

UNLOCK THE 6 SECRETS TO SOCIAL SUCCESS



About the Author



@deirdrewalsh is an award-winning program manager with more than a decade of social, integrated marketing, and corporate communications experience.

Currently, she is the Sr. Manager of Social Strategy for Jive Software, which brings the innovation of the consumer web to the enterprise. She has been published in several outlets, including The Wall Street Journal, and has been a featured speaker at events like SXSW.

In 2006, Deirdre launched the National Instruments social business program, which measurably impacted customer loyalty, marketing, and product development. Prior to NI, Deirdre specialized in public relations for Hewlett-Packard, Allstate and the Texas Senate.

Deirdre graduated with a bachelor of science in public relations and minors in business and English from The University of Texas.

*While there are no formal social rules, Deirdre has compiled the following **6 Pillars of Social Success** based on her experience in the trenches. By implementing or adjusting your strategy to fit the following framework, you will be on your way to a social business transformation. Let's dive in!*

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define

UNLOCK THE
6 SECRETS
TO SOCIAL SUCCESS

**Set clear
goals that
align with
higher-level
business
objectives**

Define

Key Actions

- 1. Understand your audience.**
- 2. Align with core business objectives.**
- 3. Determine unique role of each social channel.**
- 4. Truly understand the term “community.”**
- 5. Answer these questions.**

Understand your audience.

Like any good marketing plan, the first step is to clearly identify your target audience. After you build out a few personas and begin to research their buying behavior, you're ready to start the social conversation.

When kicking off a new social program, it's easy to get caught-up in the "what's in it for the business?" Instead, you should always start by asking "what will the users get by participating?" For example, at Jive Software it's the mission of the social team to ensure customers, prospects, influencers, and employees get the following out of our social channels:

- latest news and information
- insider views into the company
- proficient via best practice sharing
- connected to like-minded people
- voice heard inside and outside the organization
- recognized for great work
- help and product support

It is important to make sure that your program is a two-way street, enabling both the business and your audience to get where they are trying to go easily and enjoyably.



Align social with business objectives.

Next, it's key to align social objectives with REAL business goals and set measurable targets. These goals will greatly be determined by your department, company's current direction, and which social channel you choose to use.

It's possible to use social to accomplish business objectives across the organization and throughout the customer journey.

Here are some examples of business objectives social can help impact:

- brand awareness and reputation management
- demand generation
- customer acquisition
- customer support
- product development and feedback
- employee communications
- workforce productivity
- marketing campaign planning and execution
- customer loyalty and satisfaction
- mergers and acquisitions
- the list goes on and on and on

Determine role of each social channel.

Once you've focused in on a key business goal, it's time to determine the best social channels to use. As a veteran social media manager, I know that every company is different and it's important to experiment and analyze how your audience wants to engage with you.

We recently reviewed nine months of social data to determine the best channels for engaging our audiences and which content performs the best on each. Gone are the days of taking a press release, repurposing it to a blog post, and blasting it across your community, Facebook, Twitter and LinkedIn. While it's important to have an integrated strategy for all of these channels, they each have their own, unique purpose. Their success will vary by industry and company. For example, Facebook for a B2B organization might be good for customer communications while Twitter is better for building relationships with press.

Here is an example of how you can view various platforms:

Channel	Goal
Corporate Blog	News and Best Practices
Community	See Next Section
LinkedIn/Slideshare	Demand Generation
Twitter	Industry Commentary
Google +	Developer Relations
Facebook	Customer Loyalty
YouTube	How-To

To determine the role of each channel for you, it's best to perform regular audience and content analysis on each of your platforms.

Double Click on Community.

Since I've managed various "community" programs over the last seven years, I want to double click on this channel. Community is not a one size fits all technology. It has various audiences, goals and roles within an organization. Depending on the team, there will be various ways to build the channel.

Here are some common examples:

Sales

Social sales goes beyond CRM, CMS, LMS and other systems of record, and gets to the heart of sales effectiveness and execution. It lets you ramp reps quicker, arm them with more effective sales tools, and better manage their opportunities and deals. So your team can sell more, faster.

Marketing

At a time when marketers are under growing pressure to do more with less, social technologies provides marketers a genuine leap. It's the first solution to address the cross-functional collaboration critical to so many marketing processes. It enables diverse teams to work together with unprecedented efficiency,

develop better collateral and take winning campaigns to market, while meeting or beating deadlines and budgets. And it energizes partner and B2B customer engagement with next-generation external communities.

Social Intranet

Social turns your intranet into a hub of enterprise collaboration and communication. It enables new efficiencies and cohesion across your organization, keeps employees more engaged and informed, and drives innovation and business success.

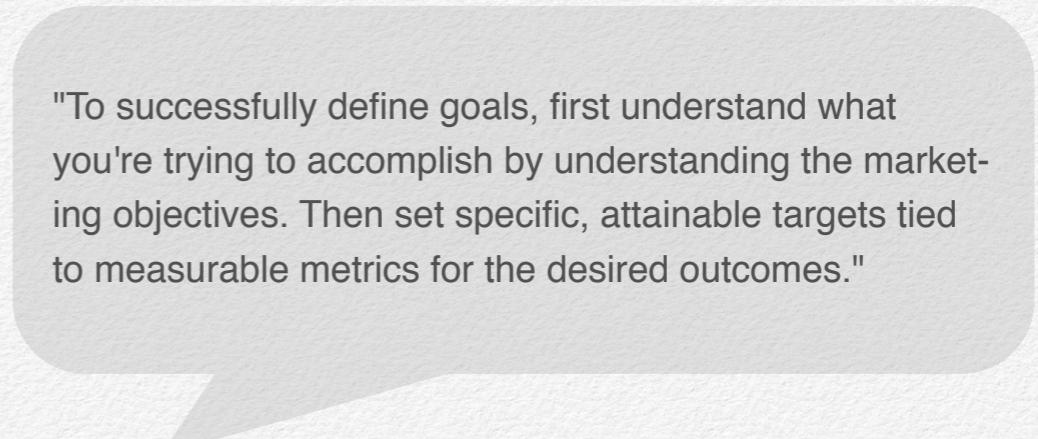
Customer Service

Social support lets you resolve customer issues quickly, cutting costs and increasing satisfaction. This happens because of the ability to turn customers into your best support agents (see activation section) and the increase in staff effectiveness due to improved access to information and collaboration.

Questions to Consider.

1. What are your key business goals?
2. What are the use cases for social?
3. What are the challenges and opportunities you are currently facing?
4. How would you define success for this program?

5. What are the current roles of the various social technologies?
6. What channels are current successful/what need an adjustment?
7. Who is your target audience?
8. What benefit will they get out participating with you?
9. What do you want your audience to “do?”
10. How are you connecting online and offline efforts?



"To successfully define goals, first understand what you're trying to accomplish by understanding the marketing objectives. Then set specific, attainable targets tied to measurable metrics for the desired outcomes."

Dr. Gary Wilcox, Professor of Advertising, The University of Texas at Austin

integrate

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Don't be an island.
Connect social to internal structure, process and plans.



Integrate

Key Actions

- 1. Understand integrated vision.**
- 2. Get executive sponsorship.**
- 3. Integrate social into traditional roles.**
- 4. Create governance, training, and education.**
- 5. Build technical integrations.**
- 6. Answer these questions.**

Social Pangaea.

My vision for social is creating a pangaea. Do you remember Earth's "supercontinent?" Well, of course, you weren't alive during the time but you may have a flashback to 5th grade geography class. Pangaea existed 300 million years ago and is the term for when we had one, unified landmass on our planet.



Today, there is a battle internally, and different departments own various aspects of collaboration. There are IT folks driving internal wikis; support and product marketing departments in charge of branded communities; and PR and marketing gurus responsible for the conversations happening off the corporate domain in

popular social media outlets like Facebook, YouTube, and Twitter.

Externally, there is a platform war going on. Should we be on Facebook? Is there more value on LinkedIn? How much longer will Twitter be successful? Should we be trying to squeeze our Web site on an iPhone app? The list of debatable questions goes on and on.

However in 2010, the online continental plates began shifting. Businesses started finding ways to not only force integration on the surface level (i.e. embedded moderated Tweets on to your corporate site), but began truly be making valuable connections between the conversations happening both inside and outside the firewall.

When this happens, it becomes less about the technology and more about how to connect the right people at the right time to the right content and conversations.

Go to the top.

Once you have taken the big plunge and "DTR" with social business and painted the vision, you're ready to start integrating social into your organization.

Since 2006, several "social titles" have emerged - community manager, social media manager, social strategist, social analyst, etc. Despite this evolution, one thing has remained the

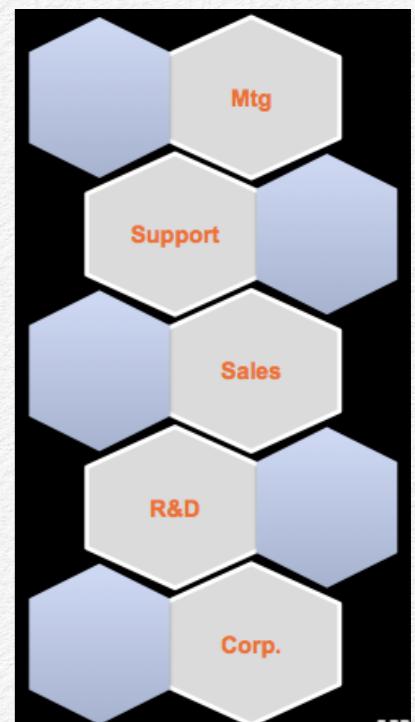
same - you will run into people that think social is merely a way for new moms to share baby pictures on Facebook and will only reduce productivity in the office. There are several ways to combat this and ensure that your organization has **Social DNA**.

The first step is to find an executive who is willing to back (or at least experiment) with social. I've spent a great amount of time (and sleepless nights) trying to convert the non-believers. However, I learned it's better to find and empower an executive who can champion your successes. Otherwise, you will spend wasted energy trying to get the entire leadership team to jump on the social bandwagon.

Create a virtual team.

Once you have some executive support, you're ready to begin genome mapping internally. [There](#) are various models for how to structure your internal integration; however, the one that has worked best for me is what Industry Analyst Jeremiah Owyang calls [Hub and Spoke](#). This model provides central resources to empower business units.

At Jive, we used our own [social intranet](#) to create a virtual "social team" with contacts in key departments that help inte-



grate the social into their primary functions. For example, a technical writer can take a white paper and turn it into a series of blog posts published on the community and promoted on channels like Facebook and Twitter. The goals of this group are (1) to ensure all of our employees are empowered and rewarded for participation and (2) that we successfully meet our social targets.

Create governance, training, and education.

The virtual group meets regularly to discuss strategy, review employee social guidelines, and get trained on specific social technologies.

According to the FTC, any company participating on social must do three things:

1. Be truthful
2. Have policies and training
3. Monitor the social conversation and correct mistakes (more on this topic later).

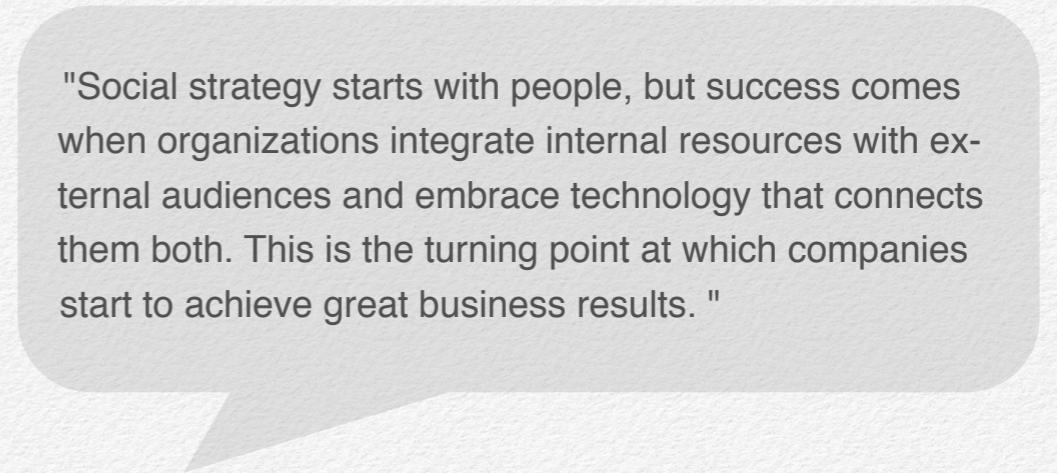
Build technical integrations.

Social should not live in a silo. Not only is it important to intelligently connect social channels (ie. promote Slideshare presen-

tations on your branded community). You can also connect social channels to existing enterprise applications like content management systems, enterprise IM, Outlook, etc. on several platforms (ie. mobile, tablet, desktop).

Questions to Consider.

1. Does your company have a social culture?
2. Who are the current stakeholders?
3. What are the decision makers concerns, pain points, or areas of opportunity?
4. What guidelines, trainings, best practices do you have?
5. What technical integrations do you need?



"Social strategy starts with people, but success comes when organizations integrate internal resources with external audiences and embrace technology that connects them both. This is the turning point at which companies start to achieve great business results."

Jordan Viator Slabaugh, Director of Social Media, Spredfast

build

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Create
valuable
social
channels.



Build

Key Actions

- 1. Determine consistent social brand.**
- 2. Deploy solutions or accounts.**
- 3. Drive membership.**
- 4. Answer these questions.**

Determine Your Social Identity.

Unless you've been responsible for your entire social program since the beginning, it's very likely that across your company different people are managing various Facebook, Twitter, Pinterest, Google +, LinkedIn, YouTube, Quora, etc. accounts. With social media being so accessible, it's easy for anyone to create an account; however, it's hard to maintain a consistent personality and deliver unified messaging across them.

In order to build fans, followers, and membership on your social channels, you must first determine your identity. This step is



more than just asking your branding team

for the latest corporate adjectives. You must think through not only the information that you will be “pushing” but also the following: conversations, relationships, reputations, etc. For example, will your Twitter account be used for building relationships with the press, employees, customers, partners, all of the above? What dialogue do you want to have on your Facebook page? What information will you share? Who manages your social voice - a team, an individual?

I've learned a five important lessons about this stage that are important to share:

- 1. You can never really “manage” the relationship.** Despite what's listed on CRM websites, people are more complex than their Salesforce profiles.
- 2. You can't control your brand.** Gone are the days of spin doctors (and this is coming from someone who has a B.S. in PR). Social branding is more about what our customers, employees and other key audiences say about you and your response to that.
- 3. You need to understand the cost of social branding.** I've worked with people that say, “well, isn't social media free” as well as those that state, “we are going to have to spend millions to get people to see this stuff.” Depending on your headcount, creativity, influence and product, the cost and success of your social branding initiative will vary.
- 4. You need to balance usefulness and promotion.** Nobody wants to go to a party and only hear someone only talk about themselves. You should be interesting and educational.
- 5. Your brand doesn't have to be big or make larger-than-life promises.** If people are connecting with you on their personal social sites, you should offer more than ideas. Give them insights, opportunities, entertainment.

Deploy Relevant Solutions.

Like most kids, I loved [LEGO](#). I would spend hours building everything from a space shuttle to a house for my chihuahua (true story). As an adult, building a community has that same sense of awesomeness.

Here is a list of the things LEGO taught me about building and deploying a quality social solution or new social media account.



Accessibility. You can find LEGO building blocks anywhere (especially stuffed between the couch cushions at my cousin's house). Social channels need to be the same. For example, a strong

enterprise community should span internally and externally, across departments, geographies, and devices.

Usability. Unlike Ikea furniture, anybody can pick up a few LEGO blocks, stick them together, and build something amazing. A good community should make it easy for members to go from newbie to expert in record time, with engaging tutorials and introductory tours.

Fun. LEGO allows people spend hours being creative. Social communities should engage users. Play games, ask fun questions, share cartoons, etc.

Beneficial. LEGOs are more than just an entertaining toy. By playing with LEGOs, kids learn things like simple mechanics. The same should ring true for your community - members should learn through building and sharing.

Next Generational. LEGO has evolved its product offerings. In a previous role, I got to help launch the LEGO Mindstorms NXT. This flavor of LEGO allows you to build and program robots - a far advancement from the standard building blocks. A good community will also adopt next-generation technologies, such as enterprise applications, social search engines that know what you're looking for and find it fast. For those more focused on social media, this means testing out new platforms. Don't be afraid to pilot a Pinterest page or make a Vine video.

Versatile. By buying a single set of LEGOs you can make several different creations. One day, you'll build a log cabin and the next day a castle. Building a community is similar. With an investment in one strong social platform, like Jive, you can build a variety of vibrant communities for areas like customer support, sales and marketing, social intranet, etc. Additionally, you should think through the taxonomy and folksonomy of your social solution to ensure scalability.

Leader. Every box of LEGOs comes with one of those cool little, plastic people. Like those guys, it's key to have a community manager, who can serve as the front-man. They must be brand evangelists, community advocates, and strong communicators. One of my mentors is Jake McKee, who served on the front lines of community management for LEGO and now manages the social practice at PWC. He is a great example of a strong social leader.

While building a social channel might not feel like child's play, just remember that it can be fun and the hard work will pay off in the end. (Now, if I can only get my hair to stay as perfect as the LEGO girl's....)

Drive Membership.

Similar to launching a product line, when you create a new Facebook page or community site, you need to determine how will you will drive awareness and adoption.

One of my favorite tactics for increasing membership was done by [Yum! Brands](#) for their new Jive Community called ICHING.



They created “profile” advertisements in all of the restrooms to get people to fill out their information and start engaging in the community.

On the external community marketing side, [National Instruments](#) includes a section in their bi-monthly e-newsletter that focuses on the top content coming from customers and employees on Twitter, YouTube and their external community.

Another successful tactic we deploy at Jive is integrating the physical and the digital. For example, at a recent user group meeting we had real-world tagging, using some of the most popular phrases on our online community. Additionally, when

we went public we displayed moderated #JiveIPO tweets on a 7-story building in Times Square.

Once you've deployed some of these tactics and



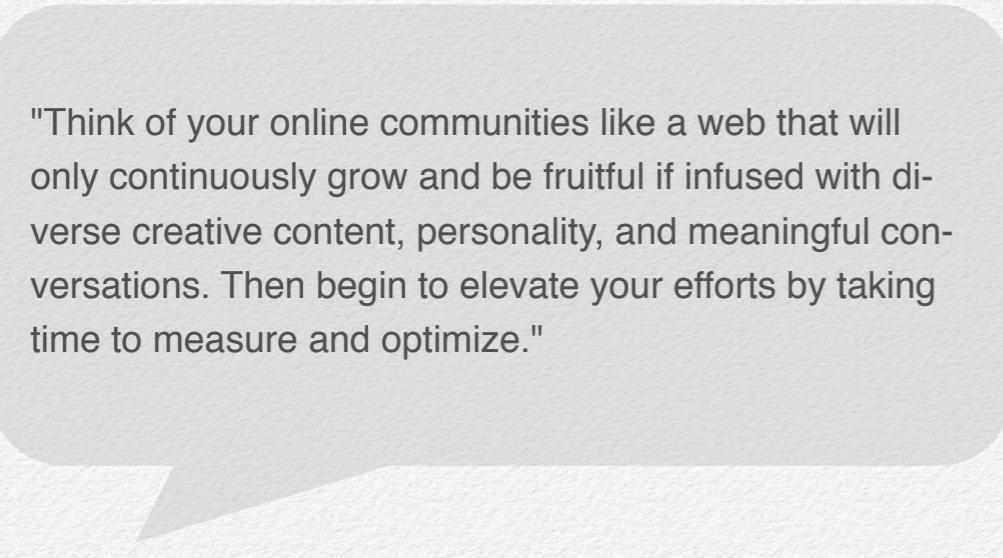
built up your membership base, you need to determine what they will do immediately. For example, on LinkedIn it's often common best practices in groups for a new member to do an introduction. In the Jive Community, we have a wizard called Thrive on Jive that will have you answer basic questions and

recommend people, places, and content to you. On Facebook, it's easy to ask someone to like or comment on a post.

Although the majority of your members will be lurkers, you want to make it simple and beneficial for them to do a simple engagement right away.

Questions to Consider.

1. What's the identity of your community?
2. How are the tone and personality different than your website?
3. How will you staff internally for your community?
4. How will you attract new members? How will this be integrated into other marketing channels?
5. What are the first things a new member will do?
6. What is the appropriate structure of your community? If applicable, what is the taxonomy, folksonomy?
7. How do you scale your channel?



"Think of your online communities like a web that will only continuously grow and be fruitful if infused with diverse creative content, personality, and meaningful conversations. Then begin to elevate your efforts by taking time to measure and optimize."

Kristen Sussman, Founder, Social Strategist, Social Distillery

manage

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**Listen,
respond and
start
meaningful
interactions.**

Manage

Key Actions

- 1. Create a social management plan.**
- 2. Formalize social listening process.**
- 3. Build relationships and get insights.**
- 4. Have a strong content strategy.**
- 5. Find ways to get noticed.**
- 6. Answer these questions.**

Managing the Managers.

In my role, I manage our all-star team of social and community managers. After they've built the accounts, I help them create a social channel management plan. This document has several components:

1. Public charter, guidelines and support plan.
2. Training plan for subject matter experts that will be involved.
3. Process for creation, management, moderation and curation of conversations and content.
4. Timeline to understand predicted growth patterns and plan for scalability.
5. Calendar of monthly lessons learned meetings with key internal stakeholders from areas like product management and support.

Listen Up, Social Managers!

Now that you've gotten some accounts live and a plan in place, it's time to successfully execute.

We're all familiar with the following scenario - a customer complaining or asking a question about your company or product on Twitter.



Ian DeRanieri @IanDeRanieri

@JiveSoftware For some reason, Jive seems to think that 12:00 PM today is "in the past." Can you offer any advice on that?

[Expand](#) [Reply](#) [Retweet](#) [Favorite](#)

11 Jun

This tweet is an opportunity. Today's social Web provides great insight into what is being said about your organization, products, markets, and even the competition. By tracking important wikis, forums, blogs, and other Web content, you can now engage customers and prospects to quickly identify opportunities and threats, share them in real-time, and collaboratively respond. If done correctly, you can help develop your company's brand WITH your customers like I discussed in the previous chapter..



Jive Software @JiveSoftware

@IanDeRanieri thanks for reaching out. We filed a support case for you and have scheduled a fix for this issue: bit.ly/M3yQj8 #jiveon

[Expand](#) [Reply](#) [Retweet](#) [Favorite](#)

13 Jun



Ian DeRanieri @IanDeRanieri

@JiveSoftware Wow. That's serious customer service.

[Hide conversation](#) [Reply](#) [Retweet](#) [Favorite](#)

13 Jun

12:13 PM - 13 Jun 12 · Details

You or your public relations team is probably doing a great job monitoring online conversations; however, much of that gathered intelligence often lives in a vacuum. It commonly gets bur-

ied in inboxes and on servers or is shared in a silo among team members who have access to expensive social media monitoring tools.

Additionally, with the "old school" public relations model, few employees beyond marketing or support teams are even empowered to actively engage customers and help develop the corporate reputation.

I see this as a problem. As the Sr. Manager of Social Strategy, my team is responsible for listening, responding and tracking key conversations. We need a better method than spreadsheets, emails, and standalone listening services that charged by the keyword. We need to bridge the conversations happening inside and outside the firewall.

Therefore, I've created the **6 Steps to Social Monitoring**.

Step 1: Collect Information. The social media team acts like classic telephone operators. We use software as well as insights from our employees to listen to key conversations in the social Web about the brand, products, markets, competition, etc.

Step 2: Filter. Then, we apply several filters to determine if the conversation helps meet one of our core social business objectives. We decide whether these conversations can impact our goals of support, product feedback, sales, marketing, public re-

lations, or community-building. We also evaluate the source to see if they are influential or if we have a historic relationship with them. Finally, we look to see if responding would be a good opportunity from an SEO standpoint (ie. this site is highly trafficked).

Step 3: Engage the Subject Area Experts. If it meets one of the items on the checklist, we post a link to the “actionable conversation” directly into the employee community or branded public community using a browser plug-in called Jive Anywhere. In the communities, we can then have a detailed conversations about the best response and pull in topic experts. This step is especially important at large or complex organizations. It is impossible for one person or a team of people to be experts in each area of the business, so leveraging the employee network and branded customer community helps ensure the best response.

Step 4: Respond. Either a member of the core social team or a topic expert responds on the original platform and links to valuable content and resources.

Step 5: Assign Sentiment. Next, we assign the post a sentiment score. This helps keep track of our overall brand perception on the social Web as well as helps us identify any potential crisis communications issues. We've found that 80% of the conversation is neutral; therefore, it's really important to take action on the outliers. Keep in mind, while sentiment is subjective and

not perfect, we've developed ways to use sentiment to help track the online attitude, opinion or intended meaning of a writer and their message.

Step 6: Analyze. All of these actionable conversations are then tracked, recorded and searchable for inclusion in metric reports as well as for making business decisions about innovation, marketing messaging, prospects, support plans, etc.

While this process may seem intense, don't be overwhelmed. The two most commonly used phrases are “Thank You” and “Sorry.” You will find there is a lot of repetition in the conversations and you can develop your own guidelines for how to respond.

Be Proactive.

It's also important to note that listening on the social Web isn't just about being reactive. It's great for relationship-building and competitive insights.



For example, [Emilie Kopp](#) is the internal subject area expert on robotics at National Instruments.

She was “listening” online to a blogger talk about the industry. Although the post didn't mention NI, she was

able to add value to the conversation by linking back to her own blog and a targeted discussion space in the public robotics community she managed. This simple task opened up dialogue and helped her build a relationship with one of the top subject experts in the world.

At Jive, we are also utilizing listening tools to look at competitor conversations. We can see where they are being discussed, who their key influencers are, and stay updated on their latest news.

While 140 characters seems small, there is a huge opportunity when you listen, empower your employees and customers to respond, and utilize the insight gained to make real business decisions.

Content. Content. Content.

As a social practitioner, I know it is sometimes overwhelming to remember all of the day-to-day responsibilities we have.

- Did I post an update on Facebook?
- Did I listen to all of my customers on Twitter?
- What the bleep should I do with Pinterest?
- How is my new YouTube video performing?

Add to this list all of the inquiries from corporate stakeholders, the blogs you have to read to stay updated on the latest trends, and education you must provide as a social pioneer, and it can seem like you are drowning in a sea of post-it notes (or in my case digital alerts).

As I just covered, there is a lot of noise on the social Web, but once you've gotten your listening process down, you can start the real fun - engaging. The best way to engage users is through quality content.

Here are some practical tips for **Social Content Management**.

Create a Content Calendar.

The first step is to create a detailed content calendar that tracks all of your proactive and reactive social conversations. From Tweets to detailed blog posts, be strategic about the dialogue you're starting and joining.

Develop an Integrated Content Strategy.

You can leverage limited resources to create awesome social campaigns. For example, when I launch a new e-book like this one, I'll re-purpose it into a series of blog posts, create a related SlideShare presentation, do a Google + hangout sharing some of the lessons learned and then turn that into a YouTube video. All of these assets will then be promoted on both social and tra-

ditional outlets. This process ensures a steady flow of related and valuable information.

Vary Types of Conversations

It's also very important to have different types of content and ensure the frequency of each is relevant to a particular social outlet (based on ecosystem and engagement analysis). Here are some examples of content themes:

- Industry: Trends, Hot Topics, Internal Expertise
- Customer: Case Studies, Testimonials, Interviews
- Brand Persona: Culture, Images, Relate-able Office Banter
- Education: Community Management, Customer Service, Technical, etc.
- Promotion: Jive Company News, Product/Solution Offerings, Special Incentives
- Events: Industry Events, User Conference , Webcasts

As I mentioned earlier, you shouldn't have a checklist approach to social content. For example, on Jive's Twitter account, 25% of the tweets we make are about Industry news and updates, yet that yields 40% of our engagement so we know we can share more of that type of information on that channel.

Curate

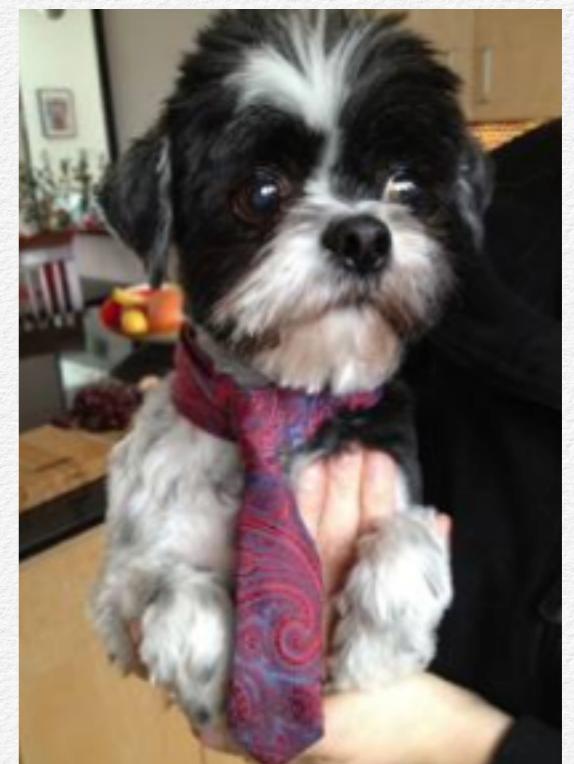
You need to ensure you're engaging users on social channels and not just serving as a mass marketing machine. Set a goal to have 50% of your content on sites like Twitter come from outside sources. This way, you are positioned as a trusted advisor and not an ego-maniac.

Promote Content

Gone are the days of just being creative on social channels. Sites like Facebook have transformed social into a pay-to-play channel. Using social advertising, it's possible to build, nurture and convert your target audience.

Tell Stories.

True story - I once had to write a blog post about "[How to Increase Employee Connectedness](#)." Since I have a home office, I told a story about how using a social intranet helps me feel more connected to my co-workers. I also included a image of my only "office mate." This cute picture along with the personal story of how Jive prod-



ucts benefit me personally was extremely successful. The blog post got picked up by several publications and shared among key social communities. Who says the Internet is just about cats?!?

Get Noticed.

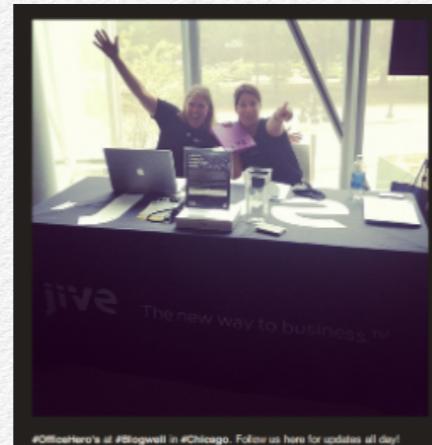
There are several ways to get your conversations and content noticed beyond paying for it.

Gamification

One of the ways [Jive Community Manager Ryan Rutan](#) does it is through gamification. He has created an entire group in his community about "[Games](#)." He holds Meme contests, coding challenges, etc. This method gets people engaging with our content as well as creating their own.

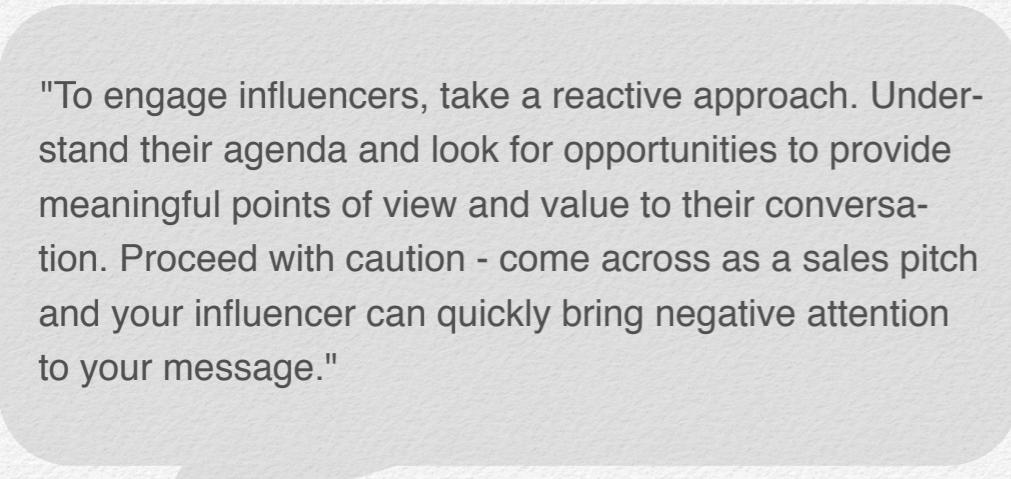
Bridge Online and Offline

We often have social media coordinators on the streets at events like SXSW engaging audiences and capturing content for sites like Instagram, Twitter and YouTube.



Questions to Consider.

1. How do you monitor and engage across all of your social properties? Do you follow what's being said about you, your products, your competition?
2. Who are the influencers in your market?
3. What topics will be most important to your audiences?
4. Who will write polls, announcements, blogs?
5. How often will you create new discussions?
6. What are the community guidelines?
7. What is the site's governance model?
8. How do you moderate your social channel?



"To engage influencers, take a reactive approach. Understand their agenda and look for opportunities to provide meaningful points of view and value to their conversation. Proceed with caution - come across as a sales pitch and your influencer can quickly bring negative attention to your message."

Emilie Kopp, Social Business Program Manager, National Instruments

activate

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Reward and
amplify key
influencers
and product
evangelists.



Activate

Key Actions

- 1. Understand what motivates your advocates.**
- 2. Make it fun and easy for people to share your content.**
- 3. Reward evangelism and loyalty.**
- 4. Recognize and amplify brand heroes.**
- 5. Look inside your organization.**
- 6. Answer these questions.**

Beyond the Apple Giveaway.

- I am a member of six airline customer loyalty programs, but I would only recommend one to my friends (appreciate the great service, Jet Blue).
- I have at least 14 frequent buyer cards shoved in my wallet, but I only visit one establishment enough to make it worth it (Nom Nom, Monkey's Nest).
- I've "liked" 243 brands on Facebook, but I only engage with a few of them (I regularly share posts from ACL Live since I love music).
- I've used dozens of enterprise apps, but only loved one so much that I decided to go work there (thank goodness for Jive).

My point - building and recognizing true loyalty is hard. Sometimes social managers assume that by giving away the latest tech toy or, let's be honest, Apple product, they will build loyalty. However, in order to be successful, it's necessary to build meaningful relationships with your loyal influencers. But what does this mean?

A lot of people have debated the meaning of "loyalty," "satisfaction," and "influencer," so I'm not going to go down that route. Instead, I will share 5 tips for moving away from being just an-

other mass marketer on social to delighting your customers, employees, partners and fans.

Activate Advocates.

You have to make it easy for people to share your content in a meaningful way. Much like right-rail ads, people have become accustomed to (a.k.a. now gloss over) social sharing buttons on websites. However, when you build a meaningful or unique experience, they will want to share that with their network. For example, for a recent campaign, we created a Facebook application that asked, "What Type of Office Hero Are You?" After answering a few simple questions, users got an avatar that they could share with their social networks. What's even more interesting is that when people shared that information, I could see who shared, what channel they used, and how many people clicked on the link. In essence, I could track loyalty to the application and influencer. Plus, we gave our customers an exciting experience.

Reward Evangelism and Loyalty.

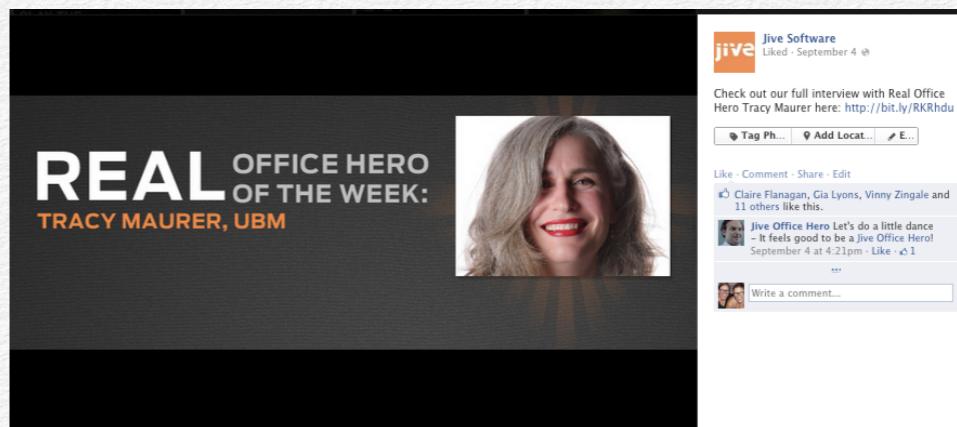
Building a good relationship with influencers is more than just increasing word-of-mouth-marketing. It's important to also reward people. For Jive's recent user conference, we created a series of online games for attendees. We understood that people attending the conference are some of our most loyal customers; therefore, by doing online games, they could be motivated

by earning limited edition badges and prizes. More than 10% of conference attendees completed the full game, and because several of the activities tied to social media goals (i.e., follow us on Twitter), we were able to increase our social reach among qualified people.

Recognize Brand Heroes.

Don't assume it's all about the #bling. Customers aren't always looking for another t-shirt or gift card. They are actually trying to build a better connection with you. We regularly spotlight Real Office Heroes - a.k.a. customers who are pioneering social at

their organization. When we spotlight a user, we do a brief three-question blog post



with them that is featured on our community, share the post on our social channels, have them show-up as the cover photo on our corporate Facebook cover image, etc.

Weekly, we also do #ThursdayThanks on Twitter, highlighting community members that said nice things about the brand or our products that week.

Amplify Voices.

Once you've gotten people talking, it's time to amplify their voices. At Jive, we've taken customer-generated social content and turned it into conversation starters on other platforms. For example, when we recently sent Jive-branded boxing gloves to attendees of our user conference. Enthusiastically, people shared tweets and pictures of their gloves. We then used that user-generated content on this year's conference website and on our official social channels. This strategy helped create marketing content, served as word-of-mouth endorsements, and was fun!



Look Inside Your Organization.

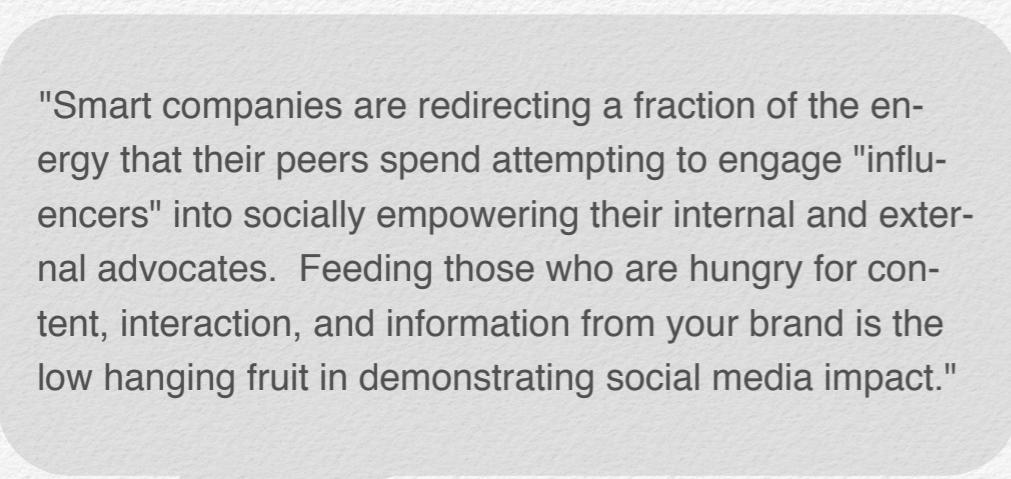
You don't have to look far to find advocates. At Jive, we've done a series of employee video interviews. The subjects are nominated by their fellow employees, and informally discuss how they use social technology to get their jobs done. We've featured people from various departments, including support,

human resources, engineering, and product marketing. These YouTube videos allow us to:

- recognize our best assets (our employees)
- teach people about our software
- generate awareness for the company
- and even help us obtain new leads

Questions to Consider.

1. What defines an advocate?
2. Who are your current advocates?
3. How will you find new advocates?
4. How do you reward and recognize advocates (formal and informal incentives)?
5. How do you empower them?
6. How do you amplify their voices?



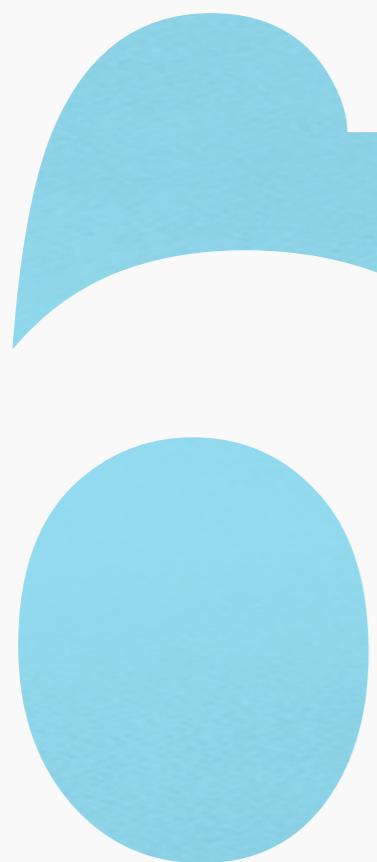
"Smart companies are redirecting a fraction of the energy that their peers spend attempting to engage "influencers" into socially empowering their internal and external advocates. Feeding those who are hungry for content, interaction, and information from your brand is the low hanging fruit in demonstrating social media impact."

Virginia Miracle, EVP, Professional Services, Spredfast

analyze

UNLOCK THE
6 SECRETS
TO SOCIAL SUCCESS

**Track and
report
business
value.**



Analyze

Key Actions

- 1. Define qualitative and quantitative success metrics and targets.**
- 2. Understand business value metrics.**
- 3. Create relevant program metrics.**
- 4. Answer these questions.**

Measure Success.

It's virtually impossible to have a conversation about social and not hear questions about ROI, metrics, data, etc.

I've been in social since 2006 and during that time I've seen how dashboards have evolved. Currently, I recommend capturing and reporting data on two levels: business value and program health.



Determine Business Value.

It's now possible to show how specific social strategies positively impact top line goals like growth, employee productivity and cost savings.

Recently, our customers shared that Jive increases collaboration and strategic alignment within their organization, improving knowledge worker productivity, which in turn drives a 2-4% revenue impact. Collectively our customers have also told us that social enables them to: connect employees across silos; collaborate with each other, customers, and partners better and faster; align the company from front line to CEO; unleash creativity by building on top of other's ideas; and develop a sense of community.

All of these social technology advancements help companies achieve measurable, business improvements like the following:

- Increase employee efficiency and productivity
- Increase employee innovation
- Reduce operational cost
- Increase brand awareness and advocacy
- Drive more leads
- Accelerate sales conversions

- Increase channel mindshare
- Reduce customer service costs
- Increase customer service rep effectiveness
- Increase customer satisfaction

Create Program Metrics.

Program metrics are key to ensure success of day-to-day social efforts. Community and social media managers will weekly want to check to see if they are making an impact in areas like the following:

- Increase awareness. Measure confirmed and potential social impressions, community traffic, etc. Confirmed impressions include data like YouTube video and channel views, while potential impressions include information about Twitter @mention and RT audience size.
- Increase reach. Measured by current social network size (e.g., fans, followers, community members, active employees, subscribers)
- Increase social engagement. Measured by total number of social interactions (e.g., RTs, likes, clicks, comments)
- Drive demand. Measured by actual number of names, leads and product trials resulting directly from social activities.

- Increase Revenue. Measured by revenue generated directly from social activities.
- Foster loyalty and advocacy. Measured by social sharing by employees and current customers as well as number of users in the community advocate program.

Questions to Consider.

1. How do you measure success (qualitative and quantitative)?
Remember to align to business objectives in definition stage.
2. What are your program metrics vs. what are your business metrics?
3. Which metrics will you report to key internal stakeholders?
4. What systems and integrations do you need to measure these metrics?
5. What behavioral changes will you make based on the results?
6. What priority do each one of these measures have in your program?

"The secret of successful analytics is bridging the divide between capturing a massive amount of data and making it actionable to multiple parts of the business. Digital data is great, because it has application beyond just PR and marketing, so your analytics team should be one part business person and one part data cruncher."

Chuck Hemann, Group Director Analytics, WCG