Buzz Community Manager Playbook

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Introduction

Buzz is Humana's approved internal collaboration platform. More than 44,000 associates use this enterprise social network, which was launched in May 2010.

History of Buzz

In 2008, some forward-thinking leaders at Humana began considering which external trends and tools might have application inside Humana. Through this "outside-in" approach, the rising role of social media in society was noted. An unofficial, low-key effort was put forth using the external microblogging tool Yammer. It was made available to Humana associates to test the interest and worthwhileness of such as tool. It didn't take many months for a number of users to agree that there was definitely a place at Humana for such an enterprise social networking (ESN) tool, so a more diligent effort began to consider the tools available at that time (2009) in order to select a more permanent solution.

After evaluating the features, cost, and other important considerations such as security, Socialcast was selected as the ESN tool of choice. Humana's Enterprise Innovation team in IT led the effort to install Socialcast (which we internally brand as Buzz), importing the Yammer users, groups and conversations which had accumulated to date, and then officially launching Buzz in May 2010. Since that time, there has been strong, steady growth in the number of Buzz users, the quantity of conversations happening, the percent of business-related content, the places throughout Humana where Buzz is integrated (such as Hi!, SharePoint, Clarity, SQuIDS, etc.), and the use of Buzz by leaders and communications teams as an important channel for helping a large, geographically dispersed company like Humana stay more connected – to "Thrive Together."

In late 2011, Buzz and its community management moved to the newly formed Enterprise Social Media team in Digital Marketing Communications where it continues to partner with others throughout Humana to help us become a more social business, accomplishing our business objectives and allowing associates to develop positive relationships with colleagues around areas of mutual interest. Now that Buzz has celebrated its 5th anniversary in May 2015, we look forward to continuing to make a difference in how communication happens at Humana.

The Role of the Community Manager

The role of the community manager is to foster healthy growth of Buzz through the eight elements of the community management framework[1]: road map, growth, content, moderation, events/activities, relationships/influence, business integration and user experience.

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[1] (Millington, 2012, p. 17)

Figure 1 – Community Management Framework

The purpose of this playbook is to identify the objectives, strategies and tactics which will support the healthy growth of Buzz through this framework.

Goal

Buzz's goal is to empower associates to meet Humana's business objectives by fostering communication, cooperation and collaboration. It accomplishes these goals by:

- Enabling social collaboration for all associates through discussions, groups, town halls, projects and idea challenges;
- Providing social capabilities in internal business systems such as Hi!, SharePoint, Clarity, SQuIDS, and other systems;
- Providing a permanent searchable knowledge base of associate expertise;
- Facilitating informal social learning;
- Providing public associate recognition;
- Encouraging associate engagement;
- Enhancing the sense of community felt by participants.

Buzz also helps associates develop positive professional and personal relationships around subjects of mutual interest, lending support to Humana's dream of helping people achieve life-long well-being.

Integration with Humana's Corporate Values

Of the five corporate values[2], Buzz is most often related to "Thrive Together," but contributes to the other four as well. Here's how[3]:

- **Inspire Health:** A variety of groups encourage engagement around a wide variety of health-related topics. Active groups include "I Did It!" Success stories, 100 Day Dash, Anxiety Support, Clean eats!, menu planning and more.
- **Cultivate uniqueness:** Network Resource Groups provide points of connection for diverse networks of people: women, African-Americans, Caregivers and more. The NRGs also often host town halls that feature special speakers and opportunities for conversation.
- **Rethink Routine:** Groups like the Humana Suggestion Box offer an open forum for pitching ideas. Each member of Buzz also has the opportunity to post an idea for vetting by the community – other users upvote/downvote ideas, and engage in conversations in the comments thread for each.
- **Pioneer Simplicity:** Buzz puts conversations in one place, where others can share and learn. Knowledge isn't hidden or buried in a private email exchange, but is available for anyone to discover via search. Buzz offers opportunities to work across silos, reducing duplication and parallel processes.

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[2] See more about the corporate values here: DETAILS REDACTED FOR EXTERNAL DISTRIBUTION – PROPRIETARY INFORMATION

[3] Adapted from a conversation in the Buzz Brokers group. DETAILS REDACTED FOR EXTERNAL DISTRIBUTION – PROPRIETARY INFORMATION

Integration with Humana's Major Goals

In support of Humana's 10 Major Goals, Buzz creates an environment for leaders and associates that supports a consumer-centric business and improves associate health and well-being. These actions strengthen Humana's talent (Goal 9) and enable Humana's transformation (Goal 10).

Buzz also helps reduce operating costs and improve capital efficiency by increasing productivity, reducing associate turnover, improving business processes, strengthening associate communications and encouraging innovation. These efficiencies are outlined in the Return on Investment section that follows, and detailed in Appendix A: ROI Calculations.

Return on Investment

Buzz supports and creates efficiencies for Humana by:

- Improving workforce productivity
- Improving onboarding/training for new employees, contributing to reduced employee turnover
- Improving visibility across silos, leading to improved business processes
- Adding efficiencies for associate communications
- Improving processes by offering a forum where ideas can be exchanged

Using Forrester's Total Economic Impact[4] framework, we can estimate that Buzz will return an ROI in 2015 of 7,382%.

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[4] (Breslin, 2014)

Road Map

Objective: Map an executable, measurable plan for Buzz growth over the next year based on data, audience analysis and community development theory.

The community manager will establish and execute the road map for developing the community over the next three years. Rather than developing the road map based solely upon Humana's goals for Buzz, the strategy should be developed keeping the following in mind:

- An assessment of where Buzz is now in terms of the Community Roundtable's Community Maturity Model
- An assessment of where leaders want Buzz to go
- The needs and desires of the Buzz community
- Enterprise goals and ROI requirements

Strategy: Collect data about the current progress and health of the community.

Data collection sources include[5]:

- Buzz production database
- Humana's Associate Headcount Tool found at go/headcount
- Socialcast's native analytics tools available under Admin Settings

Tactic: Record weekly growth from email invitation to non-Buzzers.

This report will reconcile the invitations sent via email to non-Buzzers with new members who joined during the week.

Tactic: Record active user activity.

The goal for communities is to surpass the tipping point in terms of activity. The tipping point is defined as 50 percent of growth and activity generated by community members rather than by community managers.

A cursory examination of community activity reveals that Buzz activity far surpasses the tipping point, so it is unnecessary to track the ratio of community manager to community member activity.

It is, however, helpful to understand the quantity and type of user activity. Each week, the community manager should record active user details for the previous 30 days.

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[5] Various tools aimed at making the data collection process a little easier have also been developed with the assistance of Ben Moser and Adam Newbold.

Strategy: Track progress of key performance indicators and report weekly, monthly and quarterly.

Key performance indicators include adoption rate, source of growth, activity, active vs. inactive ratio, and sense of community.

Tactic: Prepare reports for the weekly Buzz broadcast.

Tactic: Prepare reports for the weekly team progress report.

Tactic: Prepare monthly Buzz growth report, to be posted on Buzz in the Enterprise Social Media Group and the "Helpful Links" section.

Tactic: Prepare the quarterly Buzz growth report, to be posted on Buzz in the Enterprise Social Media Group and the "Helpful Links" section.

Strategy: Analyze community health and ROI.

Tactic: Conduct monthly Sense of Community survey.

Each month, we survey a portion of Buzz users to get a handle on their sense of community. The results are reported to the Enterprise Social Media – Humana group and are also shared in the Buzz broadcast.

Tactic: Assess Buzz's development annually using the Community Roundtable's Community Maturity Model.

Tactic: Calculate ROI annually using Forrester's Total Economic Impact Framework.

Strategy: Align Buzz with Humana's Values and Major Goals.

Tactic: Update list of Buzz groups categorized by Humana's values.

Tactic: Highlight groups, town halls and projects that demonstrate Humana's values and help Humana accomplish goals.

Tactic: Send "Thanks" badges to deserving community members who demonstrate Humana's values and goals on Buzz.

Growth

The community manager will increase membership of the community and convert newcomers into regulars.

Objective: Encourage the healthy growth of Buzz in terms of both adoption rate and engagement.

Strategy: Increase Buzz membership to 90 percent of associates.

Tactic: Reach out to 100 percent of non-Buzzers each quarter.

Every week, a message is sent to 700 (as of Q2 2015) people who do not have Buzz accounts. The letter highlights the benefits and extends an invitation to join. The number of invitations is calculated to cycle through non-Buzzers in one quarter.

Tactic: Speaking on request.

Tactic: Messaging on plasma screen displays.

Tactic: Pitch Hi! articles to Associate Communications leadership.

Strategy: Increase new member engagement by 50 percent.

Tactic: Welcome new users

Every day, an email is send to all of those who have set up new Buzz profiles in the last 24 hours. The message welcomes the user and offers a few basic tips on accessing Buzz. The message also highlights the Buzz training calendar and helpful links.

Tactic: Every two weeks send message to people who have joined, but haven't posted yet.

Strategy: Increase member-initiated invitations to join Buzz to 25 percent of invitations.

Referral growth is a mark of a maturing community.

Tactic: Remind Buzz users to invite their friends.

- Post one broadcast per month encouraging Buzz users to invite friends to join Buzz.
- Post a message in the Buzz Brokers group encouraging them to invite non-Buzzers to join.

Tactic: Recognize Buzz users who invite friends to join.

Recognize the top "Inviters" for the last month in the first Buzz Broadcast of the month.

Tactic: Reward Buzz users who invite friends to join.

Add a Buzz award for the person who has invited the most people throughout the year.

Strategy: Increase active Buzzers to 20 percent of members.

An active user is defined as someone who has posted a message or comment within the past 30 days.

Tactic: Prompt 100 percent of Inactive Users to post quarterly.

Tactic: Speaking on request.

Tactic: Messaging on plasma screen displays.

Tactic: Pitch Hi! articles to Associate Communications leadership.

Content

The community manager creates, edits, facilitates and solicits content for the community.

Content is determined by participants in the community within the parameters of the Social Media Policy and other corporate policies. Any individual or team is empowered to create special interest groups that either meet business objectives or that contribute to developing relationships with other associates around non-business areas of mutual interest.

The Community Manager will also:

- highlight important discussions and topics weekly in a broadcast to all members;
- provide training and guidance aimed at empowering Buzz users to deploy groups, town halls and projects;
- work with leaders to schedule and assist with leader town halls for associates.

Objective: Encourage the creation of content that inspires health, cultivates uniqueness, rethinks routines, pioneers simplicity and helps associates thrive together.

Strategy: Encourage best practices for posting content.

Tactic: Scan Company stream.

Scan the Company Stream several times each day to be familiar with what is posted there, making sure no non-business posts appear (except those that may be cross-posted to multiple groups, some of which may be non-business). Tag posts not currently tagged for a group to the appropriate group when possible.

Strategy: Highlight excellent content through the weekly Buzz broadcast.

Tactic: Compose and post weekly Buzz Broadcast highlighting key content and community growth.

Strategy: Empower Buzz users to create and share meaningful content.

Tactic: Hold monthly training webinars.

Two webinars are offered each month: one session dedicated to "Intro to Buzz" and one other dedicated to Groups, Town Halls or Projects.

Strategy: Establish/enhance Enterprise Social Media Team members as leaders in the area of social media.

Tactic: Each ESM team member should post to the Enterprise Social Media group or the Social Media Community Managers group on Buzz at least once per week.

Strategy: Create and post content that models best practices.

Tactic: Develop a quarterly content plan based on strategies and tactics outlined in this playbook and roadmap.

Moderation

The community manager removes obstacles to participation and encourages members to make contributions.

Objective: Help Humana Associates 'thrive together' in a safe, respectful, easy-to-use environment.

Strategy: Educate community on social media policy and rules for participation.

Tactic: Post links to social media policy on Buzz home page.

The privacy policy link in the footer takes users to the corporate social media policy.

Tactic: Post links to Buzz Ten Commandments on Buzz home page.

The Buzz community is governed by The Buzz Ten Commandments, which are posted under the "Helpful Links" section in Home/Company streams.

The Buzz Ten Commandments

1. Thou shalt be courteous and respectful of the opinions of your colleagues.
2. Thou shalt give to the community by posting and not just take from the posts of others.
3. Thou shalt remember that everyone can see what you post.
4. Thou shalt not lie.
5. Thou shalt use Buzz more for business than nonbusiness purposes.
6. Thou shalt keep your initial post short, adding more in a link or comment to the post if needed.
7. Thou shalt use features like #hashtags and @mentions and the "Like" links.
8. Thou shalt post links to content elsewhere and not duplicate that content in Buzz.
9. Thou shalt not post items or services for sale or trade or solicit others to participate in events not officially sanctioned by Humana.
10. Thou shalt only post the same message to different groups if done in a single post using @mentions and only if the content is relevant to all groups mentioned.

Tactic: Work with HR Policy and Benefits office and other business areas as needed to update and inform associates regarding policy.

Strategy: Enforce social media policy and rules for participation.

Posts which are considered offensive will not necessarily be subject to action. Only posts which violate Humana's social media policy and/or the Buzz Ten Commandments will prompt action. Differences of opinion are opportunities to engage in respectful dialog, and serve to enhance the value of the community.

Tactic: Scan the Company stream daily for violations of policy and take immediate action.

Tactic: Promptly reply to messages/notifications from others about potential policy violations.

Tactic: Apply 'three strikes and you're out' policy for violations of the Buzz Ten Commandments and/or HR policy.

Buzz users will be notified via private message of violations of The Buzz Ten Commandments or HR policy. Posts violating the guidance outlined above must be removed or edited, and the user responsible for the post will be contacted via private message to discuss the violation. If the user refuses to remove or edit the post, the first strike is issued. If the user persists in violating the rules, he/she will be given a second warning (strike two), then on the third violation his/her account will be suspended for a minimum of three months. The person may request reactivation under a "one strike and you're out" condition.

Special Security Situations

Posts which include implicit or explicit physical security threats should be taken seriously. Physical security threats are defined as any degree of theft, damage, or sabotage to company property; actual and potential violence or intimidation involving associates, members, providers, vendors and other relevant third parties; and illegal and/or fraudulent activities, including illicit drug use/sale.

All posts which include implicit or explicit physical security threats should be reported immediately by calling HR4U.

Influence and Relationships

The community manager builds relationships with key members and gains influence within the community.

The Community Manager and others on the Enterprise Social Media team facilitate effective use of the platform companywide by working with corporate offices such as Associate Communications, Corporate Communications, HR Policy and Benefits, Talent Management and others, as well as with leaders and lines of business to inform and engage associates regarding relevant business matters.

Objective: Cultivate strong relationships with key leaders inside and outside the community.

Strategy: Promote public associate recognition.

Tactic: Create and analyze quarterly Thanks report.

Go/buzzthanks includes email address, thanks given, name and department of giver, name and department of recipient, date. Create quarterly Buzz thanks detail report with detail on values. Recognize top givers and recipients by posting to Buzz and including in weekly broadcast.

Tactic: Promote the use of Thanks badges.

Thanks badge usage is reported quarterly. Specify the number of badges awarded in the broadcast following the quarterly report.

Tactic: Work with business areas to create custom thanks badges.

Business areas may request custom thanks badges featuring custom graphics. To work as Thanks badges, the graphic needs to have a transparent background, be at least 82x82 pixels (although much larger is fine) and be a very simple graphic with little or no text because of the small size of the image once displayed. Buzz also requires a badge to use one of specific background colors, so we'd need to know which to use, and the colors used for the graphic would need to contrast well with the chosen background.

Figure 2 - Thanks Badge Background Colors

Strategy: Solicit feedback from the Buzz Brokers group at least twice per month.

Tactic: Host semi-annual town halls for feedback on Buzz successes, needs, opportunities for broker involvement, etc.

Tactic: Crowdsource solutions from Buzz Brokers as appropriate.

Strategy: Equip leaders with "Engaged Leader" model for social media management: listen at scale, share to shape, engage to transform.

Details for this strategy are more fully developed in the "Buzz Roadmap" document.

Leader Engagement Roadmap: Tactical Overview

Assess	Advocate	Actualize	Analyze
• Identify opportunities • Target leaders	• Cast vision • Educate	• Create customized action plans • Coach	• Measure against KPIs
• Recruit leaders for Buzz Advisory Board • Identify leader segment(s) • Identify key performance indicators • ROI study w/Forrester Research • Community Maturity Model assessment with The Community Roundtable	• Develop/update best practices documents • Develop case studies • Develop use cases • Create personal, department/team cultural assessment tools • Develop Learning Center training course • Buzz feature training targeted leaders • Leader training featuring Charlene Li	• Recruit leaders for training/coaching • Deploy personal/cultural assessment tools • Baseline measurements for leader engagement • Assist leaders in creating customized action plans for achieving their goals by listening at scale, sharing to shape and engaging to transform	• Case studies • Community Roundtable community maturity assessment progress report

Adjust

Humana

Strategy: Form Buzz Advisory Committee
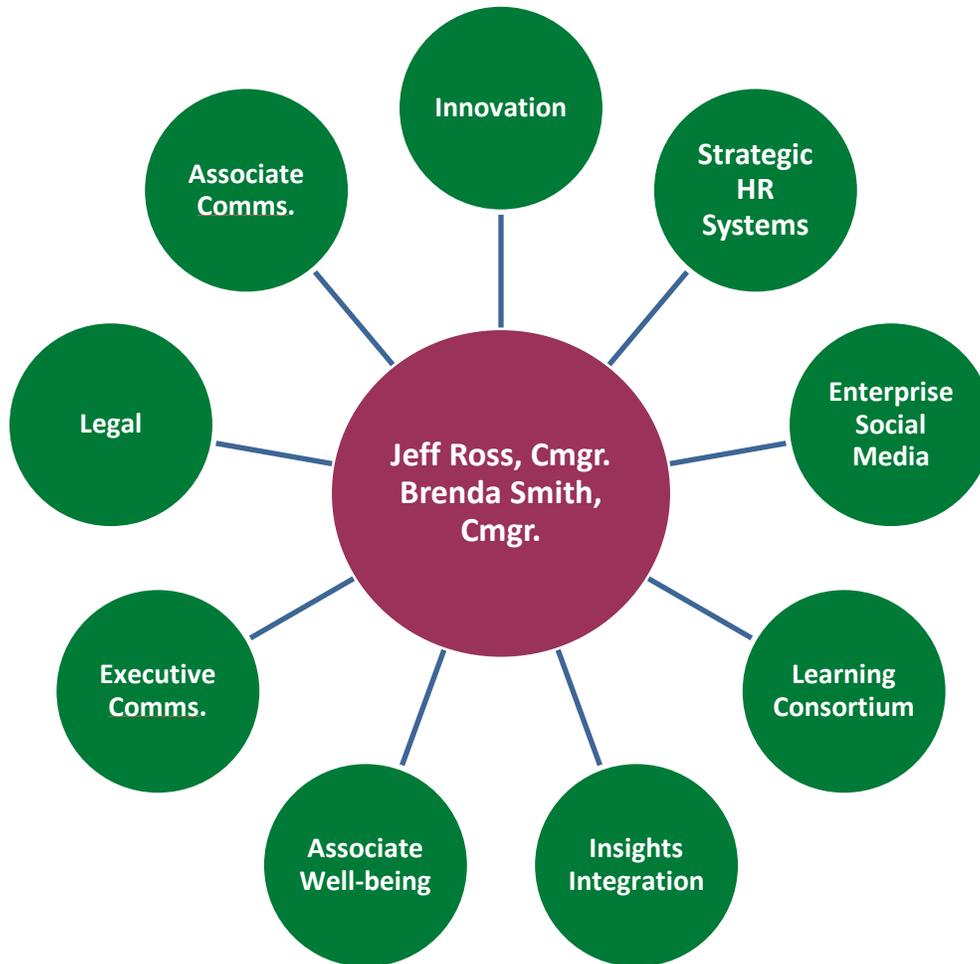
Strategy: Raise awareness about Buzz success with vendors, conference organizers, and other outside groups as opportunities occur.

Tactic: Send "Thanks" badges on Buzz to the appropriate parties so managers will be notified.

Tactic: Tweet/Post to personal social media accounts, tag Humana, so mentions turn up in daily social listening reports.

Tactic: Pitch story ideas to Associate Communications for publication.

Tactic: Post wins in DCoE Buzz group, include in weekly Buzz broadcast.

Events and Activities

The community manager creates and facilitates events to keep members engaged.

Objective: Foster engagement through special online and in-person events.

Strategy: Celebrate the achievement of Buzz milestones.

Tactic: Monitor adoption rate for Milestone Contest at each additional 1,000 member milestone.

Strategy: Encourage in-person events for groups.

Tactic: Include "host in-person events and meetings" in Group Admin Best Practices document.

Tactic: Mention hosting in-person events and meetings as a best practice in the Group Admin training webinar.

Tactic: Schedule monthly reminders about hosting in-person events and meet ups in the weekly Buzz broadcast.

Tactic: Schedule monthly reminders about hosting in-person events and meet ups in the Buzz Broker group.

Tactic: Highlight posts about in-person meet ups in the weekly Buzz broadcast as made aware of such events.

Strategy: Incorporate Buzz into in-person events.

Tactic: Promote use of Town Halls for live in-person events.

Tactic: Promote use of hashtags for events.

Tactic: Highlight successful use of hashtags at in-person events in the weekly Buzz broadcast.

Tactic: Identify opportunities to have a presence at internal events such as health fairs and highlight the "belonging" dimension.

Strategy: Recognize top contributors annually.

Tactic: Conduct annual Buzz Awards.

What are the Buzz Awards? The Buzz Awards recognize significant contributions to the Buzz community during the previous year by individuals and groups. Most awards are nominated and voted on by members of the Buzz community, while others are calculated or at the discretion of the Buzz community manager.

What awards are offered?

Individual Awards:

- Greatest Guru Award: the individual who consistently helps answer questions or point people to where they can find the answers to their questions
- Movers & Shakers Award: the person who consistently posts messages that provoke active discussion on a variety of topics (consider for 2016 using the trending persons report for the year to base it on comments & likes received – move to calculated awards)
- Buzz Driver Award: the person who has been instrumental in promoting Buzz to others and helping to increase membership (based solely on invitations to Buzz sent from Buzz)
- Group Admin Award: the Buzz group admin who best exemplifies what an effective group admin can be
- Well-BEEing Award: the person who best personifies Humana's dream of helping people achieve lifelong well-being
- Humana Values Award: the person who best demonstrates on Buzz one or more of our corporate values – inspire health, pioneer simplicity, rethink routine, thrive together, cultivate uniqueness (the person who received the most values-related thanks – move to calculated)
- Buzzer of the Year Award: the overall top award given to the one community member whose contributions and attitude make him/her most worthy of special recognition. Individuals are only eligible for one award beginning in 2016.

Group Awards

- Einstein Award: the group that consistently offers the most helpful tips and tricks to make our work experience more productive
- Buzz Spirit Award: the group that best exemplifies the positive, helpful possibilities of what a Buzz group can be
- Best Buzz Integration Award: the group that has done the most to successfully integrate Buzz into other sites, applications and/or work processes
- Greatest Business Impact Award: the group that either already has demonstrated a positive business impact on Humana or has the greatest potential to do so. Groups can nominate themselves. Nominations must include business process change details and ROI.
- Working Out Loud Award: the individual or group that best demonstrates openness and transparency in using Buzz to narrate their ongoing work

Calculated Recognitions (no nominations needed for these)

- Leading Out Loud Award: Run a report on the leaders within X levels of Broussard and evaluate their Buzz presence and contributions. Give an award to the highest level "Leader Who Gets It."
- Busiest Hive Award: the group with the most activity based on the quantity of messages and comments

- Largest Hive Award: the group with the largest membership (May award two of these if the largest group is one where people get WOW dollars for joining in order to make sure we recognize the group with the greatest natural growth.)
- Movers & Shakers Award: the person who consistently posts messages that provoke active discussion on a variety of topics. Use top Buzzers report for the year.
- Buzz Driver Award: the person who has been instrumental in promoting Buzz to others and helping to increase membership. Based on invites. May be two awards – one for most invitations and one for most responses to invitations if not the same person
- Humana Values Award: the person who best demonstrates on Buzz one or more of our corporate values – inspire health, pioneer simplicity, rethink routine, thrive together, cultivate uniqueness. Person who received the most value-related thanks.

Additional Award

Community Manager's Choice Award: one or more awards given to individuals or groups in special recognition of contributions made to the community, awarded at the discretion of the Buzz community manager

Notes

All awards are subject to change annually based on community manager's judgment and community feedback.

Members of the Enterprise Social Media Team are not eligible for nominated awards.

Individuals may only be included in the final voting for 1 individual award (and groups for only 1 group award)

Tactic: Highlight Buzz Award criteria monthly in the Buzz Broadcast and the Broker group, particularly for calculated awards.

Business Integration

The community manager advocates internally within the organization and integrates business processes with community efforts.

Objective: Integrate Buzz into business processes across platforms, across the organization.

Strategy: Maintain at least a 75/25 balance of business vs. non-business discussions

Tactic: Categorize all new groups created each week as business or non-business.

Review all new groups created and identify them as business or non-business if possible.

Twice a year, review ALL Buzz groups and evaluate/assign to business or non-business category.

Tactic: Review all groups annually for business vs. non-business classification.

Strategy: Offer one Buzz integration training opportunity each month.

Tactic: Host one webinar each month highlighting Town Halls, Projects and Challenges.

Town Halls and Projects webinars are offered on a rotating basis, one per month. Each is offered at least once per quarter. Challenge webinar offered upon request.

Strategy: Integrate Buzz into other business systems upon request.

Tactic: Create Reach extensions and instruct users on implementation.

Reach extensions are created on demand at the request of Buzz users. The extensions are typically embedded in SharePoint pages for ongoing sites or streamed (Wowza) events.

Requests are submitted through the Reach request form at http://go/BuzzReach. The community manager is automatically notified when the request is submitted.

Strategy: Generate WOW dollar reports twice per month.

Humana offers up to $150 annual in rewards through its WOW! Working on Well-being Account program to associates working on well-being dimensions. Buzz members are awarded up to 20 WOW Dollars ($5 for 1 of the 1st 4 options, plus $5 for each separate option) if they:

 - Follow the persona "Associate Well-being" (1st of 4 options)

- Join the group "100 Day Dash" (2nd of 4 options)

- Join the group "Humana Vitality" (3rd of 4 options)

- Join the group "WOW! Working on Well-being" (4th of 4 options)

- Join the group "Humana Green Team" (a separate $5)

- Join the group "Just Move" and participate in the daily exercises (a separate $5)

Tactic: Generate WOW reports on the 1st and the 15th of each month and submit to Associate Well-being and Healthways.

Strategy: Document excellent use of Buzz by teams in creating, improving business processes.

Tactic: Conduct annual survey of supervisors on the use of Buzz to improve processes.

Strategy: Develop custom apps as needed using the Socialcast API.

Tactic: Promote awareness of Socialcast API and facilitate process for teams who need guidance through the development process.

User Experience

The community manager improves the community platform and participation experience for members.

Objective: Make the Buzz experience as friction-free and intuitive for users as any other social media experience.

Strategy: Offer tips and training opportunities to 100 percent of new members.

Tactic: Send welcome letter to all new members each day.

The welcome letter highlights upcoming training calendar, prerecorded webinars and other helpful documents and links.

Tactic: Offer one Intro to Buzz webinar each month reaching 15 percent of the number of new members in the previous 30 days.

May include those who attend in-person, as well as those who watch recorded playback.

Tactic: Develop and post an Intro to Buzz FAQ page.

Tactic: Review Helpful Links section and update quarterly.

Strategy: Equip Buzz users through two webinars each month.

Tactic: Offer two training webinars each month.

Two webinars are offered each month: one session dedicated to "Intro to Buzz" and one other dedicated to Groups, Town Halls or Projects.

Strategy: Track Buzz performance across platforms once per week.

Tactic: Check site response times.

Several times per week, check site response times, using this worksheet as a guide and recording the times there:

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Report to IT Support patterns of unusually long response times.

Tactic: Check Socialcast Cluster Management Console daily.

Each morning check the Socialcast Cluster Management Console for several items' status, including the daily Mirror Directory task, weekly backup, green status indicators, server chart overuse, and items backed up in the queue.

Strategy: Ensure seamless login for Buzz members.

Tactic: Add users' missing network login ID daily.

Tactic: Inform users as needed about the ISAM ESSO AccessAgent settings needed for seamless login to work.

Tactic: Respond to notifications and messages.

Tactic: Review group maintenance needs quarterly

Strategy: Ensure that 80 percent of questions asked on Buzz are answered

Tactic: Answer or Tag Others To Answer Unanswered Questions

Strategy: Provide mobile experience for Buzz users.

Tactic: Launch Buzz mobile app. (completed summer 2015)

Strategy: Solicit user input into the new features and enhancements process.

Tactic: Collect responses to the enhancement request form and pass them along to VMware via contacts or the Customer Council once per month.

Strategy: Serve as technical support liaison between users and CSS.

Tactic: Post a note in "Helpful Links" outlining support process.

Strategy: Continuously improve platform.

Tactic: Develop stakeholders list.

The list should be comprised of all developers, project leaders and others who have developed specific business integrations of Buzz.

Tactic: Deploy upgrades in test environment as soon as available and invite Buzz Brokers and others to test.

Tactic: Inform stakeholders of pending upgrades and invite them to test and troubleshoot.

Tactic: Relay user feature suggestions to VMWare via the Customer Council or direct contact.

Tactic: Review monthly survey open comments section for ideas.

Appendix A: ROI Calculations

Notes

Our calculations were based on *The Total Economic Impact of TIBCO Software tibbr: Driving Value Through Workplace Collaboration* by Adrienne Breslin of Forrester Research in 2014. Components included productivity, turnover, improved processes, associate communications, and innovation management.

Total 2015 ROI estimated at 7,382%.

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Appendix B: Community Maturity Model

Community Maturity Model™

	Stage 1 Hierarchy	Stage 2 Emergent Community	Stage 3 Community	Stage 4 Network
Strategy	Familiarize & Listen	Participate	Build	Integrate
Leadership	Command & Control	Consensus	Collaborative	Distributed
Culture	Reactive	Contributive	Emergent	Activist
Community Management	None	Informal	Defined roles & processes	Integrated roles & processes
Content & Programming	Formal & Structured	Some user generated content	Community created content	Integrated formal & user generated
Policies & Governance	No Guidelines	Restrictive	Flexible	Inclusive
Tools	Consumer tools used by individuals	Consumer & self-service tools	Mix of consumer & enterprise tools	'Social' functionality is integrated throughout
Metrics & Measurement	Anecdotal	Activity Tracking	Activities & Content	Behaviors & Outcomes

www.community-roundtable.com

Strategy

Current Assessment: 3 (based on Feb. 24, 2015 State of Community Management survey completion)

Stage 1: Hierarchy (Familiarize & Listen): There is no overall strategy other than to make the tool available to the community and then to watch and listen to see what happens.

Stage 2: Emergent Community (Participate): Strategy is developed by active members of the community.

Stage 3: Community (Build): Strategy is developed through the collaboration of official leadership and members of the community.

Stage 4: Network (Integrate): Strategy is integrated with the organization's goals and is reflected in the actions by the community and organizational leadership to accomplish those goals.

Leadership

Current Assessment: 2

Stage 1: Hierarchy (Command & Control): Leadership is dominated by a select few individuals that exercise strict command and control of what happens.

Stage 2: Emergent Community (Consensus): Leadership is solely provided by the community reaching consensus decisions.

Stage 3: Community (Collaborative): Leadership is provided through the collaborative efforts of those with official responsibility working in cooperation with the community.

Stage 4: Network (Distributed): Leadership consists of a network of leaders and members throughout the organization utilizing their influence to make decisions for parts of the community consistent with the overall community's purpose.

Culture

Current Assessment: 4

Stage 1: Hierarchy (Reactive): The Buzz community is a place where those in authority announce policies, procedures and corporate information to set the tone for the culture and then the community reacts.

Stage 2: Emergent Community (Contributive): The Buzz community is in the beginning stages of encouraging individual contributions.

Stage 3: Community (Emergent): The Buzz community has achieved a definite sense of its own community culture but is not yet connected significantly to the larger corporate community.

Stage 4: Network (Activist): The Buzz community has achieved a strong culture of inclusion and open dialogue that encourages and fosters networking and results in successful changes in the larger corporate environment.

Community Management

Current Assessment: 3

Stage 1: Hierarchy (None): There is no community management.

Stage 2: Emergent Community (Informal): Community management is accomplished through voluntary involvement of one or more community members.

Stage 3: Community (Defined Roles and Processes): Community management is accomplished through one or more individuals whose official role includes community management responsibilities.

Stage 4: Network (Integrated Roles and Processes): Community management is accomplished through one or more individuals whose official role includes community management responsibilities as well as by those who voluntarily integrate Buzz leadership into t

Content

Current Assessment: 2

Stage 1: Hierarchy (Reactive): The Buzz community is a place where those in authority announce policies, procedures and corporate information to set the tone for the culture and then the community reacts.

Stage 2: Emergent Community (Contributive): The Buzz community is in the beginning stages of encouraging individual contributions.

Stage 3: Community (Emergent): The Buzz community has achieved a definite sense of its own community culture but is not yet connected significantly to the larger corporate community.

Stage 4: Network (Activist): The Buzz community has achieved a strong culture of inclusion and open dialogue that encourages and fosters networking and results in successful changes in the larger corporate environment.

Metrics and Measurement

Current Assessment: 3

Stage 1: Hierarchy (Anecdotal): There is occasional reporting of random metrics.

Stage 2: Emergent Community (Activity Tracking): There is regular reporting of quantitative measurements such as membership, quantity of posts, logins, etc.

Stage 3: Community (Activities and Content): There is regular reporting of quantitative measurements such as stage 2 plus qualitative assessment of content (its value or significance).

Stage 4: Network (Behaviors and Outcome): There is regular reporting of quantitative and qualitative measurements plus assessment of the community's behavior and positive outcomes.

Tools

Current Assessment: 3

Stage 1: Hierarchy (Consumer tools used by individuals): Buzz applications (browser and/or other apps) provided as is for use by individuals .

Stage 2: Emergent Community (Consumer and self-service tools): Buzz applications (browser and/or other apps) provided with customization capabilities according to community needs .

Stage 3: Community (Mix of consumer and enterprise tools): Buzz applications (browser and/or other apps) provided in addition to other enterprise applications (e.g. SharePoint) that foster community .

Stage 4: Network (Social functionality is integrated throughout): Buzz applications (browser and/or other apps) provided that are integrated into other enterprise applications (e.g. SharePoint, SQuIDS)

Policies and Governance

Current Assessment: 2

Stage 1: Hierarchy (No Guidelines): There are no policies or guidelines for using Buzz.

Stage 2: Emergent Community (Restrictive): There are policies and/or guidelines for using Buzz that are provided primarily by the company that are mostly restrictive.

Stage 3: Community (Flexible): There are policies and/or guidelines for using Buzz that are provided primarily by the community that are mostly flexible.

Stage 4: Network (Inclusive): There are policies and/or guidelines for using Buzz that are a combination of those provided both by the company and the community.

Appendix C: Daily Tasks

Check Socialcast Cluster Management Console

Each morning check the Socialcast Cluster Management Console for several items' status, including the daily Mirror Directory task, weekly backup, green status indicators, server chart overuse, and items backed up in the queue.

- Go to the Socialcast Cluster Management Console at { DETAILS REDACTED FOR EXTERNAL DISTRIBUTION – PROPRIETARY INFORMATION }.
- Click the "Current" link near the top right and check to see that the daily Mirror Directory task succeeded.
    - If it failed and no task is currently running (the word "Idle" appears at the top of the window if no task is running), close the progress window, go to the Cluster Configuration screen, choose the LDAP Integration link, and click the button "Start Mirroring" at the bottom of the screen. This will begin the mirroring process that should take a few hours if all goes well.
    - Check back in a couple of hours to see if it succeeded. If it didn't, then click the Start Mirroring button to try again. We want one successful mirroring daily.
    - If the mirroring task fails repeatedly for more than a couple of days in a row, a support ticket with VMware will need to be opened by IT to investigate.
- On Mondays, also check the "Completed" tasks to see that the weekly backup on Saturday/Sunday succeeded. If it did not, let IT Support know.
- Also check the Services link on the left to make sure all status indicators are green. If anything shows yellow or read, click the "Refresh Status" link and see if the results still show it yellow or red. If so, a support ticket may be needed with VMware.
- On the Cluster Status screen, scan the server charts for any overuse. Should display fewer than 100 requests/sec. In the 1000s is alarming.

Add users' missing network login ID

Buzz users who are logged into the network should be able open Buzz automatically without logging in to Buzz a second time. In order for that process to work, associates' network login ID must be uploaded to Buzz admin. Uploading missing network login IDs ensures removes a small roadblock for users and improves users' experiences.

Add new users' missing network login ID to their record:

- { DETAILS REDACTED FOR EXTERNAL DISTRIBUTION – PROPRIETARY INFORMATION } in the browser. It will not bring up a web page, but will run a utility in the background that eventually returns a *.SQL document.
- Save the *.SQL document on your PC.
- Open the doc and verify that (1) the email addresses look reasonable for the names listed; (2) no email addresses have embedded apostrophes in them (e.g. jo'connor@humana.com). (If emails

with apostrophes are present, cut those lines from the doc and paste them elsewhere for future reference so you can manually find that record in the database and update the company_login field.) Close the *.SQL doc.

- Open the Buzz production database by going to { DETAILS REDACTED FOR EXTERNAL DISTRIBUTION – PROPRIETARY INFORMATION } and logging in.
- Select the Users table from the list at the left.
- Select the Import button at the top of the screen.
- Use the Browse button to locate the *.SQL file.
- Click the Go button at the bottom of the screen. If all works as it should, you will see a green message at the top of the screen that X number of records were updated. If the message is red with an error, then something failed (such as due to an apostrophe in an email).
- If you need to manually update a company_login field, use the Search button at the top of the Users table to locate the person using the email field. Once the record is found, use the Edit icon to enter the correct company_login value for that record.
- Record the number of records updated in the {name} spreadsheet.

Send a welcome email to all new users

a. Go to { DETAILS REDACTED FOR EXTERNAL DISTRIBUTION – PROPRIETARY INFORMATION }.
b. Review all email addresses to make sure they are individual emails and that no group or all-staff email addresses are included.
c. If any group or all-staff emails are listed *that are not set up intentionally for personas*, go to the Buzz admin User Management screen, search for that email address, and use the dropdown to the right of it to deactivate that account. [Warning: There may be valid emails from departments that are setting up a Buzz persona tied to their departmental email address.]
d. If needed after deactivating a group email, refresh the welcome letter screen to verify that no more group emails are listed.
e. Record the number of emails sent in the {name} spreadsheet:
f. Click the "Save Template & Send Messages" button at the bottom. This sends a welcome email from Jeff/Brenda to each new member since the last time the message was sent.

Send emails to associates without Buzz accounts

Note: The number of emails that must be sent is calculated based on the number of emails that must be sent each week to invite all non-buzzers once in a quarter. The figure is currently 700, and may need to be recalculated as the Humana population and percent of non-users changes.

a. { DETAILS REDACTED FOR EXTERNAL DISTRIBUTION – PROPRIETARY INFORMATION }

Prompt Inactive Users to post

Note: The number is calculated based on the number of emails that must be sent each week to invite all inactive buzzers to post once in a quarter. The current figure is 500, and may need to be recalculated as Buzz population grows.

a. { DETAILS REDACTED FOR EXTERNAL DISTRIBUTION – PROPRIETARY INFORMATION }.

Monitor Adoption Rate for Milestone Contest

Check the Adoption analytics report in the admin panel for the number of active accounts.

A new guessing contest should begin when the count reaches XX,700 members.

- Broadcast a message announcing the contest. Example:
  "It's time for the Buzz xx,000 member guessing contest! As of the time of this post, we have xx,xxx members. Add your guess below as a comment including the date and time you think we'll reach xx,000 and the person with the closest guess will get the prizes shown of bee antennae and a jar of Hives for Lives honey. Times are assumed to be Eastern unless stated otherwise. Let the guessing begin and keep inviting others to Buzz! ONLY GUESS ONE TIME! (By the way, we hit xx,000 on Month Date.)"
- As the thousand member mark nears, watch the total member count as often as it takes throughout the day to be able to **know the minute we hit the number in order to determine a winner**. It isn't unusual to have at least 200-300 new members per week.
- Capture the Adoption report screen shot showing the even thousand member mark.
- When we hit the number, review all guesses to determine the winner. Send a private message to the winner asking interoffice mail address to send the prize. Post a comment to the original contest thread announcing the winner. Post a new message announcing the winner.

Address Unanswered Questions

Go to { DETAILS REDACTED FOR EXTERNAL DISTRIBUTION – PROPRIETARY INFORMATION }. Enter the date range of the previous business day through today. Review any red items and, if business-related and you can properly tag it to a group or individual to get an answer, or if you can answer it, do so. Questions are clickable to view in Buzz.

Appendix D: Weekly Tasks

Record Active User Details

Record active users detail over the past 30 days (usually done late afternoon to get full 30 day report).

1. { DETAILS REDACTED FOR EXTERNAL DISTRIBUTION – PROPRIETARY INFORMATION }.

Categorize new Buzz groups

Go to {DETAILS REDACTED FOR EXTERNAL DISTRIBUTION – PROPRIETARY INFORMATION }. All groups created since the last time this utility was used will appear in bold at the top of the page. One at a time, click on a group name from those at the top of the list to jump to that group in the alphabetical list. Based on the group name and description, change the dropdown menu option from "System Default" to Business or Non-Business. If you are unsure, leave it as is or click the group name in the alphabetical list to jump to that group in Buzz and make a decision based on the types of posts found.

Groups considered business are all Humana-specific topics, team groups, any business/professional/technology/health-related topics and possibly more. Non-business topics are things such as entertainment, non-physical hobbies, school alma maters, favorite sports teams, pets, music, etc. After all groups at the top of the page have been designated business or non-business, scroll to the bottom of the page and click the "Save" button.

Once all group settings have been saved, the utility at { DETAILS REDACTED FOR EXTERNAL DISTRIBUTION – PROPRIETARY INFORMATION } can be used to determine the ratio of business to non-business discussion threads for any designated period of time.

Check Site Response Times

Once per week check site response times, using this worksheet as a guide and recording the times there: { DETAILS REDACTED FOR EXTERNAL DISTRIBUTION – PROPRIETARY INFORMATION }

Report to IT Support patterns of unusually long response times.

Buzz Broadcast

Send out the Buzz Broadcast (checking the email option at the bottom of the box, and checking the box to make it persistent for 3 days) late Thursday night or early Friday morning. The 7-day count of messages/comments, logins and new accounts must be read from the admin panel late Thursday night to include a full 7 days. If the numbers are captured on Friday morning, they will not include a full 7 days. Follow the format of previous broadcasts in the Word doc at { DETAILS REDACTED FOR EXTERNAL DISTRIBUTION – PROPRIETARY INFORMATION }.

For various parts of the broadcast, use the following:

- To get the number of users, use the number of sign-ins on the People Dashboard for the past 7 days (usually around 10,000).
- To get the number of new users, use the Accounts Created figure on the People Dashboard for the past 7 days (usually about 175).
- To get the number of messages, use the Engagement analytics report and add the total number of new messages and comment for the past 7 days (usually 8000-9000).
- To get the number of questions asked/answered, use the utility at { DETAILS REDACTED FOR EXTERNAL DISTRIBUTION – PROPRIETARY INFORMATION } **with the appropriate 7-day date range** (usually about 80% of ~300 questions; warning – the date range defaults to 8 days, so change it to include only 7 if this is done Thursday night). Also use this utility to find an unanswered question to include in the broadcast.
- After each broadcast, update the tips history doc at { DETAILS REDACTED FOR EXTERNAL DISTRIBUTION – PROPRIETARY INFORMATION }.
- After each broadcast, update the topics of the week history doc at { DETAILS REDACTED FOR EXTERNAL DISTRIBUTION – PROPRIETARY INFORMATION }

Appendix E: Biweekly Tasks

WOW Reporting

Download Buzz user information from the appropriate personas/groups.

Download employee AIN information.

Join user an AIN information using VLOOKUP.

Filter for groups, add Program Code.

Create separate lists.

Submit files for processing.

Appendix F: Monthly Tasks

Assess the growth of the community

Develop a monthly report which tracks new members, invitations from the community manager, and invitations from other community members.

Conduct Monthly Sense of Community Survey

The survey is set up in Survey Monkey. {DETAILS REDACTED FOR EXTERNAL DISTRIBUTION – PROPRIETARY INFORMATION}

Creating the survey

First week of the month: Create new survey

End of the 2nd week of the month: Send a reminder

Start of the last week of the month: Send a final reminder

Record monthly new member growth tracking detail.

For development: A weekly report which tracks new members, invitations from the community manager, and invitations from other community members. The report will track the total number of new members, the total number of invitations, the total number accepted, top inviter, total number who join as result of email invitation from Buzz community manager.

Record webinar playback views

Contact Ryan Scarbrough for report details.

Highlight Buzz Award criteria monthly in the Buzz Broadcast and the Broker group, particularly for calculated awards.

Collect responses to the enhancement request form and pass them along to VMware via contacts or the Customer Council once per month.

Appendix G: Quarterly Tasks

Group clean up

Archive/Delete

Criteria:

- Archive groups which have had no unique content posted in the last six months.
- Delete groups that have been created, but have had no content posted for one month.

Combine Groups

Identify groups that might benefit from merging. Take note of groups that share themes or frequently cross post. It might also be helpful to post a broadcast message to Buzz and get feedback from the community about potential merges.

Note the number of users for each group, and peruse recent posts. Note cross posting and content.

Also note whether or not the group is public. Private groups are typically not merged into public groups; this scenario should be considered on a case by case basis.

Once groups have been identified, contact all administrators of those groups via private message and ask if they are open to considering a merge. Typically, smaller, newer groups are merged into earlier, larger groups. The name of the larger group is usually kept, but sometimes it may be advisable to create a new group name that is more easily discoverable by users.

Once permission to merge groups has been granted, go to Admin Settings > Group Merge and initiate the merge.

Create and Post Quarterly One-Page Buzz Report

Find an example here: { DETAILS REDACTED FOR EXTERNAL DISTRIBUTION — PROPRIETARY INFORMATION } Report is posted to the Enterprise Social Media group and included in the subsequent weekly Buzz broadcast. It is also posted in the "Helpful Links" section on Buzz.

Schedule Buzz Training Webinars

Scheduling instructions follow:

Choose Date

- Two training sessions should be scheduled each month during the quarter. One session per month should be an Intro to Buzz training session, and the other should rotate through Groups, Town Halls and Projects.
- Identify dates on the calendar suitable for training. Vary days of the week and time of day. Keep the time of day between noon and 4 p.m. to accommodate different time zones.

Using the Buzz Learning Sessions calendar, add the event to your personal calendar. Click through all links to verify

Review Helpful Links section and update quarterly.

Appendix H: Annual Tasks

Conduct annual Buzz Awards.

What are the Buzz Awards? The Buzz Awards recognize significant contributions to the Buzz community during the previous year by individuals and groups. Most awards are nominated and voted on by members of the Buzz community, while others are calculated or at the discretion of the Buzz community manager.

What awards are offered?

Individual Awards:

- Greatest Guru Award: the individual who consistently helps answer questions or point people to where they can find the answers to their questions
- Movers & Shakers Award: the person who consistently posts messages that provoke active discussion on a variety of topics (consider for 2016 using the trending persons report for the year to base it on comments & likes received – move to calculated awards)
- Buzz Driver Award: the person who has been instrumental in promoting Buzz to others and helping to increase membership (based solely on invitations to Buzz sent from Buzz)
- Group Admin Award: the Buzz group admin who best exemplifies what an effective group admin can be
- Well-BEEing Award: the person who best personifies Humana's dream of helping people achieve lifelong well-being
- Humana Values Award: the person who best demonstrates on Buzz one or more of our corporate values – inspire health, pioneer simplicity, rethink routine, thrive together, cultivate uniqueness (the person who received the most values-related thanks – move to calculated)
- Buzzer of the Year Award: the overall top award given to the one community member whose contributions and attitude make him/her most worthy of special recognition. Individuals are only eligible for one award beginning in 2016.

Group Awards

- Einstein Award: the group that consistently offers the most helpful tips and tricks to make our work experience more productive
- Buzz Spirit Award: the group that best exemplifies the positive, helpful possibilities of what a Buzz group can be
- Best Buzz Integration Award: the group that has done the most to successfully integrate Buzz into other sites, applications and/or work processes
- Greatest Business Impact Award: the group that either already has demonstrated a positive business impact on Humana or has the greatest potential to do so. Groups can nominate themselves. Nominations must include business process change details and ROI.
- Working Out Loud Award: the individual or group that who best demonstrates openness and transparency in using Buzz to narrate their ongoing work

Calculated Recognitions (no nominations needed for these)

- Leader Who Gets It Award: Run a report on the leaders within X levels of Broussard and evaluate their Buzz presence and contributions. Give an award to the highest level "Leader Who Gets It."
- Busiest Hive Award: the group with the most activity based on the quantity of messages and comments
- Largest Hive Award: the group with the largest membership (May award two of these if the largest group is one where people get WOW dollars for joining in order to make sure we recognize the group with the greatest natural growth.)
- Movers & Shakers Award: the person who consistently posts messages that provoke active discussion on a variety of topics. Use top Buzzers report for the year.
- Buzz Driver Award: the person who has been instrumental in promoting Buzz to others and helping to increase membership. Based on invites. May be two awards – one for most invitations and one for most responses to invitations if not the same person
- Humana Values Award: the person who best demonstrates on Buzz one or more of our corporate values – inspire health, pioneer simplicity, rethink routine, thrive together, cultivate uniqueness. Person who received the most value-related thanks.

Additional Award

Community Manager's Choice Award: one or more awards given to individuals or groups in special recognition of contributions made to the community, awarded at the discretion of the Buzz community manager

Notes

All awards are subject to change annually based on community manager's judgment and community feedback.

Members of the Enterprise Social Media Team are not eligible for nominated awards.

Individuals may only be included in the final voting for 1 individual award (and groups for only 1 group award)

Process

Nominations can be made by sending an email to social@humana.com. Nominations must include:

- the name of the award the person or group is being nominated for

- the nominee's name and email address (for an individual award) or the group name

- an explanation of why this person or group is deserving of the award (be as specific as possible)

Nominations are received throughout December. The Social Media Team determines finalists based on the number of nominations each nominee receives and/or based on those who best meet specific award criteria among those nominated.

Final voting will be open to all Buzz members and will begin in January via a private survey (set up in SurveyMonkey), with winners announced on Buzz mid-to-late January. Winners will be asked to post to Buzz a photo of them holding their award certificate.

Timeline:

- 1st Week of December: Post broadcast message inviting nominations.
- 2nd Week of December: Remind via Buzz Broadcast
- 3rd Week of December: Remind via Buzz Broadcast
- 4th Week of December: Close nominations.
- 1st Week of January: Social media team selects finalists
- 2nd Week of January: Create and distribute survey (use SurveyMonkey)
- 3rd Week of January: Remind via Buzz Broadcast
- 4th Week of January: Announce winners. Send Thanks badges.
- 1st Week of February: Create and distribute award certificates. Ask winners to take a picture and post to Buzz with the hashtag "#buzzawards"

Create and Post Annual Buzz Highlights

Update and Post Buzz Milestone Infographic

Review all groups annually for business vs. non-business classification.

Conduct annual survey of supervisors on the use of Buzz to improve processes.

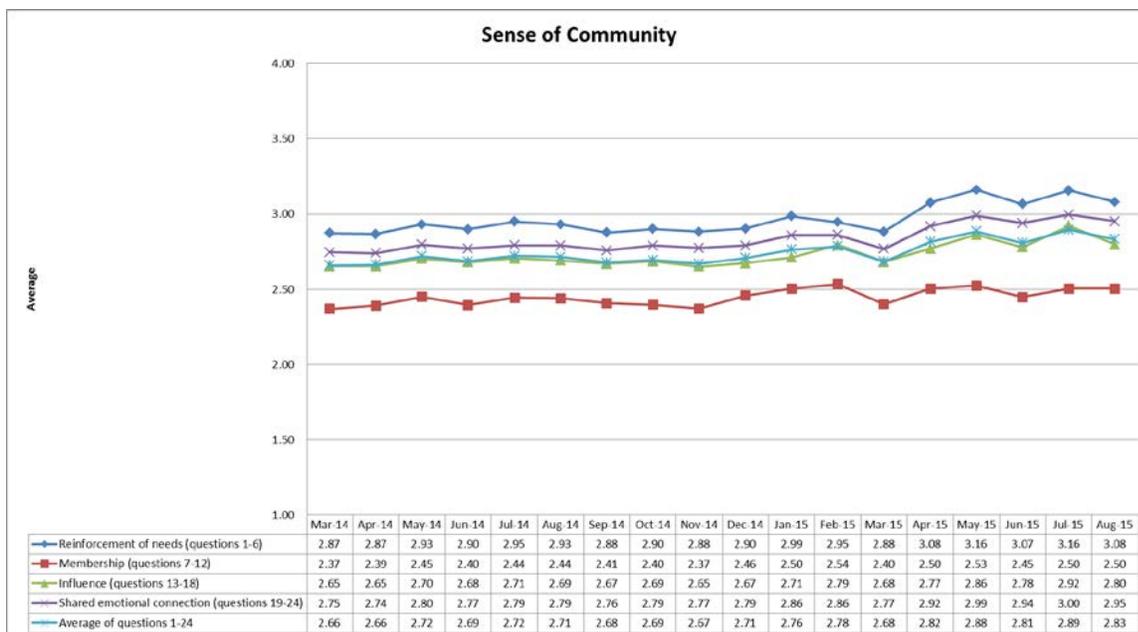## Review Playbook for updates and progress towards goals.

Appendix I: Reports
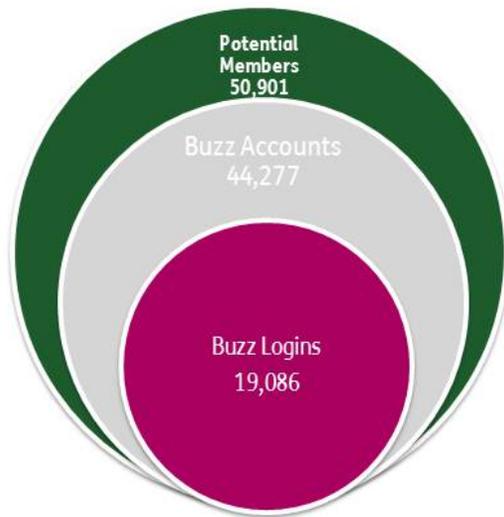
Monthly

Sense of Community

An updated chart of the monthly Sense of Community survey is generated, along with analysis particular to that month's results. Sample chart attached below:

Sense of Community

	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15
Reinforcement of needs (questions 1-6)	2.87	2.87	2.93	2.90	2.95	2.93	2.88	2.90	2.88	2.90	2.99	2.95	2.88	3.08	3.16	3.07	3.16	3.08
Membership (questions 7-12)	2.37	2.39	2.45	2.40	2.44	2.44	2.41	2.40	2.37	2.46	2.50	2.54	2.40	2.50	2.53	2.45	2.50	2.50
Influence (questions 13-18)	2.65	2.65	2.70	2.68	2.71	2.69	2.67	2.69	2.65	2.67	2.71	2.79	2.68	2.77	2.86	2.78	2.92	2.80
Shared emotional connection (questions 19-24)	2.75	2.74	2.80	2.77	2.79	2.79	2.76	2.79	2.77	2.79	2.86	2.86	2.77	2.92	2.99	2.94	3.00	2.95
Average of questions 1-24	2.66	2.66	2.72	2.69	2.72	2.71	2.68	2.69	2.67	2.71	2.76	2.78	2.68	2.82	2.88	2.81	2.89	2.83

Monthly Progress Report

Buzz Growth Report – August 2015

Potential Members 50,901

Buzz Accounts 44,277

Buzz Logins 19,086

87% of Humana associates have Buzz accounts.

17% Increase in accounts YOY

1,509 New members this month

43% of Buzz users logged in this month

6% Increase in avg weekly active members YOY

38,693 New messages/comments this month

81% Business-related discussions

Quarterly

Buzz Social Property Scorecard
https:// buzz.humana.com

Purpose:
(1) Provide an enterprise social network that promotes communication, cooperation and collaboration to accomplish the company's business objectives, and
(2) To develop positive professional and personal relationships around subjects of mutual interest.

Overall Community Status: Active
Contact: Jeff Ross
Collaboration Partner: Lisa Toombs (IT)
Vendor Partner: VMware

Community Metrics – Year Over Year

Metric	Q2 '14	Q2 '15	% Change
1a. Members	36,253	42,659	+17.7%
1b. % associates with accounts	81.81%	84.74%	+3.58%
2. IT Integrations	236	449	+90.3%
3a. Messages	24,189	29,985	+24%
3b. Comments	74,295	69,350	-6.7%
4. Questions answered/asked	3772/ 4449= 85%	4087/ 5049 = 81%	+8.35% +13.49% -4.71%
5. Thanks Badges	847	968	+14.3%
6. Members posting past 30 days (# and %)	5,128 14.16%	5,876 13.84%	+14.6% -2.26%
7. Sense of Community Score (1 – 4 scale)	2.69	2.83	+5.2%

Humana   **Buzz**

Community Overview

Business Objectives:
1. Enable social collaboration for all associates through discussions, groups, town halls, projects and idea challenges;
2. Provide social capabilities in internal business systems such as Hi!, SharePoint, Clarity, SQuIDS, Outlook, etc.;
3. Provide a permanent searchable knowledge base of associate expertise;
4. Facilitate informal social learning;
5. Provide public associate recognition;
6. Encourage associate engagement;
7. Enhance the sense of community felt by participants.

(Numbers above correspond to metrics at left)

Strategic Connection
1. Support Humana's dream of achieving life-long well-being and all of the dimensions of well-being;
2. Support the five corporate values, especially "Thrive Together."

Target Audience: All associates

Assumptions/Dependencies

- Periodic contract renewal with vendor VMware needed for Socialcast software. Paid thru 7/2016.
- Full-time associates are needed at the rate of one Buzz FTE per 10,000 members to best meet the education, consulting, data analysis, reporting and community management needs.
- Consistently poor Buzz performance requires implementation of VMware recommendations.

General Topic Guide

Approach:

Content is determined by participants in the community within the parameters of the Social Media Policy and other corporate policies.

Any individual or team is empowered to create special interest groups that either meet business objectives or that contribute to developing relationships with other associates around areas of mutual interest.

The Community Manager and others on the Enterprise Social Media team will facilitate effective use of the platform companywide by working with corporate offices such as Associate Communications, Corporate Communications, HR Policy and Benefits, Talent Management and others, as well as with leaders and lines of business to inform and engage associates regarding relevant business matters.

The Community Manager will also:
- highlight important discussions and topics weekly in a broadcast to all members;
- work with leaders to schedule and assist with leader town halls for associates.

Milestones/Highlights

- Custom Buzz mobile app by Catavolt is developed. 5,000 users currently testing; enterprise launch anticipated in next few weeks.
- Surpassed 42,000 member mark.

Appendix J: On Demand Tasks

Creating Reach extensions for embedding streams in other apps

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