

REPORT

The State of Social Media in Government in 2018

Hootsuite's annual report on social media trends in government



Summary

Hootsuite works closely with local and central governments around the world and understands the unique requirements for social communications across all levels of government. This report outlines five recommended areas of opportunity for social media in government in 2018:

- Drive government-wide efficiencies with social
- Restore declining trust with peer influence
- Combat brain drain with social-first recruitment
- Rethink crisis communications in the wake of extreme weather conditions
- Build compliance into your social media strategy

In addition, we examine how general social media behaviours are changing, based on research findings from Hootsuite's [2018 Social Media Trends Report](#), and look at how governments will use specific social networks in the coming year.

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How global social media behaviours are changing



Almost every internet user can now be reached via social media. According to GlobalWebIndex's study of 50,000 internet users aged 16–64, 98 percent said they are visiting or using social media each month.¹

Passive social network use continues to climb. Social media use continues to grow rapidly too, and the number of people using the top social platform in each country has increased by almost 1 million new users every day during the past 12 months—that's more than 11 new users every second.²



All eyes turn to mobile-first social videos. 60% of internet users primarily use social sites to find entertainment (which is why social networks are racing to fill feeds with short bursts of mobile video content).³

Social media's role in the purchase journey expands. Twenty-eight percent of citizens surveyed by GlobalWebIndex turned to social networks during their online product research, a number that jumps every year.



One in three minutes online is spent on social networking. This is an increase across all markets and major demographics.⁴

Social overtakes search for 16–24 year olds. This demographic is turning to social as the preferred channel for brand discovery and research.⁵



Social networks serve more ads, while consumers block them. The rise of ad blocking is a loud warning that citizens still resist and resent broadcast-style marketing tactics.

The future of online product research: visuals and voice. As Pinterest's founder puts it, "A lot of the future of search is going to be about pictures instead of keywords."⁶



1. Drive government-wide efficiencies with social



GOVERNMENT AGENCIES ARE UNDER PRESSURE TO IDENTIFY opportunities where new technologies can result in increased efficiency and budgetary savings. Current practices reveal the extent to which departments spend time and resources on operations that could be simplified or even automated through the adoption of new technologies like coordinated social media and AI.

As noted in our paper [The Social Government](#), engaging with citizens through traditional call centres is expensive and inefficient.⁷ For instance, social media strategies that centre on improvements to the customer experience can result in a number of things, among them satisfied citizens and a positive perspective of the department. This strategy can also change citizen behaviours in a quantifiable way, such as reduced counter visits to city hall, decreased wait times, and lower call volume. Investing in social can have exponential cross-agency benefits and cost savings.”⁸ This is standard operating procedure for government agencies all over the world.

Difficulties navigating procurement and the resultant slow adoption of new technology prevent a more streamlined delivery of service that could result in greater efficiency for the agency and a better experience for the citizen.

Social can also drive efficiency when it comes to the important governmental role of public outreach. The UK spends more on digital advertising than any other EU country and more per capita than the USA.⁹ According to comScore, one in every three minutes on mobile is spent using a social app. Whether reading the news or hunting for product reviews, spending time on mobile is now synonymous with social networking.¹⁰

Agencies need to move their messages to where citizens want to engage: on social platforms.

An effective spend of public relations budgets now includes social media advertising. Using demographic data offered by social networks, publishers can target messages toward specific audiences that are more interested in its content.

The opportunity for governments is what Deloitte has called the creation of “hyper-local social networks”.¹¹ By harnessing available data about where and how constituents are living, governments can distribute information precisely to those who need it most.

Map social activity to agency objectives

To understand and realise a meaningful return on their investment in social media, agencies must take a top-down approach. Social marketers need to collaborate with the leaders in their governmental organisation to identify what social media can deliver to support their agency's mission.

To use the example of a UK government owned organisation, who has in recent years delivered customer service via social media by adding social media channels to answer citizen enquiries, they have reduced call volumes by 225,000 per year. By using social, the organisation could quantify call deflection cost savings.

The time to adopt social as a service delivery channel is now. In the past two years, the number of citizens who believe it is a priority for government to integrate digital services with social media has doubled to 40 percent.¹² When citizens are increasingly making it clear that they expect the same level

of service from government as they enjoy with brands in other industries, it is time to act.

By using the engagement infrastructure already in place with social media, combined with an enterprise management solution like Hootsuite, government agencies can improve service delivery with managed workflows, reduced duplication of effort, and reports that can be linked directly to meeting wider agency objectives.

Engage, don't broadcast

While it's encouraging that 85 percent of governments and agencies are active on social media, they're often using social platforms merely as digital notice boards.¹³

Agencies need to shift away from using social media exclusively as a broadcasting tool. In a Statista study on brand response rates on social, government ranked third from bottom for social media engagement. Only 8 percent of those surveyed had received a response, leaving the vast majority of citizens ignored by the agencies there to serve them.¹⁴

Matt Woor, social media channel manager at Suffolk County Council, says social media is used extensively by authorities that recognise its benefits but less by those that see it as a risk. The important thing to remember is that it is not just for journalists and politicians. Members of the public frequently wish to communicate with the authority and have a two-way conversation. Social media use in government, "is very much about customer service, you are trying to listen as much as you can [of conversations]."¹⁵

By allocating resources to meaningful social engagement, marketers in government can improve service delivery and citizen satisfaction. In having a measurement framework in place, they can evaluate and track the impact of social media on their agency's bottom line.

Follow the development of AI, deploy it when you can

Artificial Intelligence (AI) might still seem like a future-facing trend, but the machines are already among us.

The use of AI and chatbots is increasing rapidly, with over 100,000 Messenger bots now active on Facebook—a 233 percent YOY growth over last year's 33,000. Chatbots use machine learning to answer common queries from the public, freeing service staff to focus on more valuable and strategic work.¹⁶

The possibilities for government agencies are vast. "64% of councillors in England believe digital transformation will positively impact the wellbeing of people in their areas over the next ten years, showing that we can expect the adoption of new technology by councils to accelerate at a pace. Decision

makers in local government should view chatbot technology as one viable, cost effective way to reduce pressure on frontline staff and improve the quality of the service they provide for citizens.”¹⁷

Target promotional budgets you have more effectively

We’ve already seen digitally pioneering agencies like the New York Department of Health and Mental Hygiene lead the way with social advertising.¹⁸ It has taken to social media to keep residents healthy by running paid campaigns that target citizens by ZIP code. By drilling down into the data provided by social media, the department is able to reach communities disproportionately affected by certain health conditions and tailor messaging to maximise engagement.

Strategies like this ensure that relevant information is seen by the right audience—and research suggests that they’re more likely to accept and act on this information. Edelman’s 2017 Trust Barometer found that an organisation’s social media page is 24 percent more believable than its advertising, making it better able to cut through the clutter of information overload and resonate with citizens.¹⁹

The Canadian Federal Government is another example of an agency benefiting from the targeted advertising offered by social media platforms. The government is investing heavily in sponsored social posting across many of its departments, reaching audiences at scale and with pinpoint accuracy. A spokesperson described the move as connecting “with Canadians on platforms with which they are increasingly familiar.” And it’s also saving the taxpayer money—in fact, overall federal advertising spending is down 39 percent in a year.²⁰

2. Restore declining trust with peer influence



THE EROSION OF TRUST IN MAINSTREAM INSTITUTIONS IS A trend that will continue to evolve after a tumultuous year. Which saw “fake news” erupt in public discourse and a shift from traditional media. Social Media is often blamed for adding ‘fuel to the fire’ when the UK decided to leave the EU. Analysis of Brexit vote shows that “47 percent of those who voted for the UK to stay in the European Union said that side would have won the referendum if social media did not exist.”²¹

Trends in public trust have particular relevance for government agencies. In its latest global study of consumer confidence, Edelman found that for the first time in history, citizens trust peers as much as technical experts and more than CEOs, governments, and academics. In fact, trust in government has declined: only 41 percent of those polled responded with any degree of trust in governments to do what is right.²²

As we see this trust continue to decline, 2018/19 will bring a renewed focus on building authentic engagement and genuine influence, as well as a shift toward smaller spheres of influence. For governments, this means that advocates, real citizen communities, and engaged employees will matter more than ever.

Social media provides an effective way to start rebuilding this trust on a local level, even as overall sentiment trends downward for larger organisations.

Social can be used to promote and differentiate your agency's work with a personable human voice that citizens can relate to. By listening and engaging with citizens on social platforms, government agencies have the opportunity to improve sentiment and regain lost trust.

Focus on transparency to increase trust

Social media provides an ideal platform for agencies to showcase the good that they do in their community.

In a webinar with Hootsuite and Carahsoft, the New York Police Department (NYPD) discussed how social has helped them provide clarity and transparency in communicating their work. Officers in individual precincts are encouraged to use Twitter to share how reports and incidents are followed up and resolved.²³ We've also seen police departments here in the UK embrace Twitter to engage with the public to help solve crime.

[Taking a bottom-up approach](#) empowers government employees to speak directly to constituents and build trusting, personal relationships.

Team up with social influencers in your community

It's important to understand the local network of social personalities, community leaders and influencers that your agency operates in.

Often these individuals will have larger follower numbers and carry more trust within the community than brand or agency accounts. Edelman observes that "the primary axis of communications is now horizontal or peer-to-peer, evidence of dispersion of authority to friends and family."²⁴ For agencies, this means learning how to engage effectively with these different voices in the community.

Being open and able to work in a mutually beneficial way can be vitally important, as demonstrated by London's Metropolitan Police Service during the 2017 Oxford Street terror scare.

On November 24, 2017, shoppers on Europe's busiest street ran for cover inside stores over fears of a terror attack at an underground station. The city's public information team quickly deployed its crisis communications plan, using social media (including the Met's Twitter account) to post updates and alerts.



To minimise the spread of false information and rumour, the team used social listening to find and engage with community members with large followings who were talking about the incident. By enlisting these individuals to amplify the official messages, London's Metropolitan Police dramatically increased the reach of communications to keep citizens better informed.

When it comes to proactive social engagement, London's Metropolitan Police may be the exception rather than the rule. According to [Brandwatch](#)—the world's leading social intelligence company—public sector agencies are not keeping up with the extensive conversations that surround them: Of an average 5,200 daily tweets about government agencies, only 41 come from agency channels.²⁵

Some agencies, such as Ministry of Defence UK, are more successful in social engagement than the rest of the government sector, securing the leading place for their respective regions in Brandwatch's Public Sector Social Index. However, across all regions analysed, public sector authors made up less than two percent of all mentions of government agencies.²⁶

Tell the human side of your story

In keeping citizens aware of the latest activities of their officers, Police Service of Northern Ireland (PSNI) uses their social media channels to share content to incentivise citizens. In one tweet, officers shared a photo with dog recruit 'Vinnie'. This type of friendly content showed a more human side to the force—and because it's highly shareable and cute, it's a simple way to increase traffic to PSNI's social channels.



How the Transport for Greater Manchester creates an authentic, human voice on social

Justin Clark is the Social Media Manager at Transport for Greater Manchester. During a recent Hootsuite government event, he shared the social guidelines that his team follows to help them stay on track with genuine content and engagement with citizens.

- Personality
- Authenticity
- Appreciation
- Genuine connection

Embodying this peer-to-peer engagement model (rather than an agency-to-citizen one) is essential to build trust through social media. With the right mission and messaging in place, agencies can empower their employees to use their unique voice to bridge the divide between people and government.

3. Combat brain drain with social-first recruitment



IN AN AGE OF CONSTANT CHANGE AND EVER-EVOLVING

technology, it's easy for organisations to fall behind. In fact, a study from the John M. Olin School of Business at Washington University estimates that in 10 years, 40 percent of today's Fortune 500 companies will no longer exist.²⁷

71 per cent of councils experienced recruitment and retention difficulties in 2015/16 compared with 52 per cent in 2009/10, which clearly demonstrates the growing need for action.²⁸

While government agencies don't operate in the same competitive landscape as Fortune 500 companies, they still need to keep pace with change to serve and engage their citizens.

Against the backdrop of change and digital transformation, government agencies face a particular set of challenges including budget cuts, an aging generation of employees, and bureaucratic red tape that can stand in the way of progress. These challenges make it difficult to attract and retain fresh talent.

Agencies also struggle to compete with the salaries, perks, and employer brands of young tech startups or large private-sector organisations. Job security is not high on many younger candidates' list of priorities when selecting potential employers. And today's candidates are generally not attracted to the compromise between lower pay and generous benefits that governments have traditionally offered employees.

To add to the recruitment challenge, agencies are struggling to retain older workers. Throughout the UK, agencies are facing an exodus of senior workers who are retiring en masse, creating a critical brain drain of experienced employees.

Governments are implementing some initiatives to encourage the retention of senior workers. These include introducing flexible work schedules, deferring retirement option programs, and permitting semi-retirement.

While these initiatives may plug the hole, more solutions are needed to halt the brain drain by staffing governments with new workers.

Focus on your employer brand

Government recruiters need to take active steps to build and enhance their agency's identity—particularly online.

In today's digital world, people look for third-party recommendations and reviews to help them make decisions about potential employers. Agencies should pay attention to review sites like [Glassdoor](#) to monitor ratings and respond to employee comments. Engagement makes a significant difference: In a survey of Glassdoor users, 62 percent reported that their perception of a company improved after seeing an employer respond to a review.²⁹

With multiple social networks and hundreds of different review sites online, monitoring and responding to reviews can be a challenge. Fortunately, technology is available to help you. Solutions like [ReviewTrackers](#) integrate with your social media management platform, helping you monitor and respond to online reviews across social media and review websites—all from a single dashboard.

Most employers and recruitment agencies today are using social media to source the right candidates. But candidates are also using social media to get a feel for their prospective employer's culture. By taking control of your agency's online presence, you can start to draw in the ideal candidates for your agency.



Coventry City Council using Twitter to advertising a role in Social Care

Speed up and modernise hiring procedures

The way that people are looking for jobs has fundamentally changed as job seekers rely more on social and mobile tools to find and apply to roles.

Government organisations can find new efficiencies in recruitment by adopting social media as a primary recruitment channel. Not only can you advertise jobs using geo-targeting to connect with candidates in specific locations; you can also target by specific interests, education level, or other demographics to ensure your advertising budget is working effectively to help you reach the right people.

Encourage employee advocacy to share organisational culture

Find and share user-generated content (UGC) or share positive employee stories to paint an authentic picture of life at your organisation. By getting your employees engaged on social, you can introduce a referral program and reach your employees' wide social networks as a source of new candidates.

User-generated content management solutions like Adobe Livefyre and Chute can help agencies tap into citizen or employee content online, which they can then amplify via an employee advocacy solution like Hootsuite Amplify.

Look to agencies who are doing it well for best practices

Defence agencies such as the US Army, Marines, and Navy are experienced recruiters and have expertly adopted social media best practices into their strategies. They are using paid advertising to target specific demographics and reach audiences on a massive scale, with pinpoint accuracy.

For insight on how to begin adapting your strategy, listen to our webinar [The New \(Social\) Rules of Social Engagement](#), which features practical lessons on social-first recruitment from the Marine Corps.

4. Rethink crisis communications in the wake of extreme weather conditions

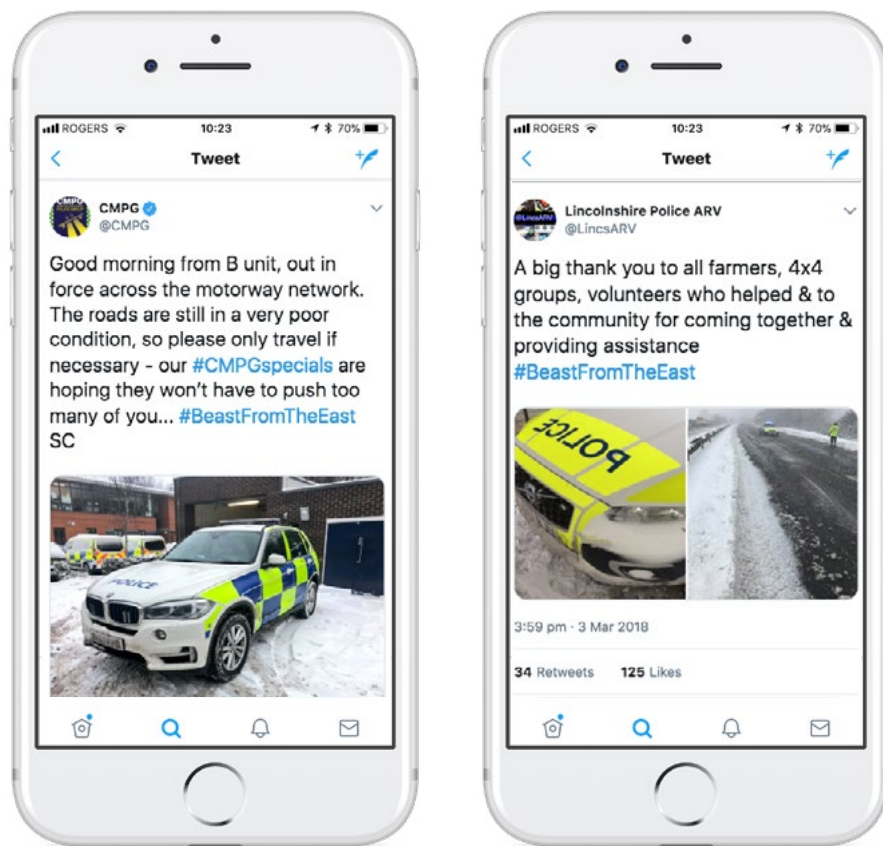


IN 2018, THE UK WAS ALMOST BROUGHT TO A STANDSTILL WHEN AN extraordinarily cold weather event, nicknamed 'The Beast from the East', caused problems across the country. Winds from Siberia pushed in from the east—bringing sudden heavy snowfall and freezing conditions for the majority of the country. It caused widespread disruption.

“Our organisation now clearly recognises the value of leveraging social media in a crisis. As a result of the success of these practices we’ve received increased internal resources, support and recognition for social media.”

Jennie Walker
Social Media Advisor, Communications and Stakeholder Relations, RMWB

One fact became clear during this event: The public rely on social media as their lifeline during a crisis, both to their loved ones and to assistance. For government officials, social media must play a defined role in their crisis communications strategy.

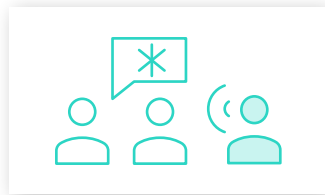


Press releases no longer cut it in a crisis. Government agencies and emergency response teams need to speak directly to the people via the most efficient channel: social media. A strong critical response plan, directed through social media, can be a mitigating factor in containing a crisis—and can save lives.

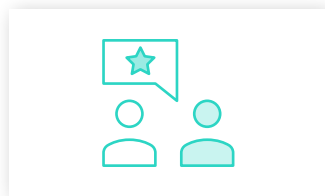
In addition to helping to communicate during a crisis, social media can help agencies curtail rumours. On social media, word of a crisis can spread in seconds, so it's critical for official emergency response teams to participate and help shape the narrative. Using Hootsuite alongside social listening tools like Brandwatch can help you monitor community activity to better understand where support is needed most.

Who knows what the next crises in 2018 will be? The future will likely deliver deadly challenges to citizens around the world—extreme weather conditions, and terrorist attacks. Governments seldom have any control over when a crisis will occur—but they can prepare for one.

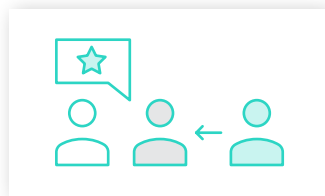
Five lessons on crisis communications



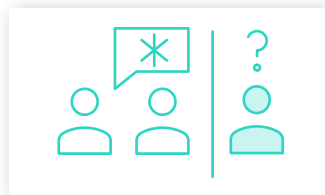
1. Listen for what people want to know. Agencies can use real-time monitoring to correct false information, detect early threats (such as harmful rumours), and lock down social accounts during a crisis. They can also use social analytics to monitor for social conversations about the crisis and provide information to first responders or address any false information before rumours spread.



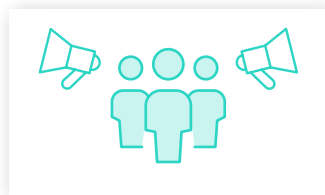
2. Be engaged. Answer questions. Don't ignore any questions. Even if you don't know the answer, show that you're listening by responding with empathy and reassurance.



3. If you can't reach your audience, reach someone who can. Use your influencer network to distribute messages to the right audience. Local celebrities, thought leaders, and politicians with an established social presence are all good places to start.



4. If you're not talking about it, someone else will. Don't ignore the crisis on social. Your aim is to become the one source of truth amid the chaos. If you don't take control of the narrative, someone else will.



5. You need a plan. Revise it regularly. Have a crisis communications team that is trained to respond in times of crisis. By creating pre-approved content that can be shared in times of crisis, governments can be ready to provide instant updates to citizens.

5. Build compliance into your social media strategy



IN 2017, THE SOCIAL ACTIVITY OF SOME PUBLIC OFFICIALS

sparked an ethical debate that resulted in several public hearings and rulings.³⁰ In their efforts to use social media to meet citizen demand for more personal forms of engagement, individuals as well as agencies inadvertently opened themselves up to public feedback and criticism.

Public debate arose around two specific areas: the right of public officials to block users, and whether posting or deleting social media posts is in breach of public records laws.

These grey areas should not detract from the substantial benefits social media brings to both government officials and the citizens they serve. Never before has government had such a powerful and efficient solution for engagement. However, governments must follow some best practices to ensure they (and their citizens) are protected online.

Implement policies that include rules of engagement

Government agencies already have policies in place for social media usage, but they generally only cover the use of official government profiles.

While many agencies are addressing personal social media use in employee contracts, most take the heavy-handed approach of completely banning the use of personal accounts for disseminating government information. This is unfortunate, as employees can be great advocates to share information organically on social media.

Instead of banning employee activity outright, agencies should outline rules of engagement for social media at all levels of government. These rules should cover when and how to engage with the public, how to respond to negative posts or complaints, and processes for archiving social content.

Ensure your people have training

Share your rules of engagement in mandatory training sessions for all staff. Senior officials with public personas should receive special social media training—similar to the traditional media training these officials receive before talking to the press.

In addition, there are some excellent online social media training courses available online, many of them free of charge. Agencies should research the most applicable ones and encourage employees to complete those that make sense for their roles.

Hootsuite's training and strategic services have helped thousands of organisations succeed with social. From platform training to advanced social media marketing, advertising, and strategy, our industry experts give your teams the skills they need to master social media. Learn more at hootsuite.com/training-services.

Use social listening tools to engage proactively and mitigate rumours

How do government employees stay on top of all the information that could be circulating about them or their agency? There's no way to do this manually while completing other daily duties. Fortunately, there are many tools that automate social listening.

Setting up Google alerts is a good place to start, but it doesn't capture social media activity. For social media monitoring, agencies should implement enterprise solutions. Using Hootsuite with partner providers such as Brandwatch guarantees the necessary level of listening, analytics, and public sentiment checking for modern government agencies. Such tools also help to streamline and coordinate social media across departments, agencies, and public officials.

Ensure all government social media content is archived automatically

Agencies must be prepared to respond to public records requests—but manual archiving is time-consuming and prone to human error.

Free your agency from manual archiving with solutions like [Smash](#) and [Proofpoint](#). These solutions integrate with Hootsuite, giving you the efficiency benefits of a unified social media management platform while ensuring all your social media content is archived and compliant agency-wide.

How governments are using social networks in 2018



Facebook

Global connectivity. Social marketing platform.

With two billion users, governments will be using this social media giant to an even greater extent in 2018.

In 2017, Facebook launched a new Town Hall feature that helps citizens connect with government representatives at state, local, and federal levels. We foresee this feature expanding in 2018 to align with CEO Mark Zuckerberg's commitment to improve trust and transparency on the platform this year.

In regard to technology trends, mobile video is Facebook's biggest bet in 2018, followed by a new Explore tab, the use of AI to encourage more people to join the 100 million people using Groups, and the acceleration of organic and paid Messenger interactions.



Twitter

Real-time news, customer communication, and video discovery platform.

In the last year alone, we've seen how government officials are bypassing traditional means of communications and speaking directly to the people via Twitter.

In 2018, Twitter will double down on its video strategy, expanding into more premium content partnerships, launching innovative live video segments, and applying machine learning to help personalise video discovery.

A core focus will be increasing premium livestreaming content (in 2017, Twitter streamed a selection of tennis matches at Wimbledon), which would benefit organisations and government officials that share live public announcements frequently. It also opens up new advertising options, including in-stream sponsorships and in-stream video ads.



Snapchat

Mobile storytelling and discovery platform.

The consensus among government agencies that have a profile on Snapchat is that it can be used both as a unique storytelling platform and as an interesting way to increase engagement at events.

In 2018, Snapchat will continue to jostle for the position as the go-to-platform to reach younger

demographics. As Instagram becomes the mainstream choice for brands, we'll likely see Snapchat become more of a niche social network. Snapchat's focus in 2018 will be finding a profitable path to growth, so expect to see a steady release of self-serve advertising tools and innovative ad formats.



LinkedIn

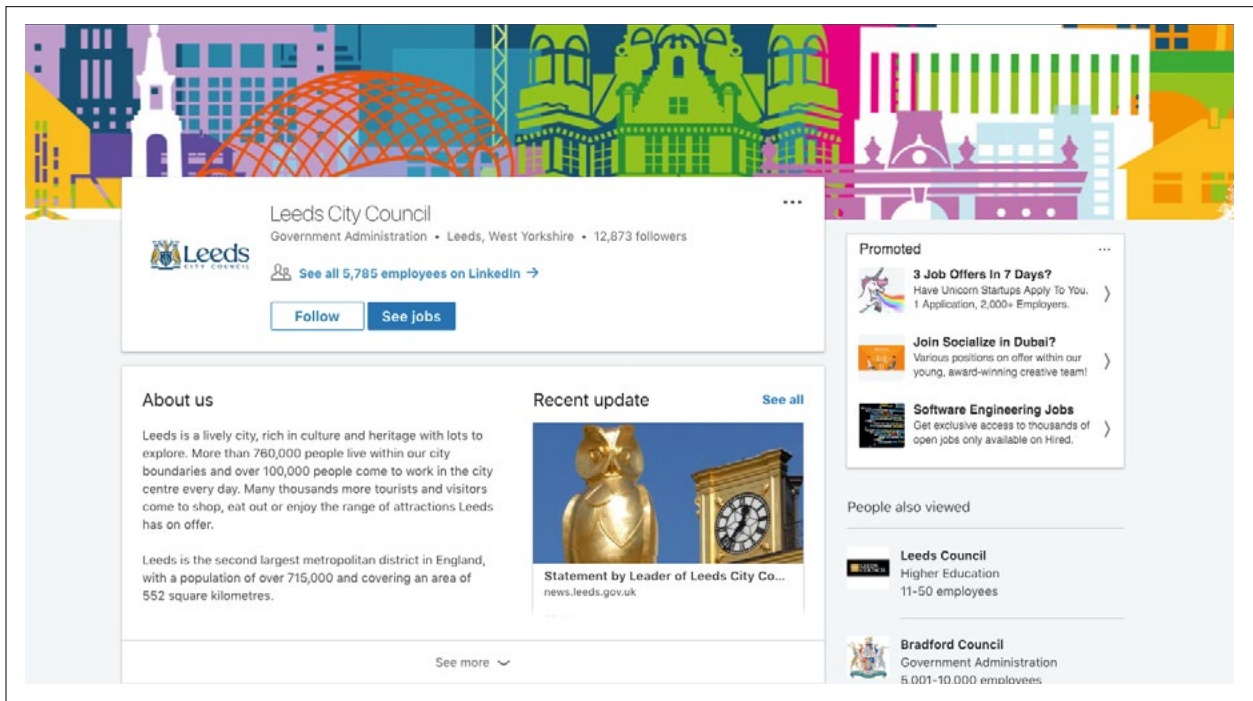
Professional conversation and content amplification platform.

In 2018, agencies will focus on using LinkedIn to enhance their employer brand and attract fresh talent.

Now reaching more than 530 million professionals, LinkedIn has expanded its social features, which now include video creation tools; Google Hangouts and Facebook Messenger lookalike features for peer-to-

peer communication; and Snapchat-style geofilters for events and conferences.

Leeds City Council uses LinkedIn to enhance its employer brand and connect with potential candidates for a more efficient recruiting pipeline.



YouTube

Mobile streaming and social TV platform.

YouTube is an important platform for government agencies to strengthen their online presence, control their story, and engage their audience wherever they are.

Google's revenue jumped 23 percent in 2017, with much of their growth fuelled by strong performance of mobile video advertising on YouTube.

With 1.6 billion users, YouTube will expand their mass-market reach in 2018 with original social TV

programming from YouTube Red, live broadcasting, and YouTube TV. Mobile remains key, but YouTube also saw a 70 percent year-over-year increase in living room viewing.

It's clear that YouTube's next phase of growth won't be from viral amateur content. Instead, expect more investment in YouTube as a social TV platform with unmatched advertising precision.



Instagram

Peer-to-peer sharing. Growing engaged communities.

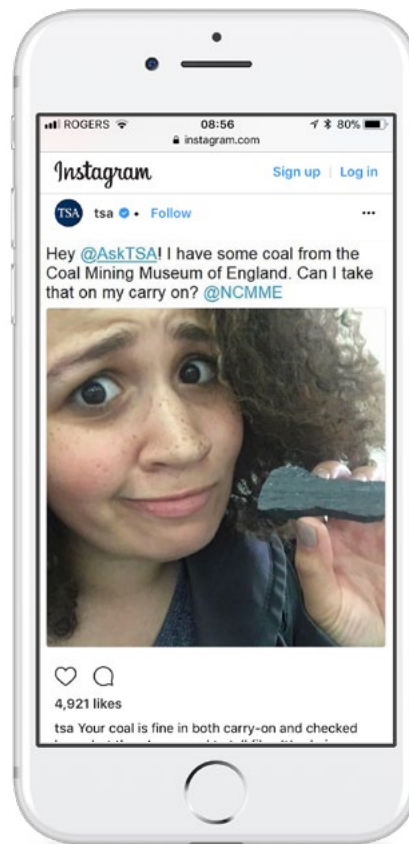
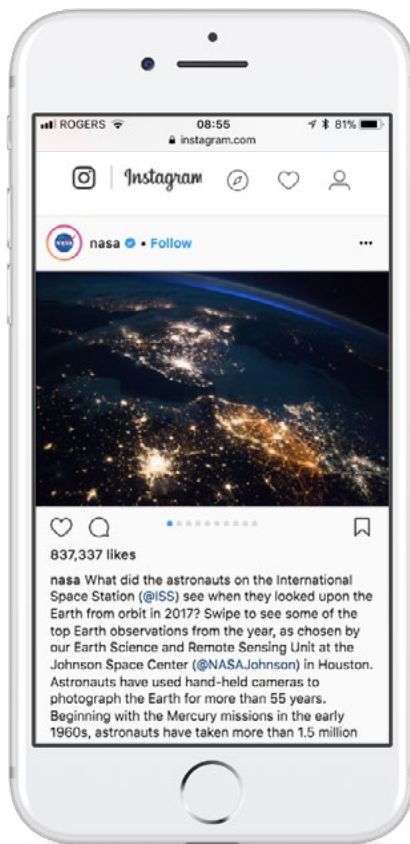
Instagram is not for every government agency—but there are some solid use cases.

States and cities are using Instagram to show off local scenery. NASA uses it to showcase beautiful images of earth from space. The Transportation Security Administration even uses it to educate travellers on what they can and cannot travel with, and to engage with citizens who have questions.

Instagram's user growth sped up in 2017, adding more than 200 million new users. With the

explosive popularity of Instagram stories (up to 250 million daily users) and enhanced live video features, Instagram's focus will remain on organic engagement. The potential for growth here is strong, especially with the rise in peer-to-peer sharing, live video, and dark social (such as private messages and disappearing content).

In 2018, we'll see mobile video engagement continue to rise, as well as extended advertiser options, including ads in Stories.



Hootsuite for Government

Hootsuite is the most widely used social media management platform. Our unparalleled experience, customer insights, and collaborative ecosystem help government organisations better inform and engage citizens on social media through a centralised and secure platform.

Empower your team with the expertise they need to succeed on social—and make the most of your investment—with Hootsuite Services.

Professional services: See the value of your investment faster with expertise that helps you get up and running with Hootsuite, improve adoption, and optimise your activity on social.

Training and education: Arm your organisation with the knowledge you need to use the Hootsuite platform effectively and succeed in social.

Customer success: Make the most of your investment in social with dedicated account management and expert guidance.

Extend Hootsuite even further

Hootsuite Enterprise integrates seamlessly with other powerful applications in our collaborative partner ecosystem to efficiently manage your agency's social media strategy, social listening, archiving, and compliance needs.



Get value from Hootsuite Enterprise faster with our Solution Partners

Your department or bureau can work directly with us to implement Hootsuite Enterprise, or you can work with our Solution Partners—global consulting and service leaders bringing IT and business process improvement solutions to public sector organisations.

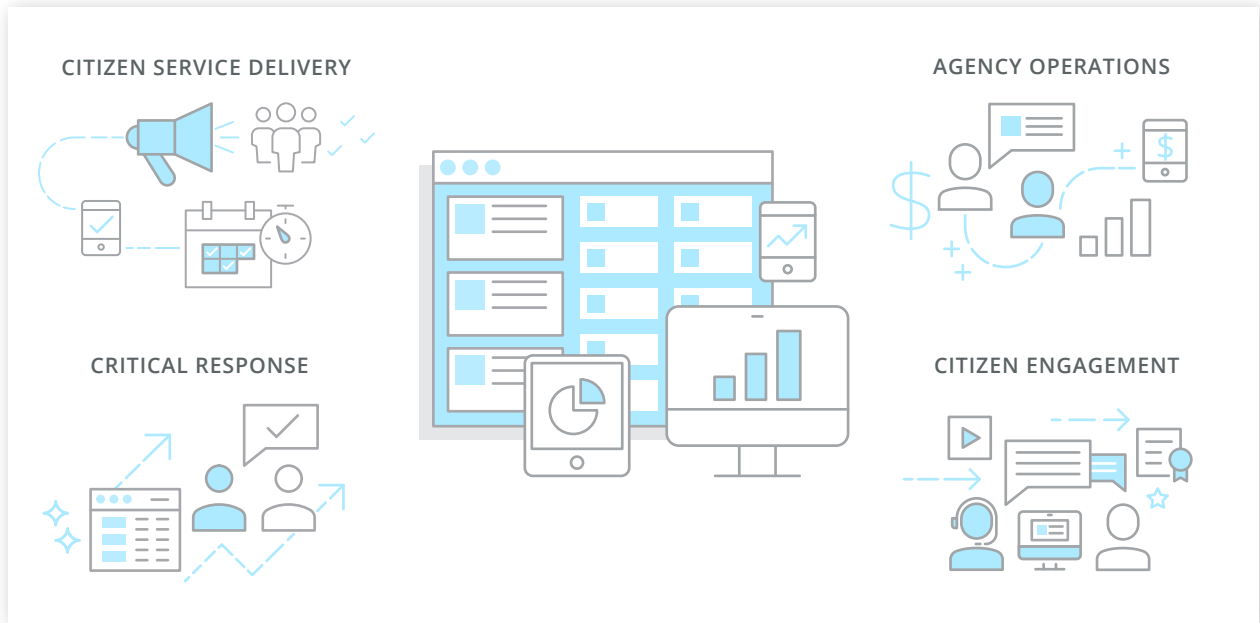


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