



High performance. Delivered.

UBS Social Media Monitoring Case Study

Business Challenge

As in other parts of the financial services industry, professional risk management is a key factor to success, both in marketing as well as communications management, where the primary focus is brand reputation. Depending on the types of news stories and articles being published, a company may be required to take specific countermeasures.

UBS, therefore, put sophisticated monitoring practices in place to keep track of traditional media offerings, such as newspaper coverage. However, these once dominant forms of mass media have been superseded by new communication channels that emerged to meet changes in consumer behavior.

In today's digital world, understanding what it is being published in the form of tweets and Facebook postings, for instance, is vital to any successful and effective communication strategy.

Like most of its peers, however, UBS did not have the capacity and experience to adapt its reputation risk management to meet the challenges of the new digital reality – particularly in the social media realm.

Tracking social media requires having a solid understanding of the challenges of a rather immature (and fast-changing) technological landscape as well as the relevant practical skills.

With so few proven social media monitoring methods available on the market – at least at this time – building in-house capability can be a challenge. More so, when the company has a global reputation to protect.

Even at a hefty price tag, available solutions may still be in an early stage of development, untested and have little geographic or language coverage.

In addition, one would have to assemble and maintain its own personal or technical capacity. Thus, UBS was looking for a comprehensive, outsourced solution that could deliver results cost-effectively and reduce internal complexity.

How Accenture Helped

Accenture developed a conceptual design and pilot project to address UBS' overall social media monitoring strategy. The pilot project iteratively improved pre-defined services and output configurations to meet the unique requirements of UBS and integrated them into its business processes and organization.

Subsequently, Accenture designed a multi-layer operating model that defined process, structure and technology components, and human resources needed to run. All together this was brought to live as a fully functional, social media monitoring capability and deployed to the Swiss market where UBS performs now the tracking on its own.

To achieve consistent tracking on a global scale, UBS signed a three-year contract with Accenture to deliver social media monitoring service in four different languages for all other UBS' major global markets, and for various local and corporate business functions.

A key component of this deal is that Accenture does not only supply a technical infrastructure to deliver the tracking globally, but that the tracked content is also analyzed by native speakers with an industry background – according to specifications agreed upon with UBS – to eliminate mundane postings, spot irony and understand context.

Leveraging its Global Delivery Network, Accenture tracks and monitors comments in social media, e.g. in English, German, Spanish and Portuguese. Based on the tracking results and additional analysis, detailed reports are created for UBS upon specific results and are delivered on a regular (e.g. daily, weekly, ad hoc) basis. As a result, UBS gets a comprehensive view on topics that might be starting to flare up and might require a response in some form.

Furthermore, the service provides the ability to adapt the tracking to other criteria should UBS require an assessment of specific subjects and/or want to integrate new channels (such as various blog posts). For this service provision to UBS, Accenture also leverages tools that were developed in its Technology Labs to enable better results (e.g., a tool that is able to identify and expose websites posting fake profiles of alleged UBS employees).

Thus, Accenture is providing a global capability of standardized services, and scalable technology and methodology that makes it possible for UBS to conduct campaign-related monitoring at short notice and at a relatively low fee, which is billed on a cost-for-cost basis. The comprehensive service enabled UBS to replace a variety of national, specialized suppliers with one global delivery scheme.

High Performance Delivered

This service provides global social media monitoring for UBS based on industry insights. It allows UBS to fulfill important communication and risk business objectives in the area of reputation management and customer trust as well as brand issues. It enables the client to successfully navigate in the digital social world with a holistic perspective, being able to detect relevant topics that might need a reaction through communication actions.

The service, delivered in a consistent and cost-effective way on an international level, is a great example of Accenture's end-to-end capabilities as it combines its strengths in management consulting, global delivery of business-process outsourcing and technology assets.

Client Background

UBS is a leading global financial services provider, engaging with private, corporate and institutional clients. It is present in all major financial centers and has offices in over 50 countries.

The client employs more than 65,000 people around the world and has historical roots that stretch back more than a century. In the fiscal year ending 31 December 2011, its operating income reached USD 27.8 billion and operating profit before tax USD 5.35 billion.

About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with more than 249,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US\$25.5 billion for the fiscal year ended Aug. 31, 2011. Its home page is www.accenture.com.