

Corporate Blog Learnings:

# The Discovery Age



Opinionated, informal, candid, emotional. At first glance, these characteristics of the world's blogs would seem to defy transmutation into a corporate communications vehicle. And yet, with one in every five adults reading blogs occasionally or often (Pew Research), it would be surprising if companies weren't trying to stimulate conversations by starting their own blogs. Given the rawness of much of the blogging environment, it's not surprising that many companies are proceeding with caution and the number of corporate blogs is still few.

What is emerging from these efforts is that corporate blogs are just another communication channel, albeit with some unique benefits and risks. The authentic voice that marks powerful communications is needed nowhere more strongly than in a corporate blog. Companies need clear, strategic direction and specific goals rooted in transparent communications, rather than influenced by marketing campaigns. Corporate bloggers who think that authenticity is easy, given the pressures and restrictions of the corporate world, are in for some surprises. The best corporate blogs have already demonstrated that unless there is a commitment to post frequently and responsively on issues and topics that will engage the audience, the blogger runs the risk of doing more harm than good.

The good news from this survey is that, done right, there are definite, measurable benefits to corporate blogging. With 89% of those companies surveyed saying that they believe that blogs will be more important in five years time, we will undoubtedly see some leaders emerge and others struggling to catch up. Those companies who are deciding what level of blog engagement is appropriate for them owe a debt of gratitude to the corporate bloggers surveyed in this report. We thank them for sharing their experiences.

### Peter Hirsch

Partner, Director, Corporate Affairs Discipline  
Porter Novelli

Thank you for your interest in this research. The corporate participants in this study were very candid about their blog experiences and have provided us with valuable insights into the results of their blog strategies and their behind-the-scenes processes.

The study highlights the satisfaction these corporate blog pioneers have with their blogs. This success is an important first step. The blog world is big and getting bigger and corporate blogs are becoming an even more important part of a company's face to their customers and prospects. As the visibility and influence of corporate blogs increase, the study shows there is a greater need for more formal implementation practices to efficiently manage the entire blog process.

The study reveals how monitoring other blogs needs to evolve. Companies know there is a lot to gain by monitoring other blogs, but the study shows their methods haven't moved beyond the most basic practices: manually searching Technorati and Google on a periodic basis and regularly reading a few known blogs. Emily Riley, advertising analyst for Jupiter Research, was recently quoted as saying: "The most important thing is to be diligent in how often you look at what consumers are saying about your product online." With so much blog activity occurring around brands, companies need a more rigorous approach and more sophisticated tools to capitalize on the potential to identify developing trends, gain insight on competitors, and track buzz in the community.



### Jim Nail

Chief Strategy and Marketing Officer  
Cymfony

## BACKGROUND

The research objective was to better understand the resources and management that corporations are devoting to their blog strategy and monitoring programs, and the results generated. There has been a lot written about the benefits of corporate blogs and the importance of monitoring consumer-generated media, and we've all heard numerous examples of the benefits of doing a good job and the horror stories of when things go bad. But there hasn't been much practical information on how to do it. Public relations agency Porter Novelli and Cymfony, a market influence analytics company, fielded a survey with Russell Research to better understand the resources, processes, personnel and management that corporations devote to their blog strategy and monitoring programs, and the results they are seeing.

## METHODOLOGY

A total of 73 interviews were conducted via the Internet among persons responsible for maintaining their company's blog or monitoring blogs for their company. Interviewing was conducted March 1 to June 12, 2006.

## SAMPLE

Respondents were drawn to the interview site on a non-random, convenience sample basis. Potential respondents were contacted through press releases; direct outreach to bloggers; outreach to Porter Novelli and Cymfony clients; re-directs from the Porter Novelli and Cymfony Web sites; and contact with members of the Word of Mouth Marketing Association and the Society for New Communications Research.

While the sample is clearly not random, every effort was made to reach as broad a cross-section of the corporate blogging universe as possible. However, the corporate blog environment is less mature than the consumer blog environment, creating a challenge in finding corporate blog owners and getting them to answer questions about ROI, resources and strategy. While the survey results should be considered strictly directional and cannot necessarily be said to project to the total target universe, they are logically consistent with Cymfony's and Porter Novelli's experience and knowledge of certain trends in corporate blogging.

## ANALYSIS

Results within this report are evaluated in total and by company size (under 20 employees and 20 or more employees). Due to the non-random nature of the sample, statistical significance cannot be ascribed to differences between sub-groups.

Please note, certain questions were multiple choice so percentages may not add up to 100. Also, respondents were not required to provide their company size, so these breakdowns also do not total 100 percent.

## EXECUTIVE SUMMARY

The results of this survey – both in terms of the numbers of respondents and the learning from the data – indicate that the use of blogs by companies to meet their business needs is still in an early stage of development. Corporate blogging is in “The Discovery Age”. The following findings in particular indicate this:

- *Most companies start their blog because they feel they need to participate.* Rather than wait for an established body of benchmarks and best practices, many companies are taking the leap and learning as they go (see page 7).
- *Desire for more interaction.* Blogs are a two-way medium, spurring reactions and comments from readers. But in these early days, companies aren’t satisfied with the level of interaction their blog currently stimulates (see page 24).
- *Blog monitoring practices are manual.* Most frequently, companies go to the blog search engines like Technorati. While RSS readers begin to automate monitoring, even the most-used tool, Bloglines, is used by a minority of respondents.

Even at this early stage, certain themes and practices appear to be emerging:

- *No ghost writers.* Almost unanimously, respondents told us that the person whose name is on the blog actually writes the posts (see page 13).
- *Frequent posts.* The large majority post at least several times per week and a substantial minority post daily or more frequently (see page 14).
- *Legal reviews are avoided.* While the practices around reviewing posts varied among respondents, few included legal review (see page 19).
- *Monitoring other blogs is standard.* The vast majority of companies active in the blogosphere do some kind of monitoring of the blogosphere at large to keep an ear to the market (see page 27).
- *Initial results are positive.* For both their own blog and the posts they monitor, respondents report the positive impact blogs have on their business (see pages 23 and 33).

Some of the variation appears to reflect the different needs, approaches and cultures of large vs small businesses:

- *Small companies are more informal.* Probably due to the fact senior executives are more likely to post in small companies, they are much less likely to have written policies and require review before a post is published (see pages 17 and 18).
- *Large companies are more cautious, but apply blogs more broadly.* Companies with 100 or more employees were much more likely to say their blog is intended to address a specific problem (see page 7), have guidelines and review processes (see pages 17 – 19). But they are more likely to have more than one blog (see page 6) and to say that the company’s employees are a key audience (see page 9).

Given the nature of these respondents, optimism about blogs is probably to be expected. Even so, the degree of optimism is striking: a strong majority believe blogs will be much more important in 2008 than today (see page 36).

The detailed findings are organized into six sections to help you quickly find the most relevant information: Strategy, Resources, Oversight, Results, Blog Monitoring and Future.

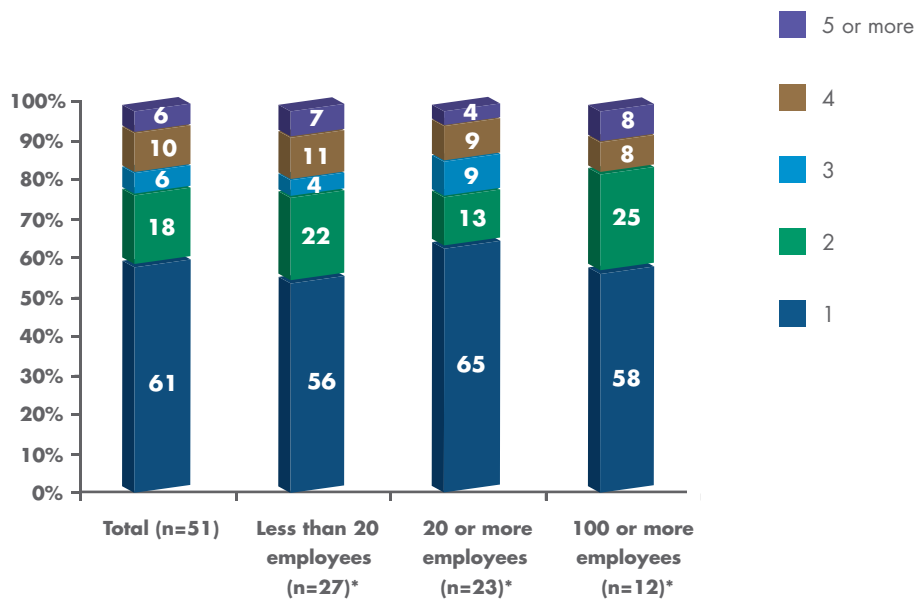
# Blog Strategy

*Two-fifths of respondents reported that their company had more than one corporate blog, and over one-fifth of respondents had over two corporate blogs.*

- One-third of respondents in companies of 20 or more employees had more than one corporate blog, and one-fifth had three or more.
- Nearly half of the respondents in companies of less than 20 employees had more than one corporate blog, and nearly one-fifth had four or more.

## Number of Corporate Blogs

Base: Total Responsible For Maintaining Company's Corporate Blog  
\*Small base use caution



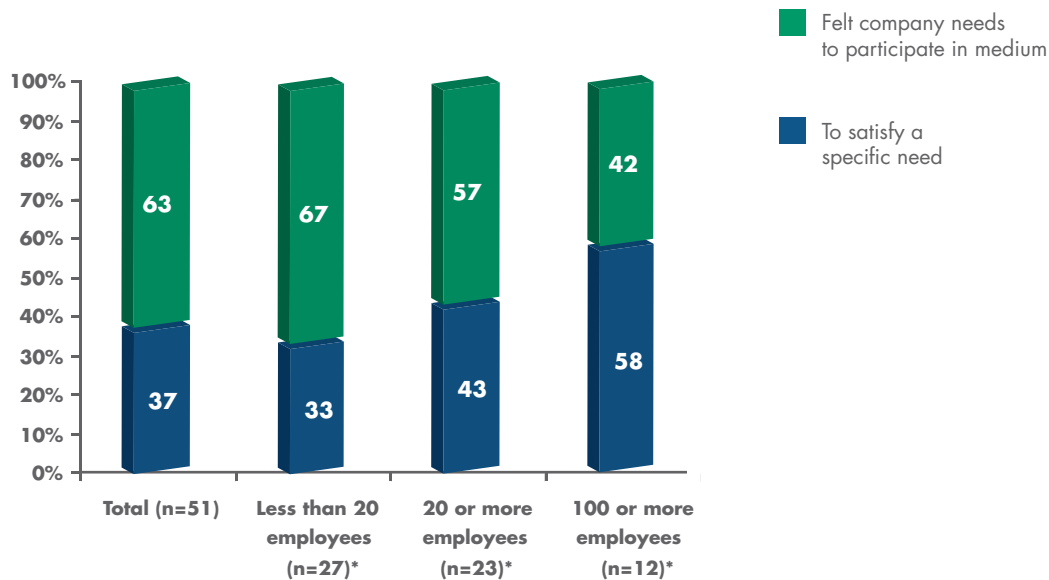
Q.1b Now we'd like to talk to you specifically about the corporate blogs your company has. How many blogs does your company have?

*Nearly two-thirds of respondents said that their company began their first blog not to satisfy a certain need but because of pressure to participate in the medium.*

- Respondents in larger companies were much more likely than those in smaller companies to have a specific need when they started their first blog.

## Why Company Began First Blog

Base: Total Responsible For Maintaining Company's Corporate Blog  
\*Small base use caution



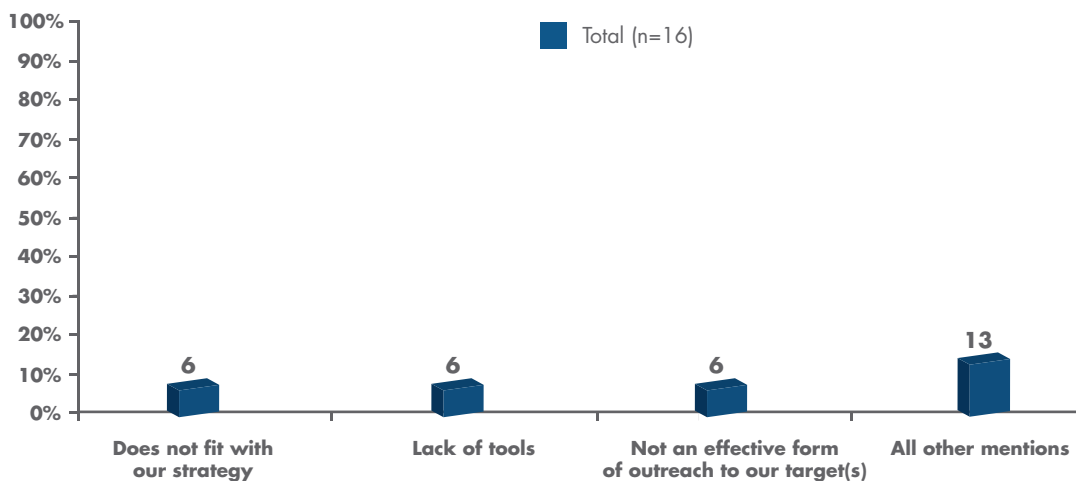
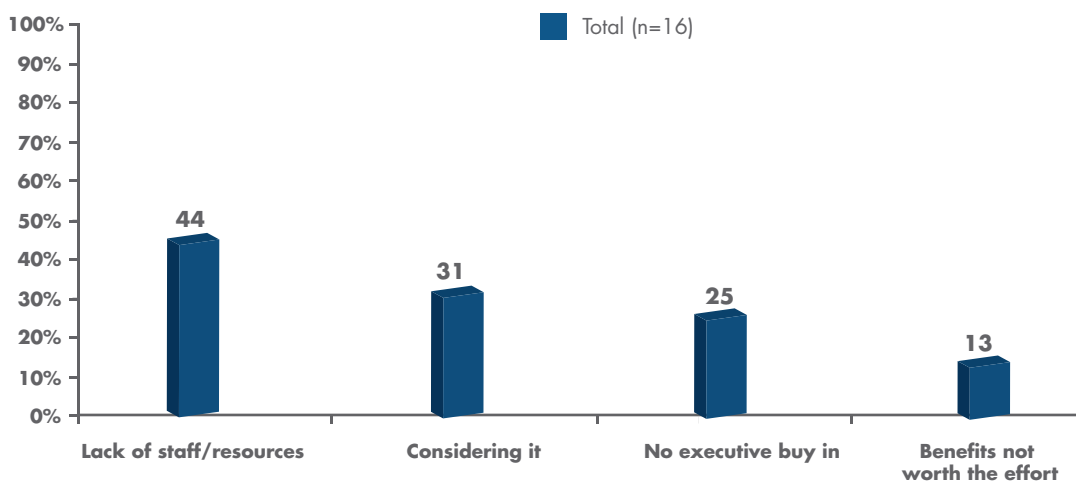
Q.2 Did your company begin its first blog to satisfy a specific need or because you feel that your company needs to participate in this medium?

*During the screening process, the most common reasons mentioned by respondents for not having a corporate blog(s) were the lack of staff and resources, they were considering it, or there was no executive buy in.*

- Respondents in larger companies were more likely than those smaller companies to indicate that a lack of staff and resources and no executive buy in were the main reasons they do not have a corporate blog.
- The handful of respondents in companies of less than 20 employees were somewhat more likely to list that they were considering it (40 percent vs 30 percent) or that the benefits were not worth the effort (20 percent vs 10 percent).

## Reasons For Not Having Corporate Blog

Base: Total Whose Company Does Not Have A Corporate Blog  
\*Small base use caution



Q.A-4 Why doesn't your company have a corporate blog?

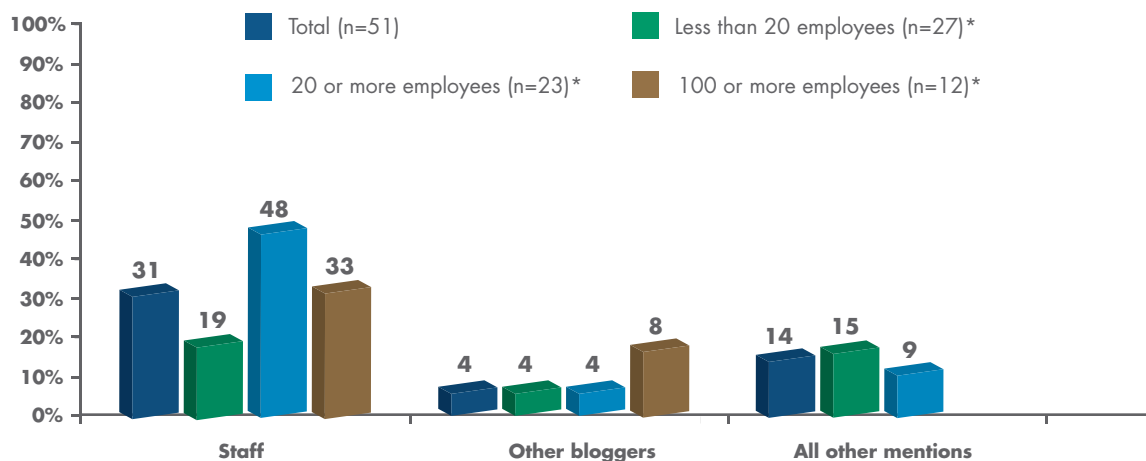
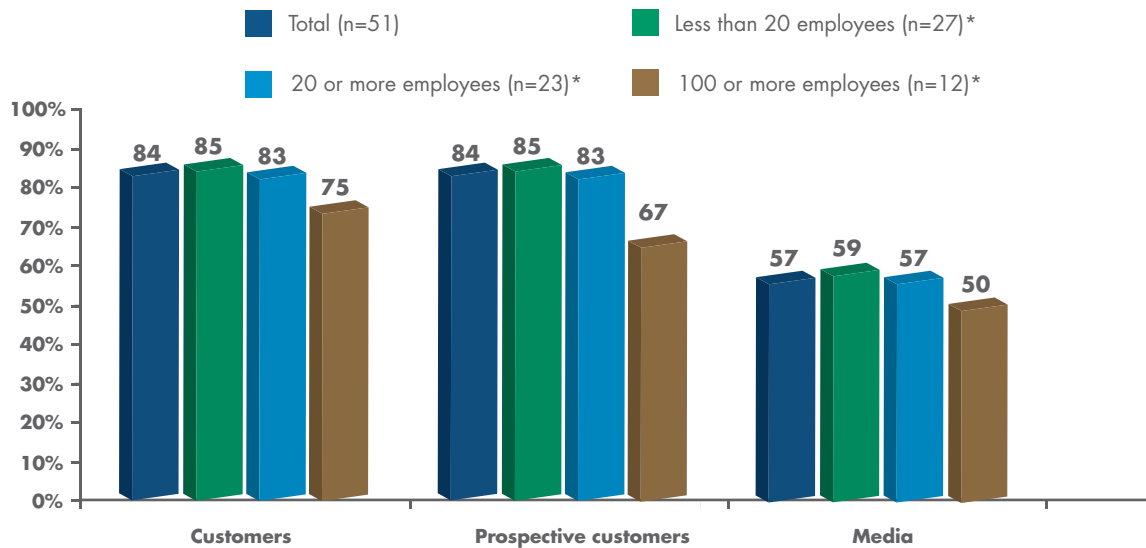


*Customers, prospective customers, and media were the major targets for company blogs (84 percent, 84 percent, and 57 percent respectively). Less than one-third of companies targeted staff with their company blogs.*

- Although respondents in companies of 20 or more employees generally targeted customers, prospective customers, and media (83 percent, 83 percent, and 57 percent respectively), they were by far the most likely to target staff (48 percent).
- In companies of less than 20 employees targeting was limited mostly to customers, prospective customers and the media (85 percent, 85 percent, and 59 percent respectively). Only 19 percent of the companies' corporate blogs targeted staff.

### Target Audience For Company Blog

Base: Total Responsible For Maintaining Blogs  
 \*Small base use caution



Q.3 Who is the target audience for your blog(s)?

## OBSERVATIONS ON STRATEGY:

Many of the respondents recognize that a corporate blog can help them communicate on a variety of issues or topics, and prefer to deal with those issues or topics in separate blogs. This may be as simple as establishing blogs for different brands (e.g. computers vs. gaming consoles) or setting up multiple blogs to address different corporate topics, such as financial relations and corporate social responsibility.

A clear majority of respondents report that their company began its first blog because there was a feeling that they needed to participate in the medium. While more bloggers from larger than smaller companies indicate that their company started a corporate blog to satisfy a specific need, there are still many larger companies where the effort appears to have been undertaken without a clear business objective. These findings seem to suggest that many corporations may have “leaped before they looked” and could benefit from initiatives to ensure that their efforts in this space are aligned with established business objectives.

Many companies find out weeks or months after they have committed to the blog that they do not have sufficient manpower and content to regularly update the blog, including responding to comments. Determining resource limitations well in advance and deciding against a corporate blog strategy is a strategy in itself that can save the company from criticism later.

The findings suggest that companies view blogs first and foremost as a means of direct outreach to customers, and to a lesser degree, are also targeting the media. Certain media that may otherwise be difficult to engage through traditional media relations activities may end up being more responsive to blogs. Similarly, some companies realize that their external blog also offers a dialogue with staff. This may be an effective, if not unorthodox, way to communicate with inquisitive employees about topics that are rarely addressed through traditional internal programs. Specifically, assuming that a company’s blog reflects best business practices and represents a well utilized channel of communications with customers and prospective customers, employees should be made aware of their company’s blog efforts and perhaps even encouraged to suggest topics for future posts.

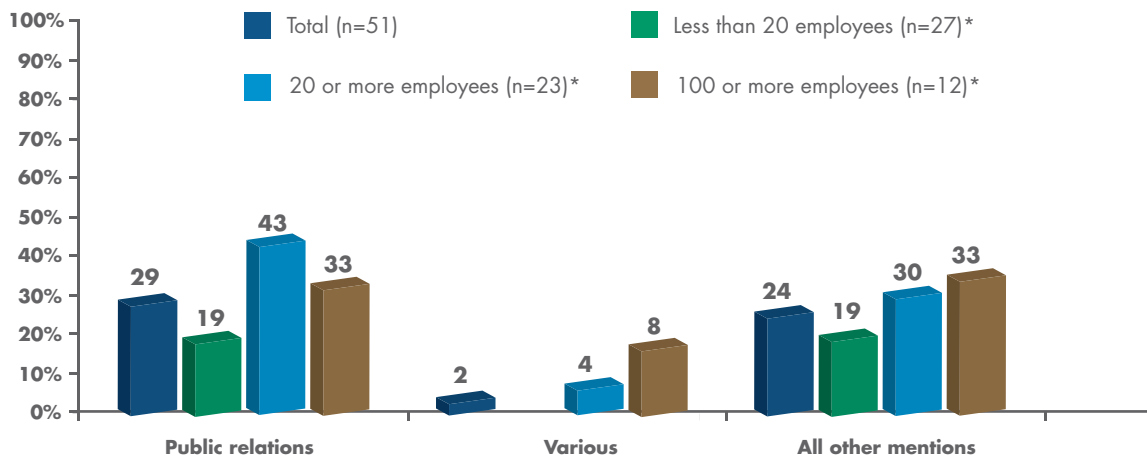
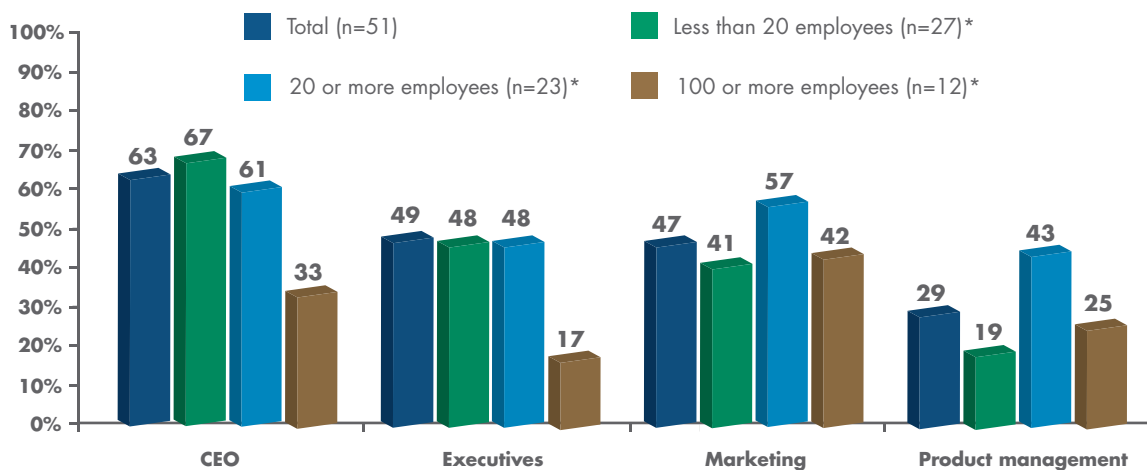
# Blog Resources

*CEOs, executives, and marketing were the most likely to post on company blogs (63 percent, 49 percent, and 47 percent respectively).*

- Large companies with 100 or more employees were much less likely to have the CEO or other executives post on the company blog. Larger companies in general were more likely to have postings by product management and public relations (Both 43 percent).
- In companies of less than 20 employees, CEOs, executives, and marketing were the most likely to post on company blogs (67 percent, 48 percent, and 41 percent respectively).

## Posters On Company Blog

Base: Total Responsible For Maintaining Blogs  
 \*Small base use caution

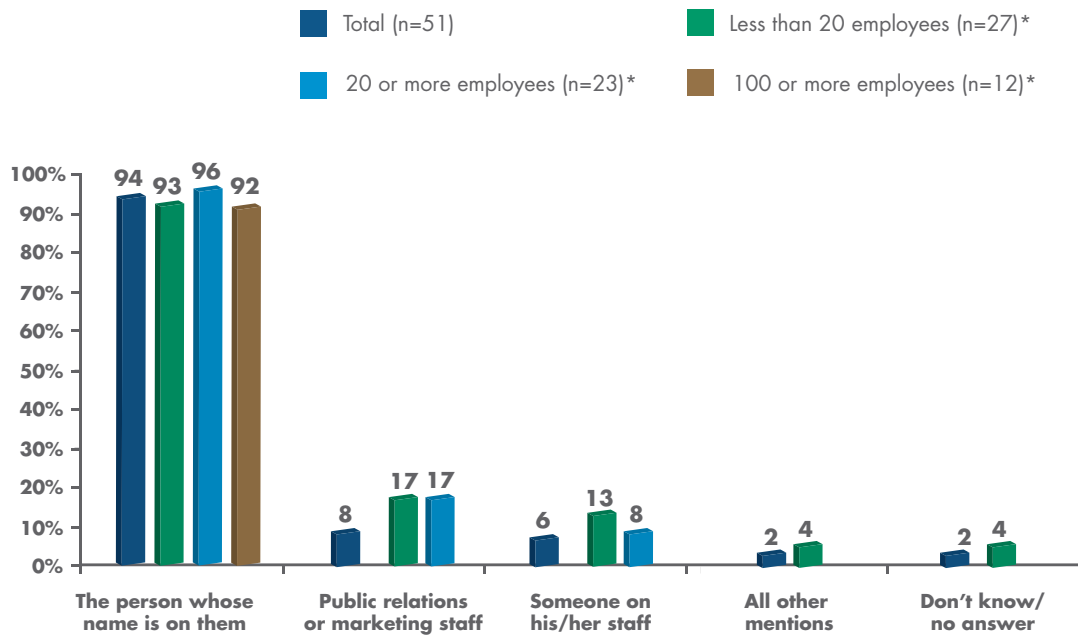


Q.4 Who posts to your blog(s)?

Regardless of company size, nearly all respondents (94 percent) said that the writer of the company blog was the person whose name appears on it.

## Writers On Company Blog

Base: Total Responsible For Maintaining Company's Corporate Blog  
 \*Small base use caution



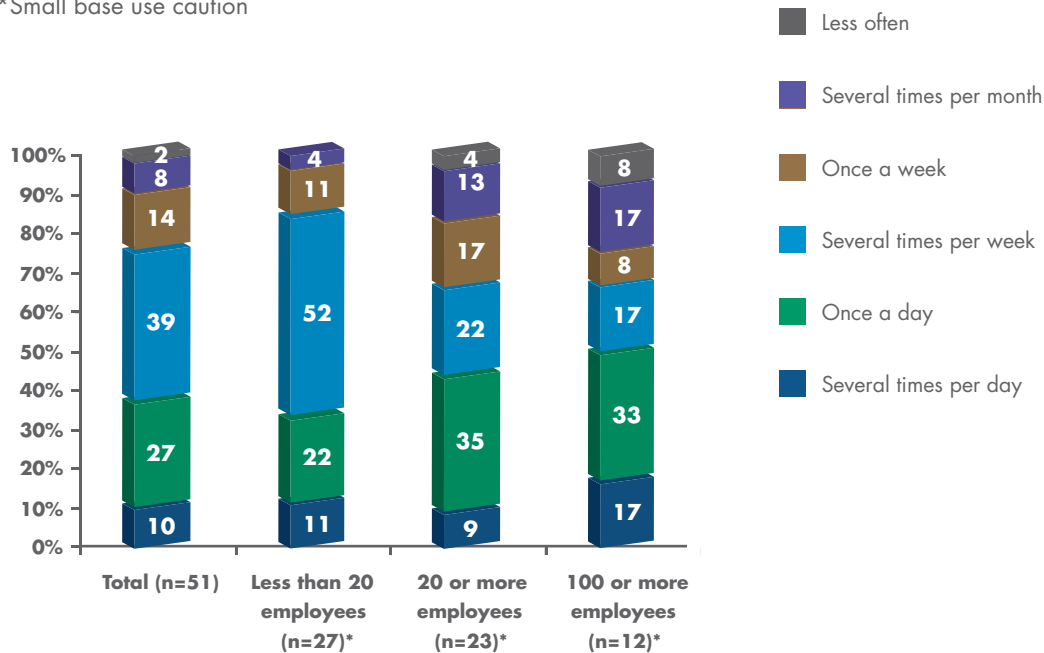
Q.5 Who actually writes the posts?

*Almost two-fifths of respondents (37 percent) post on a company blog once or multiple times a day. Three-quarters of respondents (76 percent) post on a company blog several times a week more.*

- Although respondents in larger companies (66 percent) were not as likely to post on a company blog several times a week or more, they were the most likely to post at least once a day (44 percent).
- More than three-quarters of respondents (85 percent) in companies of less than 20 employees post on a company blog at least several times a week.

### Frequency of Posting On Company Blog

Base: Total Responsible For Maintaining Company's Corporate Blog  
 \*Small base use caution



Q.6 How often do you post?

## OBSERVATIONS ON RESOURCES:

Many of the companies surveyed understand that the expectation that the person named on a post is actually the author of that post. However, since this medium is one that demands transparent communication, it is interesting that some companies rely on their marketing departments to post comments. This can send the wrong message to the target audience since many don't consider this medium appropriate for marketing involvement but, rather, expect companies to treat corporate blogs as a direct, open door to the management team.

Frequency of postings is an important attribute of a corporate blog. A company that posts too infrequently runs the risk of alienating the audience they fought so hard to drive to the blog, as well as opening themselves up for criticism about the company's understanding of this complex medium. The companies that post several times a day demonstrate the commitment required to successfully communicate through a blog. Companies that post once a week or less will be unlikely to fully engage their audience and may not generate much interaction.

# Blog Oversight

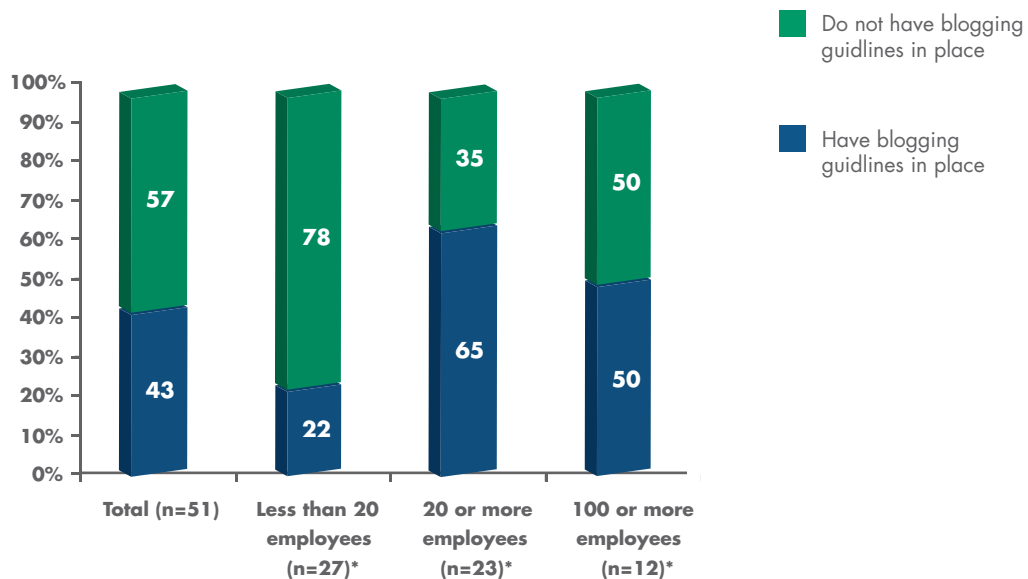


Nearly three-fifths of respondents (57 percent) do not have blogging guidelines in place.

- Respondents in larger companies were much more likely to have blogging guidelines in place than respondents in companies of less than 20 employees (65 percent vs 22 percent).

## Whether Have Blogging Guidelines In Place

Base: Total Responsible For Maintaining Company's Corporate Blog  
\*Small base use caution



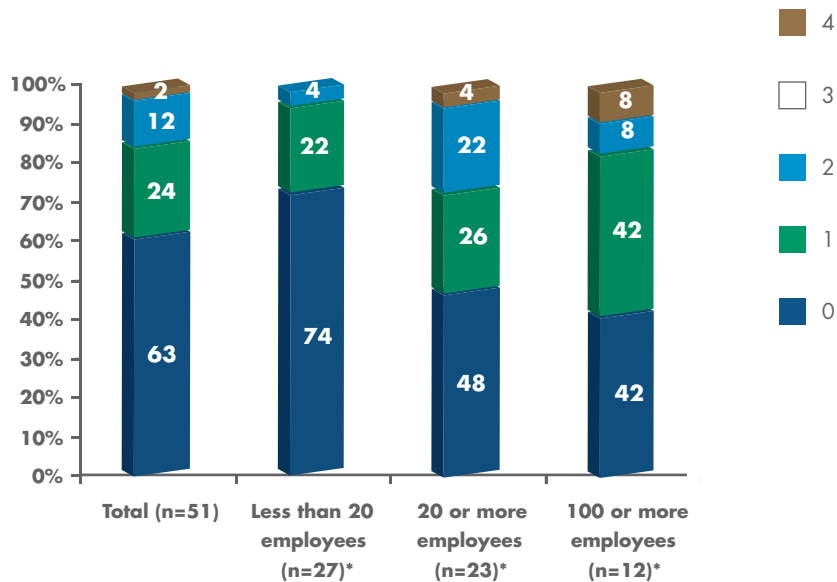
Q.7 Do you have blogging guidelines in place?

*Nearly two-thirds of respondents (63 percent) reported that no one reviews the company blog prior to posting.*

- Just less than half of respondents (48 percent) in companies of 20 or more employees reported that no one reviews the company blog prior to posting, and over one-quarter of these respondents (26 percent) reported that two or more people reviewed the blog prior to posting.
- Three-quarters of respondents (74 percent) in companies of less than 20 employees reported that no one reviews the company blog prior to posting.

### Number Of People Reviewing Company Blog Prior To Posting

Base: Total Responsible For Maintaining Company's Corporate Blog  
\*Small base use caution

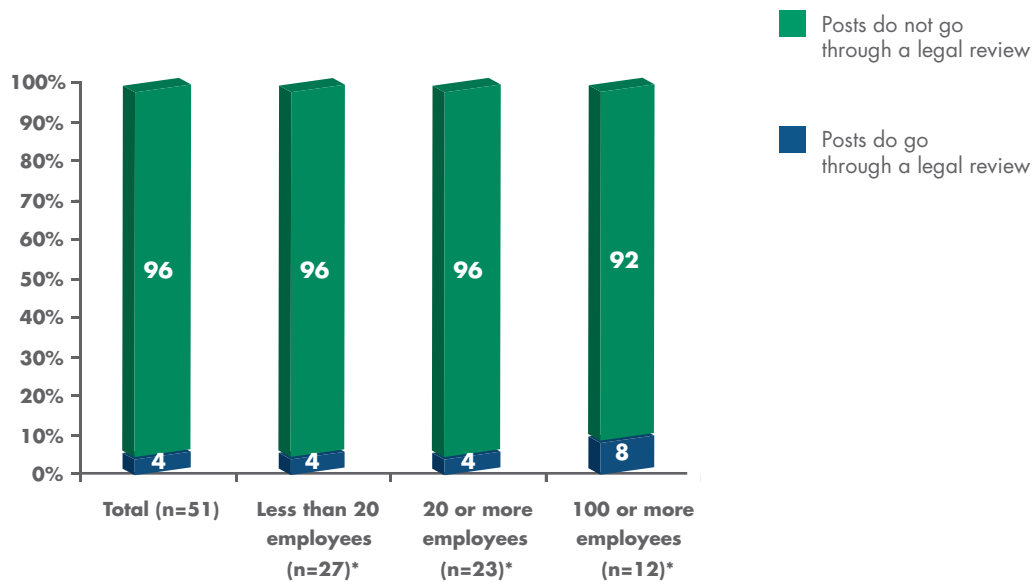


Q.8 How many people review the blog before it can be posted?

*Regardless of company size, the vast majority (96 percent) of corporate blogs do not go through a legal review.*

## Whether Posts Have Legal Reviews

Base: Total Responsible For Maintaining Company's Corporate Blog  
\*Small base use caution



Q.9 Do your posts go through a legal review?

## OBSERVATIONS ON OVERSIGHT:

The “leap before you look” mentality appears to be reflected in the lack of strategic direction found among corporate blogging initiatives – companies seem to have come to the conclusion that it is important to become involved, but appear to have done so without sufficient planning, and/or resources. However, it should also be noted that further corporate coordination and/or oversight could have the potential to detract from the spontaneity generally required to manage a successful blog (i.e., prompt responses to posts from readers, new blog entries posted on a frequent basis, etc.).

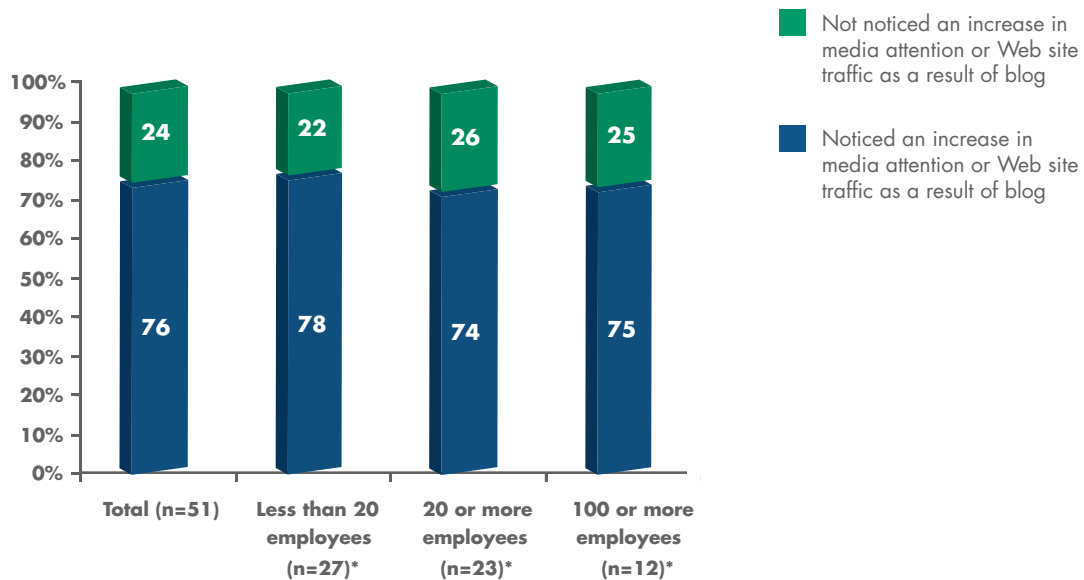
As a result, it appears that optimal success in the blogosphere could rest on taking measures to ensure full corporate commitment in both providing the needed resources and planning tools for achieving strategic business results, while also ensuring that the infrastructure or framework for doing so empowers corporate bloggers by enabling them to proactively and creatively engage in blog-related discussion. The rigor of this process will most likely vary by company, industry and blog owner.

# Blog Results

*Three-quarters of respondents (76 percent) reported that they noticed an increase in media attention or Web site traffic as a result of the blog(s).*

## Whether Noticed Increase In Traffic

Base: Total Responsible For Maintaining Company's Corporate Blog  
\*Small base use caution



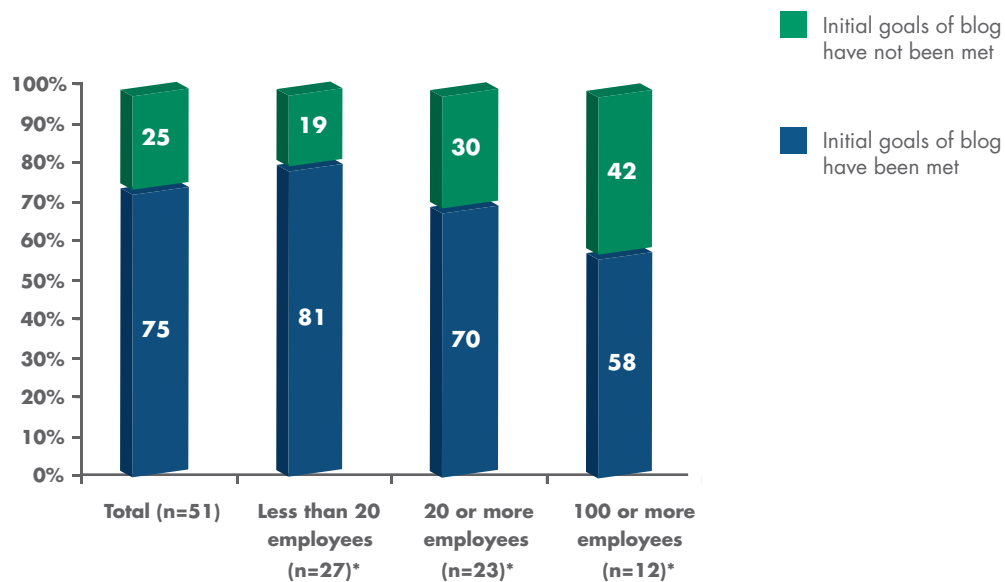
Q.10 Have you noticed an increase in media attention or website traffic as a result of your blog(s)?

*Three-quarters of respondents (75 percent) reported that the initial goals of their corporate blog have been met.*

- Respondents in large companies were less likely to feel that their goals had been met than respondents in smaller companies.

## Whether Initial Goals Have Been Met

Base: Total Responsible For Maintaining Company's Corporate Blog  
\*Small base use caution



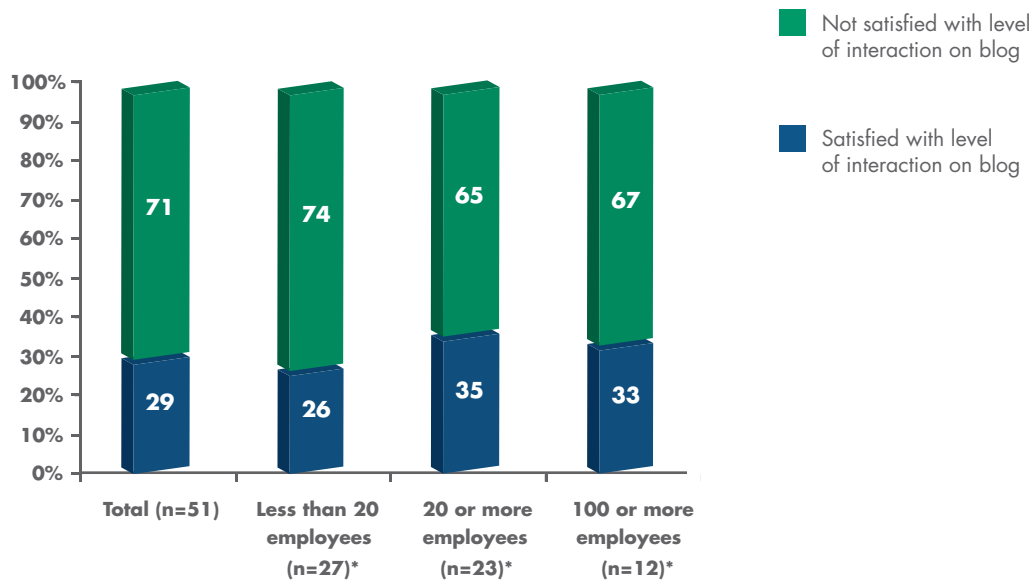
Q.11a Do you think the initial goals of your blog(s) have been met?

*Despite the general success from blogs, the large majority of respondents (71 percent) report that they are not satisfied with the interaction level on the company blog.*

- Respondents in larger companies were somewhat more likely to be satisfied with the interaction level on the company blog when compared to respondents in companies of less than 20 employees (35 percent vs 26 percent).

## Whether Satisfied With Interaction Level

Base: Total Responsible For Maintaining Company's Corporate Blog  
\*Small base use caution



Q.12 Are you satisfied with the level of interaction on your blog(s)?



## OVERSIGHT ON RESULTS:

With Web site traffic and media attention appearing to increase because of the presence of corporate blogs, this suggests that blogs may be attracting a new and somewhat untapped audience to corporate Web sites. Where this is the case, making sure that there is alignment between the content of both the corporate blog and related pages on the corporate or product Web site could enhance the efficacy of target communications and outreach, as well as target response to the content.

It is also important to realize that, through a blog, some of the caution companies may exercise while answering a journalist's questions during a formal interview may be forgotten or neglected considering the free-flowing nature of blogging. On the flip side, any hesitation or avoidance may be seen by hundreds or thousands of people. This part of media engagement was not visible to the consumer before the introduction of blogs.

A majority of companies responded that their blogging goals have been met, suggesting that companies are beginning to see the value in blogs and transparent communications. This makes those companies that were involved early, the successful experiment in the corporate world and leaders in transparent communications.

However, it is clear from respondents that there is still plenty to learn, especially as it pertains to generating interaction with audiences. Lack of interaction on a blog can be attributed to several factors, including visibility of blogs, frequency of posts and topics addressed. Although some audiences may be looking to simply observe what a company is saying in its blog, the most probable cause for the lack of interactivity is that postings are not related to topics that stimulate audience feedback, positive or negative. Addressing stakeholder needs and interests as part of the initial planning and guideline generation, can help overcome this challenge.

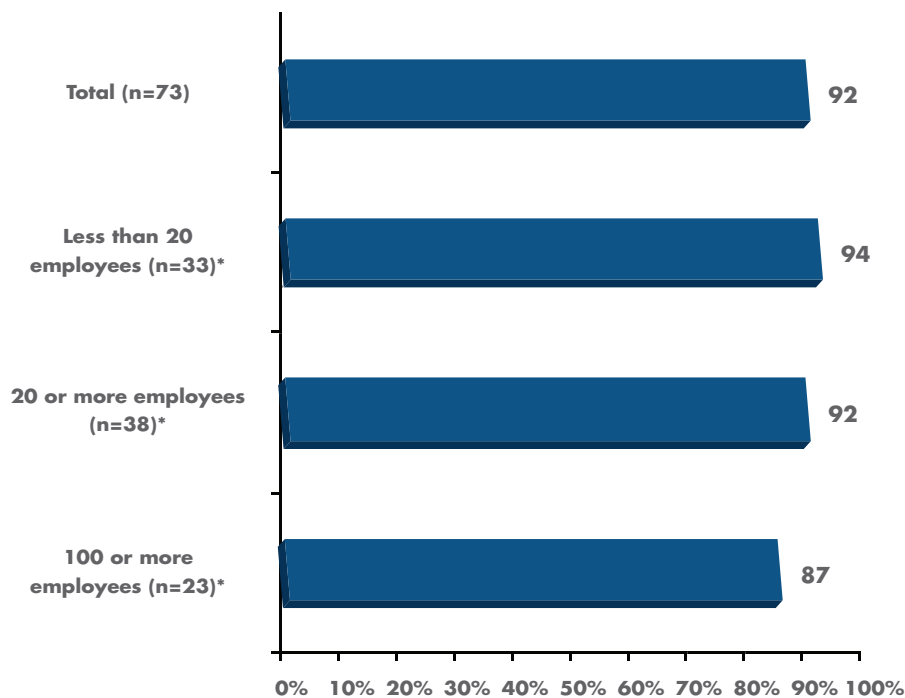
# Blog Monitoring

*Virtually all of the companies (92 percent) surveyed monitor other blogs.*

- To qualify for the survey, respondents had to either monitor blogs or be responsible for maintaining a corporate blog. Of these professionals, the vast majority monitor other blogs across all company sizes.
- Of those that don't monitor blogs, the top reported reasons were lack of time, staff and resources.

## Company Monitors Other Blogs

Base: Total Respondents  
\*Small base use caution



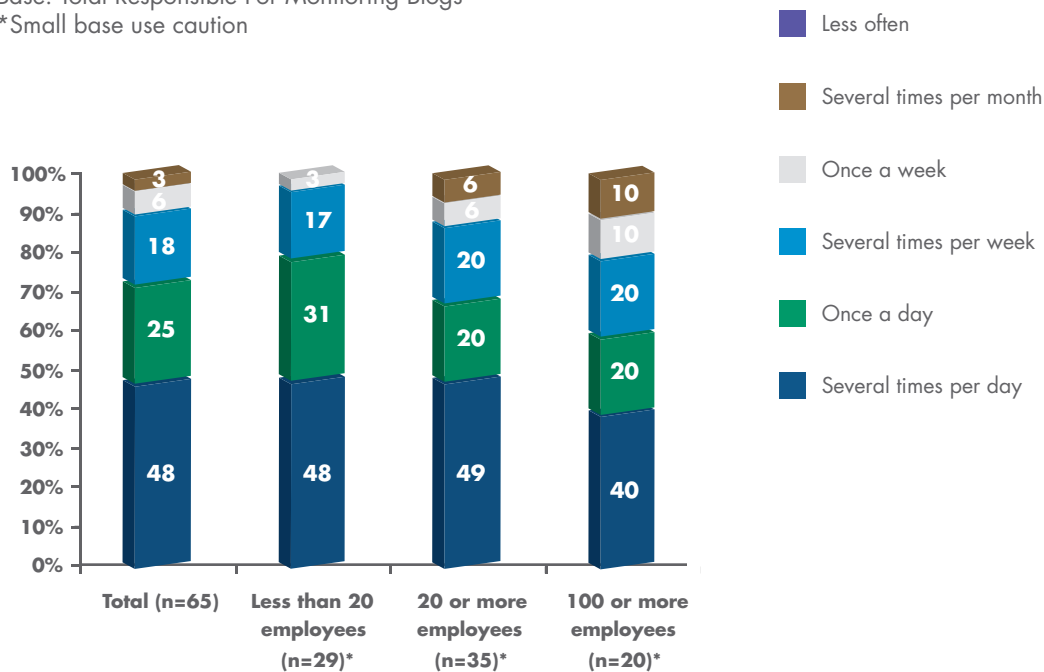
Q.B-1 Does your company monitor other blogs?

The vast majority of respondents (91 percent) report that they monitor other blogs at least several times per week, and just under half of respondents (48 percent) report that they monitor other blogs several times a day.

- Respondents in larger companies monitor other blogs less frequently than those in small companies.

## Frequency of Monitoring Other Blogs

Base: Total Responsible For Monitoring Blogs  
\*Small base use caution



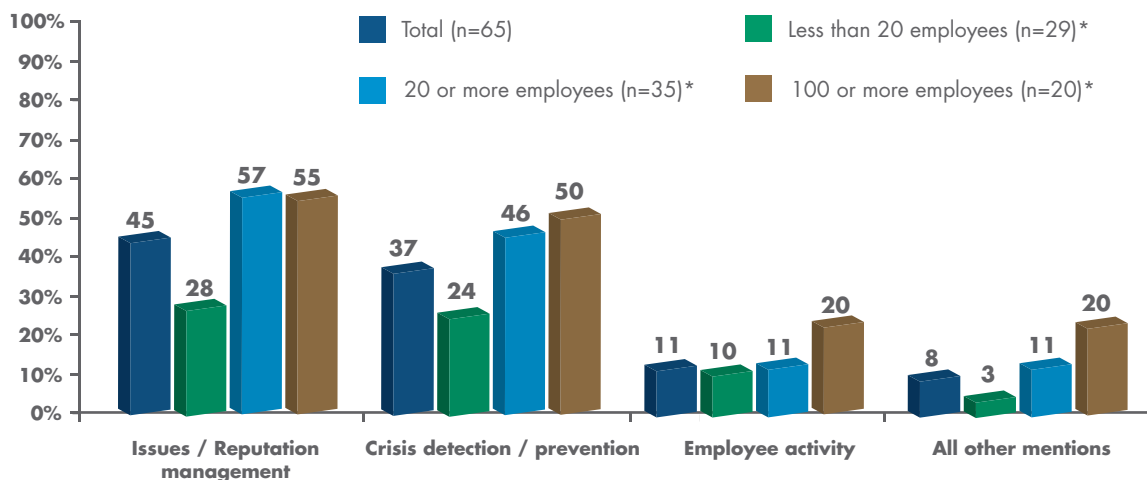
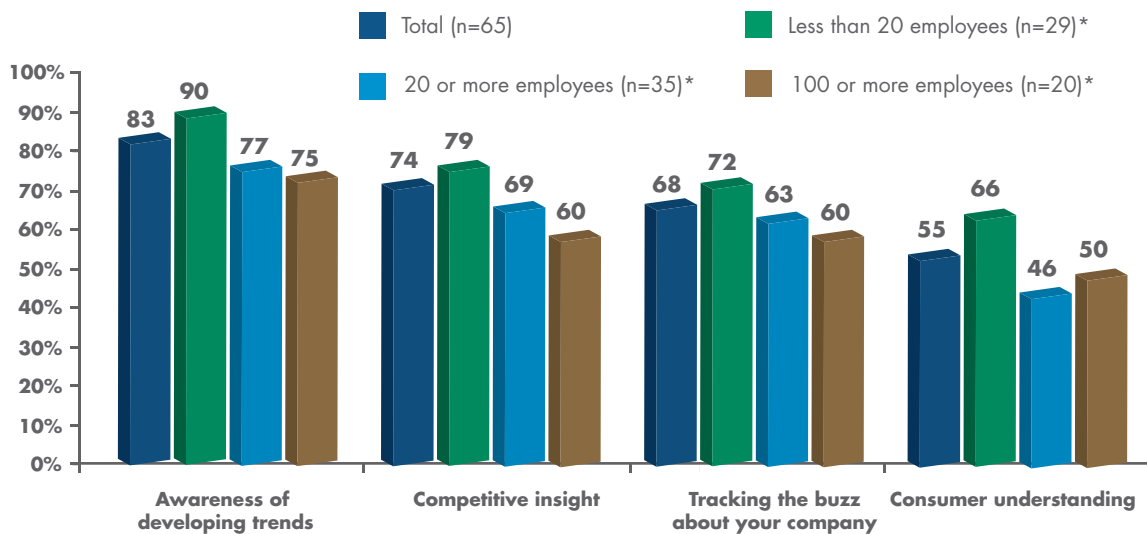
Q.14 How often do you monitor other blogs?

Respondents reported that the most important goals for monitoring other blogs were to gain awareness of developing trends (83 percent), competitive insight (74 percent), and track buzz about the company (68 percent).

- Respondents in companies of 20 or more employees were much more concerned about issues and reputation management as well as crisis detection and protection.
- Respondents in companies of less than 20 employees were much more concerned about gaining awareness of developing trends and consumer understanding.

## Goals For Monitoring Other Blogs

Base: Total Responsible For Monitoring Blogs  
\*Small base use caution



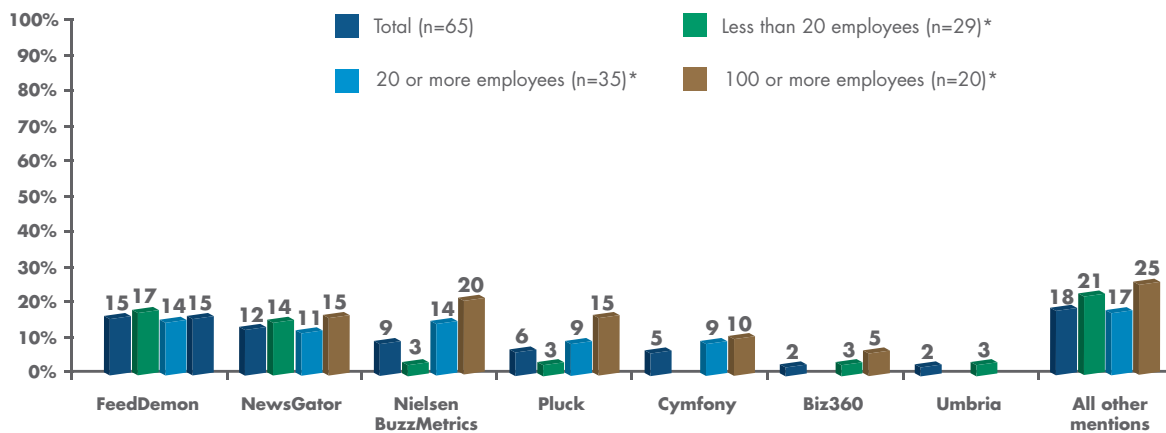
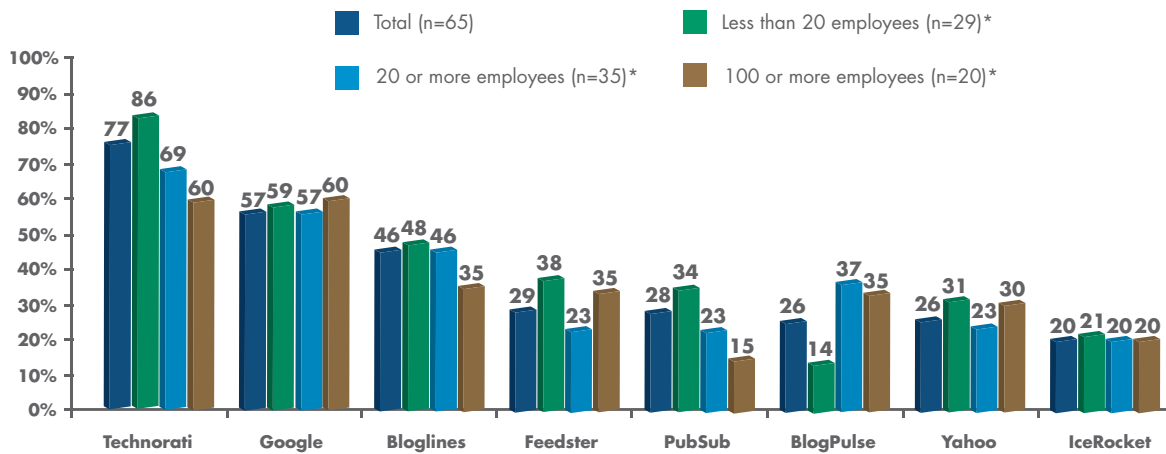
Q.16 What are your goals for monitoring other blogs?

Most respondents report using Technorati (77 percent), Google (57 percent) and Bloglines (46 percent) to monitor other blogs.

- Respondents in larger companies were also more likely to use BlogPulse (37 percent vs 14 percent).
- Generally, respondents in companies of less than 20 employees were more likely to use the major blog resources to monitor other blogs. In particular, they were more likely to use Technorati and Feedster (86 percent vs 69 percent and 38 percent vs 23 percent respectively).

### Resources Used To Monitor Other Blogs

Base: Total Responsible For Monitoring Blogs  
 \*Small base use caution



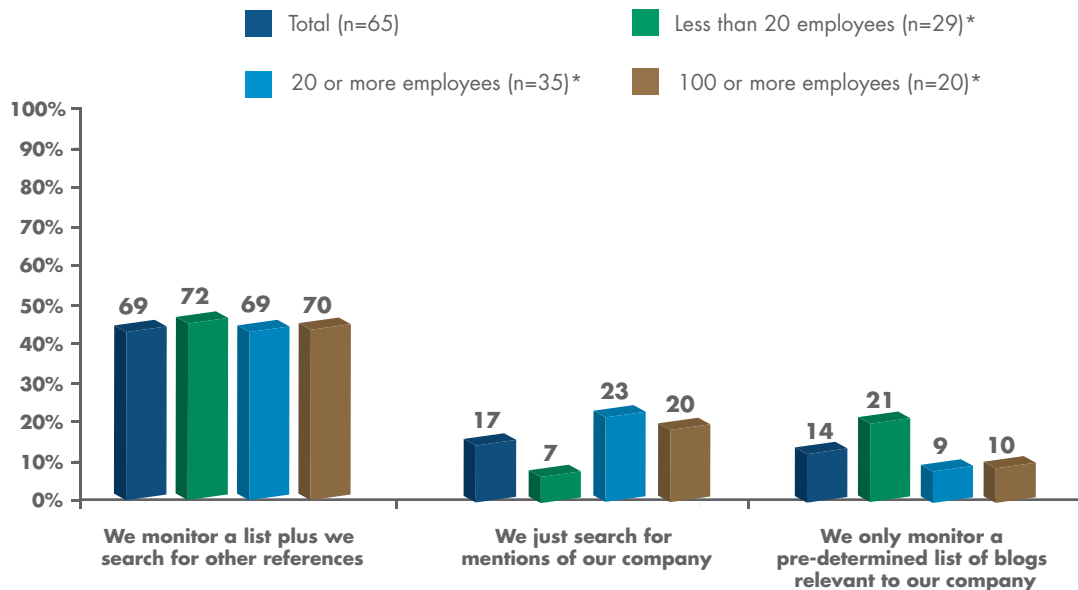
Q.15a What resources are you using to monitor other blogs?

*The large majority of respondents (69 percent) monitor a list of blogs but also conduct ad-hoc searches of the blogosphere for relevant content.*

- Respondents in companies with 20 employees or more were more likely to only conduct ad-hoc searches for mentions of their company in the blogosphere.
- Respondents in companies with less than 20 employees were much more likely to only monitor a pre-determined list of blogs relevant to the company.

## Other Blogs Monitored

Base: Total Responsible For Monitoring Blogs  
\*Small base use caution

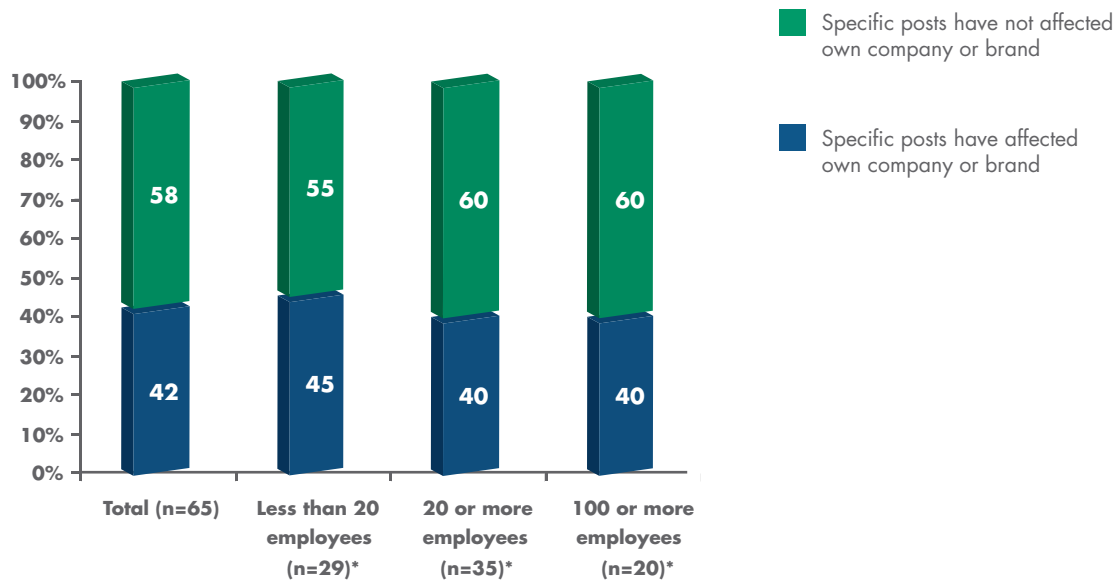


Q.17 What blogs do you monitor?

Asked if a specific post or posts affected their company or brand, about four out of ten (42 percent) report this is the case.

## Whether Posts Have Affected Company Or Brand

Base: Total Responsible For Monitoring Blogs  
\*Small base use caution



Q.18a Has a specific post or posts affected your company or brand?

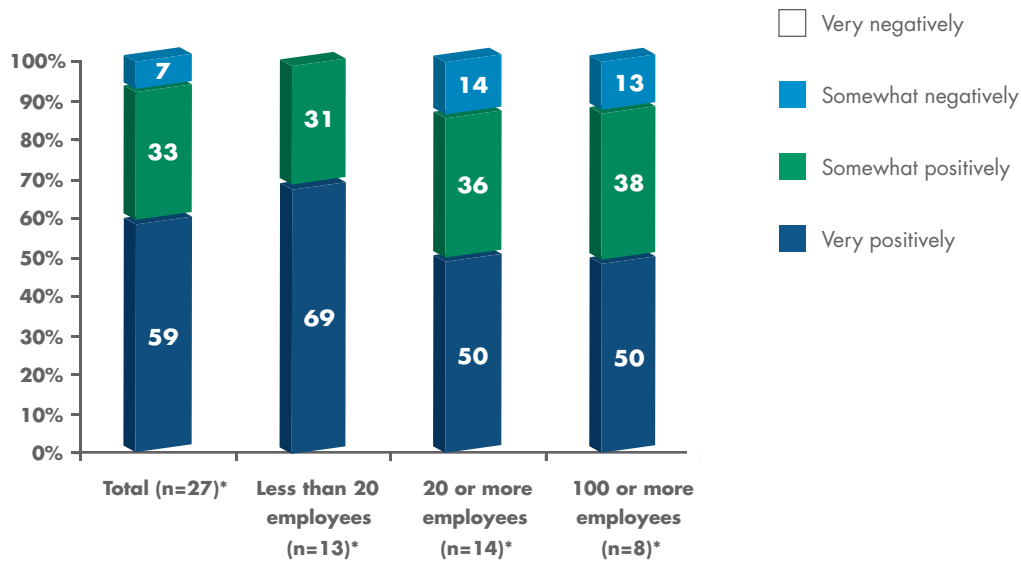


*Of those who feel a specific post or posts affected their company or brand, the vast majority (92 percent) report that the post or posts had a positive affect.*

## Posts Impact On Company Or Brand

Base: Total Responsible For Monitoring Blogs and Said Specific Posts Have Affected Own Company Or Brand

\*Small base use caution



Q.18b Overall, how did the post or posts affect your company or brand?

## OBSERVATIONS ON BLOG MONITORING:

The high frequency of monitoring the blogosphere is further evidence of the pressure companies feel to get involved in this new medium. Given that negative incidents like the Kryptonite bike lock problem and Dan Rather's erroneous reporting initially brought blogs to public attention, it is surprising that monitoring corporate reputation and potential crises rank lower than understanding trends, gaining competitive intelligence and understanding consumers. This shows a developing sense of the potential blogs have to contribute to several different business needs.

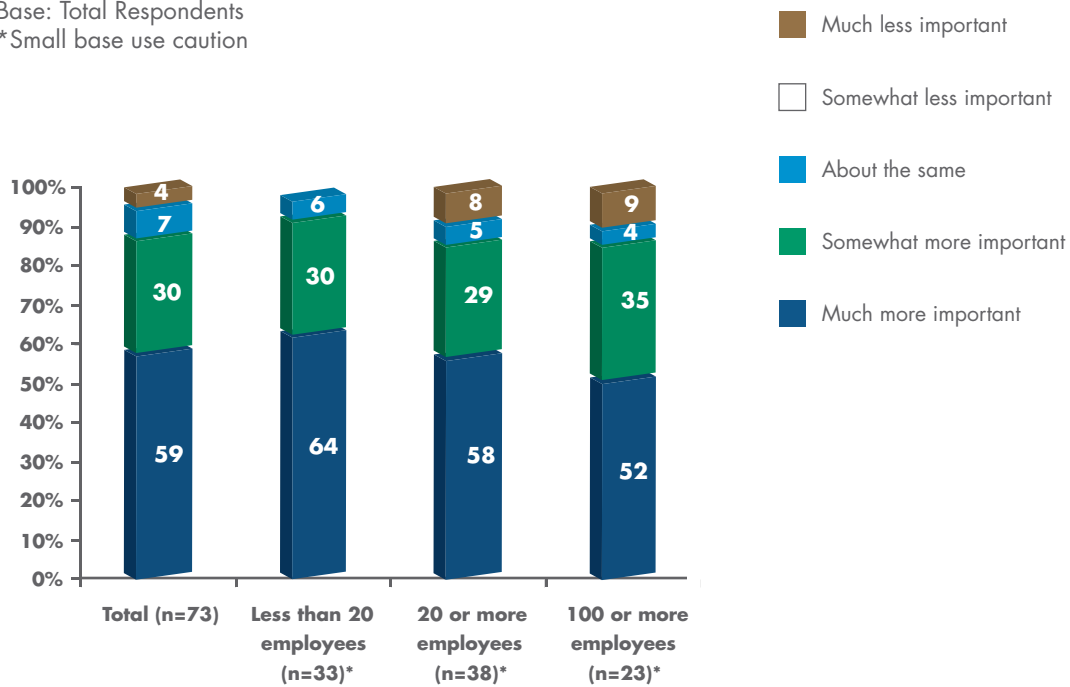
But companies have just dipped a toe in the water by using a few readily available tools that require consistent use and dedicated resources. These needs deter those companies who have not begun monitoring blogs yet. Given the recognized opportunities to gain important insights or avoid potential damage, companies can likely benefit from a more robust monitoring program using more sophisticated tools.

# Future of Blogs

The vast majority of respondents (89 percent) think that blogs will be more important in 2008 versus today.

### Importance of Blogs in 2008

Base: Total Respondents  
 \*Small base use caution



Q.19 Compared to today, how important do you think blogs will be by 2008?

*We would like to thank all those that took part in this survey.*

#### ABOUT CYMFONY

Cymfony, a market influence analytics company, scans, measures and interprets the millions of voices at the intersection of social and mainstream media. Its award-winning platform, Orchestra, integrates innovative and proprietary text mining technology with expert analysis to uncover new business opportunities and identify threats to corporate reputation—at the speed of the market. Contact Cymfony at 617-673-6000 (x2) or visit the web at [www.cymfony.com](http://www.cymfony.com) and Cymfony's Influence 2.0 blog at <http://www.influence2.com>.

#### ABOUT PORTER NOVELLI

Porter Novelli is one of the world's leading public relations agencies and is represented in all major markets. With a focus on effective stakeholder communications and adopting a holistic, media-neutral approach, Porter Novelli develops public relations programs that deliver value and impact to its clients' business. Porter Novelli was founded in Washington, D.C., in 1972 and is a part of Omnicom Group Inc. (NYSE:OMC), a leading global advertising, marketing and corporate communications company. For more information, please visit [www.porternovelli.com](http://www.porternovelli.com).

#### ABOUT RUSSELL RESEARCH, INC.

Founded in 1946, Russell Research is one of the pioneer firms in the survey research industry. Today, Russell Research is among the industry's top survey research firms, with a seasoned staff of strategically-driven research professionals providing expertise and service for a wide range of customer and business product categories. Russell Research's diverse group of clients includes Fortune 1000 companies as well as mid-size and smaller enterprises, government agencies, advertising agencies, consultancies, and public relations firms. Russell Research is headquartered in New York, NY.

*If you have any questions or would like any further information  
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