A State of the Industry Report

The State of Social Business 2013:
The Maturing of Social Media
into Social Business

Altimeter Research Theme: Dynamic Organization

October 15, 2013

By Brian Solis and Charlene Li
With Jessica Groopman, Jaimy Szymanski, and Christine Tran

Based on results from Altimeter Group’s 2010-2013 annual survey of social media strategists and executives
Executive Summary

Altimeter Group conducts regular social business surveys to learn how social media is evolving within enterprise organizations. While we’ve included our Q4 2012 data in previous reports, we are now making the survey results available to the public under a Creative Commons License as part of our Open Research. Some figures in this report also use survey results from 2010-2011 to provide year-over-year comparisons. Where relevant, we include results from our latest survey that was conducted in Q3 2013.

Analysis of our survey results reveal that social media is extending deeper into organizations and, at the same time, strategies are maturing. What was previously a series of initiatives driven by marketing and PR is now evolving into a social business movement that looks to scale and integrate social across the organization. The following report reveals how businesses are expanding social efforts and investments. As social approaches its first decade of enterprise integration, we still see experimentation in models and approach. There is no one way to become a social business. Instead, social businesses evolve through a series of stages that ultimately align social media strategies with business goals.

Our hope is that the data shared in this report provides some perspective on where your company is today so that you can chart your own course for social business evolution. Some ways to use the data include:

1. Benchmark where you are compared to the various business stages shared in this report.
2. Document existing challenges and opportunities that you will need to address for your 2014 social business plan.
3. Determine how social strategies can better align with business objectives and priorities.
4. Finally, follow along with Altimeter Group’s Seven Success Factors of Social Business Strategy to expedite your transition from social media to social business.

Highlights of Findings

- In terms of social business maturity, most organizations are “intermediate,” with only 17% who are truly strategic in the execution of their social strategies.
- The lack of clear leadership, organization, and strategy means that many organizations experience some form of “social anarchy,” of siloed, uncoordinated social efforts.
- More companies are moving to the Multiple Hub and Spoke model to organize their social business programs, up from 18% in 2010 using this model to 23.6% in 2013.
- Most dedicated social media teams continue to report to Marketing (40%) or Corporate Communications/PR (26%). But now, 13 different departments around the organization are seeing dedicated staff work on social initiatives.
- Companies are committing more headcount to social media across all sizes of companies. The biggest jump is for companies with more than 100,000 employees, which now report an average of 49 full-time employees (FTEs) supporting social media in the organization, compared to 20 in 2010.
- Top priorities for social include scaling for engagement, integrating data, and training/education around social.
- Measuring the impact of social is maturing, with over half of organizations able to track the impact of social on marketing efforts.
- Lack of employee training around social media policies remains a significant risk area — only 18% of companies said that their employees have a good or very good understanding of their social media policies.
The State of Social Business: 2012 Benchmark Study

In our report, The Evolution of Social Business: Six Stages of Social Business Transformation, we found that even though social media is making its way into more and more businesses, companies that adopt it are not created equal when it comes to social media maturity.

Our research revealed a distinct gap between companies that execute social media strategies and those that are truly a “social business.” A social business, as we defined in the report, is the **deep integration of social media and social methodologies into the organization to drive business impact.**

As companies mature in social, we identified a natural progression through six distinct stages:

**Stage 1: Planning** — Listening and learning to ensure a strong foundation of strategy and resource development, organizational alignment, and execution. Do not currently have a significant presence in social media channels.

**Stage 2: Presence** — Staking claim and moving from planning to action, establishing a formal and informed presence in social media.

**Stage 3: Engagement** — Making a commitment where social becomes critical to relationship-building along the entire customer lifecycle.

**Stage 4: Formalized** — Organizing for scale in social deployment and engagement across multiple departments, business units, and sub-brands.

**Stage 5: Strategic** — Becoming a social business; social initiatives are gaining visibility through business impact. Social methodologies and technologies become integrated across functions.

**Stage 6: Converged** — Business is social; social media strategies weave into the fabric of an evolving organization driven by a vision of improving customer and employee relationships and experiences.

We found that while most companies have an established presence, engage actively with customers, or even have formalized programs, only 17% consider themselves at the higher ends of social business maturity (see Figure 1).

**Figure 1: Most Enterprises Characterize Themselves as Intermediate in Social Business Maturity**

![Figure 1: Most Enterprises Characterize Themselves as Intermediate in Social Business Maturity](image-url)
Social Media Programs Still Foster “Social Anarchy”

Social media programs often exist in siloes within the organization, creating a form of “social anarchy” when leadership, strategy, and organization are not aligned. We found that only 26% of companies approach social media holistically, operating against a common enterprise vision (see Figure 2).

**Figure 2: Few Companies Approach Social Media Holistically**

Q. Which of the following statements best match your organization’s definition of social strategy? (Q4 2012)

| Distributed social media approach: Where lines of business and business functions independently manage and fund social media strategies to create departmental outcomes, i.e., sales, service, marketing, HR. | 27% |
| Holistic social media approach: Where lines of business and business functions operate against an enterprise-level vision and strategy — they act independently, but in a unified and complementary fashion. | 26% |
| Marketing/Communications multi-channel approach: Where activity is based on a one-to-many distribution, i.e., same content calendar for every social network and controlled centrally. | 20% |
| Marketing/Communications single-channel focus: Creates individual content plans for specific social sites and channels like Facebook, Twitter, LinkedIn, YouTube, blogs, etc. | 18% |
| Customer-service focus: Emphasis is on listening to customer conversations and resolving customer issues. | 9% |

Only Half of Executives Are Aligned with the Social Strategy

In addition, only 52% of executives are informed, engaged, and aligned with their company’s social strategy (see Figure 3). This, of course, limits social media’s growth path. We found, though, that executives who get on board with social do so because strategies track toward tangible business objectives. This places organizations across multiple stages, including Presence, Engagement, and Formalized in their social business evolution.

**Figure 3: Half of Executives Are Informed, Engaged, and Aligned with Social Strategy**

Q. Below are number of statements that describe elements of a social strategy. Please indicate the extent to which you agree that each statement describes your organizations. (Q4 2012)

| Risk management around social media is well understood by Legal/Compliance, and risk mitigation/crisis management policies and processes are in place throughout the organization. | 65% |
| Roles, responsibilities, and governance of people directly and indirectly responsible for the execution and support of social efforts are identified, resourced, and in place throughout the organization. | 60% |
| Social strategy is connected to business goals and outcomes. | 61% |
| A long-term vision for how social media will improve customer relationships has been articulated. | 52% |
| Top executives are informed, engaged, and aligned with our social strategy. | 52% |
| The social strategy includes a detailed road map for what it will do — and also not do — over the next 1+ years. | 48% |
| There are clear metrics used throughout the organization that associate social activities with business outcomes. | 34% |
| Employees at all levels are aware and trained on how to use (or not to use) social media in both their jobs as well as personal lives in ways that will positively impact the organization. | 27% |
Social Business Gains Traction Throughout the Organization

A key part of social business is how and where it lives in the organization. We found that 78% of companies have a dedicated social media team — with 22% having them at both the corporate and division level (see Figure 4). Only 22% do not have a dedicated team yet.

Figure 4: Three-Quarters of Companies Have a Dedicated Social Media Team

Q. Does your company have a dedicated social media team that serves the entire company or division as a shared resource? (Q3 2013)

Organizations continue to use a variety of models to support social media programs. We found that no one format is permanent or dominant. Many companies start with a model that mirrors the culture of their company today. As programs develop, new models are tested to expand social media across disciplines, departments, and lines of business.

Most companies continue to organize as Hub and Spoke (35%), but the biggest shift was companies moving toward Multiple Hub and Spoke, increasing from 18% in 2010 to almost 24% in 2012 (see Figure 5). Multiple Hub and Spoke is gaining traction with organizations that move along the stages of social media maturity as it brings disparate groups together to solve for challenges that prevent social integration into everyday workflow.

Figure 5: Companies Continue to Organize for Social Media as Hub and Spoke, with a Shift Toward Multiple Hub and Spoke

<table>
<thead>
<tr>
<th>Year</th>
<th>Decentralized</th>
<th>Hub and Spoke</th>
<th>Holistic</th>
<th>Centralized</th>
<th>Multiple Hub and Spoke</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>10.8%</td>
<td>26.8%</td>
<td>41%</td>
<td>18%</td>
<td>1.4%</td>
</tr>
<tr>
<td>2012</td>
<td>9.4%</td>
<td>29.1%</td>
<td>35.4%</td>
<td>23.6%</td>
<td>2.4%</td>
</tr>
</tbody>
</table>

- **Decentralized**: No one department manages or coordinates; efforts bubble up from the edges of the company.
- **Hub and Spoke**: A cross-functional team sits in a centralized position and helps various nodes such as business units.
- **Holistic**: Everyone in the company uses social media safely and consistently across all organizations.
- **Centralized**: One department (like Corp Communications) manages all social activities.
- **Multiple Hub and Spoke** (“Dandelion”): Similar to Hub and Spoke but applicable to multinational companies where “companies within companies” act nearly autonomously from each other under a common brand.
Social Media Headcount Expanded Rapidly

The number of full-time employees supporting social media is on the rise. Between 2010 and 2012, companies with over 5,000 employees have increased staffing for enterprise social efforts (see Figure 6). Moreover, the number of people in specific social media roles has also increased over time (see Figure 7).

**Figure 6: Social Media Headcount Across the Organization Is Blooming**

Q. Approximately how many full-time equivalent staff currently support social efforts in your organization, for external and internal engagement?

<table>
<thead>
<tr>
<th>Employees in Company</th>
<th>Average # of Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2010</td>
</tr>
<tr>
<td>1,000 to &lt; 5,000</td>
<td>3.1</td>
</tr>
<tr>
<td>5,000 to &lt; 10,000</td>
<td>5.2</td>
</tr>
<tr>
<td>10,000 to &lt; 50,000</td>
<td>5.4</td>
</tr>
<tr>
<td>50,000 to &lt; 100,000</td>
<td>23.8</td>
</tr>
<tr>
<td>More than 100,000</td>
<td>20.4</td>
</tr>
</tbody>
</table>

**Figure 7: The Core Social Media Team Increases in Size**

Q. How many full-time or full-time equivalent employees make up this dedicated social media team? (Answer for the team(s) you are most familiar with.)

<table>
<thead>
<tr>
<th>Role</th>
<th>2011 Average</th>
<th>2013 Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Strategist</td>
<td>1.5</td>
<td>1.6</td>
</tr>
<tr>
<td>Business Unit Liaison</td>
<td>1.5</td>
<td>1.7</td>
</tr>
<tr>
<td>Content Strategist</td>
<td>N/A</td>
<td>1.7</td>
</tr>
<tr>
<td>Education/Training Manager</td>
<td>.5</td>
<td>0.8</td>
</tr>
<tr>
<td>Community Manager</td>
<td>3</td>
<td>2.5</td>
</tr>
<tr>
<td>Web Developer</td>
<td>1.5</td>
<td>3.4</td>
</tr>
<tr>
<td>Social Media Manager</td>
<td>2</td>
<td>2.2</td>
</tr>
<tr>
<td>Social Analyst</td>
<td>1</td>
<td>1.6</td>
</tr>
<tr>
<td>Total</td>
<td>11</td>
<td>15.6</td>
</tr>
</tbody>
</table>

Marketing and Communications Become the Social Media Core

By far, most core social media teams reside in Marketing or Corporate Communications and PR, accounting for 66% of all businesses surveyed (see Figure 8). Social media is also making headway as its own group, now matching core digital teams at 14%. As social media becomes part of everyday engagement across the enterprise, the core social media team will continue to grow as a critical enabler that helps the business learn how to be social. With the expansion of social media across the enterprise, businesses will move along the Formalized and Strategic stages of social business evolution. This sets the stage for social media to operate in alignment with overall business, lines of business, and functional goals.

**Figure 8: Core Social Media Teams Reside Largely in Marketing or Corporate Communications/PR**

Q. In which department does your CORE social me team reside? (Q4 2012)

- Marketing: 40%
- Corporate Comm/PR: 26%
- Social Media: 14%
- Digital: 14%
- Advertising: 2%
- Customer Support: 2%
- Executive: 1%
- IT: 1%
- Other: 6%
Social Media Expands into Social Business

In just a few years, dedicated employees have spread out beyond marketing and communications to proliferate other key functions and lines of business. At least 13 different business units across the enterprise may deploy social media (see Figure 9). Most notably, customer support (40%) and digital (37%) have become part of the everyday social mix. And while HR has traditionally used social for recruitment, social is also now expanding to be used for employee engagement, development, and retention.

The number of social media practitioners is also increasing in areas where social hasn’t infiltrated before. Product Development, Customer Experience (CX)/User Experience (UX), Legal, and Research are among areas that are evolving into social business. As this migration continues, the need for all groups to work together and in line with one overall vision and philosophy will set the stage for a Converged social business.

Figure 9: At Least 13 Business Units Have Dedicated Social Media Staff

Q. In which of the following departments are there dedicated people (can be less than one FTE) executing social? (Q4 2012)

- Marketing: 73%
- Corporate Comm/PR: 66%
- Customer Support: 40%
- Digital: 37%
- Social Media: 35%
- HR: 29%
- Product Department/R&D: 16%
- Advertising: 16%
- Customer/User Experience: 15%
- IT: 14%
- Executive: 11%
- Legal: 9%
- Market Research: 8%

2013 Viewed as the Year Where Social Scales and Integrates

While priorities such as metrics and training remain top priorities, new initiatives are getting attention, such as scaling social programs, making sense of social data, and integrating with digital and mobile efforts (see Figure 10). This is supported by related objectives to develop internal education and training, up to 43%, and connect employees with social tools, at 23%. Companies can’t scale social media across the enterprise with a core team alone. As businesses move toward Formalized, Strategic, and Converged stages, strategists learn that housing social in one group hinders growth, scale, and internal distribution, leaving strategy development and execution in either the core or among external agencies. To truly scale social throughout the enterprise takes empowerment where it becomes a new instrument to achieve business goals.

Figure 10: In 2013, Companies Prioritized Measurement, Training, and Scaling Programs

Q. In 2013, what are your top internal social media objectives?

- Create metrics that demonstrate the value of social media: 48%
- Develop internal education and training: 43%
- Scale our social programs: 40%
- Connect social data to other enterprise data sources to deliver actionable insight: 33%
- Integrate social media with digital and mobile: 27%
- Connect employees with social tools: 23%
- Develop a listening/monitoring solution: 15%
- Determine an organizational/governance model: 15%
- Apply social insight to the product roadmap: 15%
- Get buy-in from stakeholders: 13%
- Create policies and procedures: 7%

2012: 48% 43% 40% 33% 27% 23% 15% 15% 15% 13% 7%
2010: 48% 37% 25% 30% 26% 15% 35% 35% 35% 32% 22%
Social Strategies Focus on Content, Engagement, and Support

Content marketing, engagement, listening, and providing direct customer support became higher social priorities in 2013, with more than half naming content marketing (see Figure 11). Content marketing as a key objective signifies that brands are looking at social media as a means to tell stories, market, and create awareness, preference, and even demand.

On the other hand, notable decreases in social commerce, advocacy, and collaboration programs signify a need to prioritize objectives rather than spread investments, time, and resources across too many initiatives.

Figure 11: Top External Social Priorities Focus on Content, Engagement, Listening, and Support

Q. In 2013, what are your top three external social media objectives?

Outcomes and Measurement Favor Marketing and Customer Experience Objectives

Given the deep learnings from five-plus years of experience, it’s little surprise that respondents shared that they were able to see and measure positive outcomes for marketing optimization, customer experience, and brand health social initiatives (see Figure 12). In progress toward a fully Converged social business, customer experience and brand health become critical KPIs as they are a social reflection of a company’s brand promise, reputation, and engagement strategy.

Figure 12: Social Media Programs Demonstrate Positive Outcomes for Marketing Optimization, Customer Experience, and Brand Health

We have formalized metrics that show positive outcomes
We have not been able to tie this to positive outcomes
We have not formally measure this yet
Social Budgets Stayed Constant in 2013

In 2013, there was little movement in social budgets from the previous year (see Figure 13). Nearly half of companies’ social budgets are less than $100K or between $100K to $500K. Within those budgets, the highest technology spend was for listening/monitoring platforms, followed closely by analytics and community platforms (see Figure 14).

Figure 13: Social Budgets Stayed Constant in 2013

<table>
<thead>
<tr>
<th>Budget Range</th>
<th>2012</th>
<th>2013 Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than $100K</td>
<td>34%</td>
<td>26%</td>
</tr>
<tr>
<td>$100K to &lt; $500K</td>
<td>23%</td>
<td>25%</td>
</tr>
<tr>
<td>$500K to &lt; $1 million</td>
<td>9%</td>
<td>6%</td>
</tr>
<tr>
<td>$1 million to &lt; $5 million</td>
<td>9%</td>
<td>11%</td>
</tr>
<tr>
<td>More than $5 million</td>
<td>5%</td>
<td>5%</td>
</tr>
</tbody>
</table>

Social Media Spending Focuses on Enabling a Social Business

Social media investments are distributed across all aspects of social business enablement, with companies mostly planning to increase spending on social media management systems (SMMS) to help scale engagement (see Figure 15). The second area is spending on training and education as organizations seek to educate those outside of the core social media teams on how to integrate social into everyday processes.

Figure 14: Listening/Monitoring, Analytics, and Community Platforms Are the Biggest Social Technology Spends in 2013

<table>
<thead>
<tr>
<th>Category</th>
<th>2013 Spend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Listening/monitoring platforms</td>
<td>$62,000</td>
</tr>
<tr>
<td>Analytics platforms</td>
<td>$54,600</td>
</tr>
<tr>
<td>Community platforms</td>
<td>$51,900</td>
</tr>
<tr>
<td>Social media management systems</td>
<td>$34,700</td>
</tr>
<tr>
<td>Enterprise social networks</td>
<td>$29,400</td>
</tr>
<tr>
<td>Social CRM</td>
<td>$14,800</td>
</tr>
</tbody>
</table>
Social Media Risk Management Needs Improvement

While 65% of companies have risk mitigation/crisis management policies in place, only 27% say that employees are properly trained on how to use (or not use) social media (see Figure 16), risking social media violations or crises by employees. And while most companies have internal social media policies, only half have consumer-facing community policies in place that help set expectations (see Figure 17).

Figure 16: Most Companies Have Risk Mitigation and Crises Management Processes for Social Media, But Few Say Employees Are Properly Trained

Q. Which of the following outcomes can you attribute to your social business program in the last 12 months? (Q4 2012)

- Risk management around social media is well understood by Legal/Compliance, and risk mitigation/crisis management policies and processes are in place throughout the organization: 65%
- Employees at all levels are aware and trained on how to use (or not to use) social media in both their jobs as well as personal lives in ways that will positively impact the organization: 27%

Social Media Education Is at Best Fair

Our survey revealed that employee knowledge of social media usage and company policies is lacking across the board (see Figure 18). This ties back to the “social anarchy” that’s brewing within the organization today. Only 18% of those surveyed believed that employees have a good or very good understanding of social media and organizational policies (see Figure 19).

Figure 18: Most Organizations Admit Employees Have Little Knowledge of Their Social Media Policies

Q. What is the knowledge level of employees about social media usage and the organizational social media policies? (Q4 2012)

- Very Good: 4%
- Good: 14%
- Fair: 45%
- Poor: 30%
- Very Poor: 7%

Figure 19: Only a Third of Companies Have Formal Social Media Training

Q. Which of the following social media policies does your organization currently have? (Select as many as applicable) (Q4 2012)

- Organizational Social Media Policy: 85%
- Privacy Policy: 75%
- Community Policy: 52%
- Not sure if we have a social media policy: 5%
- None of the above: 2%

- No program: We have not rolled out a program: 22%
- Ad hoc: We have ad hoc education: 39%
- In progress: We are in the process of formalizing education: 26%
- Formalized: We have formalized and ongoing education: 12%
The evolution of social business is constant. While models, budgets, and investments will shift over time, the biggest impact of social media will be in the social contract companies establish with customers and employees. Doing so allows companies to think through the investment and the expected return for employees and customers so they can introduce and grow mutually beneficial and productive social programs.

As a function of social business evolution, social becomes part of the DNA and culture in organizational transformation. Everything begins with the articulation of a vision for how social impacts customer and employee relationships and experiences. From there, businesses can track investments in models, process, policies, collaboration, workflow, and technology to effectively scale social throughout the organization while aligning with a new or renewed vision and also business goals.

In the next two years, we expect social to become part of a bigger movement where social joins web, mobile, and other digital initiatives to lead an integrated and orchestrated transformation. Social becomes just one part of the overall approach to successfully engage, learn from, and lead connected customers and employees. But it is the evolution into a Social Business as outlined above where stakeholders learn what it takes to adapt existing models, processes, and methodologies as part of an overall change management initiative.

Methodology

Each year, Altimeter Group conducts an online survey of social media strategists and executives. Survey results in this report are only from companies with more than 1000 employees for 2010-2012 and 500 employees for 2013.

<table>
<thead>
<tr>
<th>Survey Date</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q2 2010</td>
<td>140</td>
</tr>
<tr>
<td>Q2 2011</td>
<td>144</td>
</tr>
<tr>
<td>Q4 2012</td>
<td>130</td>
</tr>
<tr>
<td>Q3 2012</td>
<td>65</td>
</tr>
</tbody>
</table>

In Summary

The data that appears in this report was also used in the following reports and books:

*The Seven Success Factors of Social Business Strategy* by Charlene Li and Brian Solis, July 2013
*The Evolution of Social Business: Six Stages of Social Business Transformation* by Charlene Li and Brian Solis, March 2013
*A Framework for Social Analytics* by Susan Etlinger, August 2011

Related Reports

Social business champions need to take strategies to the next level. Altimeter has a suite of solutions to help strategists guide organizations through an important series of steps that lead to social business transformation.

Altimeter’s Social Business Strategy Suite is designed as a complete process, or it can be implemented through a menu-driven approach to meet your specific needs.

Discovery:
- Social Readiness Roadmap
- Social Media Policy & Risk Assessment
- Opportunity Analysis
- Socialgraphics

Strategy Development:
- Social Business Vision
- Strategy Roadmap
- Metrics Development & Alignment
- Identify and Prioritize Initiatives

Organizational Development
- Governance & Organizational Structure
- Content Strategy Roadmap
- Social Data & Analytics Roadmap
- Training Program Roadmap
- Technology Assessments
About Us

Brian Solis, Principal Analyst
Brian Solis (@briansolis) is a principal analyst at Altimeter Group. He is also an award-winning author, prominent blogger, and keynote speaker. Solis works with enterprise organizations and technology vendors to research the state and direction of markets, competitors, and customer behavior. Through the use of proven frameworks and best practices, Solis analyzes trends, opportunities, capabilities, and areas for improvement to align new media initiatives with business priorities.

Charlene Li, Altimeter Founder and Partner, Analyst
Charlene Li (@charleneli) is Founder of the Altimeter Group and the author of the New York Times bestseller, Open Leadership. She is also the coauthor of the critically acclaimed, bestselling book Groundswell, which was named one of the best business books in 2008. She is one of the foremost experts on social media and technologies and a consultant and independent thought leader on leadership, strategy, social technologies, interactive media, and marketing.

Open Research
This independent research report was 100% funded by Altimeter Group. This report is published under the principle of Open Research and is intended to advance the industry at no cost. This report is intended for you to read, utilize, and share with others; if you do so, please provide attribution to Altimeter Group.

Permissions
The Creative Commons License is Attribution-Noncommercial-Share Alike 3.0 United States at http://creativecommons.org/licenses/by-nc-sa/3.0.

Disclosures
Your trust is important to us, and as such, we believe in being open and transparent about our financial relationships. With permission, we publish a list of our client base on our website. See our website to learn more: http://www.altimetergroup.com/disclosure.

Disclaimer
ALTHOUGH THE INFORMATION AND DATA USED IN THIS REPORT HAVE BEEN PRODUCED AND PROCESSED FROM SOURCES BELIEVED TO BE RELIABLE, NO WARRANTY EXPRESSED OR IMPLIED IS MADE REGARDING THE COMPLETENESS, ACCURACY, ADEQUACY, OR USE OF THE INFORMATION. THE AUTHORS AND CONTRIBUTORS OF THE INFORMATION AND DATA SHALL HAVE NO LIABILITY FOR ERRORS OR OMISSIONS CONTAINED HEREIN OR FOR INTERPRETATIONS THEREOF. REFERENCE HEREIN TO ANY SPECIFIC PRODUCT OR VENDOR BY TRADE NAME, TRADEMARK, OR OTHERWISE DOES NOT CONSTITUTE OR IMPLY ITS ENDORSEMENT, RECOMMENDATION, OR FAVORING BY THE AUTHORS OR CONTRIBUTORS AND SHALL NOT BE USED FOR ADVERTISING OR PRODUCT ENDORSEMENT PURPOSES. THE OPINIONS EXPRESSED HEREIN ARE SUBJECT TO CHANGE WITHOUT NOTICE.

Altimeter Group provides research and advisory for companies challenged by business disruptions, enabling them to pursue new opportunities and business models.

Contact Us
Altimeter Group
1875 S. Grant Street, Suite 680
San Mateo, CA 94402-2667
info@altimetergroup.com
www.altimetergroup.com

Advisory Opportunities
Email: sales@altimetergroup.com