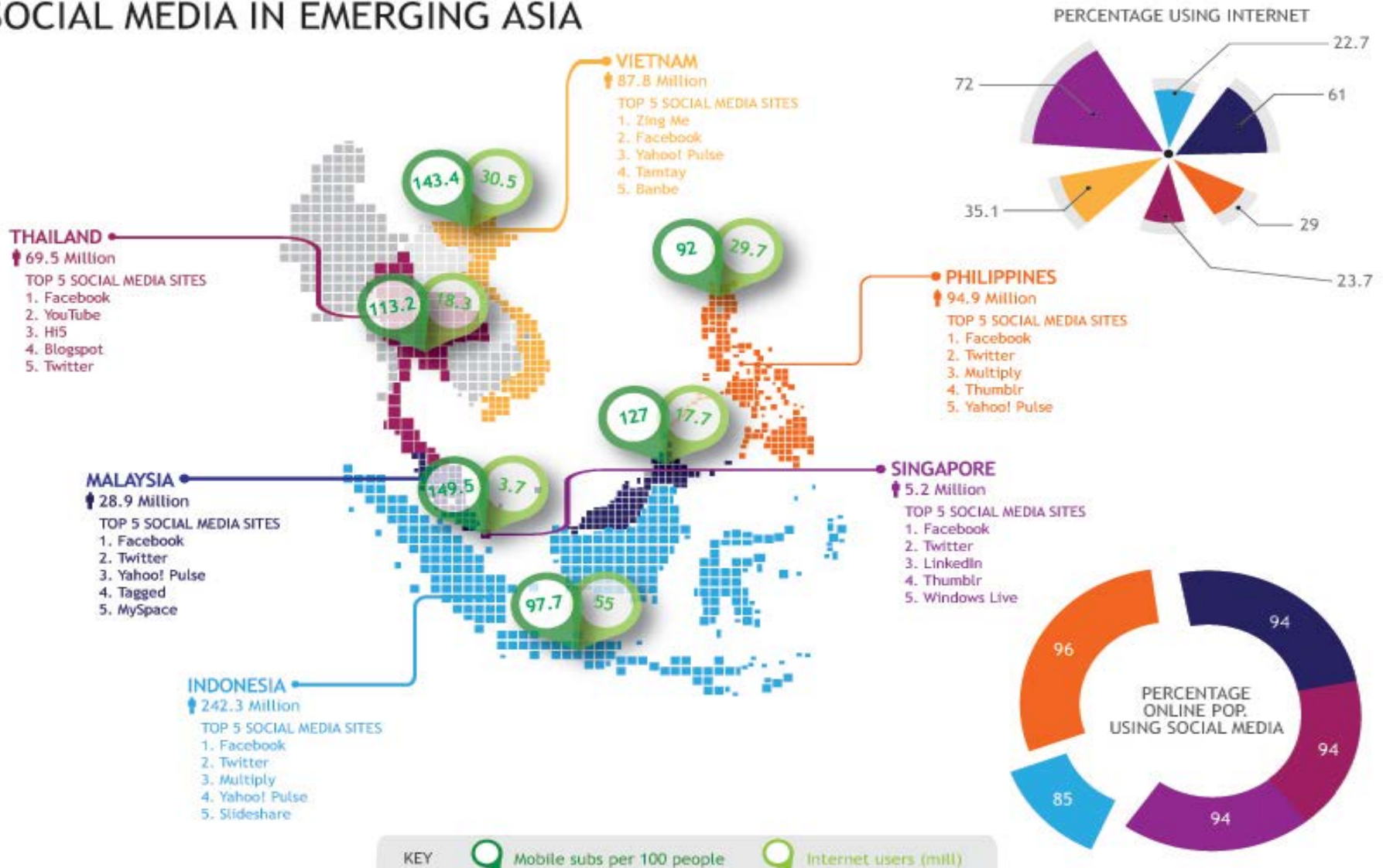
AirAsia

It's not enough anymore to tell people that you have 10 million impressions from a YouTube video. All that says is there is chatter about your brand. Finance doesn't care if you have people watching your YouTube videos or adding you to their Pinterest boards, if you don't hit sales goals. Without revenue, chatter is just chatter

Marita Scarfi, former CEO Organic

# Accelerating engagement with large platforms...

## SOCIAL MEDIA IN EMERGING ASIA



Source: Population data from World Bank 2011, communications data from ITU 2011 and ComScore (Dec 2011)

# ... and encompassing local platforms ...

## TOP 5 BRANDS PER COUNTRY

### THAILAND

#### TOP 5 BRANDS:

1. GTH  
1,150,247
2. DTAC  
1,054,572
3. Pepsithai  
1,020,305
4. Major Cineplex Group  
1,006,023
5. Ichitan  
854,202

### MALAYSIA

#### TOP 5 BRANDS:

1. Air Asia  
2,025,441
2. Satu Malaysia  
860,084
3. Tourism Malaysia Cuti-Cuti Malaysia  
858,158

### PHILIPPINES

#### TOP 5 BRANDS:

1. Nescafe Philippines  
1,684,917
2. Smart Communications, Inc.  
1,246,194
3. Starbucks Philippines  
1,174,065
4. Hair Experts  
1,107,711

### INDONESIA

1. Surfer Girl  
2,470,743
2. Yamaha Motor  
2,274,097
3. Chocolatos  
1,950,237
4. Axe ID  
1,858,460
5. BlackBerry Indonesia  
1,806,798

The ranking is based on an accumulation of members within the social network of brands in ASEAN which includes Facebook Likes, Twitter Followers, YouTube subscribers, and Instagram followers as of August 21, 2012.

## 5 Myths of Corporate Social Media

1. Social media lowers marketing costs
2. Facebook, Twitter, Google and LinkedIn will suffice
3. SEA is not ready for social media – infra does not exist
4. There are no reliable social media metrics
5. There are no social media success stories

# Social Media Engagement

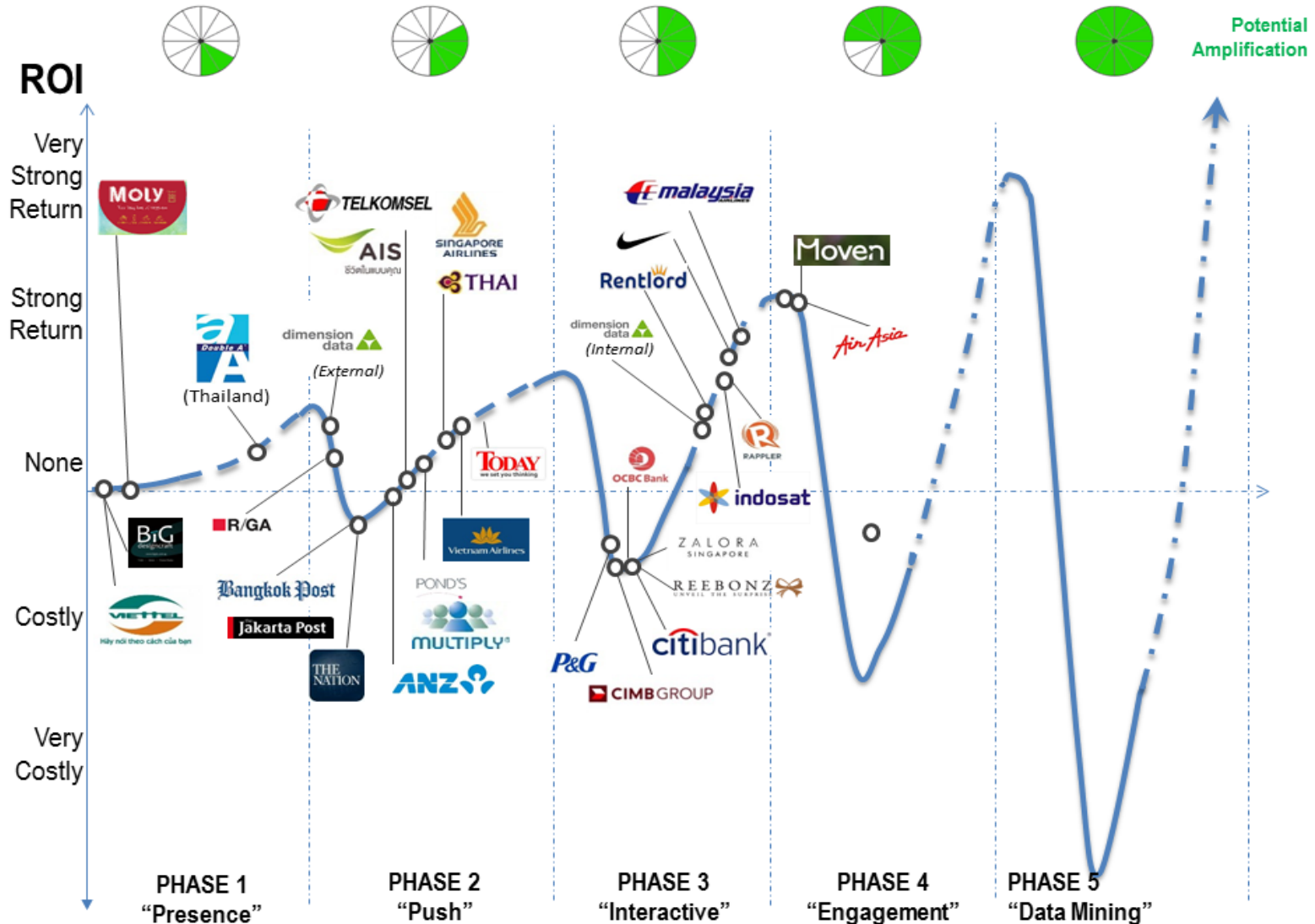
## What to use?

TABLE 1: 5 PHASE SOCIAL MEDIA ENGAGEMENT MODEL

PHASE		USE	BENEFITS	COSTS	ROI
Presence	External	Static promotion or <b>presence</b> page. Rarely updated.	Presence and promotion.	Limited dedicated resource.	Overall costs comparatively low, but low gains = low ROI
	Internal	Company profile; Internal directory	Corporate awareness.	Limited beyond updating employee information.	
1-way Push	External	Proactive marketing and promotions	Active gains ("likes", "recommends") with some network amplification effects.	Required to maintain active profile page: marketing dept OR outsource	Costs rise as do potential gains; ROI is <i>experimental</i> and narrowly focused
	Internal	Recruitment programmes	Broadens pool of candidates; removes intermediaries	Requires timely responses and consistency with recruitment portal	
2-way Interactive	External	Customer inquiries, complaints; sourcing comments, input, feedback	Increases personalization and stickiness; automates and speeds feedback	Requires well trained staff.	ROI measured in terms of loss if things go wrong, but <i>enhanced reputation</i> and increased stickiness when things go well.
	Internal	Environment (media) monitoring	Immediate crisis & risk management	Ongoing vigilance required; Requires staff trained across broad scope of business interests	ROI measured in terms of loss if things go wrong, but increased ability for business expansion (by domain, by geo) when business runs smoothly.
Engagement	External	Dedicated CRM channels, monitored feeds, developing and cultivating audience.	Customer loyalty, client relationship; done successfully will have significant network amplification effects.	Requires dedicated engagement staff on a fulltime basis.	ROI includes increased loyalty & market information. Network amplification means that gains from good practice can easily be lost by bad practice
	Internal	Collaboration in real-time across platforms, timezones; group discussions.	Project completion time & time to market (responsiveness) increases dramatically.	Requires understanding of dedicated platform + internal training for use; corporate firewalls required	ROI measured in time savings, cost savings (eg, travel), crowdsourcing (eg, innovative ideas from non-core team members).
Data mining	External	Behavioural analysis with big data mining and social analysis.	Monitoring across multiple platforms for brand awareness, loyalty	A specialist ongoing project requiring highly professional staff or out-sourcing.	ROI judged upon outcomes in strategy, such as product design, new products, markets, pricing, bundling, etc.
	Internal	Internal KPIs and performance metrics	Performance-based staff engagement (includes recruitment, retention, and promotion programmes)	A specialist ongoing project requiring highly professional staff or out-sourcing.	Out/in-sourcing a more fluid and dynamic process based on real-time performance needs. Performance-based metrics more transparent and rewarding.

# Social Media Engagement Chart

$$ROI = (Benefits + Amplification) / Costs$$



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Citi

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## Case 1: Citi Early Adopters, Strategic Solutions

TWEETS  
10.1K

FOLLOWING  
4,582

FOLLOWERS  
384K

FAVORITES  
406

Tweets

Tweets & replies

Photos & videos



Objectives: making sure they monitor and respond to  
online conversations – good and bad



Platforms and Journey:

- Individual country FB pages
- 2013 – concerted coordinated strategy
  - Twitter + YouTube
  - Consumer Business started FB page to  
facilitate country promotion programmes
  - Similar look and feel – brand management  
and convergence
- Coordination between global and regional corp  
affairs team and regional business managers  
involved in social media outreach
  - Press release coordinated and featured on  
channels



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from Citi




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Worldwide Trends [Change](#)

#SmackDownLive

#AskACop

#gogoredemptionreunion

#PeshawarAttack

#PerfectGiftChat

Latin America Needs OTRA Tools

Justin Bieber or One Direction

Warriors vs Grizzlies

La Ruana

Hipolito Mora

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Investment

- Additional resources for monitoring social media (in addition to traditional media monitoring)



- Tailoring approach to monitoring Citi, Citibank and various entities and businesses of Citi



- Has streamlined to an hour a day

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Hipolito Mora

© 2014 Twitter. About Help Advertise

“When we started exploring social media, we asked the question: should we go the way retail goes? [But] we’re not in the mass market retail business. **Our clients, customers and stakeholders tend to be the emerging affluent and we are limited in the way we are able to market our products and services—so quite different market segments.**

So if you compare our social media engagement to the retail-type products and services, then we are nowhere in that level. **It’s not necessary for us to be in every social media channel and every time.** But within the financial industry, I think we’re pretty organised in terms of our social media engagement.”

Regina Seow, Managing Director, Corporate Affairs,  
Asia Pacific, Citi



## Case 1: Citi Early Adopters, Strategic Solutions



PEOPLE >

2,821,646 likes

Elain Sim, Tomasz Tomaszewski and 15 others like this.



+12

Invite your friends to like this Page

ABOUT >

• Hello you! Welcome to our Official Fan Page. Like us for exclusive updates & low fares! We are here to engage with you from Mon - Fri 9am-6pm (GMT+8).

• <http://www.airasia.com/>

✓ Suggest Edits

 AirAsia  
20 hours ago

## Managing crises

**Event:** Jan 2011 AirAsia flight AK5218 (KL-Kuching) skidded off runway; injured 4 pax and disrupted flights to Kuching. Could have grounded the budget carrier's high-flying ambitions.

**Proactive Response:** AirAsia took to Twitter and Facebook to manage the crisis, addressing passengers' concerns and maintaining updates on the incident and flight information.

**Spokesperson:** CEO Tony Fernandes also promptly responded on Twitter, helping to personalise the crisis and demonstrating the company's commitment to addressing the issue.

## Case 2: AirAsia



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## Managing Customers

- 'Most tweeted carrier', 'airlines talking champions'
- promotions for \$1 fares
- job openings
- obtaining feedback,
- handling customer engagement - attending to queries and acknowledging
- complaints

Case 2:  
AirAsia



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“Apart from getting feedback and hearing opinions, we also provide an eye to [customers] to see what life at AirAsia is all about. Through Instagram, we post photos of staff events happening at various AirAsia offices. **This gives them the opportunity, indirectly, to be part of AirAsia and embrace the company, not just merely as guests on our flight.**”

Anita Hadi, PR Executive, AirAsia

Case 2:  
AirAsia



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 AirAsia  
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## Driving Growth

- over 75% of airlines investing more than 90 hrs per month on social media.
- AirAsia is a stand-out example of the use of social media for driving engagement and business objectives.

“By being able to expose and make our brand more visible, **we are able to convert those who did not use our services before to fly with AirAsia.**”

Anita Hadi, PR Executive, AirAsia

Case 2:  
AirAsia

# Case Study 3: IndoSat



**indosatmania**

**Indosat** Official Instagram Account of PT. Indosat Tbk. Join our #indosatsnap Featured Program and get a chance to be featured. <http://spa2014.indosatmatrix.com/>

**536**  
posts

**7.2k**  
followers

**0**  
following

December 2014



# Case Study 3: IndoSat



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## Multi-use social media channels

- an interactive platform for promotional messages, such as promotions, games and competitions;
- a customer-service channel to answer questions on service offerings and telecommunications up-time, handle complaints and channel feedback to the right department; and
- a means of sentiment analysis and crowdsourced feedback for breakdowns and improvements.



# Case Study 3: IndoSat



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## Investment

- 30 social media specialists are employed across two corporate functions – **marketing and customer service** – to handle the volume of feedback that comes in via social media,
- primarily on Facebook and Twitter
- has expanded to Instagram since



# Case Study 3: IndoSat



Follow

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Indosat is cognisant that once they open themselves to discussions, “you open yourself up to negative publicity as well.”



**But overall transparency is seen as not simply positive but necessary for the company’s development and competitive positioning.**

“One thing that’s been useful for us is that we get to know what’s important for consumers by monitoring the chatter on social media. There are a lot of ideas that come out, and a lot of improvements [we] can make. **It is a tool for . . . innovating our service.**”

Erik Meijer, (former) Director and Chief Commercial Officer, Indosat

## Case 3: IndoSat

### Direct Impact – Crowdsourced Network Monitoring

# *Recommendations: Five Takeaways to Think About*

## **1. Corporate uncertainty still pervades adoption**

- Commercial risk
- Legal risk

## **2. ROI is required but is neither understood nor measured**

- Amplify the rewards, manage the risks
- Which ROI to measure and who's to own?
- Over what time frame and to what objective?

## **3. Coordinated investment is required**

- Long term objectives require organizational or behaviour change, including for senior management
- CTOs, CMOs, CIOs, etc, need to understand each other and work together

## **4. Solutions will be bespoke**

- Solutions need to be scalable as well as affordable
- Need to address particular contexts

## **5. Local matters**

- Social media does *not* exist in a vacuum
- Social is all about the conversation... conversations are (at least) 2-way...