

Thales Group

## Guide to Social Media for Professionals



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# WHAT IS THIS DOCUMENT?

This guide complements the Social Media Guidelines written for all Thales employees. It is specifically designed for their use of communications and marketing professionals who would like to go even further in using social media for professional purposes.

## A guide

Helps explain what social media tools are and how Thales can use them

## A standard

Provides a framework for all social media activities

## A benchmark

Lists best practices and gives advice on how to avoid the pitfalls



**NOTE:** This guide is part of Thales's Internet visibility strategy. Don't hesitate to [contact Corporate Communications](#) for more information!

### DON'T FORGET!

You can get all the latest social media-related news from the Group's Security department on the Group Intranet! Point your browser here: <http://peopleonline.corp.thales/ecom/smg/flash-dsg-reseaux-sociaux.pdf>  
When using social media sites, you must also comply with the Group's graphic standards available at <http://peopleonline.corp.thales/ecom/smg/charte-informatique.pdf>



**Jérôme Dufour**  
VP Communications

## Foreword: Thales and social media

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**Facebook, Twitter, YouTube, Viadeo, Pinterest and others – social media is very much a part of our personal and professional lives today.**

Social media sites are collaborative platforms and are continuously generating an enormous amount of information in the form of text, photos and videos. They're a great place to interact with our customers. They're also a valuable way to promote ourselves, find the information we need and stay in touch with one another. Our customers, our partners and also our competitors are all using these platforms already.

Given the popularity and utility of social media sites, it's not surprising that social media projects are already flourishing all around the Thales organisation. Many of us have understood the incredible power of social media to tell our customers about what we do and influence the people who make the decisions that affect us. As communication media and marketing tools, they're simply too powerful to ignore. Thales needs to position itself on these platforms – and we need to be visible.

We want our customers to know us better – and social media tools offer an easy way for us to connect with them. As a Thales employee, you are the primary ambassador of our company, but all ambassadors need to operate within a certain framework. **Moreover, as a communication or marketing professional, it is a duty to develop a strong knowledge and to enhance a proactive, and responsible attitude on the social media.** To make the most of the many opportunities offered by social media, it's important for us to combine our efforts and help each other to avoid some of the pitfalls.

**Don't hesitate to contact Corporate Communications for more information and for any help and assistance you need!**

**I strongly encourage you to pursue your social media projects within the framework proposed in this guide.**

Jérôme Dufour

# Contents

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|                                                                              |           |
|------------------------------------------------------------------------------|-----------|
| <b>FOREWORD: THALES AND SOCIAL MEDIA .....</b>                               | <b>3</b>  |
| <b>CONTENTS .....</b>                                                        | <b>4</b>  |
| <b>1 - THALES'S SOCIAL MEDIA GOALS .....</b>                                 | <b>5</b>  |
| <b>OUR STRATEGY .....</b>                                                    | <b>6</b>  |
| <i>Reach out to our customers and partners .....</i>                         | <i>6</i>  |
| <i>Demonstrate our expertise .....</i>                                       | <i>7</i>  |
| <i>Present a dynamic image of Thales .....</i>                               | <i>7</i>  |
| <i>Expand our web presence .....</i>                                         | <i>8</i>  |
| <b>2 – HOW CAN WE USE SOCIAL MEDIA? .....</b>                                | <b>9</b>  |
| <b>SOCIAL MEDIA AT A GLANCE .....</b>                                        | <b>10</b> |
| <i>A - Social networks .....</i>                                             | <i>11</i> |
| <i>B – File sharing sites .....</i>                                          | <i>11</i> |
| <i>C –Micropublishing sites and microblogs .....</i>                         | <i>11</i> |
| <i>D - Reference sites .....</i>                                             | <i>11</i> |
| <i>E – Virtual worlds and MMO .....</i>                                      | <i>12</i> |
| <b>BUT WHAT INTEREST DOES THALES HAVE IN USING SOCIAL MEDIA? .....</b>       | <b>13</b> |
| <i>1 – Engaging with our customers and partners .....</i>                    | <i>13</i> |
| <i>2 – Sharing information about Thales .....</i>                            | <i>14</i> |
| <i>3 – Decentralising information .....</i>                                  | <i>16</i> |
| <i>4 – Using the small-world phenomenon .....</i>                            | <i>16</i> |
| <i>5 – Improving the search performance of existing online content .....</i> | <i>18</i> |
| <b>3 – TIPS FOR SUCCESSFUL SOCIAL MEDIA COMMUNICATIONS .....</b>             | <b>20</b> |
| <b>A - USING SOCIAL MEDIA WISELY .....</b>                                   | <b>20</b> |
| <i>Five basic principles .....</i>                                           | <i>20</i> |
| <b>B – THINKING BIG .....</b>                                                | <b>22</b> |
| <i>Consider social media we don't always think of... ..</i>                  | <i>22</i> |
| <i>Think mobile .....</i>                                                    | <i>23</i> |
| <b>C – SOME RULES AND ADVICE .....</b>                                       | <b>25</b> |
| <i>Important advice: .....</i>                                               | <i>25</i> |
| <i>Hard and fast rules which must never be broken: .....</i>                 | <i>25</i> |
| <b>4 - THALES SOCIAL MEDIA GUIDELINES .....</b>                              | <b>28</b> |
| <b>ARTICLE 1: LOOK BEFORE YOU LEAP .....</b>                                 | <b>28</b> |
| <b>ARTICLE 2: KEEP CORPORATE COMMUNICATIONS IN THE LOOP .....</b>            | <b>28</b> |
| <b>ARTICLE 3: BE LEGAL .....</b>                                             | <b>29</b> |
| <b>ARTICLE 4: DON'T BE EVIL .....</b>                                        | <b>29</b> |
| <b>ARTICLE 5: DON'T BRING YOUR PRIVATE LIFE TO WORK .....</b>                | <b>29</b> |
| <b>ARTICLE 6: ALWAYS KEEP THALES'S INTERESTS IN MIND .....</b>               | <b>30</b> |
| <b>ARTICLE 7: BE CONSISTENT .....</b>                                        | <b>30</b> |

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# 1 - Thales's social media goals

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*Remember that Thales already has an online presence. While we encourage employees to take part in expanding Thales's reach on the Internet, Corporate Communications has developed various tools that optimise our communications by improving our search engine rankings and increasing our visibility, including the [www.thalesgroup.com](http://www.thalesgroup.com) website, Thales pages on social media sites such as Facebook, LinkedIn and Twitter, the Thales YouTube channel, etc.*

*Thales already has a large audience on social media. Don't hesitate to use the networks that are already in place – through them, you can potentially reach millions of people!*

**Thales has extensive know-how and has been the source of some incredible innovations. Our customers should be able to see this amazing potential, including online. This is why Corporate Communications encourages initiatives aimed at expanding our presence on social media platforms – they're a good place to showcase our extensive know-how!**

Using social media is a way for Thales to reach out to its customers, demonstrate its expertise and prove that the Group knows how to adapt to global change. Being visible and credible means also having a greater presence on the web!

## Our strategy

**(Please refer to the social media guidelines in part 4 of this guide.)**

Corporate Communications has developed a strategy for positioning Thales on social media platforms. **Make sure that your social media activities are in line with this strategy by consulting this guide regularly (as there will be updates) and by contacting those who are there to help you: your local Communications team or the Group's Community Manager, Benoit Fricaudet ([benoit.fricaudet@thalesgroup.com](mailto:benoit.fricaudet@thalesgroup.com)).** You must contact the Community Manager if you would like to become part of the Group's network of contributors.

**We have established a few basic principles to ensure the consistency of our online strategy:**

- Before taking any initiative, **you must identify a contact / moderator** who will serve as the Corporate Communications point of contact for your social media policy. This person will be part of the workflow and will be trained in how to use HootSuite, a social media content management tool.
- **You must comply with the rules listed in Article 7 of the social media guidelines:**
  - **On Facebook:** One page per country. Each of these pages must display a "Work for Us" button for displaying local job offers. A country page should only be created once you have identified a correspondent who will regularly moderate and update the page.
  - **Twitter:** One account per country. If you have a specific strategy you would like to use on Twitter, including for HR purposes, contact your local Communications team.
  - We are in the process of developing a coherent strategy for LinkedIn. If you have any questions, please contact your local Communications team.

**By acting in line with this strategy, you will help promote your activities and be part of an ambitious strategy for increasing the visibility of the entire Thales Group. You will help us do the following:**

## Reach out to our customers and partners

**Our primary goal is to be more visible, not only to our customers but also to opinion leaders<sup>1</sup>, or those who will eventually help Thales gain new business. Targeting our**

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<sup>1</sup> The notion of "opinion leadership" comes from the two-step flow of communication theory developed by Paul Lazarsfeld and Elihu Katz. This theory is one of many models that attempts to explain the spread of innovation and ideas and the production of commercials.

communications through social media allows us to engage in a live or near-live conversation with these decision-makers in order to give them the right information and better understand their needs.

This link can also be indirect, as being quoted or referenced online by bloggers or journalists also helps reach opinion leaders.

**You must ensure you comply with the established rules.** If you are contacted by journalists or bloggers, contact Corporate Communications.

More broadly, we can gauge where opinion leaders stand through social media platforms. They can also be used to conduct **market surveys or monitor technological advances, for example.**

## Demonstrate our expertise

**Thales's experts should be heard! We can demonstrate our expertise by allowing our experts to speak out on social media. It is our job to facilitate this process.**

Corporate Communications provides us with a framework for social networking, but **the goal is to encourage teams of experts to develop their own social media initiatives. There is nothing like having a genuine Thales expert provide good information to opinion leaders and potential customers.**

Note: When sharing information online, you must still abide by several basic principles (see **"Five basic principles"** below).

## Present a dynamic image of Thales

One thing is certain: social media platforms are immensely popular. They are becoming increasingly powerful and could become even more influential in the years to come.

**Being present on social networks allows Thales to sell itself as a group that knows how to adapt to a changing world.**

**Social media platforms are built around powerful, dynamic tools** that are perfect for deliberate, targeted communications:

- By subscribing to a targeted feed, customers and partners can choose the information that interests them.
- Microblogging provides us with constant visibility.

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Opinion leaders are active media users. They interpret the significance of media messages and content for lower-level media users.

Opinion leaders are recognised by their peers, especially those who respect their opinions. Opinion leadership tends to be field-specific, meaning that an opinion leader in one field can be a follower in another.

## Expand our web presence

*Thales is already highly visible on the Internet thanks to its website ([www.thalesgroup.com](http://www.thalesgroup.com)). We encourage you to expand your web presence by constantly linking to this site and to our online communities (Facebook, Twitter, LinkedIn, YouTube, Flickr, etc.).*

This will allow you:

- to be more credible (cross-referencing of information)
- to benefit from the expertise offered by Corporate Communications
- to improve your organic search performance (search engine optimisation)
- to ensure that your online information is up-to-date: even though this information is usually the first thing that our prospective customers and journalists read, it's all too easy to forget to update it!



**Fan page**

<https://www.facebook.com/thalesgroup>



**Group feed**

<http://twitter.com/thalesgroup>



**Group photostream**

<http://www.flickr.com/photos/thalesgroup/>



**Thales group**

<http://www.linkedin.com/company/thales>



**Thales channel**

<https://www.youtube.com/thethalesgroup>



**Thales boards**

<http://pinterest.com/thalesgroup/>

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## 2 – How can we use social media?

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Andreas Kaplan and Michael Haenlein define social media as **“a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of user-generated content.”**

**Social media platforms use collective intelligence** in a spirit of **online collaboration**. Through these methods of social communication, individuals or groups of individuals work together to create, organise, optimise or modify web content, make comments, and combine content with their own work. **These platforms use many techniques, such as RSS feeds and other web syndication feeds, blogs, wikis, photo sharing (Flickr), video sharing (YouTube), podcasts, social networking, social bookmarking, mashups, virtual worlds (MMO, for example), microblogs and others.**<sup>2</sup>

*We distinguish here between “social media,” which includes all of the sites that meet the definition above, and “social networks,” which are only one type of social media: those that serve a primarily community-minded purpose.*

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<sup>2</sup> Source: Wikipedia, [Social Network](#) article.

# Social media at a glance

The first thing you'll see is that there are a lot of social media tools and platforms!



FredCavazza.net

## A - Social networks

**Social networks were originally envisaged to create circles of friends and search for business partners, jobs, etc.** They include social networking sites such as Facebook, Google+, MySpace, Trombi.com, Copains d'avant, Twitter, Viadeo, LinkedIn, Doomiz, Orkut, Habbo, Xing, Yammer, etc.

**There are two main types of social networks:**

- **Personal social networks**, which are used to communicate with friends, family, acquaintances, etc.  
The most well known is Facebook. (But note – Facebook is not an exclusively personal social network! It is being increasingly used in a professional context.)
- **Professional social networks**, which are used to build a network of business- or recruitment-related connections.  
The most well known are LinkedIn and Viadeo.



## B – File sharing sites

**Sites for sharing videos, photos or any other type of media offer Internet users content that spans a wide range of topics and interests.** Users visit file sharing sites primarily to see this content but also to post their own work.

Among the most well known are YouTube, Pinterest, Dailymotion, Flickr and Vimeo.

## C –Micropublishing sites and microblogs

The aim of a microblog is most often to share a bare minimum of information. Microblogs fall somewhere between instant messages and blogs. **Like blogs, microblogs have the permanence of web archiving, and like instant messages, they allow for real-time sharing of information that their publisher or publishers find important.**

The most well known is Twitter.

## D - Reference sites

On the Internet, information moves very fast, often without being checked. Wiki sites strive to provide reliable, lasting information using only the work of dedicated volunteers.

The most well known is Wikipedia.

### The reliability of information found on Wikipedia

Wikipedia's reliability is often questioned, but not necessarily for good reason:

- As with any open, participatory media, errors can occur. But **Wikipedia's responsiveness is becoming a gold standard**, and its pages are updated and even moderated very quickly (often in just a few minutes).
- It is recommended that contributors **cite their sources**. Any information published on Wikipedia must generally be verifiable elsewhere.
- Multiple tests of articles published on the well-known online encyclopaedia show that it is **just as reliable as other well-known encyclopaedias**<sup>3</sup>.

## E – Virtual worlds and MMO<sup>4</sup>

The Internet makes it possible to construct increasingly rich and complex virtual worlds where individuals can interact in more or less imaginary settings.

Even though companies have invested in some of these virtual worlds (such as Second Life), **we do not advise using these types of social media**, which are games first and foremost.

The most well known are Second Life and World of Warcraft.

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**In any case, there are many examples of social media... but only a few of them have a genuine impact; these include Twitter, Facebook, Wikipedia, Flickr, Viadeo, LinkedIn, Google+, YouTube, Dailymotion and Vimeo.**

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<sup>3</sup> "Experts were asked by the scientific journal *Nature* to conduct a comparative study of documents published on Wikipedia and in *Encyclopaedia Britannica*. The results showed that the two sources were of a similar level of quality." Source: <http://www.zdnet.fr/actualites/wikipedia-presque-aussi-fiable-que-britannica-39296098.htm>

<sup>4</sup> Massively multiplayer online (game)

# But what interest does Thales have in using social media?

There are several reasons to use these platforms, and it would be impossible to list them all. However, here are **five highly objective reasons** for using social media:

## 1 – Engaging with our customers and partners

The most obvious benefit is **the opportunity to create communities in order to establish and pursue ‘targeted’ relationships with customers, partners, etc.**

Of course, this means being present on the same sites where our customers and partners can typically be found, such as LinkedIn, Viadeo, well-regarded blogs, etc.

### Are our customers and partners present online?



**The answer is YES!** A quick search on LinkedIn or Viadeo shows that many DGA (French defence procurement agency), armed forces and RATP (Paris public transport operator) employees, for example, are present online.

Many important opinion leaders are also present on the web. They have become references and are often regarded on an equal footing with many print newspapers.

**Good to know:** 10% of Internet users who took the satisfaction survey on the Thales website ([www.thalesgroup.com](http://www.thalesgroup.com)) said that they were customers. This figure may seem low, but it still represents **more than 50,000 customers!** Don't forget about the Thales website – that would be a serious mistake!

**These target groups can also be reached through opinion leaders, such as experts, think tanks<sup>5</sup>, enthusiasts or journalists.**

Social media platforms provide the opportunity to **create micro-communities that allow specialists to communicate in an informal context.**

### Are journalists present on social media?

**Yes!**

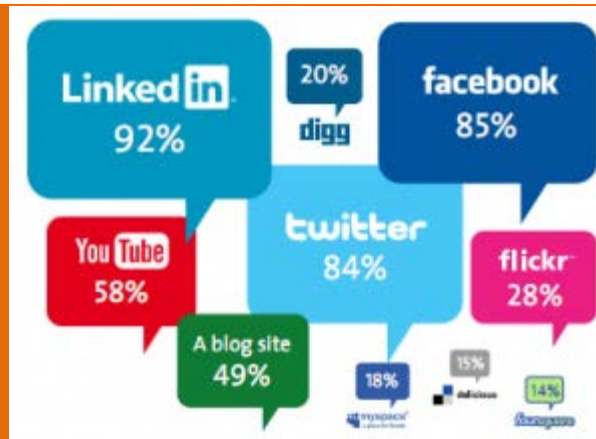
(source: <http://www.arketi.com/survey.html>)



91% of journalists look for information online when writing articles. 81% visit corporate websites to find such information. In addition:

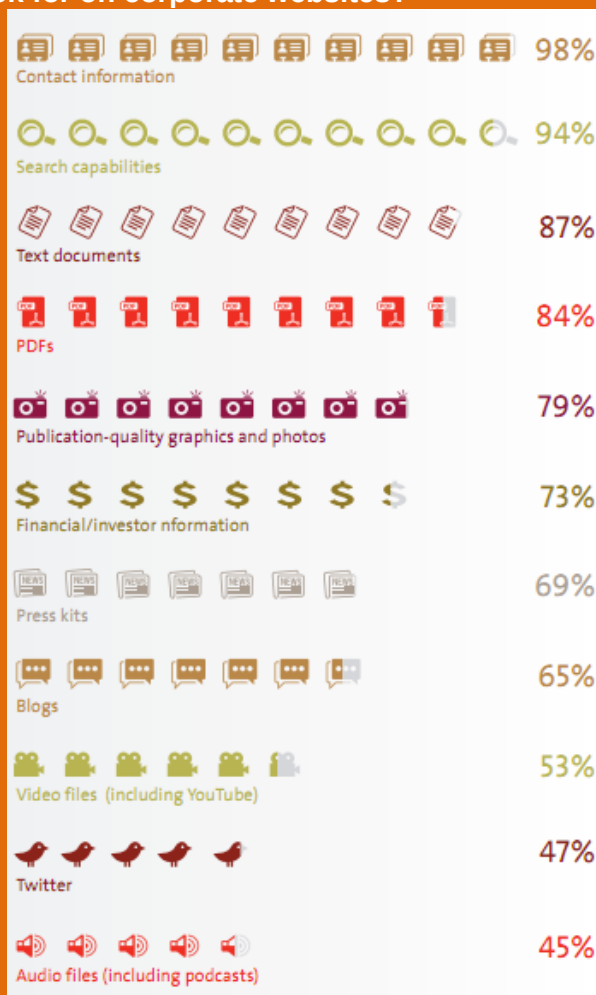
- 92% are on LinkedIn
- 85% are on Facebook
- 84% are on Twitter.

<sup>5</sup> A think tank is a private-law institution – in principle nonpartisan and non-profit – made up of experts that conducts studies and makes public policy proposals. Think tanks are important opinion leaders.



What's even more interesting is that, according to an Arketi survey, journalists spend 20 to 40 hours a week on the Internet; 98% use it to read information and 91% to search for information for their own articles. 99% look for information from industry experts.

### What do journalists look for on corporate websites?



## 2 – Sharing information about Thales

Social media can be used to share information at several different levels.

While the Thales website is used to share reliable, official information, **social media platforms provide a more informal way to make that same information visible, not only to known and targeted customers and partners, but also to those we haven't even thought of yet!**

For example, the press closely follows Twitter, making it a good social media platform to use when one wants to be quoted in the media. Specialized media outlets may follow a news feed that interests them, while more general interest publications will search for news items by key word. If you want to highlight a piece of information on Twitter, you must therefore set these key words apart using a hashtag (#).

Facebook can be useful for communicating with the general public for the purposes of recruitment, making a major announcement, launching an innovation to the public, etc.



Humorous example of what Julius Caesar may have tweeted after his victory in Zela. [Click here for more fun examples.](#)

### 3 – Decentralising information

The arrival of Web 2.0 brought with it a revolution in real-time information feeds. Information is no longer categorised but rather arrives as it happens, establishing a constant link with readers.

What's more, feeds make it possible to **syndicate content**. Syndicating web content makes **one part of a site accessible from other sites**.

**Feeds allow you to constantly decentralise and share information.** This idea of combining feeds with social tools (comments, sharing, ratings, etc.) is the foundation of what is known as Web 2.0.



Common web feed icon: the RSS feed

**By decentralising information through multiple specialised feeds, we can reach many opinion leaders.**

For example, on a LinkedIn-type platform, Thales could create one specialised feed for radio communication products, another for cybersecurity, yet another for urban security, etc. **Members of a narrowly targeted audience could use these feeds to find the information that directly concerns them and subscribe to the feed.**



**TIPS & TRICKS:** Where can I aggregate my feeds?

You may be asking yourself, “So how can I aggregate my web feeds?” It's easy: try using a service like [Netvibes](#), for example. All recent web browsers also have an aggregation feature.

### 4 – Using the small-world phenomenon

Using the small-world phenomenon can help us indirectly reach out to a potential customer or partner.

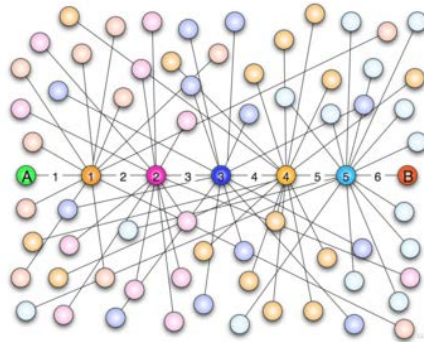
The small-world phenomenon is based on the theory that the chain of social acquaintances linking any randomly chosen person to anyone else on the planet is generally quite short. This idea comes from an experiment performed by psychologist Stanley Milgram, who asked students to forward a letter to an acquaintance until it arrived at a randomly chosen person in the U.S. The result was surprising: it took an average of just six acquaintances to link two complete strangers!

Modern-day experiments on the Internet continue to explore this phenomenon on a global scale. **They confirm that it only takes a very small number of intermediaries to connect any one person to anyone else.**

Social networking sites like LinkedIn, Xing and Viadeo were designed with this phenomenon in mind. Try it yourself – you'll soon be in contact with a huge number of people!

**If you want to start a small-world action onto LinkedIn, go and read the guidelines p.30.**

 **TIPS & TRICKS:** Curious about what your small world looks like on LinkedIn? Visit [LinkedIn Maps](#)<sup>6</sup>.



**Illustration of the small-world phenomenon:** On average, we are just six people away from anyone else on the planet!

Explain and Send Screenshots

Vous êtes situé(e) au centre de votre réseau. Vos relations peuvent vous présenter à 4 383 400+ personnes

|                                                                    |                                                                                                                                |                   |
|--------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 1                                                                  | <b>Vos relations</b><br>Votre premier cercle : vos amis, collègues et relations proches                                        | <b>207</b>        |
| 2                                                                  | <b>Contacts de niveau 2</b><br>Les contacts directs de vos relations : chacun est relié à vous par une de vos relations        | <b>57 100+</b>    |
| 3                                                                  | <b>Contacts de niveau 3</b><br>Contactez ces personnes par le biais d'une de vos relations et de l'un de ses contacts directs. | <b>4 326 000+</b> |
| <b>Nombre de personnes auxquelles vous pouvez être présenté(e)</b> |                                                                                                                                | <b>4 383 400+</b> |

12 979 nouvelles personnes dans votre réseau depuis le 29 septembre  
[http://www.linkedin.com/network?ik=hb\\_tab\\_net](http://www.linkedin.com/network?ik=hb_tab_net)

You are at the centre of your network. Your contacts could introduce you to 4,383,400+ people.

**1. Your contacts**

Your 1-degree connections: friends, colleagues and close contacts

**2. 2-degree connections**

People who are connected to your contacts: each is connected to you by one of your contacts

**3. 3-degree connections**

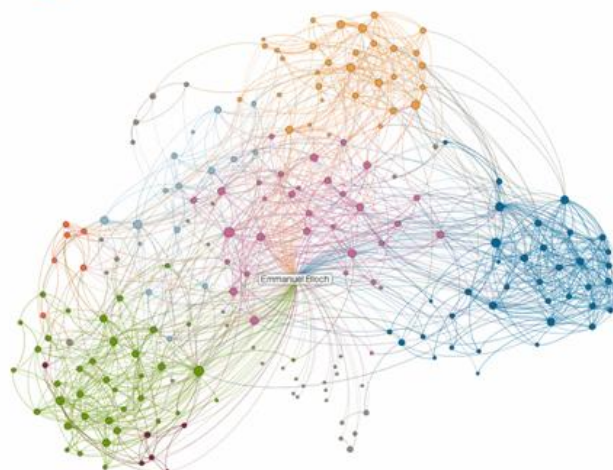
Contact these people through one of your contacts and one of their direct contacts.

**Number of people to whom you could be introduced:**

**12,979 new people** in your network since 29 September

**Your small world on LinkedIn:** With just over 200 direct contacts, you could connect to more than 4 million people through just two degrees of connections!

LinkedIn Maps Emmanuel Bloch's Professional Network as of October 1, 2011



**Your small world as shown in LinkedIn Maps:** See how your networks of influence are organised according to your profession and contacts!

<sup>6</sup> <http://inmaps.linkedinlabs.com/>

## 5 – Improving the search performance of existing online content

One practical reason for using social media is to **improve the rankings of Thales's online content in search engines**.

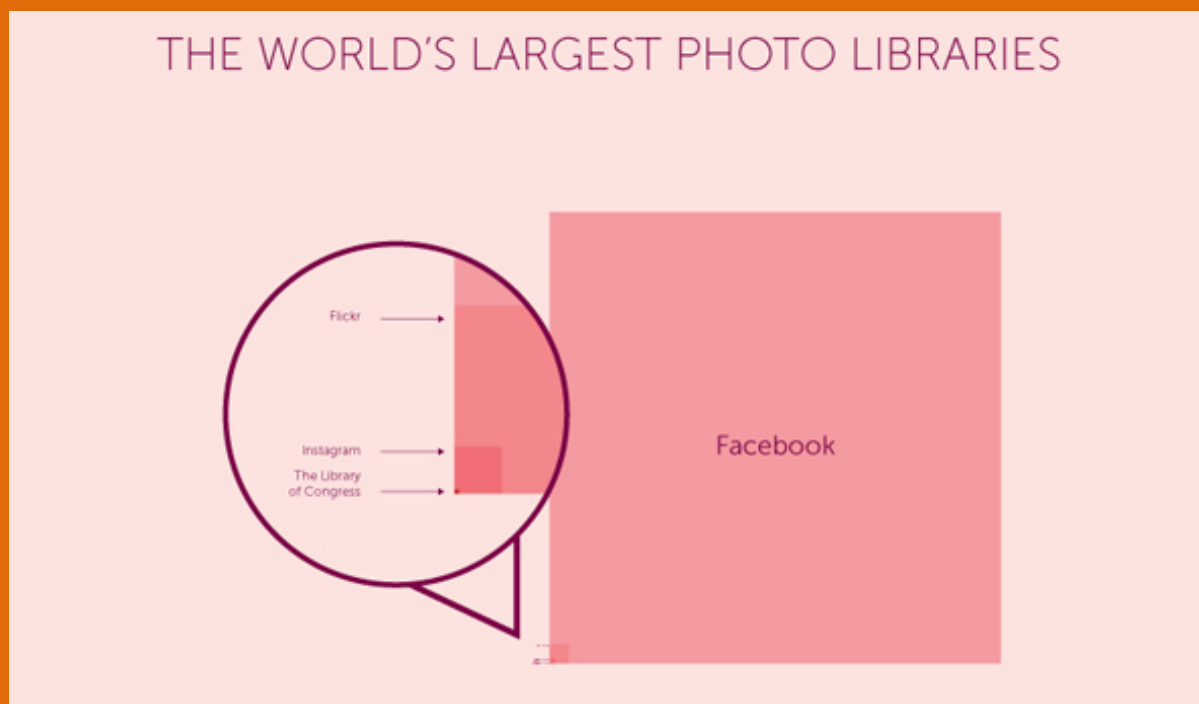
### More about search engine optimisation (SEO)<sup>7</sup>



**There are two different ways to improve a website's ranking in search results.** One is to **buy advertising space on Google**. Your website is then listed first in search results, in an advertisement that you buy through an auction process. This is a form of sponsored SEO.

The second technique, known as organic search engine optimisation, has the advantage of being free (unless you decide to pay for links). This technique for improving a website's visibility **consists of improving its natural ranking in search results**.

SEO is essential! The **mass of information available on the Internet is astronomical**. **Being present is not enough; you also have to be visible**. The diagram below gives you an idea of the quantity of information available on the Internet.



Search engines like Google base their results on the number of times that a certain piece of content is mentioned on the web, among other things. Google's idea is that high-quality content is often referenced by other sites. Because it is popular or considered a reference in its field, the

<sup>7</sup> SEO: Search Engine Optimisation. A group of techniques aimed at optimising how search engines understand the topic and content of one or more pages of a website. SEO aims to influence a web page's position in search engine results based on key words corresponding to the main topics of the website. A site is generally considered to be well-positioned if it appears among the first ten results of a search for the key words corresponding to its content.

content will be positioned as such (as the standard of reference/listed first) in search results. **This is the very idea behind organic SEO.**

**If multiple social media platforms link to Thales content, such as content on the Thales website, for example, it will receive a higher ranking!**



**TIPS & TRICKS: How can I obtain a higher ranking for my website/blog?**

There are several steps you can take:

- Contact Corporate Communications for help.
- Check that the URL, content and metadata (particularly the associated key words) reflect the site's key information. Seek help from an online communications professional, including in writing your article, which should follow certain SEO rules.
- Make sure that your website/blog is visible on social media – which is the purpose of this guide.
- Follow W3C<sup>8</sup> standards.
- Think about making your website accessible from a mobile device.
- Get help! Contact Corporate Communications and read the guidelines published by the main search engines:
  - o [Google Webmaster Guidelines](#)
  - o [Yahoo! Webmaster Guidelines.](#)

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<sup>8</sup> The World Wide Web Consortium, known by the acronym W3C, is a non-profit standardisation body that works to ensure the compatibility of web technologies.

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## 3 – Tips for successful social media communications

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### WARNING!

Anything posted on the Internet should be considered permanent:



- When deleted, information posted online remains in the caches of websites and search engines. It is relatively easy to display, even for a non-expert.
- Information can be reposted (such as through retweets on Twitter).

**In general: Never post information that you would not want to see posted or reposted on other media.** Are you ready to see content that you publish online republished in the mainstream media? If so, you're good to go!

## A - Using social media wisely

### Five basic principles

You should always consider these principles in a professional context when working in online communications – but they're relevant to online communications in a personal context too!

#### 1 – ALWAYS COMMUNICATE IN THE INTEREST OF THE THALES GROUP

This may seem obvious, but always remember to act in the interest of the Group. Respect the Group's customers and partners, present a positive image of the Group, and do not disclose confidential information.

**Warning!** Sometimes a seemingly trivial piece of information can provide precious information to our competitors or to ill-intentioned individuals. Checking in on Foursquare in a country the day before signing a contract, for example, may allow a competitor to beat you to the punch!

## 2 – APPLY BASIC RULES OF ETHICS AND COURTESY

What you publish on social media must comply with:

- the law (intellectual property, image rights, etc.)
- the rules of the social media platform being used (refer to their guidelines, which can generally be accessed from all pages of the site)
- the rights of the Group's past, present and future customers and partners. You must also be respectful to our competitors and anyone else you might communicate with.
- rules of courtesy. ALWAYS be courteous, even with a troll<sup>9</sup>. And never forget the famous 2.0 saying: DFTT<sup>10</sup>.



A trollface indicates that the person you are communicating with is probably trying to make you angry!

## 3 – KEEP YOUR PERSONAL SOCIAL MEDIA ACCOUNTS SEPARATE FROM THOSE YOU USE FOR THE COMPANY

You must keep the accounts you use in your personal life separate from those you use for professional purposes.

**Warning:** Even in a personal context, be careful not to compromise yourself professionally. If you say on your Facebook profile that you work for Thales, for example, don't post any embarrassing photos (drunken parties, sexy poses, etc.).

## 4 – STICK TO THE SUBJECT

Don't talk for the sake of talking, just to take up space. Avoid digressions and always bring discussions back to the original subject. This will prevent conflicts and serious miscommunications.

If a discussion touches on a highly specific subject that is outside your area of expertise, **always ask an expert for help**. Be humble – no one can be an expert in every field!

## 5 – WHEN IN DOUBT...

Contact Corporate Communications. They will know how to guide you and put your social media plans in a wider context so it can be more effective!

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<sup>9</sup> A "troll" is most often used to describe a person who participates in a conversation or discussion in an online social space (such as a forum, newsgroup or wiki) whose main – or only – goal is to cause or artificially manufacture a debate, and more generally to disrupt the balance of the community in question.

<sup>10</sup> **DFTT: Don't Feed The Troll.** On the Internet, a troll can only feed off of the reactions of others. The best solution is therefore to ignore it.

## B – Thinking big

### Consider social media platforms we don't always think of...

Facebook, Twitter, Viadeo, LinkedIn and Wikipedia: developing a presence on these platforms is practically a no-brainer, because they are attractive and well known. But you can also use other social media platforms.

#### DIGG, STUMBLEUPON: WHERE READERS RATE YOUR NEWS CONTENT

[Digg](#), [StumbleUpon](#), [Reddit](#) and [del.icio.us](#) are all social bookmarking sites<sup>11</sup>. Digg, for example, is a community-based website where users vote on interesting web pages suggested by other users.

If you want to publicise a web page on one of these sites, Digg is by far the most credible. You might also try StumbleUpon if your story might interest the tech geeks who use the network (an exciting technological innovation, for example).

These sites are very effective ways of sharing news. The fact that web users can “like” your information can be both productive and gratifying (but be careful – they may not like it!). When a web page discusses Thales, think about sharing the information through social bookmarking!

THALES



#### GOOGLE+: FOR MORE TARGETED SOCIAL COMMUNICATIONS

[Google+](#) is Google's social networking application. One of its key features is that users can create “circles” with different contacts in each, and then choose which information to share with each circle.

Social bookmarking sites significantly improve the rankings of our content.

Contacts are organised into circles using a drag and drop interface. They may know the other members of the circle, but they do not know what the circle is called. Using privacy settings, users can also hide the members of their circles and the circles they are part of. This system replaces the “friends list” typically found on other sites like Facebook, allowing you to target your communications to groups of customers, for example.

**Warning:** This is a very new network. Even though a lot of people have signed up, it is still not widely used.

<sup>11</sup> **Social bookmarking** is a way for Internet users to store, categorise, search for and share their favourite links.

## File sharing sites

When you make a video, a photo album or a PowerPoint presentation, consider creating a version for the general public. Many file sharing sites exist for these types of media, which are generally excellent ways to share information.

- For photos: Flickr, Pinterest, zoomr
- For videos: Vimeo, Dailymotion, YouTube
- For PPT: SlideShare.



*Don't forget to contact Corporate Communications if you want to post information on any of the Group's channels. You'll receive a higher ranking and be more visible than if you post your media on a personal account!*

## GLOBAL SOCIAL MEDIA



Baidu, China's largest search engine

When you communicate in far-off places, such as Asia, **you have to know how to find out about local practices.**

China, for example, has developed web tools that are very different from those we use – for example, the most popular search engine in China is Baidu, not Google.

**Looking to communicate in China?** Think about creating a social media strategy on RenRen: <http://www.renren.com> (the Chinese Facebook), Sohu: [www.sohu.com](http://www.sohu.com) (Chinese general-interest news site), and Youku: <http://www.youku.com> (the Chinese YouTube).

**In Japan,** one of the largest social media platforms is Mixi: <http://mixi.jp/>. Mixi is used to create communities around a wide variety of subjects.



**Did you know?** The country where you work may have a special social media policy. This is true for the United States and Australia. Contact your local Communications team for more information.

## Think mobile

The consumption of information and social media on mobile devices is exploding<sup>12</sup>. The presence we develop must therefore be compatible with smartphones and other mobile devices.

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<sup>12</sup> According to the marketing agency TechMark, in the United Kingdom, 0.02% of web pages were consulted on mobile devices in September 2009. This figure jumped to 12.5% in September 2011 – a 5,000% increase!

Microsoft Tag says that 1 billion mobile phones are smartphones and that in 2014, more web pages will be consulted from a mobile device than from a computer. Yahoo! Advertising

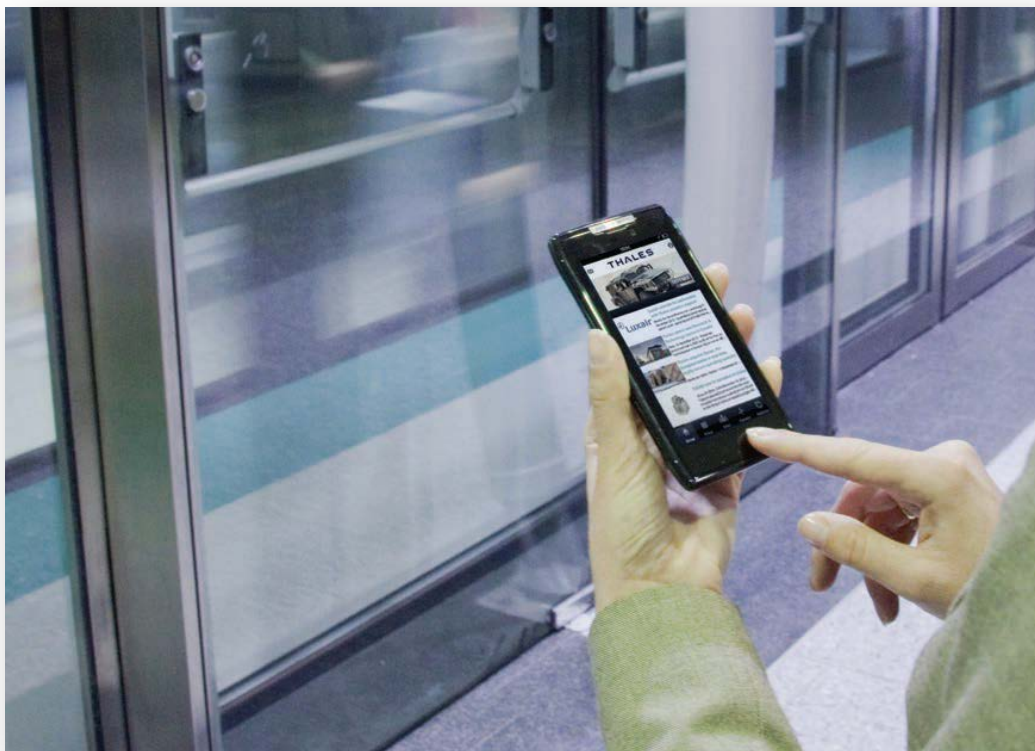
Most mobile usage is dedicated to leisure activities (91% of mobile internet access is to socialise), but more than 50% of Internet searches, particularly local ones, are conducted on mobile devices. According to Performics:

- ❑ 75% of Internet users say that mobile searching makes their lives easier
- ❑ 32% search more from a mobile device than from a computer
- ❑ 84% search for local businesses
- ❑ 73% use mobile search to look at products or corporate websites.

**Contact your local Communications team about any mobile project you may be planning:**

In addition to benefitting from the Group's advice and expertise, you will ensure that your project is in line with all of the Group's messaging policy, in terms of both form and content.

**Did you know?** Thales has had an official iPhone application since December 2012. Visit the App Store to download it. **An Android version is also scheduled for release soon.**



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and IPSOS agree, predicting a 163% increase in the number of mobile Internet users by 2014. Gartner predicts that this will happen one year earlier, saying that 1.82 billion smartphones will connect to the Internet in 2013, compared to 1.78 billion computers.

## C – Some rules and advice

Here are some helpful rules and advice for successful social media communications:

### Important advice:

**Email addresses and other contact information:** Avoid disclosing your professional contact information. Why not create a special email account for the project and link it to your professional email account?

**Profile pictures:** Some social media sites allow you to use a profile picture. **Always use a photo or image for which you own the rights!** On social media you use in a personal capacity, do not use the Thales logo or disclose professional contact information.

**Pseudonyms:** Avoid using pseudonyms in a professional context. If you do decide to use one, make sure it is appropriate.

**Always stick to the facts.**

**Comments and censorship:** The rule of thumb is to **NEVER censor comments**, as that goes against the very spirit behind social media, except of course if the comments break the law (insults, defamation, infringement of intellectual property or patent rights, etc.). You may moderate the discussion if it includes advertising for a competitor or comments that are off-topic.

You can moderate a blog for which you are responsible. **Ask Corporate Communications for assistance.**

**Comments and discussions:** **ALWAYS use your own name.** Do not speak on behalf of Thales, except if you are quoting material that has been approved and published by Corporate Communications.

**Expertise:** In a professional context, only talk about subjects you are an expert about.

**Special rules exist in some Group countries (Australia, United States, etc.):** Please refer to these rules where necessary.



### Hard and fast rules which must never be broken:

**Confidential information:** **NEVER** disclose confidential information anywhere on the Internet!

**ONLY** post information that you would be happy to see published anywhere.

It is strictly forbidden to mention any security or defence clearances you may have, **NATO** or other, on the Internet in either a personal or professional context. For more information, please contact your local Security department.

Even on a profile used in a professional context, unless you receive prior approval from Corporate Communications, you must include the following disclaimer: "This is a personal website/profile/blog/forum, etc. and does not necessarily reflect the opinions of the Thales Group."

**Fake communities, profiles and blogs, link farming and black hatting:** These types of practices are unethical and strictly forbidden. Using someone else's identity or inventing an identity is also forbidden, especially when the purpose is to discredit a company or person. Besides the ethical issues raised by such practices, **they are also illegal and punishable by law!**



**For your information:** Black hatting (using unethical methods of improving search engine rankings) have become much less effective since the Google algorithm was updated<sup>13</sup>.

**Always (ALWAYS!) be courteous and objective.**

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<sup>13</sup> Panda update. See: [http://en.wikipedia.org/wiki/Google\\_Panda](http://en.wikipedia.org/wiki/Google_Panda)

## Things to avoid

### Posting anything before consulting a site's terms of use

Good communications or marketing ideas can quickly fall apart if you don't take the time to read the social media platform's terms of use.

One example is the airline SAS, which held [this contest](#).

The principle of SAS's contest was to use its logo as a profile picture and post an image of yourself reaching up and to the left on SAS's wall. Users placed the two images together in a humorous way and the user with most unique idea won a trip. The idea was fun, but Facebook immediately shut the page down, making it invisible to SAS's 60,000 fans.

Why? Because it violated several of the rules found in Facebook's terms of use<sup>14</sup>.

### Contests

Matt Simpson, a manager at a publisher of Facebook applications, explains, *"The idea of gaining fans through a contest to win a free iPad is so 2010! How boring! What's more, how many of these iPad fans will remain after the contest is over? [...] Our goal should not be to create Facebook promotions but rather passionate bonds with consumers through interactive, social engagement."*

**Remember:** Contests are a good way to increase traffic, but they will not create a true community of interest. They should therefore be avoided.

#### Best practice:

**In some cases, a short but specific set of guidelines** explaining the terms of use for the group you want to create **can be extremely useful:**

- It will allow you to define the topic of the group.
- It will help you ensure that discussions remain on-topic.
- This will protect you from any trolls or other aggressive or unproductive individuals.

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<sup>14</sup> Source: <http://blog.pr-rooms.com/2011/10/01/home-sweet-home-sur-internet-a-labri-des-conditions-dutilisation-des-reseaux-sociaux/>

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## 4 - Thales social media guidelines

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**The use of social media is growing at a rapid pace.** Thales is involved in a growing number of social media projects generally aimed at **communicating with customers and partners in a highly targeted way.**

**These guidelines will help you communicate successfully on social media.** Corporate Communications strongly believes in developing thoughtful, targeted relationships with our customers and partners. Above all, these guidelines are meant to **provide a framework** that should help you avoid any social media activity that is counterproductive or even illegal.

### Article 1: Look before you leap

Do some research before jumping into any social media initiative. Look at what has already been done. Try to list good and bad practices. Make sure that Thales has not already begun a similar kind of activity. **Don't throw yourself headlong into an initiative that could compete with something that is already under way.**

So as not to overlook an initiative already in development, see Article 2.

### Article 2: Keep Corporate Communications in the loop

**Corporate Communications can provide useful guidance on social media initiatives,** helping you define and build an effective communications strategy.

To avoid wasting time on something that may not work or could be counterproductive, **please consult the e-Communications team. They can give you practical advice as well as telling**

you how to make sure your initiative fits into the broader online communications strategy.

## Article 3: Be legal

**Always comply with the law, even on the Internet!**  
Inappropriate use of social media is unacceptable.

The following are considered inappropriate:

- publishing content that criticises Thales on information sharing sites
- publishing defamatory comments about colleagues or customers on forums or blogs
- sharing confidential information
- publishing anything that undermines the strategy and interests of the Thales Group and its entities. No office politics, please!

More generally, **you must know the rules of the social media you are using.**

**As a reminder:** Current case law recognises Facebook as a **public social network**, and **certain types of confidential or defamatory information shared on the network can have serious professional consequences**. Other networks should be considered in the same manner. **Be careful!**

## Article 4: Don't be evil

**Ethics and etiquette are extremely important when communicating on social networks:**

- Always remain courteous and restrained, even when a discussion becomes heated. DFTT<sup>15</sup>!
- Avoid criticising current or potential competitors and/or customers and/or partners.
- Remain objective and informative, even in an informal discussion.
- Be humble! You never know who may read what you write (a competitor, expert, specialist reporter, etc.) and it would be a bad idea to start a conflict!

All media outlets have their own intellectual property rules. **Make sure to check the usage rights of shared media:** avoid cutting and pasting, copying images found online and any type of piracy or plagiarism of written or visual content.

Be careful not to share any information, images, videos, etc. that are the intellectual property of Thales. When in doubt, check with Corporate Communications.

## Article 5: Don't bring your private life to work

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<sup>15</sup> **DFTT: Don't Feed The Troll.** On the Internet, a troll can only feed off of the reactions of others. The best solution is therefore to ignore it.

We expect our colleagues to follow different rules when using social media in their professional and personal lives.

Limit the sharing of personal information on your professional profile.

Also be aware when communicating in a personal context that search engines do not distinguish between what you say in a private, informal context and any professional discussions you may have online. The same is true of images – just think how inappropriate it would be to link a professional conversation to your vacation photos!

## Article 6: Always keep Thales's interests in mind

All Thales Group employees have a **duty to be discreet about the company's information, projects, meetings and other day-to-day internal operations.**

**If you receive any specific instructions from your local Communications team or Security department, please follow them.** Always comply with your entity's social media policy.

**Facebook:** Anything published on Facebook becomes the property of Facebook, so be very careful. Other sites may have a similar policy – read the Terms and Conditions before you post anything.

## Article 7: Be consistent

(See also part 1 of this guide under “Our Strategy.”)

Communications and marketing professionals should ensure the overall consistency of all messages published on social networks. This applies to both form and substance – visual consistency is also a must! **Ensure consistent graphic standards for each social media channel and try to align these across all channels!**

**Follow these guidelines:**

**On Facebook:** One page per country. Each of these pages must display a “Work for Us” button for displaying local job offers. A country page should only be set up when you have already identified a correspondent who will regularly moderate and update the page.

**Twitter:** One account per country. If you have a specific strategy you would like to use on Twitter, including for HR purposes, contact your local Communications team.

**LinkedIn:** LinkedIn is a very specific social media tool, equally related to human resources and to communications purposes. It is also an outstanding external communication tool for who wants to be involved in focused discussion, linked to business. Nonetheless, it is a good internal communication tool – it has higher numbers of employees and more activity on it than the actual Thales intranet. **Here is the validated structure of our presence on LinkedIn. Follow it if you want to be efficient on this social media:**

- **1<sup>st</sup> Level: ‘Thales Group’ company page**  
This company page represents the Thales Group. This page will include HR activity in its careers section

- o Editorial direction: magazine style, career/people focus
- o You can suggest topics and articles to your Communications Dept.
- **2<sup>nd</sup> Level : Other Thales company pages**
  - o By country
  - o To support resourcing demand and SEO
  - o The creation of new company pages must go through the eComms team: please contact your Communications Dept.

The active company pages have to abide by the social media policy.  
Company pages should not replicate content from Facebook and Twitter.

All admin of inactive company pages will be contacted. If the admin agrees to comply with the social media policy, then they can continue to manage the page. Otherwise, the page will be removed and the admin will be invited to contribute to the Thales Group company page.

- **3<sup>rd</sup> Level : Open 'Thales' discussion group**
  - o Owned by BF
  - o Open discussion, following the social media guidelines
  - o Audience: employees, alumni, enthusiasts, customers
- **Influence level : Other Thales discussion groups**
  - o By subject/business
  - o Connecting like-minded people
  - o Influencing: experts should be identified, in order to ensure credits to the shared information
  - o Any initiative must be reported to your Communications Dept
- **Influence level on other discussion groups**

Discussion groups should not be created in Thales's name but rather be created to become leaders in the discussion on certain topics. In that case, experts (or champions) should be identified, and any initiative must be reported to your Communications Dept.

- o Involving Thales experts in wider discussion
- o The experts (or champions) must be identified by the communications team
- o Any initiative must be reported to your Communications Dept.

Thales LinkedIn champions should make regular comments in relevant non-Thales run discussion groups. They should engage in discussions surrounding topics of interest as well as beginning new discussions. They should link back to relevant Thales content, as long as this is in compliance with LinkedIn Group policy

**Above all, don't forget to share your social media initiatives! Happy travels on the web.**

## 1: Top 10 most-visited sites on the web

Where should we expand our web presence? Where the web users are!

*The most visited websites worldwide (figures from July 2011)*

1. google.com (nearly 1 billion unique visitors, more than 1 billion searches a day, 6.4% of global Internet traffic, 24 petabytes of data processed per day)
2. facebook.com (880,000,000 unique visitors)
3. youtube.com (800,000,000)
4. yahoo.com (590,000,000)
5. live.com (490,000,000)
6. msn.com (440,000,000)
7. wikipedia.org (410,000,000)
8. blogspot.com (340,000,000)
9. baidu.com (300,000,000)
10. microsoft.com (250,000,000)

### Good to know:

- ❑ Yahoo! is still the most used search engine in the U.S.<sup>16</sup>
- ❑ Ask is another commonly used search engine (12<sup>th</sup> most visited site in the world), but mainly because it is particularly tenacious malware<sup>17</sup>.
- ❑ Live, MSN and microsoft.com are frequently visited because most Internet users have a Windows setup (Microsoft) by default.

**To find out more:** [The 1,000 most-visited sites on the web](#) (figures regularly updated for all sites except Google, which provides the data)

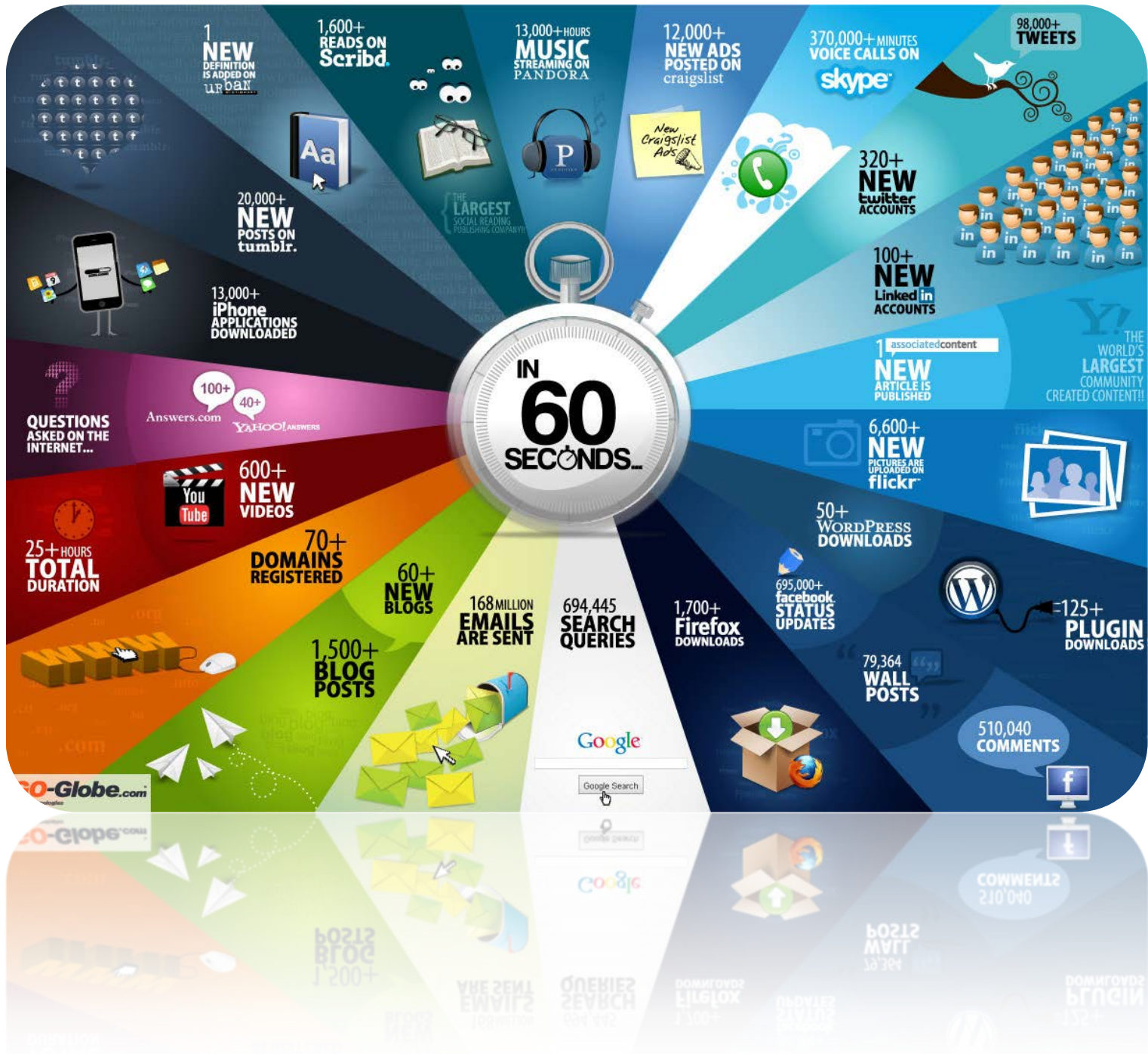
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<sup>16</sup> In the United States., in May 2011, Yahoo! sites had 188.8 million unique visitors, compared to 180 million on Google, 179.8 million on Microsoft and 157.2 million on Facebook.com (source: ya-graphic.com: <http://www.ya-graphic.com/2011/06/213-google-depasse-milliard-visiteurs-uniques/>).

<sup>17</sup> Malware is a program developed with the aim of harming a computer software system without the consent of the infected user.

## 2: What happens in one minute on the web?

The infographic below shows the incredible amount of data generated on the web every minute. **The lesson is simple: with all of this going on, you have to be visible!** Not necessarily to the general public, but at least to our target audience...



# THE CMO'S GUIDE TO: THE SOCIAL LANDSCAPE

2010 IS THE YEAR CMOS WILL HEAVILY INVEST IN SOCIAL MEDIA. HERE'S A GUIDE TO HELP YOU UNDERSTAND HOW BEST TO LEVERAGE MAJOR SOCIAL MEDIA SITES.

**GOOD!**

**OK.**

**BAD!**

## WEBSITE

## CUSTOMER COMMUNICATION

## BRAND EXPOSURE

## TRAFFIC TO YOUR SITE

## SEO



A microblogging site that enables users to send 'tweets', or messages of 140 characters or less

Use keyword search monitoring through a program such as Hootsuite, Tweetie or Radian 6 to track what people are saying about you and your competitors.

Offers unique opportunities for Web site integration and to engage with customers in a viral way, helping your company stand out from the masses.

Potential can be large, but promotion is an art form -- promote your brand too heavily and turn off followers, yet don't promote enough and receive little attention.

Value to your site's SEO is limited, but tweets will rank high in search results -- good for ranking your profile name and breaking news, though shortened URLs are of little benefit.



A social networking site where users can add friend, send messages and build their own profile

Great for engaging people who like your brand, want to share their opinions, and participate in giveaways and contests.

Facebook brand pages are great for brand exposure. Jump-start your brand exposure through the ad platform, or hire a Facebook consultant to help you grow your brand presence.

Traffic is decent and on the rise thanks to share buttons and counters, but don't expect massive numbers of unique visitors to go to your site.

Little to no value, aside from blogs picking up and featuring your posted links. Not worth the time expenditure.



An image and video hosting website where community members can share and comment on media

Unnecessary to spend too much time on this, though properly tagged photo sets of company events can help customers put a face on the team behind your brand.

Participation in industry-related groups might get your photos, and thus your brand, viewed by people with similar interests, but numbers will be small.

Even if you get tens of thousands of visits to a photo hyperlinked with your URL, click-through rates are among the lowest around.

Heavily indexed in search engines, passing links and page ranks. Also helps images rank higher in Google Images and in building inbound links.



A social networking site for business professionals

Not the primary focus, but customer engagement opportunities are possible by answering industry-related questions, establishing yourself as an expert in the field.

Effective for personal branding and demonstrating your organization's professional prowess. Encouraging employees to maintain complete profiles to strengthen your team's reputation is advisable.

Unlikely to drive any significant traffic to your site, though you never know who those few visits might be from -- perhaps a potential client or customer.

Very high page rank -- almost guaranteed on the first page of search results -- especially for your company name or individual employees' names, but that's about it.



A video sharing website where users can share and upload new videos

Whether you seek to entertain, inform, or both, video is a powerful channel for quickly engaging your customers, responding to complaints, and demonstrating your social-media savvy.

One of the most powerful branding tools on the Web when you build your channel, promote via high-traffic sites, and brand your videos.

Traffic goes to the videos. If the goal is to get traffic back to your site, then add a hyperlink in the video description, but don't expect traffic to correlate closely with video views.

Very good for building links back to your site because videos rank high. Also a tried-and-true way for your brand to gain exposure.



A social news site where users can discover and share content

Not the site's primary strength, though occasionally an objective third-party writeup as a PR effort, perhaps to counteract bad press or customer sentiment, can be promoted.

Opportunities are huge, especially for promoting objective press/blog coverage of your brand. Make sure content doesn't read like an ad, or your site might be banned for being overly commercial.

The grandfather of traffic spikes, so become active in the community or find someone who is. If your site is corporate, then consider launching an industry blog on a noncommercial Web domain to establish yourself as a thought leader.

Very good because even if your story doesn't become popular, then your page will still be indexed quickly. If your story does become popular, this is likely the best site in terms of getting linked to by bloggers.



A social news community where members discover and share webpages

Paid StumbleUpon traffic can be a very targeted method of communicating, but whether you're reaching your existing customers is purely random and costly to determine.

A paid campaign can be good for brand awareness, especially following efforts to get free, organic traffic to your home page. Targeting is very accurate, but keep in mind you're paying 5 cents per visit (\$50 CPM).

Enables a diverse range of people to discover your content and share links via the su.pr link shortener on Twitter. Tagging helps, but you don't want the same people repeatedly giving you a thumbs-up.

Very good if your story makes it to the top page for its tag. StumbleUpon's large user base enables many people to find and link to your stories. For vanity name searches, profile pages rank well, too.



A social news site where community members can vote on stories

Editor-driven and moderated, so this shouldn't be your primary focus.

Noncommercial sites are heavily favored by moderators, so business sites should not waste time in this uphill battle.

Get in the moderators' good graces, and you have a chance to hit absolutely massive numbers -- but it's a long shot.

If you make the front page of Yahoo!, then you will get a ton of backlinks, but chances are unlikely unless you are a large, established brand.



A social news community where users post links to the site's home page

The community is fickle, and anything perceived as spam will be destroyed. However, look deep into the categorized "subreddits" to unearth small niche communities, and you could get valuable feedback.

Unless you're a bacon company, don't try to build your brand here. You'll end up banned from the site without even realizing what happened.

If Reddit loves you, then traffic is often right up there with Digg and StumbleUpon. Be careful: Push too hard for votes from your friends and risk being banned, but don't push at all and you'll wind up with nothing.

Make the front page and many reputable sites will pick up your story, generating valuable backlinks and extending trust to your site.



A social bookmarking site used for sharing and storing bookmarked pages

Site is intended for people to bookmark content. You can see what people tag with your brand name, but communication with them is nonexistent.

Not enough ongoing brand recognition to make it worth your while unless you want to be known for providing reference content for later retrieval.

Not as big as it used to be, but informative, massive reference pieces bookmarked for later use can net you a few thousand recurring monthly visitors.

Pretty much everything about the site helps: When your page is bookmarked, it's a direct link back to your site. When you're on the front page of the site, the big category tag pages are full of trust, which will pass directly to your URL.

### 3. Excerpt from the *Blog du Modérateur*: “50 social media figures from 2012”

What mattered in 2012? We have compiled 50 key figures that summarise what happened on social media over the last 12 months.

#### Facebook

- **1 billion:** number of users on Facebook, which hit this milestone on 4 October
- **25 million:** number of Facebook users in France
- **488 million:** number of Facebook Mobile users
- **\$38:** price per share of Facebook when the social network went public last May
- **8.7%:** percentage of total Facebook accounts that are fake, according to the company itself
- **70%:** in the same vein, the percentage of Facebook pages that are inactive
- **130:** average number of Facebook friends per user
- **4.4 million:** number of likes for the most “liked” photo, the famous “4 more years” photo posted by Barack Obama on the night of his re-election
- **92%:** percentage of parents on Facebook who are “friends” with their children
- **40:** number of squares in the “*Carrés de la discorde*” brainteaser, the craze of the year on French-language Facebook pages
- **16%:** percentage of fans of a page who actually saw its updates...at least, until the recent EdgeRank changes
- **6.75:** average number of hours Facebook users spend on the site each month
- **25%:** percentage of Facebook users who do not manage their privacy settings
- **2.5 million:** number of “promoted posts” published by 300,000 pages since the service was launched last June

#### Twitter

- **500 million: number of Twitter users**
- **Only 140 million: number of active users**
- **1 million:** number of accounts created each day
- **400 million:** number of tweets sent every day this year
- **32 million: number of followers** of Lady Gaga, the most followed Twitter user
- **27:** average number of followers of each Twitter user
- **150 million:** number of tweets sent out during the Olympics
- **327,452: number of tweets** per minute sent when Barack Obama was re-elected
- **21:** average number of **minutes** users spend on Twitter each month
- **11:** number of **new accounts** created **every second**
- **40%: percentage of accounts that have never sent a single tweet**
- **50%: percentage of Twitter users located in the U.S.**
- **8:** number of different photo **filters** available on Twitter since early December 2012

#### YouTube

- **4 billion:** number of videos viewed each day
- **935 million:** number of views of the “Gangnam Style” video to date, now approaching 1 billion
- **7th: anniversary of YouTube, celebrated in May 2012**
- **72: hours** of videos uploaded each minute on YouTube
- **700: number of YouTube videos** shared on Twitter every minute
- **15:** average **number of minutes** YouTube visitors spend on the site each day

#### Google+

- **500 million: number of registered users** of the social network (recent milestone)
- **135 million:** number of registered users considered directly active on the site

- **14 million:** number of additional active members on Google+ each month
- **3:** average number of **minutes users spend on the social network each month**
- **5 million: number of times a day the +1 button is used**

#### Pinterest

- **20 million:** number of Pinterest users
- **2,702%:** percentage of growth in unique visitors to Pinterest since May 2011
- **68%:** percentage of Pinterest users who are women
- **75%:** percentage of pins that are actually “repins” (shared photos that are already found on Pinterest)
- **1.5:** average **number of hours** Pinterest users spend on the site each month
- **380%:** increase in content shared via Pinterest this year

#### Instagram

- **100 million:** number of Instagram users
- **747 million:** actual purchase price of Instagram when bought by Facebook
- **1,179%:** increase in the number of users since the site was bought by Facebook
- **575: number of “likes”** of Instagram photos each second
- ...along with **81 comments**
- **18:** number of filters available on Instagram’s mobile applications
- **5 million:** number of images posted on Instagram each day

## 4: The three webs

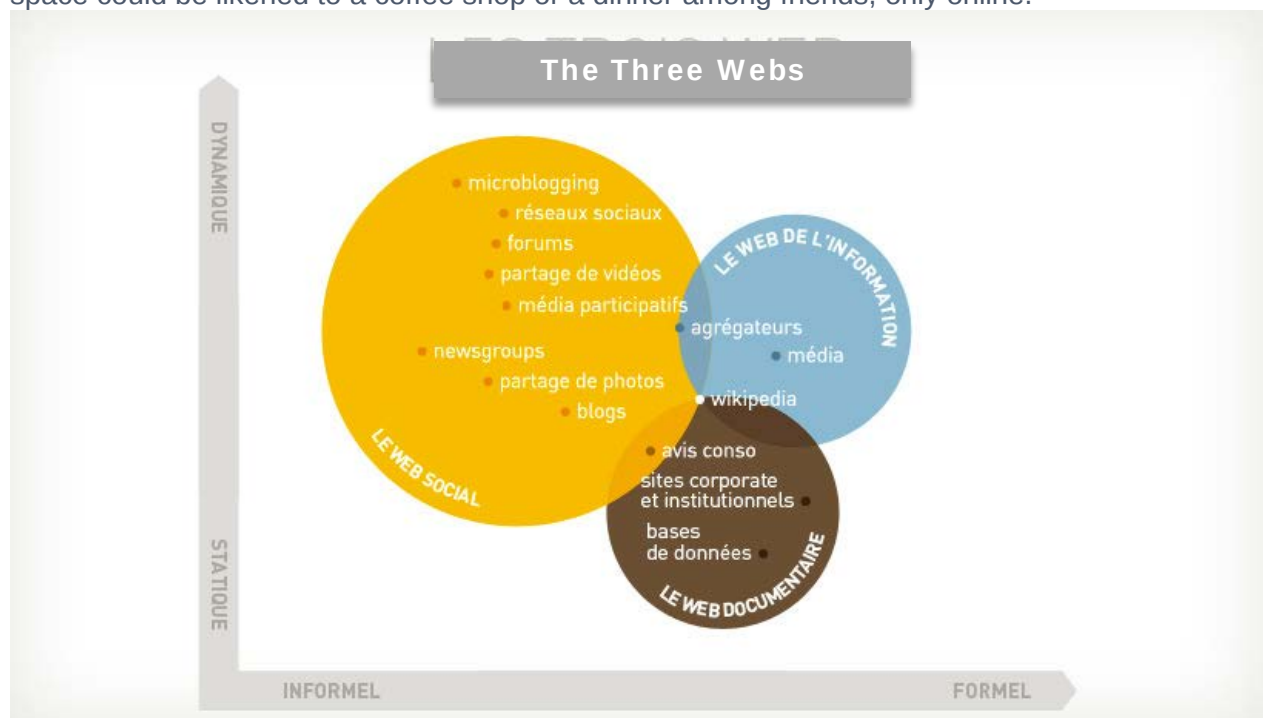
(source: Spintank.fr: <http://www.spintank.fr/vision/les-trois-web/>)

The web is a public space, a digital replication of the physical places where we go to meet others and express our opinions. But how can we understand this space and each of its core functions? Do the places that make up this landscape follow their own logic?

Spintank has created a representation of the web structured around the dominant function of each space and two axes that represent the dynamics underlying the entire system.

The vertical (y) axis runs from **cold to hot**, or from what is permanent and fixed to that which is dynamic and up-to-date. The top of this axis represents what is new, in the strict sense of the word. This is where the Facebook status, tweet and humorous opinion piece posted on a blog all lie. The bottom of this axis is where data, such as databases, static presentation pages, etc., are found.

The second axis is more complex. **At the far right are publishers from the traditional public sphere:** established authorities and professional publishers of information, such as academics, journalists and companies. These actors have replicated traditional, downstream modes of communication online. What matters most is publication; interaction is not important. **On the opposite end of this spectrum is where the social logic dominates**, with interaction and the sharing of information, encouragements, criticism, etc. Social interaction here is direct; the space could be likened to a coffee shop or a dinner among friends, only online.



[y-axis:] DYNAMIC  
[x-axis:] INFORMAL

STATIC  
FORMAL

THE INFORMATIONAL WEB

THE SOCIAL WEB

- microblogging
- social networks
- forums
- video sharing
- participatory media
- newsgroups
- photo sharing
- blogs

- aggregators
- media
- Wikipedia

THE DOCUMENTARY WEB

- reviews
- corporate and institutional sites
- databases

These two axes show **three different webs**, each with its own, complementary functions:

- **The documentary web:** Has millions of cold, static pages that provide background information. The content is definitive and takes precedence over interaction, which is non-existent. This space is similar to a neighbourhood library, where documents predating the Web are put online. The documentary web is enormous and marked by two innovations: the abundance of information and equal access to this information. It is a place for experts, who share their knowledge without concern for whether others can understand it or a desire to interact. The communication is downstream, front-end and one-way. The sharing of documentary content has not yet adapted to the web. The documentary web, while enormous, holds an extraordinary wealth of knowledge but has not yet found a true life online.
- **The informational web:** Shares the non-interactive approach of the documentary web but is more involved in what is new and hot. This is the reign of the journalist. In general, the sources in the informational web do not fully engage in the logic of interaction and collaboration specific to the web. The content they produce, however, is open on two levels: open to competition, as thousands of articles are accessible to Internet users, who can compare and rank them and form their own opinions, and open to commentators, who can question this content. Information has gone from an economy of scarcity to an economy of abundance, where actors must compete with a multitude of other potential publishers of information, whether they be anonymous or named, professional or amateur. The logic of collaboration is therefore heightened, making the web a powerful tool for deepening understanding, questioning information and (sometimes!) correcting errors quickly.
- **The social web:** An enormous section of the web does not consist of raw material, either old or new. This sphere is the realm of Internet users themselves and is driven by interaction, sharing, conversation and encounters. The social web recognises the Internet user as a full-fledged producer of content, regardless of the type of content they produce, as there is a tool for every type. On the social web, anyone can participate, as long as they are connected. Participation is not standardised, and there are as many means of expression as there are publishers of content. The second characteristic of the social web is that social interaction is at the heart of all activity. It is interaction that feeds the content and brings it to life, regardless of the type of participation. Advertising is the dominant principle. Anyone can become part of the media. This is a major factor in the phenomenon of self-promotion, whether it be through a blog, photo or video sharing site, or social network.