



L2

DIGITAL IQ INDEX:

Public Sector

SCOTT GALLOWAY
NYU Stern

DOUG GUTHRIE
The George Washington University
School of Business

NOVEMBER 23, 2010

L2 A THINK TANK
for DIGITAL INNOVATION

© L2 2010 L2ThinkTank.com

L2

THE GEORGE WASHINGTON UNIVERSITY
SCHOOL OF
BUSINESS

01.20.11

The George Washington University
School of Business

The Opportunities, Challenges, and
Underpinnings of Social Media Programs
in the Public Sector

the
**social
graph**

Clinic

REGISTER NOW

<http://l2socialgraphdc.eventbrite.com/>

Speakers Include:



AMY GANDERSON

Associate Director
of Digital Marketing
The Nature Conservancy



DAVID WERNER

Assistant Chief of Information
for Communication Integration
and Strategy
US Navy Office of Information



DOUG GUTHRIE

Dean
The George Washington
University School of Business



PATRICK KERLEY

Senior Digital Strategist
Levick Strategic
Communications



ANDREW RASIEJ

Founder
Personal Democracy Forum



SCOTT GALLOWAY

Founder
L2



JOE ROSPARS

Founding Partner &
Creative Director
Blue State Digital



**STEPHANIE
SCHIERHOLZ**

Social Media Manager
NASA



BRANDON KESSLER

Founder
ChallengePost



GREG SHOVE

Founder
Halogen



MAUREEN MULLEN

Lead Researcher
L2

INTRODUCTION

“Of the People”

The advent of the social web has changed our nation's public sector organizations.

Emerging platforms facilitate the transparency that candidates and advocacy groups commit to, and call for, and have ushered in a new era of two-way communication. Constituents now vote in real time with their browsers, opining, advocating, and donating. In addition, these new mediums provide opportunities to generate efficiencies in what will likely be an era of cost cutting.

However, while digital empowers our democracy, many of the organizations tasked with tackling our nation's toughest challenges are still in the early stages of unlocking the potential of these new platforms.

Ready, Fire... Aim

More than 80 percent of the organizations in the study are present on at least one social media platform, 63 percent host a blog and 20 percent have some presence on mobile platforms. Tweets from space, crowd-sourced budget recommendations, panda adoption through Facebook, and live chat customer service avatars are just a few examples of innovation not typically credited to public sector organizations. These efforts can bear fruit. In November's midterm elections, 74 percent of the House and 81 percent of the Senate candidates that prevailed

had more Facebook likes than their challengers.¹ In January 2010, the Red Cross raised more than \$24 million for victims of the Haiti earthquake with its “Text to Haiti” program.²

From Programs to Policy

Digital is more than another platform to garner support and solicit donations. We are beginning to see hints of the real power of these platforms. In June 2009, the State Department stepped in asking Twitter to delay routine maintenance so that protesters within Iran could have a critical voice in their nation's election.³

1. Carr, Austin. “Facebook, Twitter Election Results Prove Remarkably Accurate,” *Fast Company*, November 3, 2010.

2. Hurn, Mary Elizabeth. “Red Cross Raises \$24 Million for Haiti via Text, Builds Mobile Database” *Direct Marketing News*, January 19, 2010.

3. Fleming, Sue. “State Department speaks to Twitter over Iran,” *Reuters*, June 16, 2009.

INTRODUCTION

Digital IQ = A More Robust Democracy

Our thesis is that digital competence will play a seminal role in determining the ideas and people that gain or lose influence in the halls of power. Key to managing and developing competence is an actionable metric. This study attempts to quantify the digital competence of 100 government offices, independent agencies, multilateral organizations, industry associations and advocacy groups. Our aim is to provide a robust tool to diagnose digital strengths and weaknesses and help organizations prioritize incremental investment in digital.

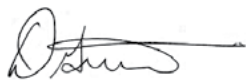
Like the medium we are assessing, our methodology is dynamic, and we hope you will reach out to us with comments that improve our approach, investigation, and findings. You can contact us at scott@stern.nyu.edu and guthrie@gwu.edu.

Sincerely,



SCOTT GALLOWAY

Founder, L2
Clinical Associate Professor of Marketing, NYU Stern



DOUG GUTHRIE

Dean, The George Washington University
School of Business

DIGITAL IQ INDEX®

Methodology

**Site - 40%:**

Effectiveness of organization site.

- **Functionality & Content (75%)**
 - Site Technology
 - Site Search & Navigation
 - Customer Service
 - Site Content & Conversion: Education, Recruitment, Membership, Transparency, Call to Action, E-Commerce, Donations*
- **Brand Translation (25%)**
 - Aesthetics
 - Messaging & Interactivity

**Digital Marketing - 30%:**

Marketing efforts, off-site brand presence, and visibility on search engines.

- **Search:** Traffic, SEM, SEO, Web Authority
- **Email:** Frequency, Content, Social Media Integration, Promotion
- **Digital Marketing Innovation:** Display, Retargeting, Microsites, Competitions
- **Blog Presence:** Mentions, Sentiment

**Social Media - 20%:**

Organization presence, following, content, and influence on major social media platforms.

- **Facebook (50%):** Likes, Growth, Post Frequency, Programs
- **Twitter (25%):** Followers, Follower Growth, Tweet Frequency, Online Voice
- **YouTube (25%):** Views, Number of Uploads, Subscriber Growth, Content

**Mobile - 10%:**

Compatibility and marketing on smart phones and other mobile devices.

- **Mobile Site:** Compatibility
- **Smartphone Applications:** Availability, Popularity, Functionality
- **iPad Integration:** Marketing, Applications

*All sites may not contain all functional areas, total content scores were adjusted accordingly

DIGITAL IQ RANKING



Independent Agency

Executive

Advocacy

Armed Forces

Party

Industry Association

Multilateral Organization

Rank	Brand	Category	Digital IQ	Class	Comments
1	NATIONAL AERONAUTICS AND SPACE ADMINISTRATION (NASA)	Independent Agency	184	Genius	NASA is in its own stratosphere, experimenting with the latest technologies from geo-local to 3-D animation
2	THE WHITE HOUSE	Executive	158	Genius	From open-sourced contests to balance the budget to weekly presidential addresses on YouTube, the White House leads by example
3	PEOPLE FOR THE ETHICAL TREATMENT OF ANIMALS (PETA)	Advocacy	149	Genius	Best-in-class social media platforms that galvanize online action and set the bar for virtual advocacy
4	U.S. ARMY	Armed Forces	145	Genius	Hooah! Deploying digital on all fronts from My.Army.mil customized site content to a highly rated iPhone app, to a live avatar chat on its recruiting site
5	DEMOCRATIC NATIONAL COMMITTEE (DNC)	Party	142	Genius	Social media fan growth helps party narrowly pull ahead of the RNC
6	WORLD WILDLIFE FUND—U.S. (WWF-U.S.)	Advocacy	136	Gifted	Launched the first non-profit gift center on Facebook, allowing fans to adopt a species; "Texting for Tigers" employs mobile to generate fundraising dollars
7	REPUBLICAN NATIONAL COMMITTEE (RNC)	Party	133	Gifted	Elegant site invigorates base with balance of content and tools; superb cross-linkage to social media platforms
7	THE NATURE CONSERVANCY	Advocacy	133	Gifted	Dominant search efforts reinforce interactive site that deftly delivers relevant content and rewards visitors with badges for participation
9	AMERICAN ASSOCIATION OF RETIRED PERSONS (AARP)	Advocacy	132	Gifted	Strong commitment to interactive web tools and active social media presence counters age stereotypes
10	DEPARTMENT OF STATE (DOS)	Executive	128	Gifted	Has pioneered digital diplomacy across the globe, including its latest initiative: Apps for Africa; also has three domestic mobile sites
11	NATIONAL ASSOCIATION OF REALTORS (NAR)	Industry Association	127	Gifted	Category leader powered by robust digital marketing including video contests and targeted microsites
12	SIERRA CLUB	Advocacy	126	Gifted	A leader in email and search marketing, the Sierra Club drives strong traffic to well-designed site and social media channels
13	PLANNED PARENTHOOD FEDERATION OF AMERICA	Advocacy	125	Gifted	iPhone app mirrors site's ease-of-access to relevant information; Foursquare campaign in partnership with MTV earns accolades
14	HUMAN RIGHTS CAMPAIGN (HRC)	Advocacy	124	Gifted	Best-in-class Facebook page boasts high fan interactivity and is the benchmark for Advocacy organizations
15	SMITHSONIAN INSTITUTION	Independent Agency	122	Gifted	MEanderthal app transforms your picture into that of your prehistoric ancestors; QR codes guide visitors on journey throughout the organization's museums

DIGITAL IQ RANKING



Independent Agency

Executive

Advocacy

Armed Forces

Party

Industry Association

Multilateral Organization

Rank	Brand	Category	Digital IQ	Class	Comments
16	U.S. AIR FORCE (USAF)	Armed Forces	120	Gifted	High-flying SEO leads all armed forces sites in inbound links; well-designed games bring the Air Force experience to life on recruiting sites
17	AMERICAN CIVIL LIBERTIES UNION (ACLU)	Advocacy	118	Gifted	Twitter brings ACLU's brand values to its 50,000+ followers
17	U.S. MARINE CORPS (USMC)	Armed Forces	118	Gifted	Leads in Facebook "like" growth, acquiring more than 5,200 new fans per day; <i>Marines</i> magazine now available in iPad edition
19	GREENPEACE USA	Advocacy	116	Gifted	Strong mobile presence and YouTube content compensate for mediocre site scores
19	AMNESTY INTERNATIONAL USA (AI-USA)	Advocacy	116	Gifted	The use of social media to tell stories reinforces Amnesty International's online activism campaigns
21	NATIONAL SCIENCE FOUNDATION (NSF)	Independent Agency	115	Gifted	Injecting the sizzle of science across the digital landscape with YouTube videos, a Facebook video contest and multimedia site elements
21	PEACE CORPS	Independent Agency	115	Gifted	Online games such as "Welcome to Wanzuzu" bring the volunteer experience to life online; using Facebook to facilitate the recruiting process
23	WORLD BANK	Multilateral Organization	112	Gifted	In the midst of transition from dusty site to dynamic web portal with tight social media integration
24	NATIONAL EDUCATION ASSOCIATION (NEA)	Industry Association	111	Gifted	Multiple Facebook pages to spread news and information and to engage members; Edvoices.com provides a portal for education bloggers
24	U.S. COAST GUARD (USCG)	Armed Forces	111	Gifted	Leads Armed Forces in YouTube views; third overall trailing only behemoths The White House and NASA
26	DEPARTMENT OF AGRICULTURE (USDA)	Executive	110	Average	Hosted a live chat on Facebook with food safety experts; "My USDA" provides customizable site experience
27	DEPARTMENT OF VETERANS AFFAIRS (VA)	Executive	108	Average	With more than 70,000 "likes", boasts the largest Facebook following of any cabinet-level agency
28	HUMAN RIGHTS WATCH (HRW)	Advocacy	107	Average	Pushes content online across platforms; strong use of video on Facebook and YouTube
28	UNITED STATES POSTAL SERVICE (USPS)	Independent Agency	107	Average	Increased service online and through mobile prevents dreaded long waits in line
28	DEPARTMENT OF DEFENSE (DOD)	Executive	107	Average	From a mobile app to TEDx Pentagon, the DOD is an early adopter

DIGITAL IQ RANKING



Independent Agency

Executive

Advocacy

Armed Forces

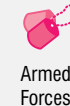
Party

Industry Association

Multilateral Organization

Rank	Brand	Category	Digital IQ	Class	Comments
31	SMALL BUSINESS ADMINISTRATION (SBA)	Independent Agency	105	Average	The SBA YouTube channel was recognized by Mashable as one of the top Internet resources for entrepreneurs
32	NATIONAL FEDERATION OF INDEPENDENT BUSINESS (NFIB)	Industry Association	104	Average	Social media integration, including Facebook "like" button, distinguishes the site
32	NATIONAL GUARD	Armed Forces	104	Average	One of only two brands in the study using contextual retargeting; kudos for high interaction rate on Facebook
34	DEPARTMENT OF HEALTH AND HUMAN SERVICES (HHS)	Executive	103	Average	Department launched HHS Innovates to energize employees and infuse organization with innovation
34	AMERICAN MEDICAL ASSOCIATION (AMA)	Industry Association	103	Average	The AMA's clinical approach to digital is effective if not inspiring; Patients' Action Network microsite engages consumers on health care reform
36	NATIONAL RIFLE ASSOCIATION OF AMERICA (NRA)	Advocacy	102	Average	Flash portal at the center of the organization's 20 different sites fails to bring cohesion to NRA on the web, diluting an otherwise strong online presence
36	U.S. NAVY	Armed Forces	102	Average	Organization urges fans to vote for the U.S. Navy Facebook Photo of the Week; strong audiences, but content needs some spark
36	DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)	Executive	102	Average	Although HUD has put a new coat of paint on the site, the navigation could still use some structural work
39	U.S. CHAMBER OF COMMERCE	Advocacy	101	Average	Stale site underwhelms; organization is making strides with customized Facebook page that includes video polling
40	DEPARTMENT OF ENERGY (DOE)	Executive	97	Average	DOE's Open Energy Information Wiki and Energy Information Administration put data directly in the public's hands
40	INTERNAL REVENUE SERVICE (IRS)	Independent Agency	97	Average	Site aesthetics are taxing, but functionality and live chat improves the customer service experience
40	OFFICE OF PERSONNEL MANAGEMENT (OPM)	Independent Agency	97	Average	The iUSAJOBS mobile app allows prospective employees to search for open positions and receive real-time updates of jobs that match their skills
43	SOCIAL SECURITY ADMINISTRATION (SSA)	Independent Agency	95	Average	Site and YouTube videos feature baby boomer icons Patty Duke and Chubby Checker extolling the ease of applying for benefits online
43	UNITED NATIONS (UN)	Multilateral Organization	95	Average	Leads category in search and use of visual assets on social media, compensating for an uninspired site
45	DEPARTMENT OF EDUCATION (ED)	Executive	93	Average	The Open Innovation Portal crowdsources classroom input from more than 6.1 million educators, but ED's site reads like a textbook

DIGITAL IQ RANKING



Independent Agency

Executive

Advocacy

Armed Forces

Party

Industry Association

Multilateral Organization

Rank	Brand	Category	Digital IQ	Class	Comments
45	NATIONAL ASSOCIATION OF HOME BUILDERS (NAHB)	Industry Association	93	Average	Organization's digital strategy could benefit from a better set of blueprints; real estate search engine move.com is well-executed
45	WORLD HEALTH ORGANIZATION (WHO)	Multilateral Organization	93	Average	Healthy SEO leads to strong web traffic; multilingual site is light on technology and heavy on information
48	NATIONAL ARCHIVES AND RECORDS ADMINISTRATION (NARA)	Independent Agency	92	Average	Crowdsourcing inputs for much-needed homepage redesign; organization should take its cues from strong Digital Vaults microsite
48	DEPARTMENT OF HOMELAND SECURITY (DHS)	Executive	92	Average	Well-organized site reassures the public the DHS is on the case, but no presence on Facebook detains its IQ
50	VETERANS OF FOREIGN WARS (VFW)	Advocacy	89	Challenged	Site delivers on digital experience, but content on social media platforms is anemic
50	DEPARTMENT OF JUSTICE (DOJ)	Executive	89	Challenged	A distinctive, beautifully designed site does the department justice; almost 350,000 Twitter followers
50	FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS (FAO)	Multilateral Organization	89	Challenged	Category-leading search effort, but needs more fans and followers for IQ to grow
53	NATIONAL ASSOCIATION FOR THE ADVANCEMENT OF COLORED PEOPLE (NAACP)	Advocacy	88	Challenged	A late arrival to the digital party; recent site redesign falls short on functionality
53	GENERAL SERVICES ADMINISTRATION (GSA)	Independent Agency	88	Challenged	The architect of government's digital transformation is better at enabling others to shine online; iPhone app provides quick access to the most frequently searched government topics
53	UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL ORGANIZATION (UNESCO)	Multilateral Organization	88	Challenged	Strong digital marketing directs to a site with information overload
53	DEPARTMENT OF TRANSPORTATION (DOT)	Executive	88	Challenged	Secretary LaHood is the social face of the brand with Twitter and Facebook accounts in his own name, but site needs an upgrade if DOT wants to move into the fast lane
57	DEPARTMENT OF LABOR (DOL)	Executive	87	Challenged	A great resource for labor statistics, but wading through a site full of poorly organized links is a lot of work
57	NATIONAL ENDOWMENT FOR THE ARTS (NEA)	Independent Agency	87	Challenged	Averaging almost 17 tweets a day, but fails to interact with followers
59	INTERNATIONAL MONETARY FUND (IMF)	Multilateral Organization	85	Challenged	The IMF provides a wealth of information on site, but with no Facebook presence the organization is in need of relief
60	LIBERTARIAN PARTY	Party	84	Challenged	Online efforts fail to translate party ethos

DIGITAL IQ RANKING



Independent Agency



Executive



Advocacy



Armed Forces



Party



Industry Association



Multilateral Organization

Rank	Brand	Category	Digital IQ	Class	Comments
61	TEA PARTY PATRIOTS	Party	79	Challenged	Engaged social media fan base and impressive site traffic, but hampered by lack of organization and clarity
61	DEPARTMENT OF THE TREASURY (DOT)	Executive	79	Challenged	Needs to mint additional opportunities online if department is to provide a bellwether through these uncertain times
63	NATIONAL ASSOCIATION OF MANUFACTURERS (NAM)	Industry Association	78	Challenged	Curated YouTube playlists hint of social media potential
64	AMERICAN FARM BUREAU FEDERATION (AFBF)	Industry Association	75	Challenged	Site harvests more than half of its traffic from Facebook, but organization needs to plant more seeds online if it wants to grow its reach
64	PEOPLE FOR THE AMERICAN WAY (PFAW)	Advocacy	75	Challenged	Poor site and limited social media audiences cripple influence online
66	NATIONAL RESTAURANT ASSOCIATION	Industry Association	74	Challenged	Sparse content threatens digital presence; surprising given popularity of food on social media
66	AMERICAN BANKERS ASSOCIATION (ABA)	Industry Association	74	Challenged	Online Marketing ROI tool allows members to easily assess the effectiveness of direct marketing campaigns
68	MOTION PICTURE ASSOCIATION OF AMERICA (MPAA)	Industry Association	73	Challenged	With no social media presence, the MPAA site is straight to video
68	INTERNATIONAL ATOMIC ENERGY AGENCY (IAEA)	Multilateral Organization	73	Challenged	Bevy of microsites integrated into main platform causes confusion and buries information
70	WORLD TRADE ORGANIZATION (WTO)	Multilateral Organization	72	Challenged	Innovative web tools and a mass of mentions in the blogosphere are the lone bright spot in an otherwise protectionist web strategy
70	NATIONAL ASSOCIATION OF BROADCASTERS (NAB)	Industry Association	72	Challenged	Effective use of microsites to galvanize around its issues, but is absent from YouTube
72	GREEN PARTY	Party	68	Feeble	Missed opportunity (only three YouTube uploads) to use social media as cost-effective political organizing tool
73	INTERNATIONAL LABOUR ORGANIZATION (ILO)	Multilateral Organization	67	Feeble	Without Facebook or Twitter, is home sick from social media
74	INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT (IFAD)	Multilateral Organization	66	Feeble	Weak search acumen results in limited site traffic
74	THE UNITED STATES TELECOM ASSOCIATION (USTELECOM)	Industry Association	66	Feeble	"MyWorld" microsite demonstrates promise, but organization doesn't connect on Facebook

DIGITAL IQ RANKING



Independent Agency

Executive

Advocacy

Armed Forces

Party

Industry Association

Multilateral Organization

Rank	Brand	Category	Digital IQ	Class	Comments
76	COMMON CAUSE	Advocacy	65	Feeble	Organization employed its social media strength to crowdsource its 40th value; however, site disappoints
76	DEPARTMENT OF THE INTERIOR (DOI)	Executive	65	Feeble	Site allows users to watch Old Faithful gush from their desktop but not much else
76	DEPARTMENT OF COMMERCE (DOC)	Executive	65	Feeble	A department whose mission is to help make American businesses more innovative, struggles with innovation online
79	AMERICA'S HEALTHY INSURANCE PLANS (AHIP)	Industry Association	63	Feeble	Organization drafts off AHIP HI-WIRE daily email and associated microsite
79	PHARMACEUTICAL RESEARCH & MANUFACTURERS OF AMERICA (PHRMA)	Industry Association	63	Feeble	Auto-generated Tweets show a misunderstanding of social media
81	FAMILY RESEARCH COUNCIL (FRC)	Advocacy	60	Feeble	Multiple platforms detract from site effectiveness
82	ANTI-DEFAMATION LEAGUE (ADL)	Advocacy	59	Feeble	Organization does not allow its more than 2,500 Facebook fans to comment on its page
83	UNITES STATES TRADE & DEVELOPMENT AGENCY (USTDA)	Independent Agency	58	Feeble	Online consultant database is used to match small business skills with agency needs
83	NATIONAL CABLE & TELECOMMUNICATIONS ASSOCIATION (NCTA)	Industry Association	58	Feeble	Subpar efforts across every platform suggest organization is plagued by old media mindset
85	NATIONAL ORGANIZATION FOR WOMEN (NOW)	Advocacy	56	Feeble	Bland site lacks interactivity and engagement with users
86	AMERICAN HOSPITAL ASSOCIATION (AHA)	Industry Association	53	Feeble	Digital presence lacks bedside manner; limited social media
86	INTERNATIONAL TELECOMMUNICATION UNION (ITU)	Multilateral Organization	53	Feeble	For an organization attempting to bridge the digital divide, no Facebook presence is unforgivable
88	INTERNATIONAL MARITIME ORGANIZATION (IMO)	Multilateral Organization	52	Feeble	Social media presence is lost at sea
89	CHRISTIAN COALITION OF AMERICA	Advocacy	51	Feeble	Missing opportunity to reinvigorate its base on new media
89	NUCLEAR REGULATORY COMMISSION (NRC)	Independent Agency	51	Feeble	Who is monitoring the website?

DIGITAL IQ RANKING



Independent Agency



Executive



Advocacy



Armed Forces



Party



Industry Association



Multilateral Organization

Rank	Brand	Category	Digital IQ	Class	Comments
91	NATIONAL BEER WHOLESALERS OF AMERICA (NBWA)	Industry Association	49	Feeble	Laggard site traffic, but Mr. Beer Guy Facebook page demonstrates playfulness and promise
91	NATIONAL ENDOWMENT FOR THE HUMANITIES (NEH)	Independent Agency	49	Feeble	With fewer than 250 Facebook likes organization fails to promote formidable assets online
91	UNITED STATES INTERNATIONAL TRADE COMMISSION (USITC)	Independent Agency	49	Feeble	Limited digital presence could prove a prohibitive tariff in engaging constituents
94	WORLD METEOROLOGICAL ORGANIZATION (WMO)	Multilateral Organization	48	Feeble	No activity on YouTube in the past 10 months is indicative of larger failure to understand new media
95	CREDIT UNION NATIONAL ASSOCIATION (CUNA)	Industry Association	46	Feeble	CUNA's poorly designed site does little to inspire confidence
96	UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION (UNIDO)	Multilateral Organization	45	Feeble	Text-heavy site and nascent social media presence struggle to bring the organization's critical mission to life
97	NATIONAL TRANSPORTATION SAFETY BOARD (NTSB)	Independent Agency	44	Feeble	The NTSB plays it too safe online; poor site and limited social media render it obsolete
98	INTERNATIONAL CIVIL AVIATION ORGANIZATION (ICAO)	Multilateral Organization	42	Feeble	ICAO site remains in the dark ages; social media efforts are barely off the ground
99	UNIVERSAL POSTAL UNION (UPU)	Multilateral Organization	41	Feeble	The world's second-oldest global organization demonstrates signs of its age online
100	INDEPENDENT INSURANCE AGENTS & BROKERS OF AMERICA (IIABA)	Industry Association	38	Feeble	If the IIABA wants to be considered the "Trusted Choice" it must invest digitally

KEY FINDINGS

Challenged & Feeble: In Good Company

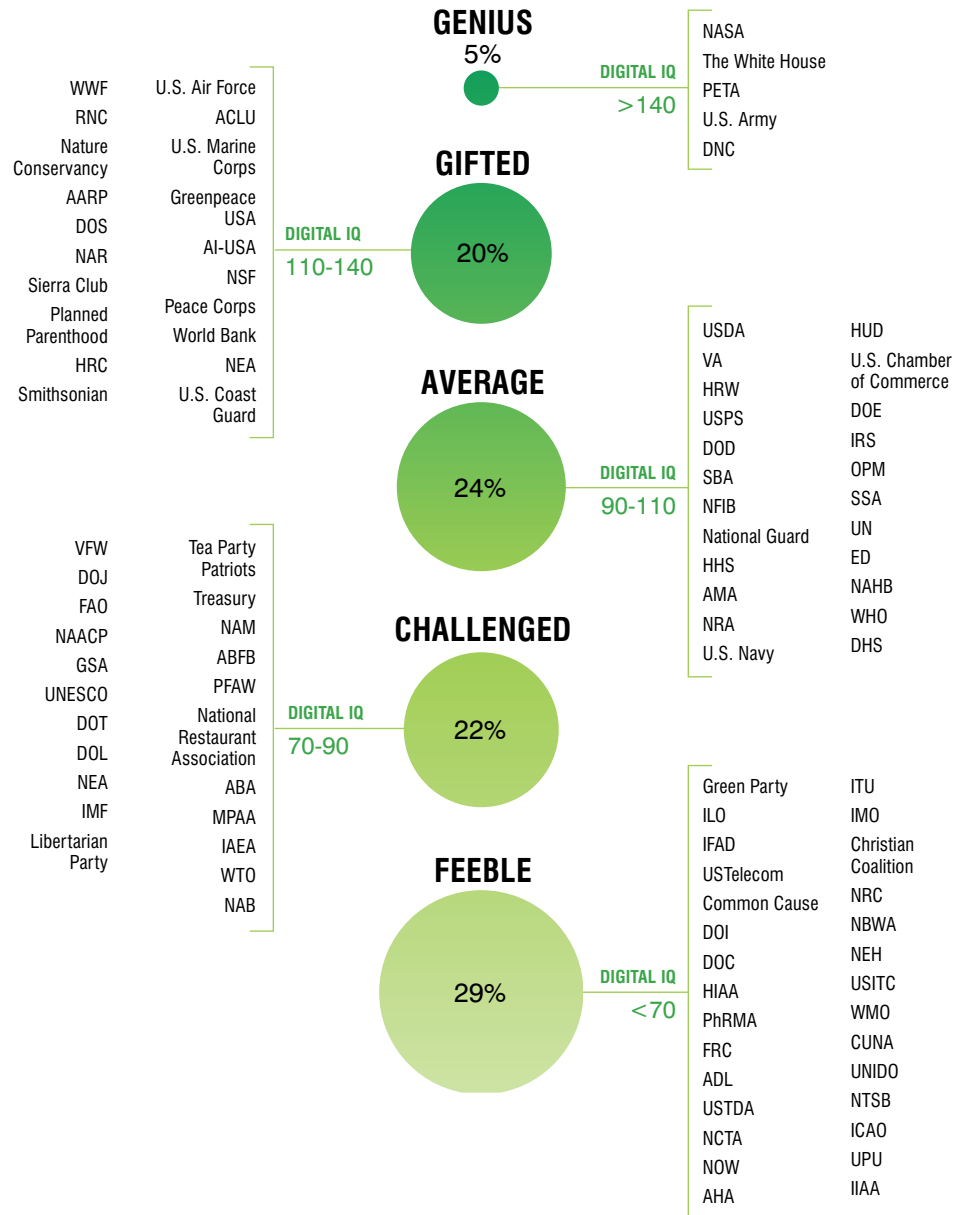
More than 50 percent of the organizations indexed registered Digital IQs in the Feeble and Challenged ranks, suggesting that most public sector organizations have yet to unlock the power of digital platforms. This is a stark contrast to the Digital IQ rankings of more digitally-mature private sector industries, including Automobile (32 percent Challenged & Feeble) and Specialty Retail (42 percent Challenged & Feeble).

The good news for organizations classified as Challenged and Feeble is a modest investment can move the needle dramatically. Most of these organizations still have yet to reap low-hanging fruit: purchasing search terms, establishing a presence on social media platforms, and investing in mobile.

The Right Stuff

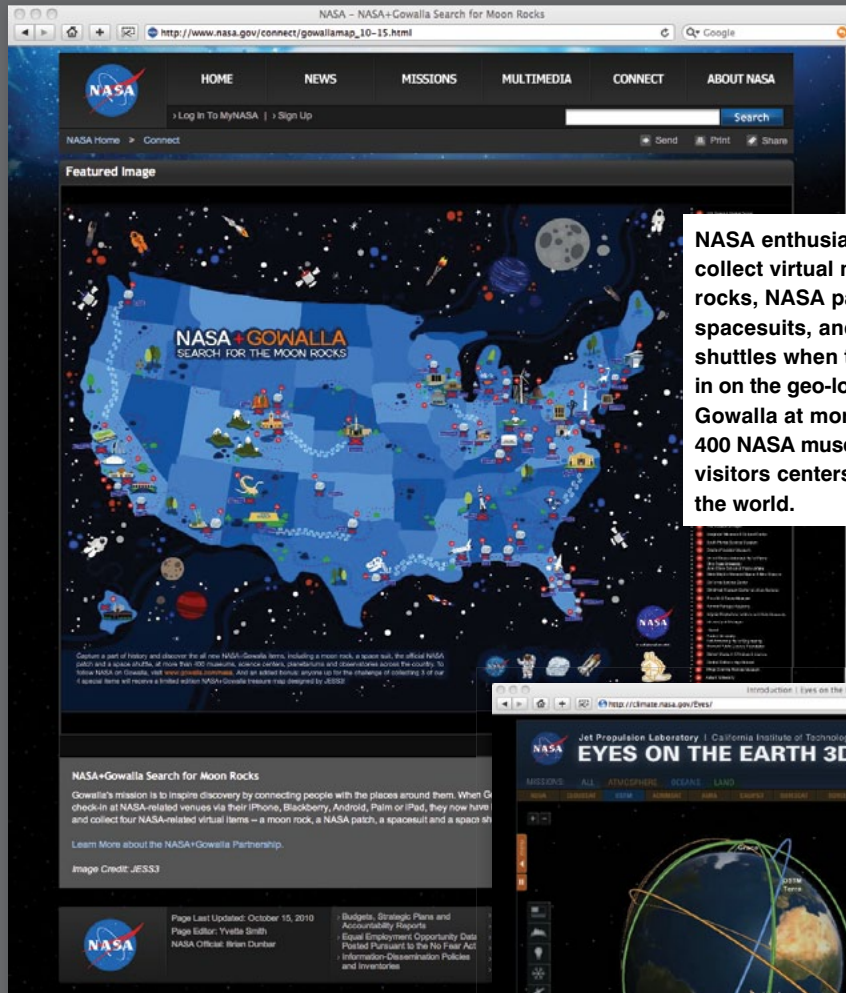
NASA, the agency that brought us many of the most inspiring moments of the 20th century also continues to inspire online. In L2's seven Digital IQ studies (including Auto, Specialty Retail, and Pharmaceuticals), never has one organization established such a clear lead. NASA has pioneered efforts on every platform, demonstrating that the agency's innovation orientation extends well beyond its space program. Its technology-rich site attracts over three million unique visitors per month, and the organization boasts more than 600,000 Twitter followers and 150,000 Facebook fans, confirming the power of strong content.

DIGITAL IQ DISPERSION
% of Organizations per Digital IQ Class

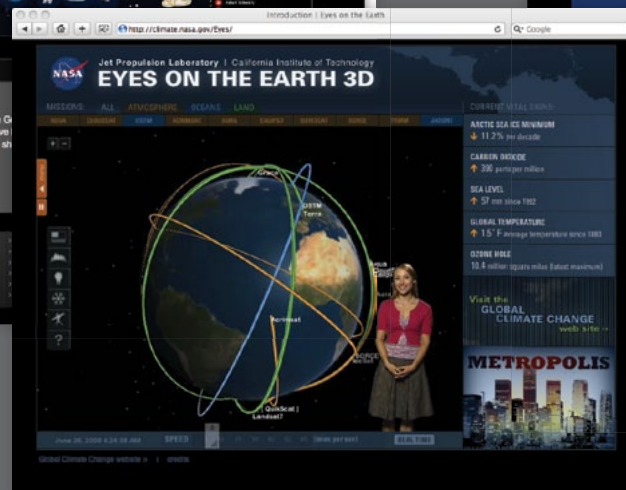
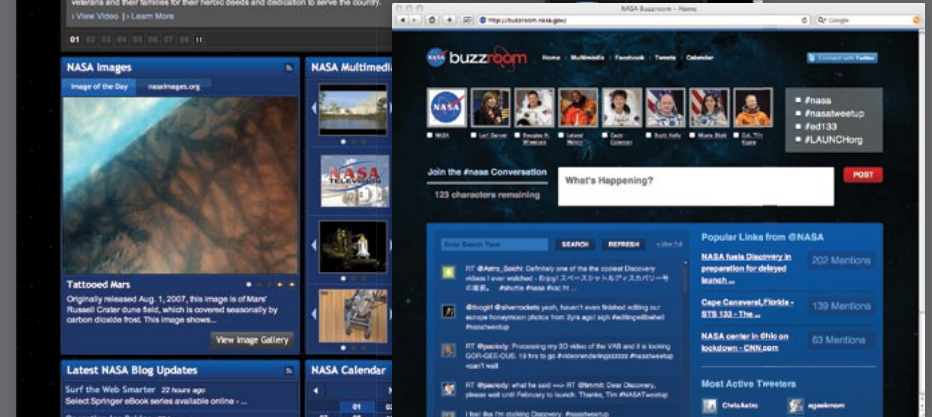
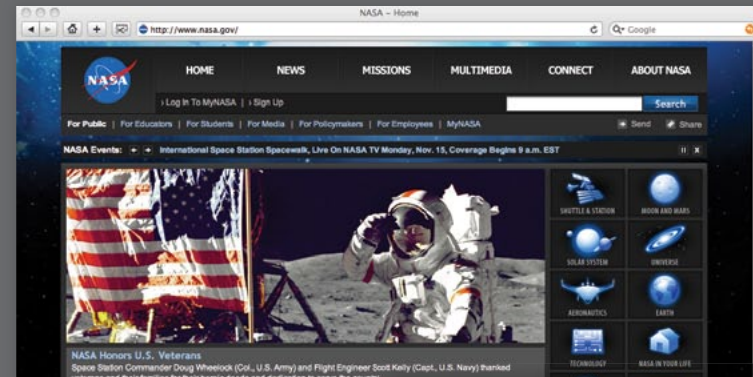


KEY FINDINGS

NASA: Head of the Class



NASA enthusiasts can collect virtual moon rocks, NASA patches, spacesuits, and space shuttles when they check in on the geo-local service Gowalla at more than 400 NASA museums and visitors centers around the world.



NASA's site, which has almost 3.2 million monthly visitors, is customizable and boasts a bevy of interactive features ranging from simulations to 3-D visualizations and live streaming video.

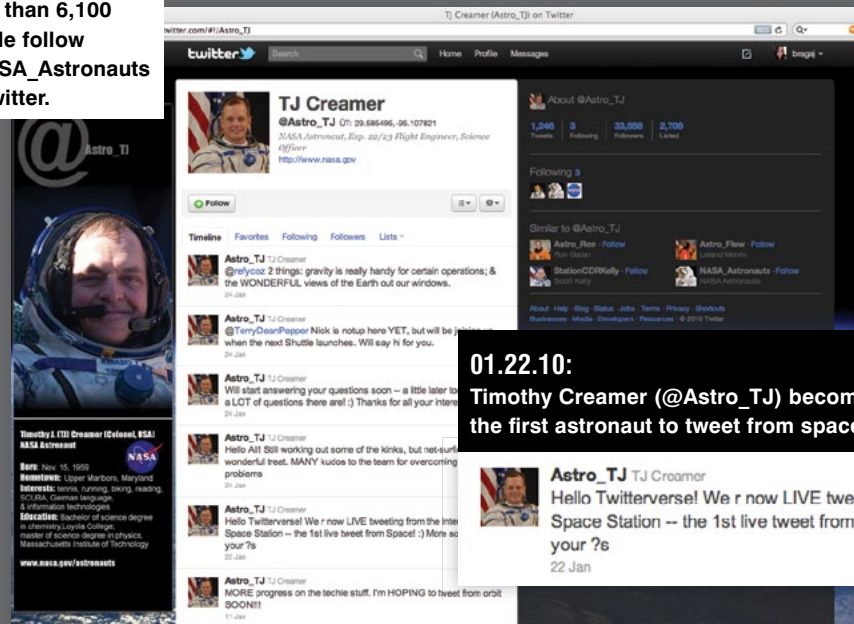
KEY FINDINGS

NASA: Head of the Class



10.22.10:
Astronaut Douglas Wheelock (@Astro_Wheels) became the first person to complete a Foursquare check-in from space, unlocking the NASA Explorer Badge while aboard the International Space Station.

More than 6,100 people follow @NASA_Astronauts on Twitter.



01.22.10:
Timothy Creamer (@Astro_TJ) becomes the first astronaut to tweet from space.

Astro_TJ TJ Creamer
Hello Twittersverse! We r now LIVE tweeting from the International Space Station -- the 1st live tweet from Space! :) More soon, send your ?s
22 Jan



NASA has more than 15.7 million views on its NASA Television YouTube channel and over 31 million across all of its channels.

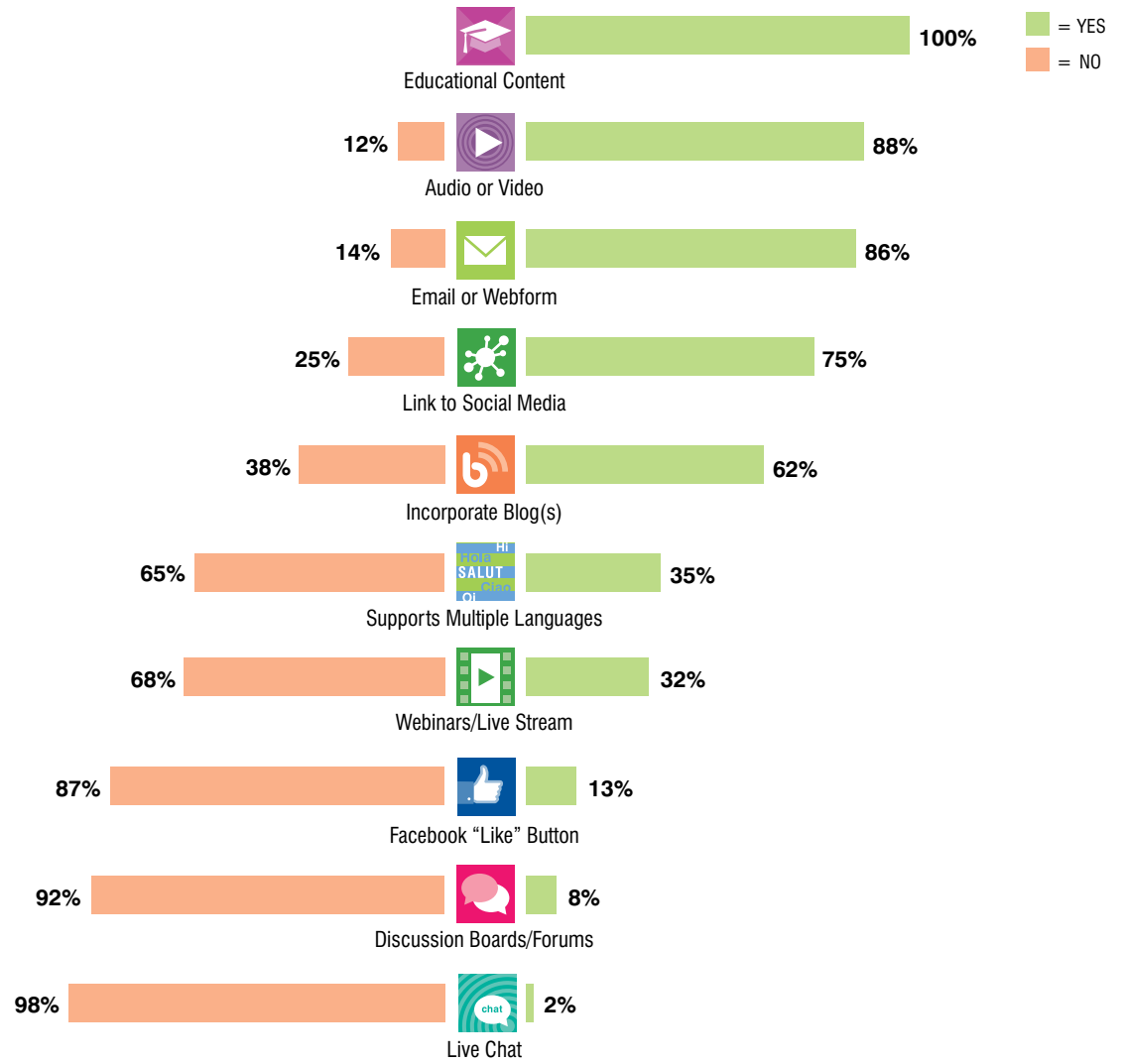
KEY FINDINGS

Mission Control

Historically, the site has been the focal point of an organization's digital strategy. Although some of this focus is shifting to social media, an organization's site remains its central repository for information. All of the sites provide educational content and 88 percent incorporate some form of audio or video.

While three in four integrate social media into their sites, most simply highlight platform presence or have a blog. Just eight organizations host discussion boards or forums on their sites, and only 13 incorporate the Facebook "like" button, suggesting sites are still focused on one-way communication.

SITE CONTENT & TOOLS
% of Sites Incorporating the Following:



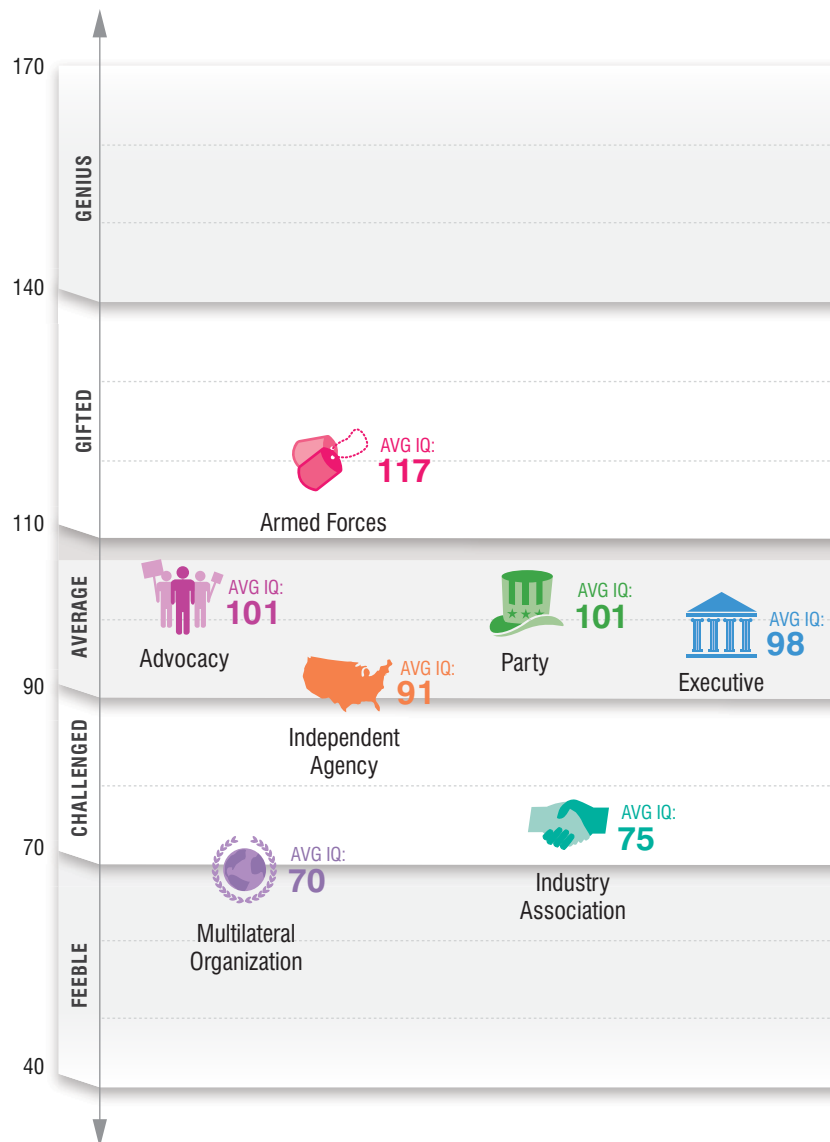
KEY FINDINGS

Voters and Soldiers

Categories with strong calls to action online, such as the Armed Forces (recruitment), Advocacy groups (fundraising and lobbying), and Political party committees (fundraising and votes) register the highest Digital IQs by category.

Five of the six Armed Forces organizations claimed social media scores in the top quartile with most hosting well-populated social media directories that democratize traditional notions of rank and file. The Multilateral Organization and Industry Association categories post tepid average IQs as they struggle to identify audiences and communications strategy online.

AVERAGE DIGITAL IQ BY CATEGORY



KEY FINDINGS

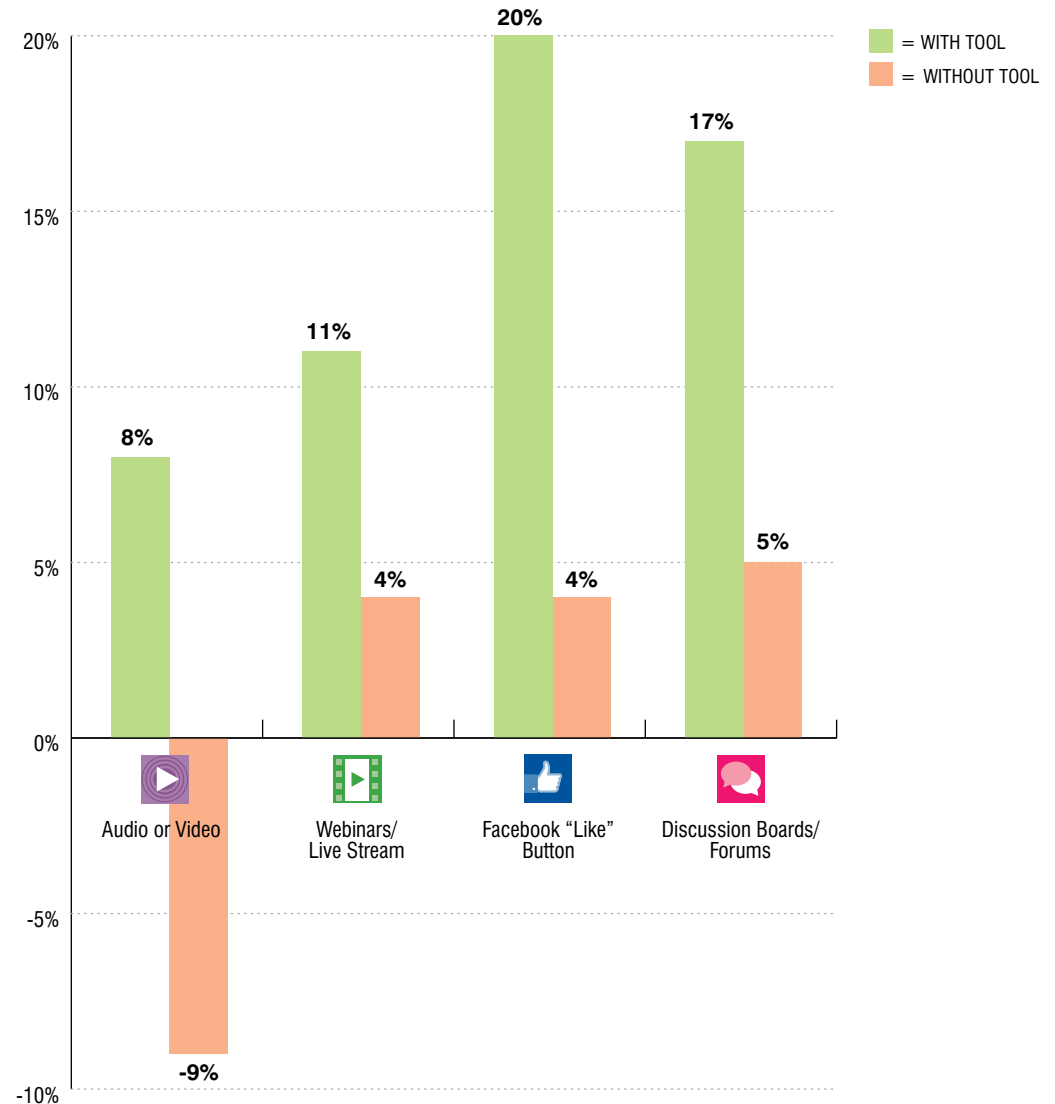
Technology = Site Traffic

Analysis of traffic growth demonstrates that 2.0 technology and tools can be significant drivers of incremental traffic to public sector sites. The 88 percent of sites that incorporate audio or video demonstrated traffic growth of eight percent month on month, while those without the technology suffered declines of nine percent. Webinars also were significant traffic drivers, and the 32 organizations that hosted web events publicized on their sites saw traffic increases of 11 percent.

However, the strongest traffic growth resulted from the incorporation of social tools. The eight organizations that host discussion forums and the 13 organizations that have incorporated the Facebook "like" API demonstrated average monthly traffic increases of 17 and 20 percent, respectively.



MONTHLY SITE TRAFFIC GROWTH
Sites With vs. Sites Without the Following Tools:
(October 2010)



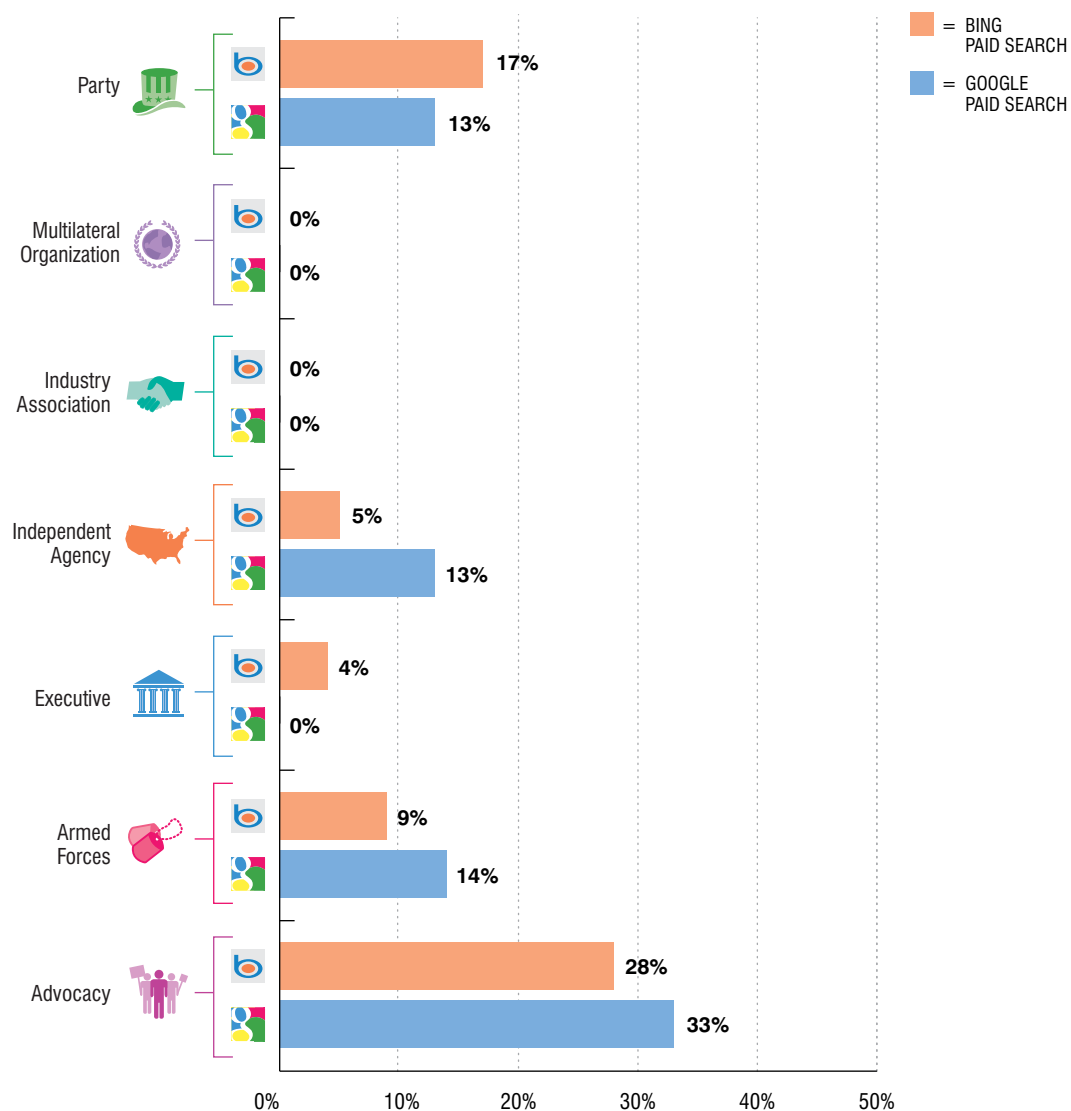
KEY FINDINGS

In Search of Search

Search engine optimization and marketing provide many unique challenges to public sector organizations. Across the organizations studied, only 18 percent are purchasing terms on Google and 14 percent on Bing. Most government agencies and offices do not purchase search terms for their .gov or .mil sites. The Peace Corps was the one exception, purchasing search terms to recruit applicants. Advocacy organizations are the most aggressive, with 28 percent purchasing terms on Bing and 33 percent on Google.

One of the critical aspects of a strong search presence is not only managing results returned on popular search engines but also defining what sites and ads do not appear. No one is purchasing against 38 percent of organization search terms on Google and 31 percent on Bing.

PAID SEARCH RESULTS
% Purchasing Organization Terms



KEY FINDINGS

Here Comes Everyone

Social media is becoming as important as search engines in driving traffic to organization sites. For two of the organizations in the Index, the American Farm Bureau Federation and People for the American Way, Facebook, not Google, is the top source of traffic. Six organizations, including the two previously mentioned, Greenpeace USA, PETA, the Libertarian Party, and the White House, generate more than 30 percent of referral traffic from a social media platform.

In total, 69 percent of organizations register Facebook among the top eight sources of traffic to their organization URL, with the social networking site generating on average 13 percent of referral traffic. Twitter and YouTube are also important, and are among the top eight sources of referral traffic for 15 percent and 12 percent of the organizations, respectively.

Email: Failing to Deliver

Email outreach has become a critical tool for public sector organizations, and some are sending as many as several messages per day. Still, nearly one in five of the organizations does not allow email opt-in through the sites, and an additional 20 percent do not promote opt-in on their homepage. Some organizations make it difficult to opt-in, others struggle with overcommunication. Organizations in the Executive category averaged 46 emails per week for users that opted into all of their listserves.

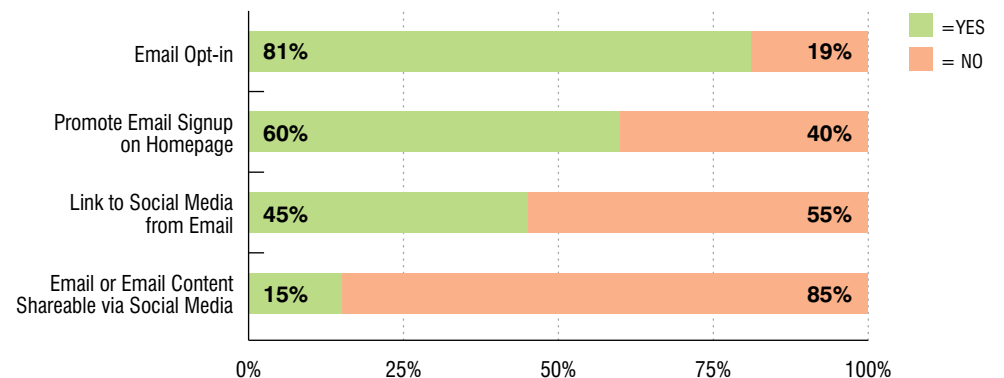
SMO: SOCIAL MEDIA REFERRALS

Top Eight Sources Referral Traffic for Select Organizations

	Greenpeace USA	The White House	NASA	Human Rights Campaign	Peace Corps	American Farm Bureau
1	Google.com	Google.com	Google.com	Google.com	Google.com	facebook
2	facebook	facebook	facebook	facebook	facebook	Google.com
3	Yahoo.com	Yahoo.com	Yahoo.com	HRCBackstory.org	Yahoo.com	Google.com.it
4	Greenpeace.org.ar	twitter	Wikipedia.org	Convio.com	YouTube	Alexa.com
5	Google.fr	YouTube	GovDelivery.com	twitter	Wikipedia.org	Kapanlagi.com
6	Live	DrudgeReport.com	twitter	GiantessCity.com	AvueDigital.us	Yahoo.com
7	YouTube	Wikipedia.org	YouTube	Yahoo.com	Bing.com	YouTube
8	twitter	Politico.com	Google.co.uk	LIVE JOURNAL	twitter	—

EMAIL MARKETING

% of Organizations Employing the Following Email Tools



KEY FINDINGS

Yes, We'll Try

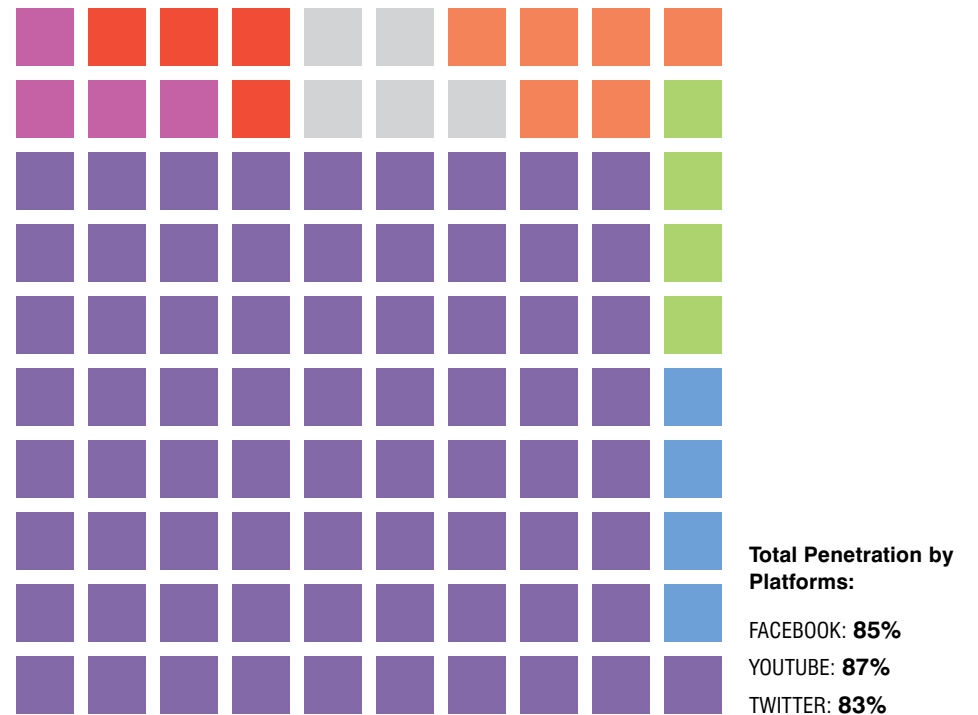
Barack Obama's campaign promised to increase government transparency through the use of technology, and in May 2009, the White House became one of the first federal offices to launch a Facebook page. Obama's Open Government Directive appears to resonate, as more than 80 percent of the organizations studied are on Facebook, YouTube, and Twitter.

However, organizations have largely taken an "If you build it they will come" approach to social media and many fail to employ tactics and develop content to extract value from these properties. Public sector organizations have demonstrated the most success on YouTube; more than 50 percent have accumulated over 100,000 views of videos hosted on their channels.

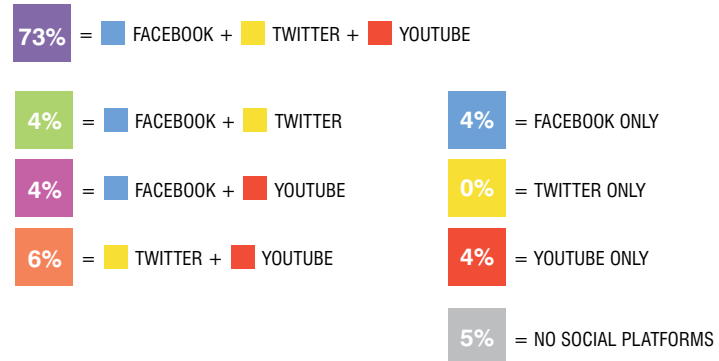
Facebook has been a tougher nut to crack. Although some organizations, such as PETA (875,000 likes) and Human Rights Campaign (625,000 likes), have mobilized massive audiences, 46 percent of public sector organizations have fewer than 10,000 "likes" on their Facebook pages. Furthermore, only 25 percent of organizations actually engage in dialogue with fans on these platforms.

On Twitter, seven organizations have amassed more than 100,000 followers. However, the median audience is approximately 5,000, and only 35 percent of handles employ two-way communication.

SOCIAL MEDIA PENETRATION
% of Organizations Present on Social Media Platforms



Color Key:



KEY FINDINGS

Obeying Orders

The U.S. Marine Corps Facebook page grew 75 percent from September to October, surpassing the growth of any other organization in the study. How did they acquire more than 5,200 new likes a day? A contest? An advertisement? No. A simple command. They asked their community to help reach 300,000 likes. The community responded, and the goal was raised. The site administrator changed tactics by pointing out that they were within striking distance of surpassing The U.S. Army's Facebook page.

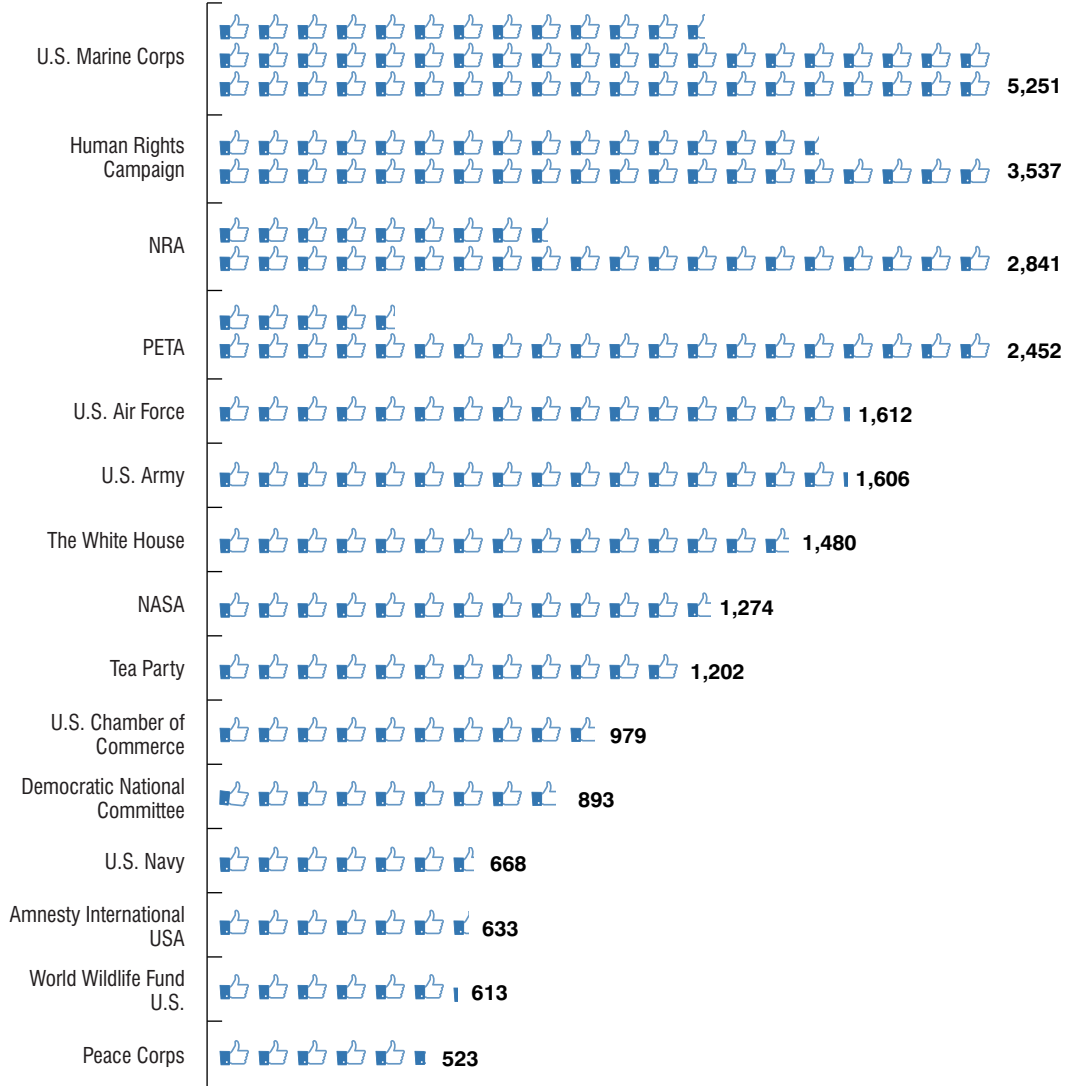


The U.S. Marine Corps solicited its community to help boost Facebook Likes



**TOP 15 ORGANIZATIONS:
AVERAGE NEW LIKES PER DAY**
(September-October 2010)

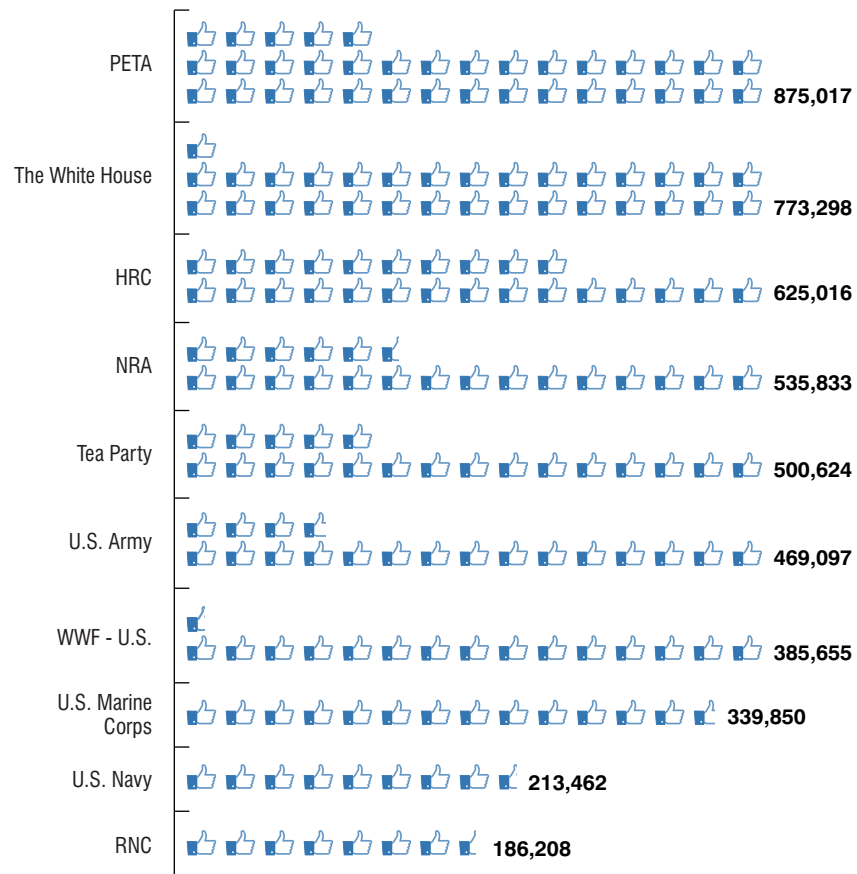
= 100 FACEBOOK LIKES



KEY FINDINGS



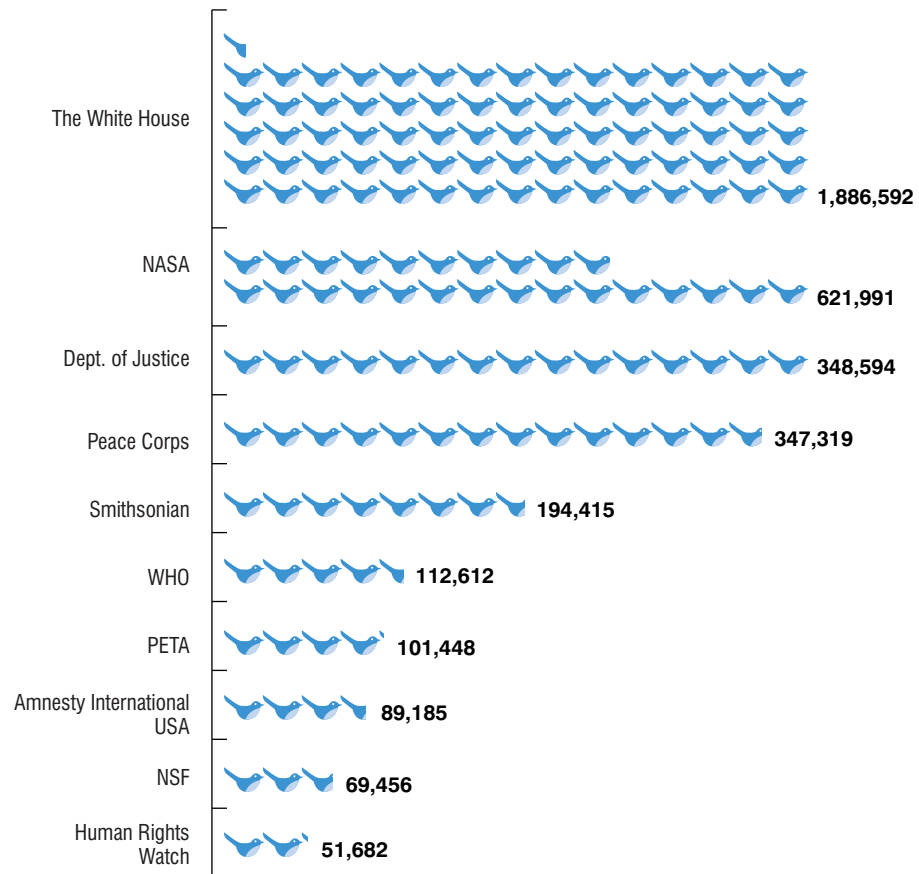
TOP 10 ORGANIZATIONS: FACEBOOK
Organizations with the Most Facebook Likes
(October 2010)



= 25,000 FACEBOOK LIKES



TOP 10 ORGANIZATIONS: BEST IN TWEET
Organizations with the Most Twitter Followers
(October 2010)

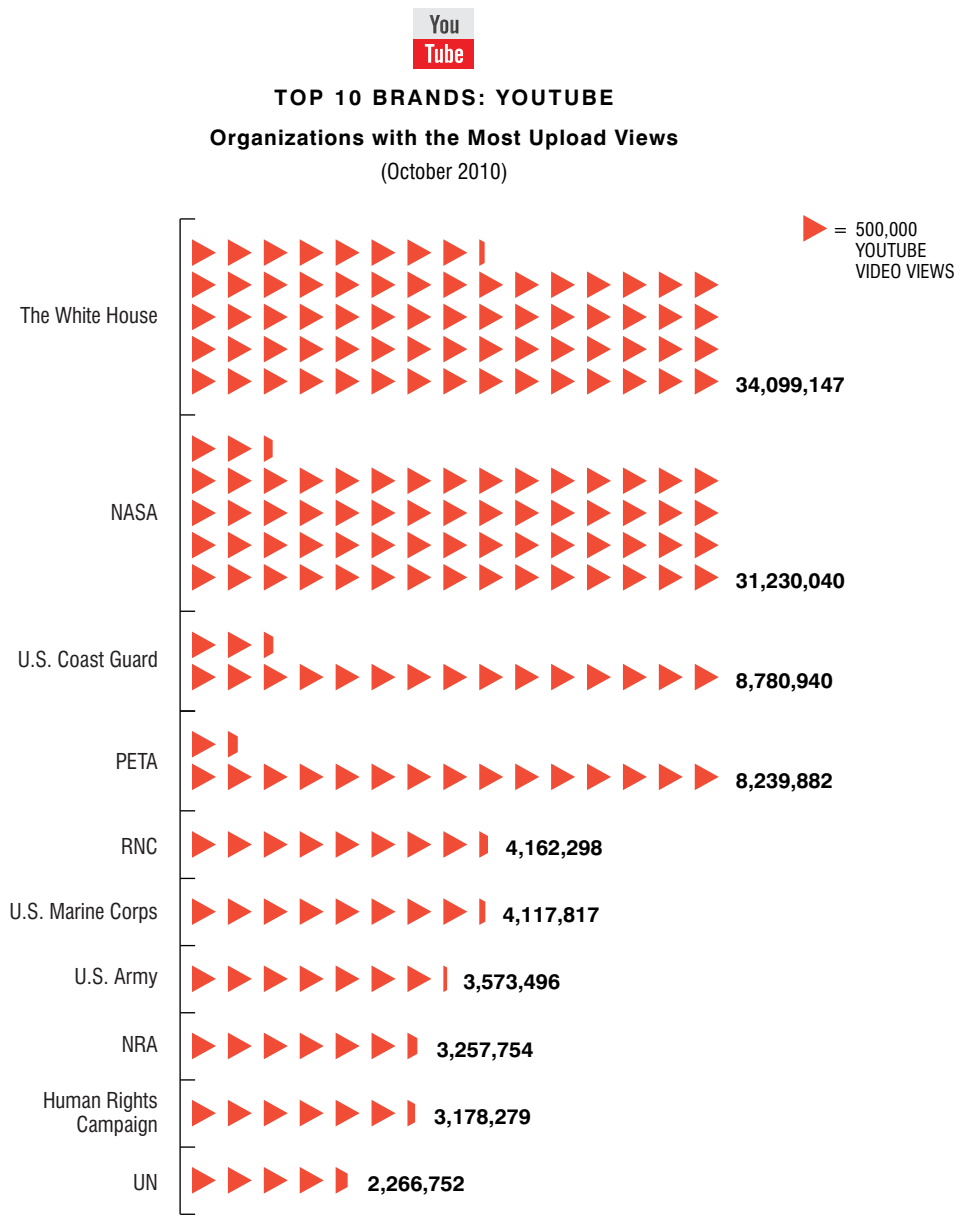
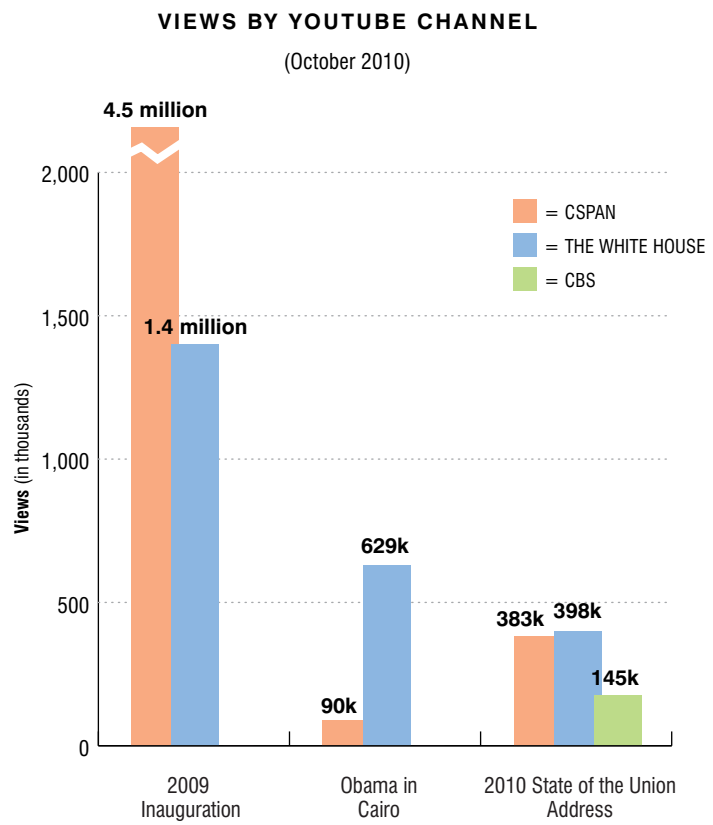


= 25,000 TWITTER FOLLOWERS

KEY FINDINGS

Tomorrow's Evening News

In 2009, Barack Obama became the first American president to broadcast weekly on YouTube. His addresses have taken off, and the White House YouTube channel boasts some 34 million upload views—more than any other public sector channel. Analysis of views of Obama's speeches and public events reveals that the public is increasingly turning to the White House channel rather than to traditional news outlets, suggesting a key transformation in the media ecosystem.



KEY FINDINGS



With more than 1.4 million views, President Barack Obama's Inaugural Address is the most viewed video on The White House Channel

The White House YouTube Channel has over 34 million views

KEY FINDINGS

Mobile: Can't Hear You

By 2014, more people will be accessing the web from their mobile devices than from computers.⁴ However, only 28 percent of public sector organizations have developed a mobile site, smartphone app, or iPad platform.

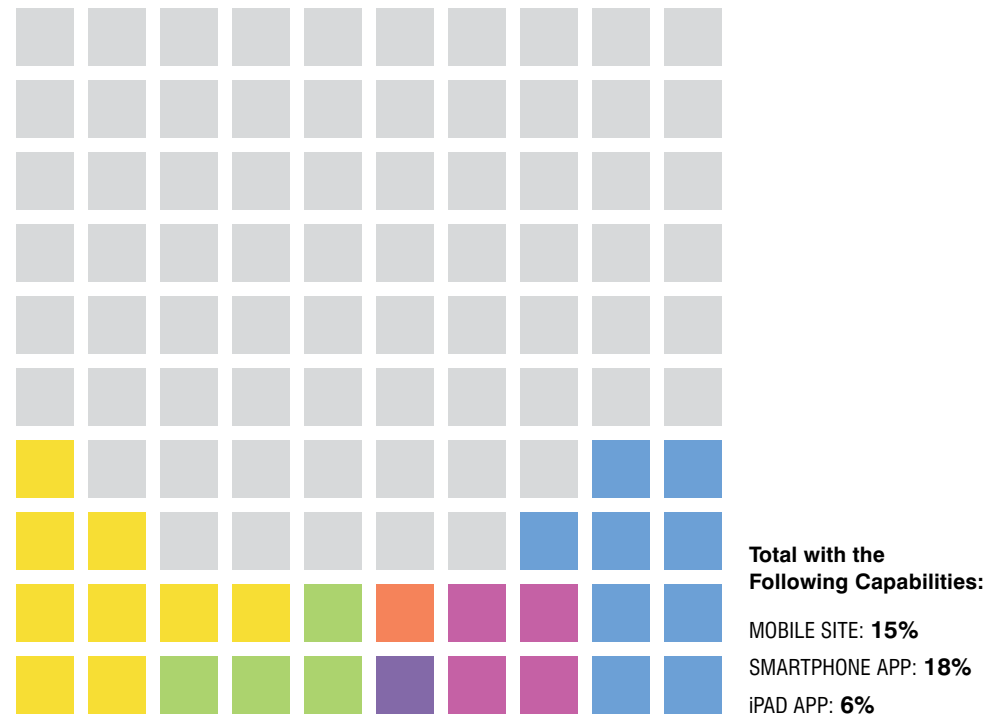
In July 2010, the federal government launched a central directory to aggregate all mobile properties at apps.usa.gov. The Department of Energy, Human Rights Campaign, and Greenpeace USA all score points for mobile strategies that blend information and utility. The DOE mobile site allows users to locate alternative fueling stations. Human Rights Campaign leveraged its internal database to develop an app to allow users to identify LGBT-friendly brands. Greenpeace USA's highly rated app provides a game, news alerts, and mobile donation capabilities.

Armed Forces leads all categories in mobile investment, and each of the six branches of the military are present on mobile. The Army, Navy, National Guard, and Coast Guard host mobile apps, while the Air Force and Marine Corps support mobile sites. PETA and the Smithsonian use their apps as a revenue source, charging for them through the Apple Store. Multilateral Organizations is the only category with no mobile presence—surprising, as most of these organizations cater to an international audience that boasts mobile penetration rates higher than in the U.S.

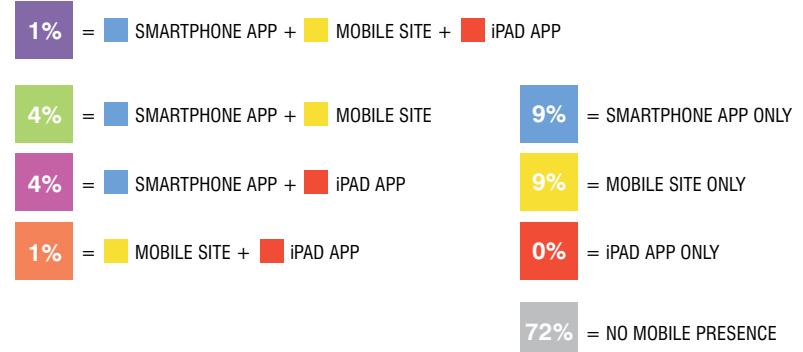
4. Meeker, Mary. "Internet Trends," *Morgan Stanley*, April 12, 2010.

MOBILE PRESENCE

% of Organizations with the Following Mobile Capabilities:



Color Key:



KEY FINDINGS

All the President's Men & Women

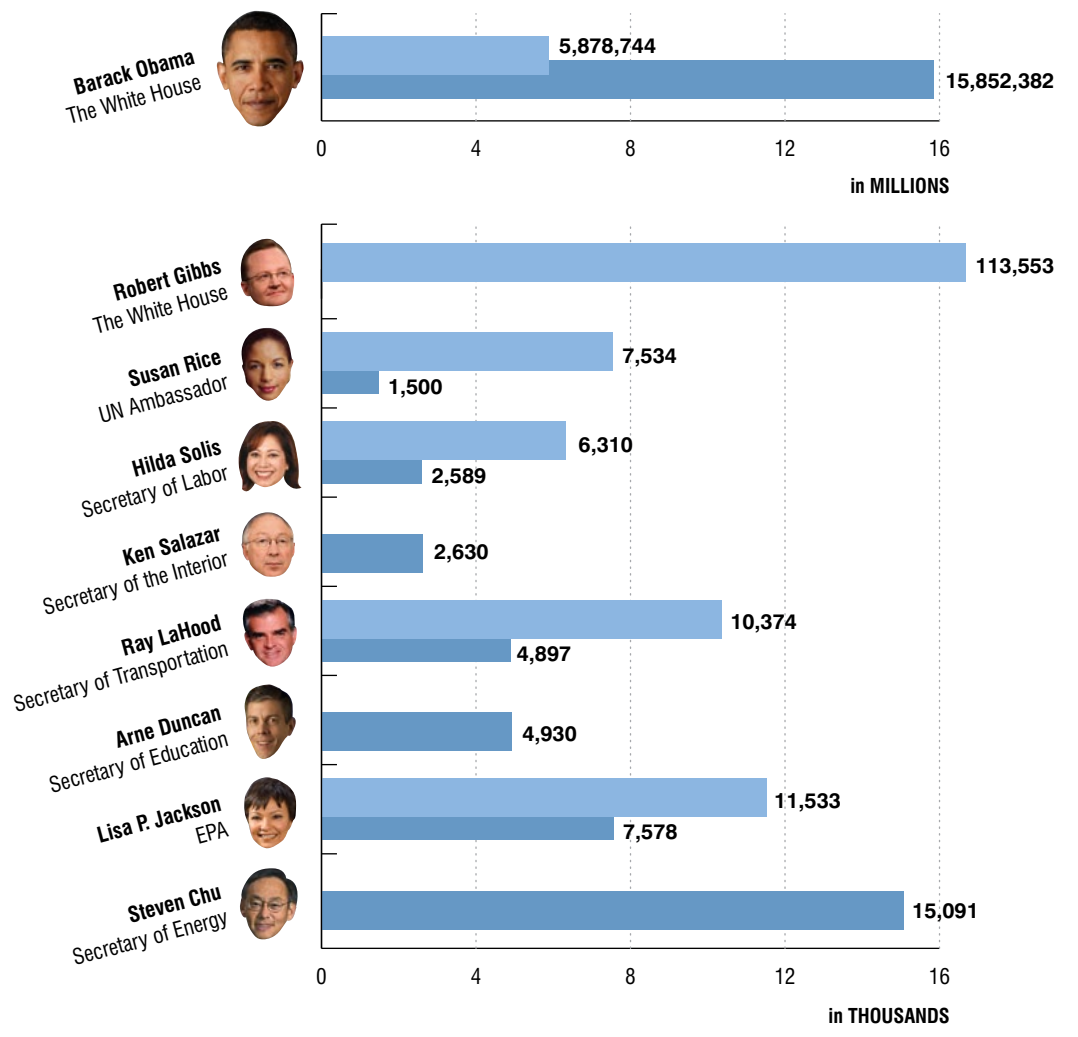
With President Obama leading the way, eight of his top officials have taken to social media as another megaphone to amplify their message and engage with the electorate.

Secretary of Energy Steven Chu gets kudos from his fans for his personal approach on Facebook. In the midst of the obligatory energy-related news, Chu posted his review of the latest blockbuster, "The Social Network." White House Press Secretary Robert Gibbs answers questions from his Twitter followers on the YouTube Series "First Question with Robert Gibbs."



Light blue square = TWITTER FOLLOWERS
Dark blue square = FACEBOOK LIKES

TOP 10 SOCIAL MEDIA PLAYERS
Administration Officials with the Largest Social Media Followings



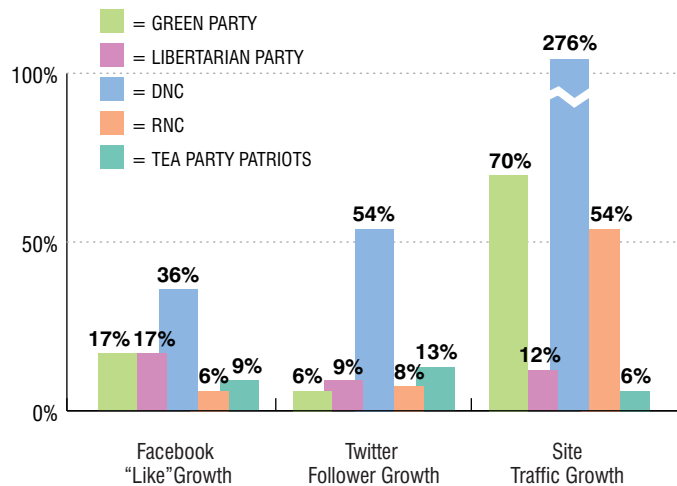


KEY FINDINGS

Party Politics

While much of the social media discussion revolves around individual candidate presence, the party committees also maintain robust communities online to support their candidates and policy objectives. While Republican Senators bested their colleagues across the aisle in the *L2 Digital IQ Index®: Senate* (August 2010), the Democratic National Committee outpaced the other four political party committees in growth on Facebook, Twitter, and site traffic in the six week period leading up to November's midterm elections. On Twitter, the DNC pulled ahead of the RNC to top all committees, registering more than 22,000 followers on Election Day. However, the Tea Party Patriots maintain the clear Facebook advantage and boast more likes than any other party committee combined.

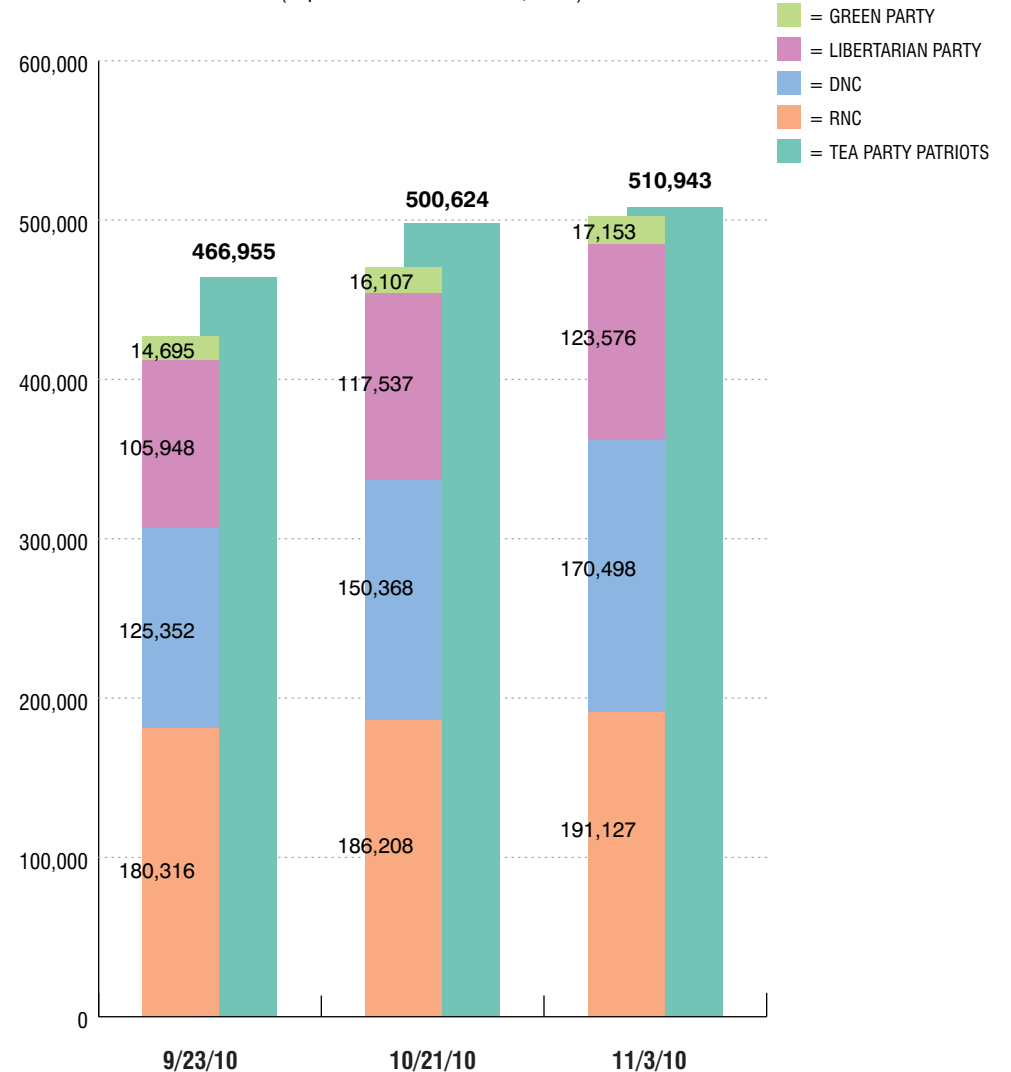
RACE TO THE ELECTION
Growth in Site Traffic & Social Media Followings
(Mid-September - Election Day 2010)



RACE TO ELECTION DAY: FACEBOOK FOLLOWERS

Total Likes of Political Party Facebook Pages

(September 23 - November 3, 2010)





KEY FINDINGS

The Social Media Election

The Tea Party Patriots has more Facebook likes than any committee—and all of them combined.

Tea Party Patriots Like

Wall Info Discussions Join My List Notes Photos >>

Tea Party Patriots Tell Tea Party Patriots what you think of how they are doing: <http://survey.constantcontact.com/survey/a07e34b6e78gg9gmset/start>
3 hours ago
339 people like this.
View all 156 comments

Tea Party Patriots On Veteran's Day, remember to thank those who have served to defend our freedoms. And consider making a donation to one of the many troop support charities, such as Soldier's Angels Project Valour-IT, which provides voice controlled laptops to wounded warriors who have lost the use of their hands.

Soldiers' Angels - Valour-IT Fundraiser
soldiersangels.org
Welcome to the 2010 Soldiers' Angels Valour-IT fundraiser, running through November 11! This spirited competition raises money for technology that reconnects wounded warriors and supports their recovery, and includes a charitable auction as well.
4 hours ago · Share
828 people like this.
View all 77 comments

Tea Party Patriots Republican Senators on the Pork Parade -- McConnell and Inhofe come out big time in support of earmarks. Here's the smack down by Sen. Coburn; <http://www.nationalreview.com/corner/253028/earmark-myths-and-realities-sen-tom-coburn#>

Earmark Myths and Realities
www.nationalreview.com
Sen. Tom Coburn writes on NRO: As Senate Republicans prepare to vote on an earmark moratorium, I would encourage my colleagues to consider four myths and four realities of the debate. Myths of the earmark debate: 1. Eliminating earmarks does not actually save any money This argument has serious logi
15 hours ago · Share
500 people like this.

517,681 People Like This

Shelby Wilson Doug Trip Elliott Leia D. Taylor-Ralph
Gustavo Esteves Mike Robertson JoAnn M. Deal

Democratic Party Like

Wall Info Photos Store Video

Democratic Party Tammy Duckworth from Veterans Affairs recently answered questions from the public. Find out how you can support American veterans—and more.

What You Missed: Tuesday Talk on Veterans Day with Tammy Duckworth
www.whitethouse.gov
Watch the full video with Duckworth or jump directly to the questions that interest you most!
posted on four ago · Share
76 people like this.
View all 12 comments

Head News: read comments after comments and before that people just like to bitch but don't do any thing. Talk is cheap, do something, the time for complaining is over it's time to act. Action is what we need. We need to take this to the streets. 2008.
See More
35 minutes ago · Flag

Jordan Weinger Oh bad spelling errors in my last post - blame blackberry or public education.
13 minutes ago · Flag

Democratic Party Tim Kaine "This Veterans Day, I would like to extend thanks to America's veterans ... The sacrifice of those brave men and women is at the forefront of all our minds."

Chairman Tim Kaine's statement honoring Veterans Day
www.democrats.org
Chairman Tim Kaine released a statement in honor of Veterans Day, joining all those around the country who are showing their support for our veterans.
2 hours ago · Share
288 people like this.
View all 32 comments

Democratic Party The Vice President announced new initiatives to help American families save money on energy costs and strengthen the home energy efficiency industry.

Strengthening an Emerging Industry While Helping Families Save Money
www.whitehouse.gov
For the past year, the administration has been working across the federal government to address key barriers standing in the way of a strong and sustainable home energy efficiency industry.
Tuesday at 4:25pm · Share
428 people like this.
View all 59 comments

Democratic Party Submit your questions to the White House today about the administration's economic recovery efforts.

182,000 People Like This

Favorite Pages
4 Pages See All
Organizing for America Michelle Obama Sarah Obama
Congress on Party (Gov4)

Republican National Committee Like

Wall Info Biz/Greet Events Discussions

GOP RNC Victory 2010

Add to My Page's Favorites
Suggest to Friends

Had enough hope and change? Then do something about it by volunteering to help Republicans win in November. Check out VOLUNTEER.GOP.com to find volunteer opportunities in your area.

Information
Founded: 1854

193,739 People Like This

Shella Noel Rick Stafford Brad Zook
Chuck Figg Brian Platter Kathy Tank

Favorite Pages
4 of 40 Pages See All
Maryland Fairness Initiative California Republican Party

Ready to Make a Difference? Click Here to Get Started with RNC Victory2010

© 2010 Biz/Greet. Powered by Biz/Greet.

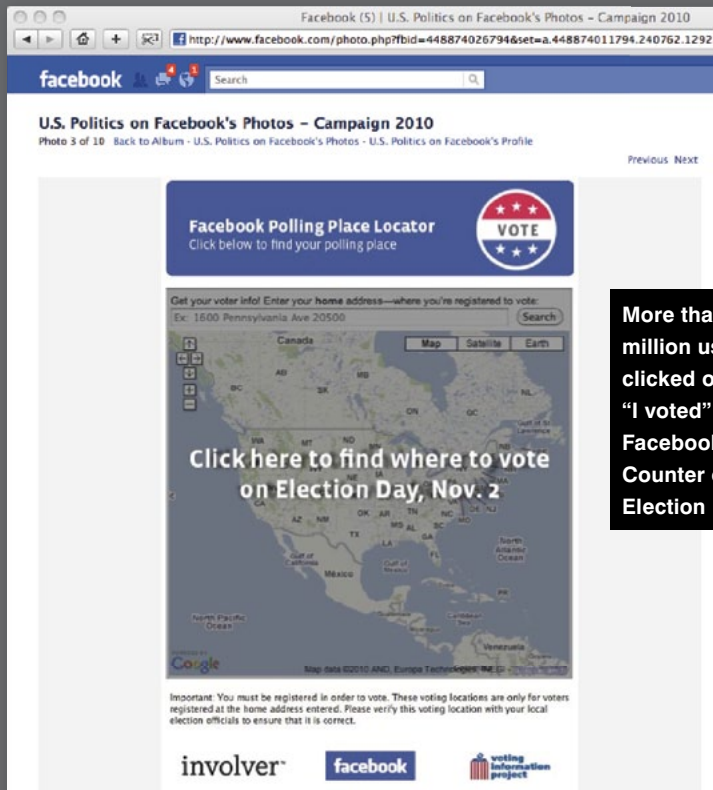
Privacy Policy

5 Foods Never to Eat
Watch out for seemingly "healthy" foods that can actually increase abdominal fat.
Lowest Price in NYC!
Free Consultation! Financing Guaranteed. As low as \$99/week. \$99/month. Lowest Invoicing Price in NYC! Call Now! (848) 583-1995

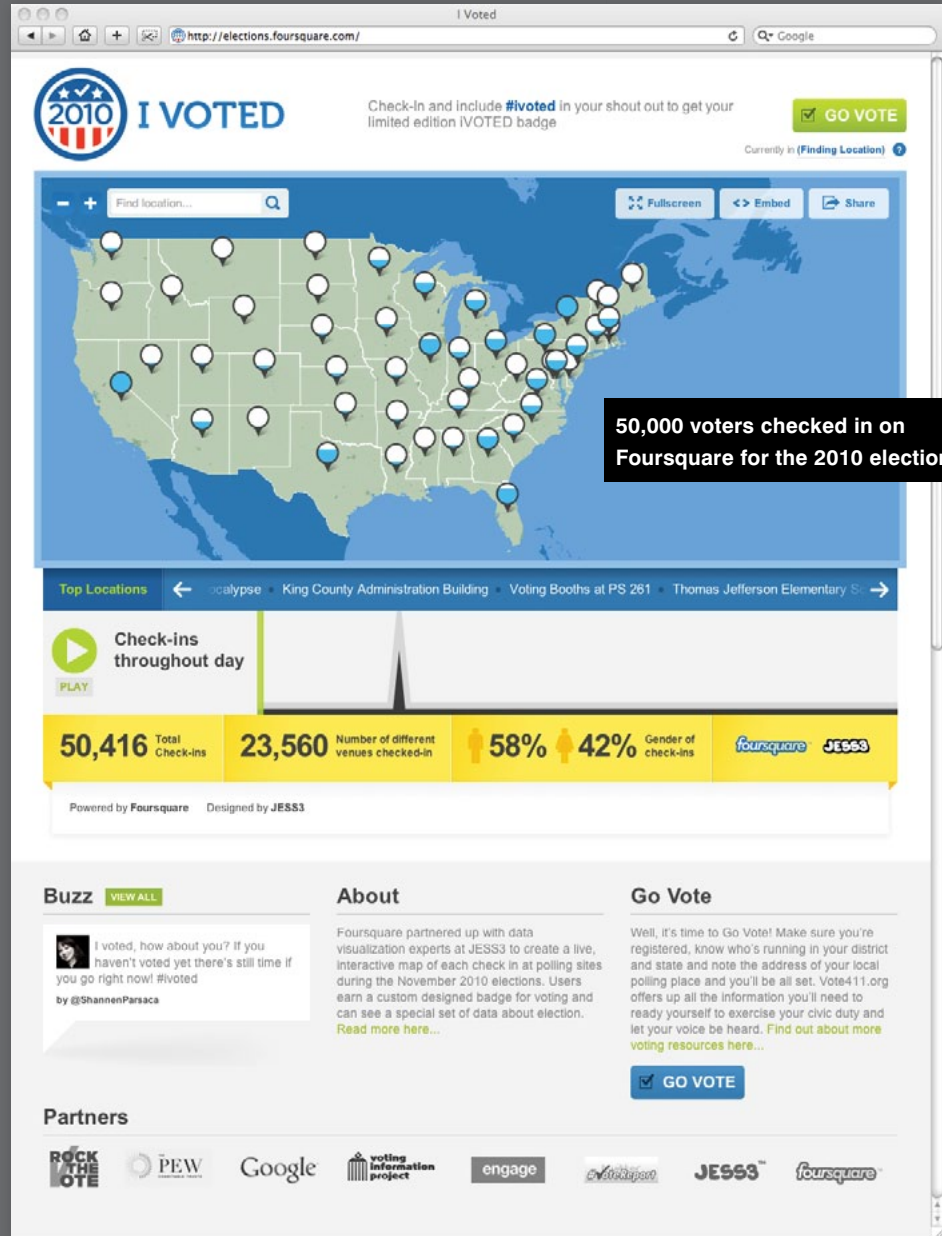
Photography Contests
Share your photos on social media!
Chat (Offline)

KEY FINDINGS

The Social Media Election



More than 12 million users clicked on the "I voted" button Facebook Vote Counter on Election Day.



50,000 voters checked in on Foursquare for the 2010 election.



KEY FINDINGS



L2's Roadmap for Navigating the
Past, Present, and Future of Public Sector Organizations Online

	YESTERDAY	TODAY	TOMORROW
AARP	Provides news, information, and a variety of services via direct mailings	AARP.com functions as a top-tier website with robust functionality and interactivity	LifeTuner.org, a free financial planning website, targets a new generation of AARP constituents (ages 25-34)
NASA INSPIRATION	600 million people watch on black-and-white television as Neil Armstrong makes the giant leap for mankind and takes the first steps on the moon	Video of shuttle takeoffs and waving weightless astronauts makes regular morning show appearances	Astronauts live-tweet, check-in to Foursquare, and send TwitPics from space
IRS	Taxpayers receive tax forms in the mail or make the trip to the local library	Taxpayers can download pdf versions of tax forms from the IRS website	70% of tax returns are filed electronically
USPS	Standing in line at the Post Office, a necessary evil	Buy stamps, print shipping labels, and track packages on usps.com	Track packages, look up ZIPs and find Post Office locations from any smartphone on m.usps.com
INDUSTRY ASSOCIATIONS	Industry gathers at annual trade shows and conventions to share best practices and recruit new members	AMA: Provides a comprehensive and compelling explanation of membership benefits, discounts, and costs online. Gives members resources to recruit their peers including presentations, sample emails, and testimonial videos	NATIONAL ASSOCIATION OF REALTORS: REALTOR® University, an e-learning destination complete with videos, webinars, and on-line courses with the goal of becoming a degree-granting entity
STATE DEPARTMENT POLICIES	Ping-Pong diplomacy thaws U.S.-China relations	State Department asks Twitter to delay a scheduled network upgrade so that Iranians can continue to use the service to chronicle and coordinate post-election protests. #iranelection becomes top trending topic	State Department hosts TechCamp, pairing tech experts with grassroots organizations in Chile to promote democracy and economic opportunity
ENGAGEMENT WITH POLITICIANS	Kennedy versus Nixon in the first televised presidential debate	RNC: Republican Heroes section of GOP site introduces and highlights party luminaries	WHITE HOUSE: Submit questions to President Obama during a town hall meeting via Twitter
GRASSROOTS ACTIVISM	Community organizers use door-to-door campaigns to rally support for a cause	NATURE CONSERVANCY: PlantABillionTrees micro-site empowers individuals with tools to learn, donate, and take action on that specific issue	RNC: Equips a "Digital Brigade" of volunteers to launch local campaigns on their own and magnifies their effects online

KEY FINDINGS



L2's Roadmap for Navigating the Past, Present, and Future of Public Sector Organizations Online

	YESTERDAY	TODAY	TOMORROW
PROTESTING	Civil rights leaders stage sit-ins and marches with picket signs and posters	AMNESTY INTERNATIONAL: Allows users to send customizable letters to Congress and sign online petitions with one simple click	PETA: Staged a Facebook "sit-in" by posting dozens of photos of abused animals on a retailer's page
MEDIA OUTLETS	Print media provides coverage of major events after the fact	Major network news channels utilize the web and social media to push content in a 24/7 news cycle	WHITE HOUSE YOUTUBE CHANNEL: Scores more than 34 million views
GOVERNMENT TRANSPARENCY	Independent watchdog groups investigate government corruption and waste	Cabinet agencies publish open government plans and post datasets on Data.gov, ushering in a new era of transparent and accountable government	An active citizenry become watchdogs, creating sites, wikis, applications, data visualizations, and viral videos
MILITARY RECRUITING	Recruiters armed with brochures, pens and posters man tables at high school and college job fairs	Hollywood quality ads air on TV and find a second life on YouTube. With more than 2.9 million YouTube views, Armed Forces leads all categories.	AIRFORCE.COM: Online recruiting site has interactive holograms, 3D virtual worlds, shoot 'em up video games, and live chat with recruiters combined with a mobile site and iPod app that reaches future soldiers who are already plugged in
MEMBERSHIP/ EMPLOYMENT	NATIONAL ASSOCIATION OF BROADCASTERS: You can download a membership application online, but it must be submitted via email or mail	AMA: Allows you to join, renew or activate your membership online	OPM: You can search and apply for federal government jobs on USAjobs.gov and receive application status and new job notifications via the iUSAJOBS mobile app
CUSTOMER SERVICE	THE UN: Provides no contact info, only a webform for inquiries	DOD, VA, & STATE DEPARTMENT: Extensive searchable FAQs reduce the need to contact anyone for basic questions.	GOARMY.COM: Offers chat with SGT STAR, an animated avatar that answers approximately 145,000 questions a month, with a 95% accuracy rate
FUNDRAISING & DONATIONS	Enthusiasts write a check in response to direct mailings or TV ads	NATIONAL ORGANIZATION FOR WOMEN: Curates a list of Amazon products related to their mission that are sold on the NOW site; portion of proceeds donated to NOW	WORLD WILDLIFE FUND: "Texting for Tigers" fundraising campaign via messages sent from mobile phones

FLASH OF GENIUS

NASA I'LL TWEET YOU THERE

Leveraging the scarcity of the remaining shuttle launches and the enthusiasm of its Twitter community, NASA has used Tweetups to provide “golden ticket” experiences for a select few. The initial Tweetup was open to the first 100 to sign up; all the slots were gone within the first minute of launching the application. The process is now done by lottery. Thousands apply for only 100 to 150 slots. Despite having to pay their own way, people from 38 states and 10 countries have attended. Participants receive NASA swag, are given behind-the-scenes tours, hear guest speakers, meet astronauts, connect with fellow NASA Tweepers, and even view shuttle launches from vantage points not open to the public. Armed with wi-fi, they tweet their experiences throughout the day, post on blogs and Facebook, create videos, and upload images to Flickr. People not in attendance, including those not on Twitter, are able to follow the action in the NASA Buzzroom, a social media conversation collector. By engaging with the public, NASA reinforces the idea that this is their space program and builds evangelists who can spread word of their work and mission.



NASA creates buzz in the Twittersphere through behind-the-scenes Tweetups



The Buzzroom—NASA's social media conversation collector

FLASH OF GENIUS

CHALLENGE.GOV

AS A COUNTRY WE ARE UP TO THE CHALLENGE

With the release of President Obama's "A Strategy for American Innovation," this administration clearly bought into the power of using prizes and challenges and looking outside of government to drive innovation. Through the use of monetary prizes and recognition as incentives, entrepreneurs, experts and everyday citizens are encouraged to be co-creators and solve some of the country's most pressing problems. NASA has been holding its Centennial Challenges since 2005.

Centralizing competition promotion across federal agencies, Challenge.gov launched in September 2010. Site users can show their support for challenges, vote on solutions, participate in online discussions, subscribe to updates, and share the challenges via social media. The site currently boasts 57 challenges from 24 different agencies. They range from video contests to healthy school lunch recipe ideas to building an aircraft that can fly 200 miles in less than two hours on less than a gallon of gas. These challenges are true public/private partnerships, crowdsourcing ideas to reach the optimal solution.

The image shows a screenshot of the Challenge.gov website. The main focus is the 'Green Flight Challenge' page, which details a NASA Centennial Challenge to build an aircraft that can fly 200 miles in less than two hours using the energy equivalent of less than 1 gallon of gas per mile. The page includes information about the prize (\$1,650,000), the number of supporters (221), and the submission period (from Oct 01, 2010 to Dec 31, 2010). The website also features a 'Recent Challenges' section with other contests like 'Digital Manufacturing Analysis, Correlation and Estimation (DMACE) Challenge', 'HBCU Mental Health Promotion Campaign 2011', 'Hydrogen Student Design Contest', 'National Geothermal Student Competition', and 'Preparing our Communities Before a Disaster Strikes'.

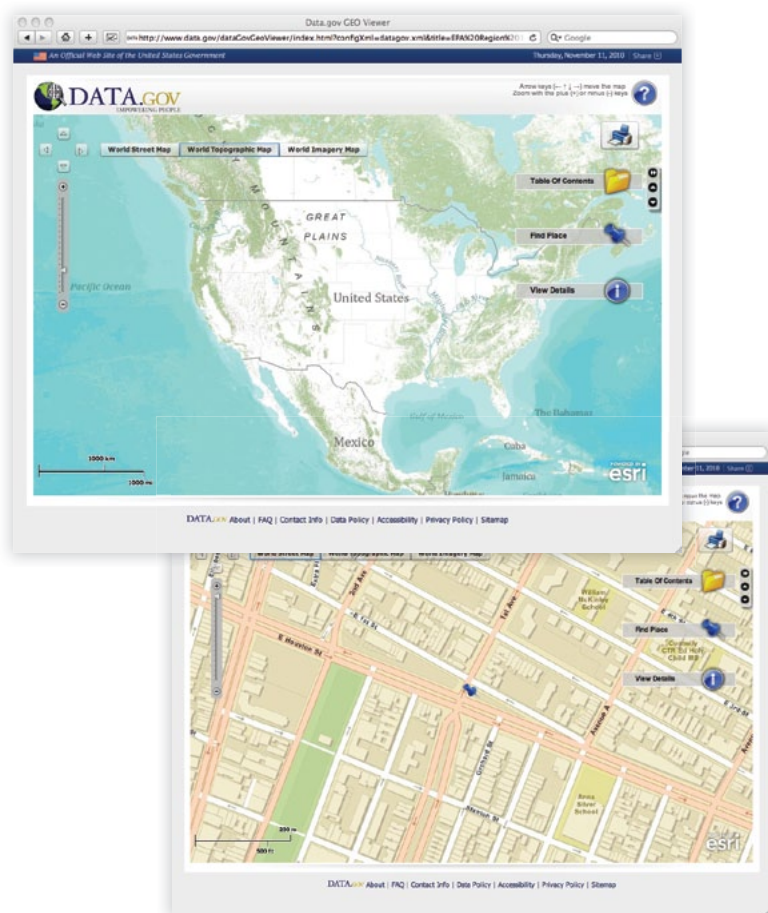
Challenge.gov provides reward and recognition in exchange for driving innovation

Challenge.gov's Green Flight Challenge

FLASH OF GENIUS

**DATA.GOV
 DEMOCRATIZING DATA**

Launched in 2009, Data.gov was a critical first step to fostering transparency and accountability. Today the site hosts more than 300,000 data sets from across the federal government.



Information is enhanced through maps, apps, mashups, and data visualizations



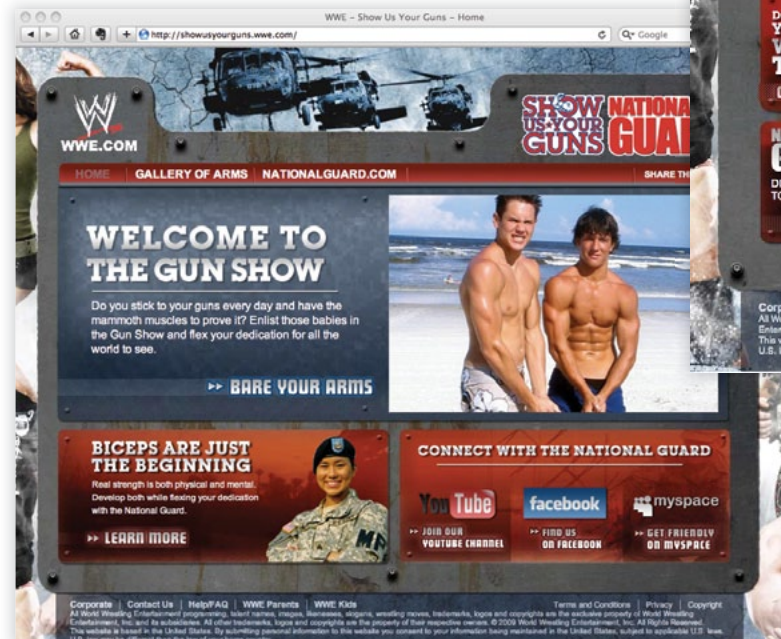
The government's central data repository receives more than 22,000 visitors per month

FLASH OF GENIUS

THE NATIONAL GUARD SHOW US YOUR GUNS

The National Guard partnered with World Wrestling Entertainment (WWE) to launch the "Show Us Your Guns" site. It allows the National Guard to tap into the WWE's 15 million passionate fans, a demographic that aligns with its recruiting targets. Site users are invited to bare their arms and upload pictures of themselves in their shirtless glory for browsers to rate and share via email and social media.

More than just a way for young men to show off, the site is also a valuable recruiting funnel providing links to the recruitment site and the National Guard's social media platforms.



The National Guard and WWE's "Show Us Your Guns" site illustrates how the public and private sectors can partner to flex their collective muscle online

FLASH OF GENIUS

GENIUS SITES
HAVE IT YOUR WAY

One of the greatest challenges facing public sector organizations is organizing the vast amount of information housed on their sites. Some organizations have found that customizable, personal pages improve the site experience. The Army, NASA, USDA, and The Nature Conservancy each allow users to highlight site content through account settings.

My.Army.Mil allows site users to sign-in with existing Google, Yahoo! or Twitter logins. Users can rearrange homepage content and add or remove social media and news widgets to create a customized page. RSS feeds from any external site or blog can also be imported.

Users drag and drop sections to rearrange their homepages on My.Army.Mil

The screenshot displays the My.Army.Mil website interface, which is designed for user customization. At the top, there's a navigation bar with links for Home, News, Media, Info, Leaders, Army Life, Join, and Blog. A search bar is also present. Below the navigation, a main header area features a large image of a soldier and the text "MY.ARMY.MIL + Your Army Media. How You Like It." A "Hot Topic" banner highlights "Army prepares for next rotations in Operation Enduring Freedom." The main content area is divided into several sections: "Featured News" with a large article about 10th Mountain Soldiers in Afghanistan; "Top Headlines" with a list of news items; "Video" with a video player; "ARMY LIVE" with a live stream; "FEATURES" with a profile of a Medal of Honor recipient; "STAND-TO!" with a daily news round-up; "Soldiers Magazine" with a featured issue; "Around The Army" with various interest-based articles; "All Services" with links to different military branches; and "AKO Email" with a registration prompt. The footer includes contact information and a "Need Help? Try the A-Z" link.

FLASH OF GENIUS

**RNC SOCIAL NETWORK
CONNECTING FOR A CAUSE**

Not content to extend its efforts in the lead up to the November 2010 elections on established social networks (Facebook, Twitter, and the like), the GOP created its own. OurGOP, or the Republican Action Network, is a social network embedded within the RNC's site.

Users can create new profiles or log in using their other online identities, including Google, Yahoo!, Facebook, Windows Live, and AOL. Once logged in, users are offered OurGOP versions of the most popular social networking features: friends/connections, events, community forums, blogs, status updates, photo and video upload, and more. Vanity URLs also make it easy to share your profile with others.

The site has attracted more than 17,000 users, a surprisingly large number given how reluctant people can be to adopt new social media beyond the entrenched stalwarts like Facebook. Additionally, it is laying the groundwork for future campaign seasons by building a base of plugged in and empowered users, its "Digital Brigade."

**More than 17,000
accounts have been
created on the
private social
network OurGOP**



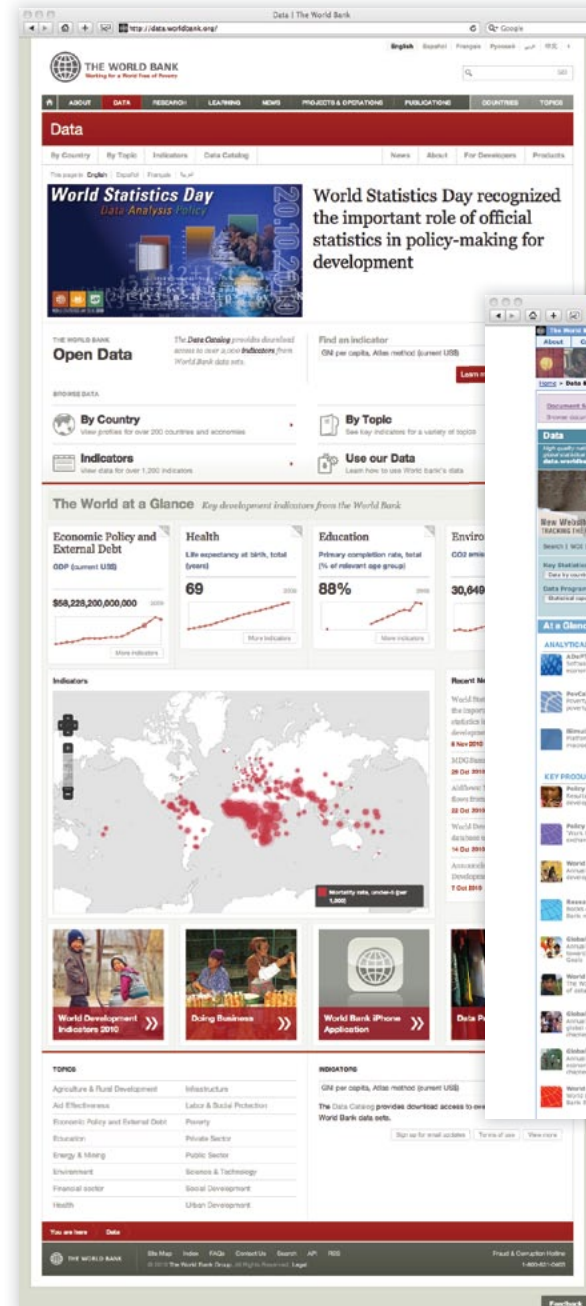
FLASH OF GENIUS

**WORLD BANK
STRIVING FOR GENIUS**

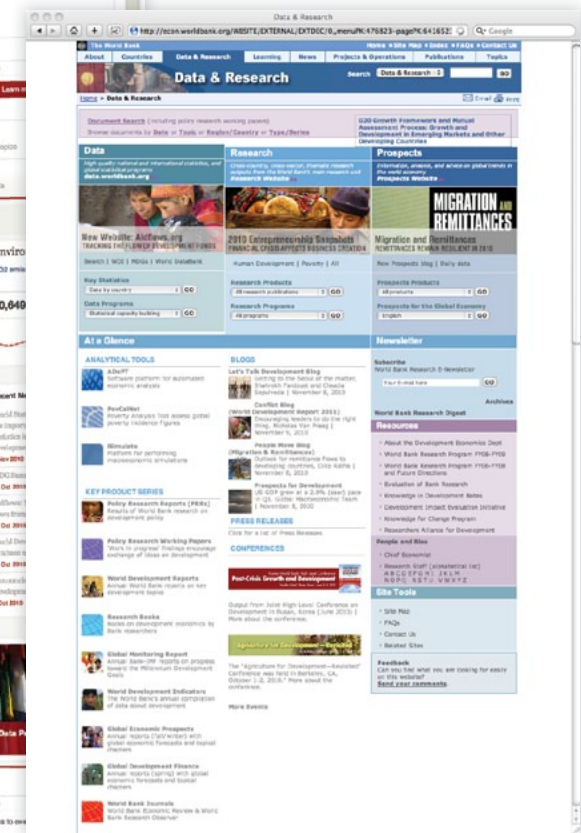
The World Bank is in the midst of a staged rollout of a new web platform. The contrast is stark between the old site and the new, with the latter boldly employing Web 2.0 best practices. Though the staged rollout is confusing for users clicking through various sections of the site, the World Bank's commitment to upgrading its web presence should serve as a source of inspiration for its peer multilateral institutions.

While the old site suffers from poor design, confusing navigation, and too much content in the form of static text, the new site provides a much richer experience for visitors. Cleaner design, improved navigation, and greater use of visual content have created an engaging web platform. Moreover, the Bank's commitment to interactivity pays dividends. For example, it makes its wealth of economic data available in easy-to-use tools and graphics that educate and intrigue.

Want to know more about your brand's ranking?
CONTACT US



The World Bank site's new design



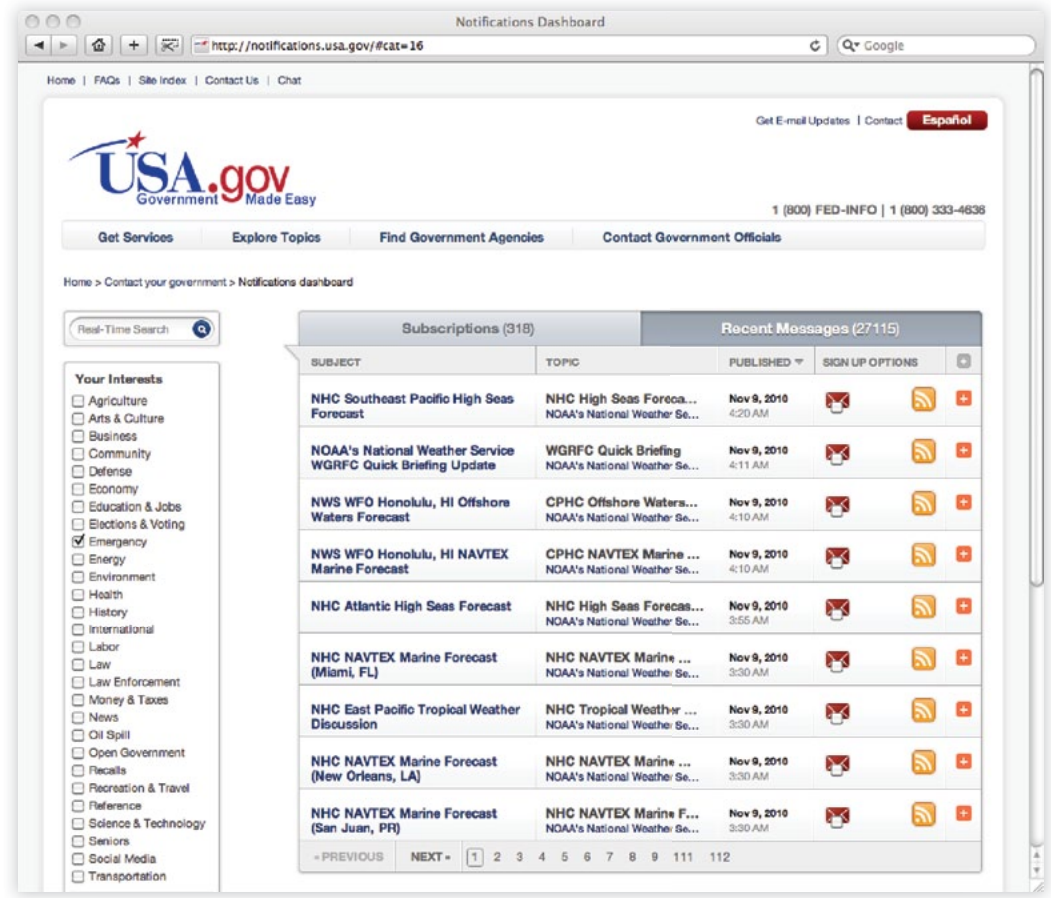
The World Bank site's old design

FLASH OF GENIUS

**GENERAL SERVICES ADMINISTRATION
THE GOVERNMENT'S TWITTER**

The GSA's notifications.usa.gov is a real-time database of all government notifications, from the executive branch and federal agencies. Users can search on the platform or sign up to have news delivered to them, via email, RSS, or text message. Capable of selecting multiple content categories (e.g., health labor, or oil spill) at once, the site exhibits decently interactive functionality and customization.

Still in its beta, the Notifications Dashboard does not rival a platform like Twitter in terms of scale and impact, yet it is a step in the right direction. GSA is leading the charge in response to President Obama's call for transparency.



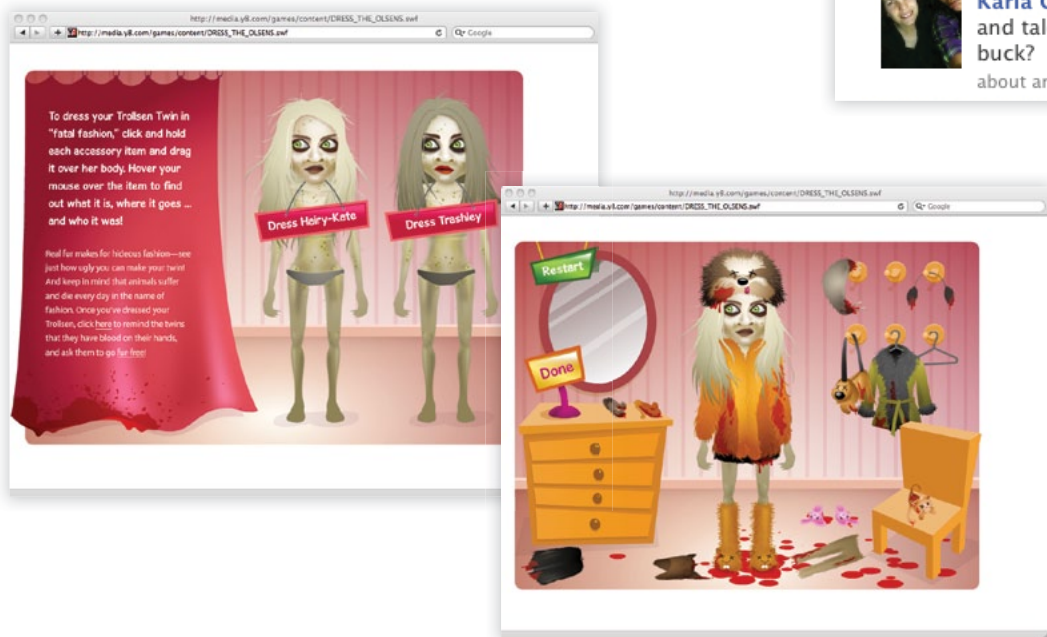
Real-time government notifications at users fingertips or in the palms of their hands

FLASH OF GENIUS

PETA ONLINE SIT-IN

People for Ethical Treatment of Animals has always been known for its in-your-face campaigns and activist tactics designed to generate shock value. The organization is nimbly and successfully bringing that aura and cultural ethos online, galvanizing its supporters in new ways to spread its message.

In October, PETA brought its simmering battle against fashion powerhouse Coach to the web, staging an online "sit-in" protest on the luxury brand's Facebook page. Dozens of PETA supporters posted comments voicing their displeasure with Coach's use of fur in its clothing lines, complete with graphic photos of animal cruelty and abuse. A Coach administrator removed the posts with photographs but left the text-only comments.



PETA's Trollsen Twins game prompts players to encourage the Olsen twins to stop wearing fur

 **Jaya Bhumitra**  Coach, please demonstrate your true artistic talents and creativity by using alternatives to fur. Can you really look at these pictures and sleep comfortably at night? You don't even have to give up fashion – just use FAKE fur (from reliable sources -- NOT China). Have some compassion and take responsibility for your part in perpetuating torture.
about an hour ago · [View Feedback \(1\)](#)

 **Grant Corr** please remove fur – it's totally barbaric
about an hour ago · [View Feedback \(2\)](#)

 **Megan Campbell** I've always like coach, but I am totally against wearing fur. Coach has some cute items, but not worth killing for. Please stop adding fur to your line.
about an hour ago · [View Feedback \(1\)](#)

 **Mona-Lisa Engan** Coach = animal cruelty.
about an hour ago

 **Karla Gonzalez** Y'all are effing sick and clearly, lack artistic vision and talent. How can y'all do such horrid things to animals for a freakin' buck?
about an hour ago · [View Feedback \(1\)](#)

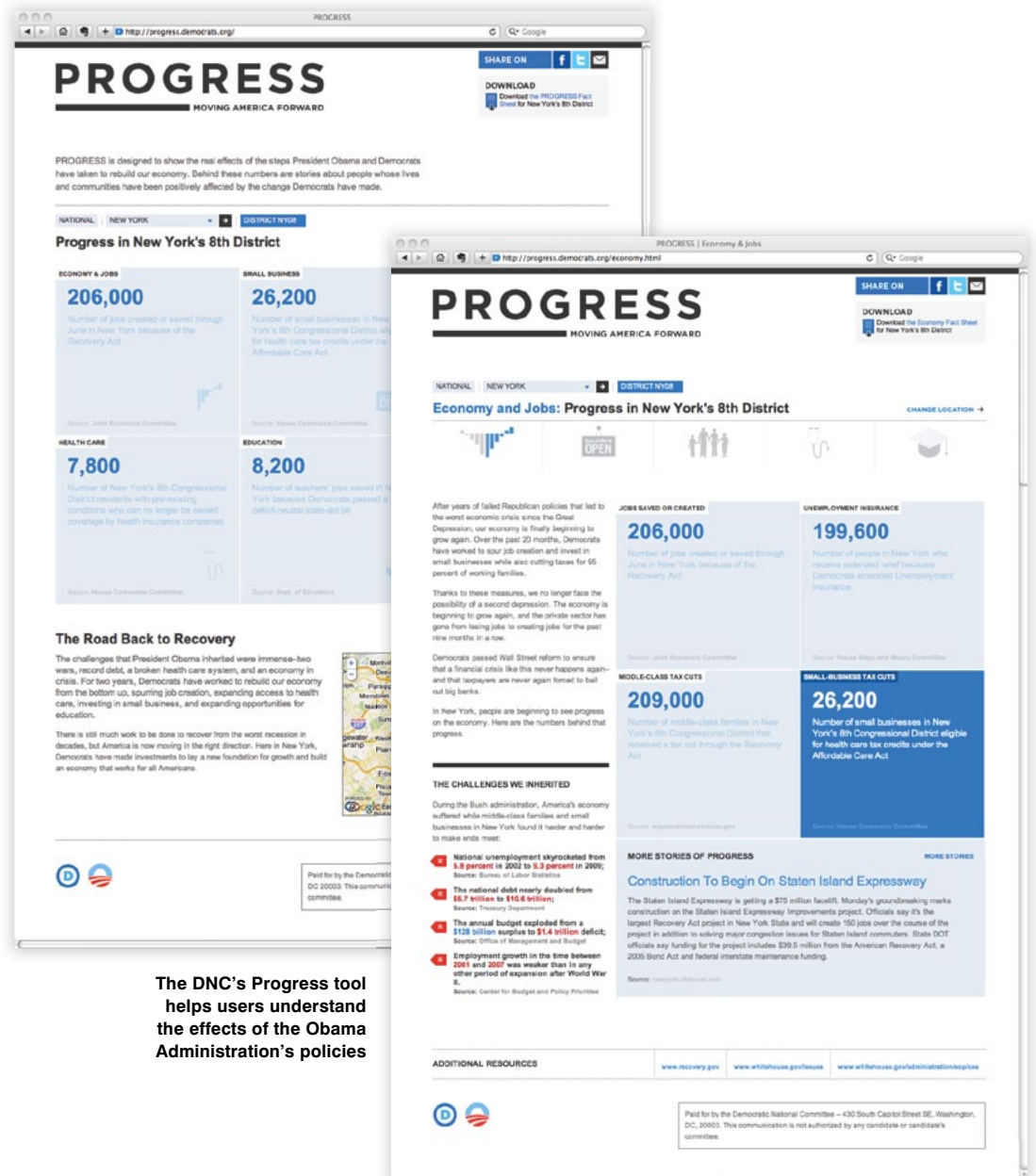
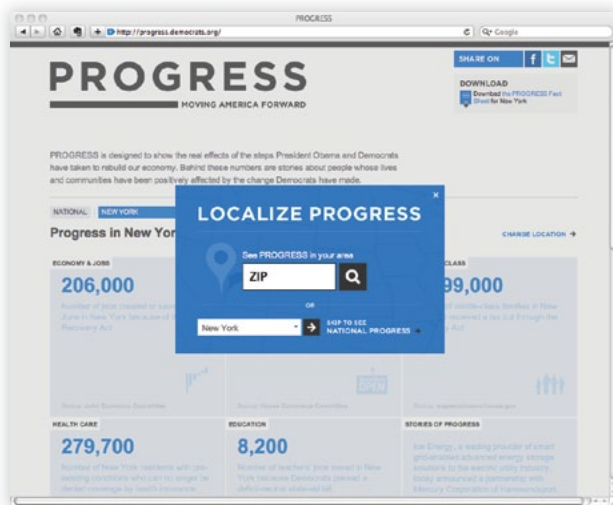
Sampling of anti-Coach posts to on the brand's Facebook wall

FLASH OF GENIUS

**DNC
LOOK AT ALL WE'VE DONE!**

The Progress tool, housed within the DNC website, is a powerful visual and interactive way to understand exactly what has been achieved in Obama's two years in office. Though it may not have helped the Democrats at the polls, it is still an innovative use of the web to distill complicated data into understandable nuggets of information.

Users can see the impact of Obama's policies across several dimensions (economy, jobs, health care, the middle class, and more) on a national, state, and local level. Additionally, the tool highlights the challenges inherited by the current administration. All statistics and graphs are elegantly displayed and integrate social sharing.



The DNC's Progress tool helps users understand the effects of the Obama Administration's policies

TEAM

SCOTT GALLOWAY

*Professor of Marketing, NYU Stern
Founder, L2*

Scott is a Clinical Associate Professor at the NYU Stern School of Business where he teaches brand strategy and luxury marketing and is the founder of L2, a think tank for digital innovation. Scott is also the founder of Firebrand Partners, an operational activist firm that has invested more than \$1 billion in U.S. consumer and media companies. In 1997, he founded Red Envelope, an Internet-based branded consumer gift retailer (2007 revenues: \$100 million). In 1992, Scott started Prophet, a brand strategy consultancy that employs more than 120 professionals in the United States, Europe, and Asia. Scott was elected to the World Economic Forum's "Global Leaders of Tomorrow," which recognizes 100 individuals under the age of 40 "whose accomplishments have had impact on a global level."

Scott has served on the boards of directors of Eddie Bauer (Nasdaq: EBHI), The New York Times Company (NYSE: NYT), Gateway Computer, eco-America, and UC Berkeley's Haas School of Business. He received a B.A. from UCLA and an M.B.A. from UC Berkeley.

DOUG GUTHRIE

Dean, Professor of International Business and Professor of Management, The George Washington University School of Business

Doug is an expert in the fields of economic reform in China, leadership and corporate governance, and corporate social responsibility. Previously, Doug served as Professor of Management at New York University's Stern School of Business. He also held a joint appointment as Professor of Sociology on NYU's Faculty of Arts and Sciences and was Director of Executive Education at NYU-Stern from 2007-09. Doug has also held visiting positions at Harvard Business School, INSEAD and the graduate schools of business at Stanford University, Columbia University and Emory University.

Doug holds an A.B. in East Asian Languages and Civilizations with a concentration in Chinese literature from the University of Chicago. He earned his Master's and PhD degrees in organizational sociology from the University of California, Berkeley

MAUREEN MULLEN

L2

Maureen leads L2's research and advisory group and has benchmarked and/or developed digital and social media initiatives for more than 300 prestige brands. She began her career at Triage Consulting Group in San Francisco. At Triage, she led several managed care payment review and payment benchmarking projects for hospitals, including UCLA Medical Center, UCSF, and HCA. She has gone on to lead research and consulting efforts focused on digital media, private banking, M&A, insurance industry risk management, and renewable energy economics for professional firms and academics. Maureen has a B.A. in Human Biology from Stanford University and an M.B.A. from NYU Stern.

R. DANIELLE BAILEY

L2

Danielle began her career at The Home Depot, Inc. where she led a variety of internal consulting engagements focused on supply chain, merchandising, and in-store process improvement. She went on to manage the implementation of award-winning mobile initiatives for several large media clients including The New York Times Co., NBC Universal, Disney/ABC, Maxim magazine, and Zagat. Danielle has a B.S. in systems engineering from the University of Virginia and an M.B.A. from NYU Stern.

TANUJ PARIKH

L2

Tanuj began his career as a project manager at the Center for Economic Transformation at the New York City Economic Development Corporation, where he worked on a variety of initiatives designed to grow the city's innovation economy. Tanuj is also the co-founder and director of UniThrive.org, a peer-to-peer student lending social enterprise. In 2007, he was a Kenya-based Fellow for Kiva.org, the world's first peer-to-peer lending marketplace for the poor. Tanuj received his A.B. in government with a secondary in economics from Harvard University.

CHRISTINE PATTON

Creative Director, L2

Christine is a brand and marketing consultant with more than 15 years of experience creating brand identities and marketing communications for aspirational and luxury brands. She began her career at Cosí, where she developed the brand and oversaw its evolution from concept through growth to 100 restaurants. Since then she has provided creative direction for a wide array of clients, including the launch of Kidville and CosmoGIRL! magazine. Most recently, she led creative services at ELLE during the most successful years of the magazine's history, developing innovative integrated marketing programs for advertisers. Christine received a B.A. in Economics and Journalism from the University of Connecticut and an M.B.A. from NYU Stern.

CRAIG MARKUS

Creative Director / EVP, McCann Erickson & Tag Ideation Brand Translation Expert

Craig joined McCann more than a decade ago, where he co-created TAG Ideation, an innovative agency model focused on youth marketing. As global creative director for TAG, he has created award-winning ideas for Rolling Rock, Bass Ale, and LaBatt Blue and created award-winning online campaigns for Verizon Wireless and Levi's 501s. Under Craig's creative leadership the Xbox was launched—a launch which has been called the most successful in the category's history. Prior to McCann, Craig helped build Deutsch into a powerhouse agency. Craig received B.A.s from UCLA and the Art Center College of Design and an Executive MBA from The Berlin School of Creative Leadership.

SANJAY RUPANI

Chief Strategy Officer, The George Washington University School of Business

Sanjay works with the key stakeholders of The George Washington University School of Business to identify strategic opportunities and initiatives that continue to place GWSB at the intersection of business and politics. Prior to GWSB, Sanjay led strategic initiatives in both the public and private sectors, where he focused on risk analysis and assessment, risk mitigation, and program management. Sanjay earned his MBA at the NYU Stern School of Business and holds a BA from the University of Virginia in Economics.



L2 is a think tank for digital innovation.

We are a membership organization that brings together thought leadership from academia and industry to drive digital marketing innovation.

RESEARCH

Digital IQ Index®: The definitive benchmark for online competence, Digital IQ Index® reports score brands against peers on more than 350 quantitative and qualitative data points, diagnosing their digital strengths and weaknesses.

EVENTS

Forums: Big-picture thinking and game-changing innovations meet education and entertainment. The largest gatherings of prestige executives in North America.
300+ attendees

Clinics: Executive education in a classroom setting with a balance of theory, tactics, and case studies.
60–120 attendees

Working Lunches: Members-only lunches led by digital thought leaders and academics. Topic immersion in a relaxed environment that encourages open discussion.
12–24 attendees

MBA Mashups: Access and introduction to digital marketing talent from top MBA schools.

CONSULTING

Advisory Services: L2 works with brands to garner greater return on investment in digital initiatives. Advisory work includes Brand Digital Roadmaps, Social Media Strategy, and Site Optimization engagements.

MEMBERSHIP

For membership info and inquiries: membership@L2ThinkTank.com

UPCOMING EVENTS

01.14.11 L2 Clinic NYC

Tomorrow's Media Plan

2011 will be the year that brands fundamentally re-think their approach to paid and earned media. This clinic helps managers navigate seismic shifts in technology, media, and consumer behavior to build a robust media plan that is both dynamic and ROI accountable.

01.20.11 L2 Clinic DC

The Social Graph

Social media shifts marketing from controlled, one-way communications into collaborative, intimate dialogues with—and among—constituents. The strategies, tools, rules of engagement, and metrics present professionals with a series of challenges. This one-day, intensive clinic is an adroit and sober examination of social media's platforms and best practices.

02.25.11 L2 Workshop NYC

Fostering a Culture of Innovation

Brands that signal innovation as a point of differentiation will ultimately drive long-term shareholder value. This full-day workshop brings together the world's preeminent thinkers and scholars on innovation for a series of real-time exercises and case studies meant to unlock creative thinking in the way you approach marketing and your business.

UPCOMING RESEARCH *Digital IQ Index® Reports*

Travel

Automobiles

Hospitals

Pharmaceuticals

Consumer Packaged Goods

Universities

Specialty Retail

Luxury



A THINK TANK
for DIGITAL INNOVATION

821 Broadway, 2nd Floor
New York, NY 10003

W: L2ThinkTank.com

E: info@L2ThinkTank.com