MarketingSherpa

Special Report:

Social Media – The Strategies (and Tactics!) You Need to Know

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"In just one year, we tripled media coverage, reduced the amount of negative news, and increased the amount of impressions with the correct use of the organization's name and key messaging by 535 percent."

The Humane Society of the United States

SETTING THE STAGE FOR SOCIAL MARKETING

THREE QUESTIONS TO ASK YOURSELF BEFORE GETTING STARTED

1. WHERE ARE YOU NOW?

You are about to begin a journey that requires navigating through uncharted territory. To find the fastest and safest route, you need to know two things: where you are now and where you want to be. The same is true for mapping an effective social marketing strategy. Before getting started, you need to know where you are in terms of the social marketing maturity lifecycle. The following worksheet will help you determine this by analyzing your progress in four process-related factors critical to social marketing success.

To complete the worksheet, circle one number in each row that corresponds with the column heading that *best describes* the process you use for each tactic. For example, if your organization has a formal, documented process that it routinely performs for gathering intelligence on target audiences, their use of social media and your competition in the space, circle 5 in the first row. If your organization has not begun to formulate a process for this tactic, circle 1. After circling one number in each row, sub-total each column and combine columns for your total score. Matching this score to the phase shown in the bottom row will determine where your organization is now in the social marketing maturity lifecycle.

WORKSHEET: DETERMINING YOUR ORGANIZATION'S PHASE OF SOCIAL MARKETING MATURITY

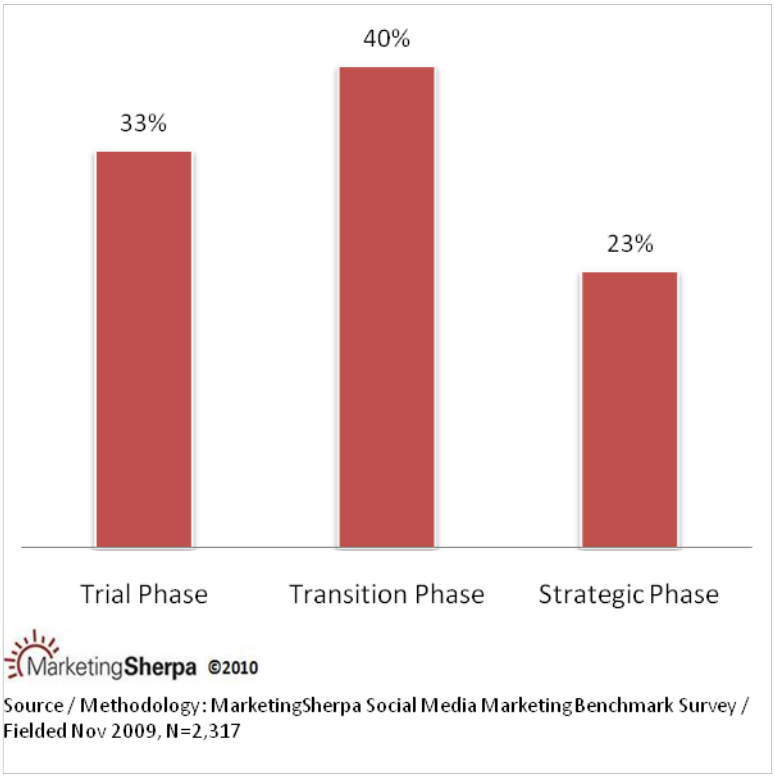
Social Marketing Maturity Process Benchmark	No Process	Informal Process, Randomly Performed	Formal Process, Routinely Performed
Gather intelligence on target audiences, social media use and competition	1	3	5
Define objectives aligned with target audiences and social metrics	1	3	5
Create a social marketing strategy with a tactical plan of action	1	3	5
Select platforms that fit social marketing architecture and tactics.	1	3	5
Sub-Totals			
Total			
Social Marketing Maturity	Trial Phase: 4-6	Transition Phase: 8-16	Strategic Phase: 18-20

Note: If necessary, skip ahead to "The Social Marketing ROAD Map Defined" for a more detailed description of the four factors critical to social marketing success.

How your organization stacks up against others

Once you have completed the worksheet, you will know where you are in the social marketing maturity lifecycle. But it is also important to understand how your organization stacks up against others. Are you lagging behind or taking the lead? The following chart shows the average percentage of organizations in each phase of social marketing maturity based on a survey of more than 2,300 marketers.

Chart: Organizations by phase of social marketing maturity



2. Where do you want to be?

Articulating a vision for social marketing success

Leading a successful initiative starts with a vision – in this case, a vision for social media marketing success.

A vision for an initiative is an inspirational description of what a leader would like his team to accomplish, not in terms of specific objectives but a mental image that summarizes what success could or should look like. It's the end game. It can give a team direction and insight – steering current and future objectives, strategies and courses of action.

The challenge is to articulate a clear and concise vision the team will accept and understand. Clarity will allow a team to make decisions based on your vision. And a ring of drama will inspire the team to give the initiative a higher priority.

Sometimes a vision for an initiative is difficult to articulate but you intuitively know that there is one and, with a little brainstorming, it can be described.

For example, the vision for an online publisher's social marketing initiative might look something like this:

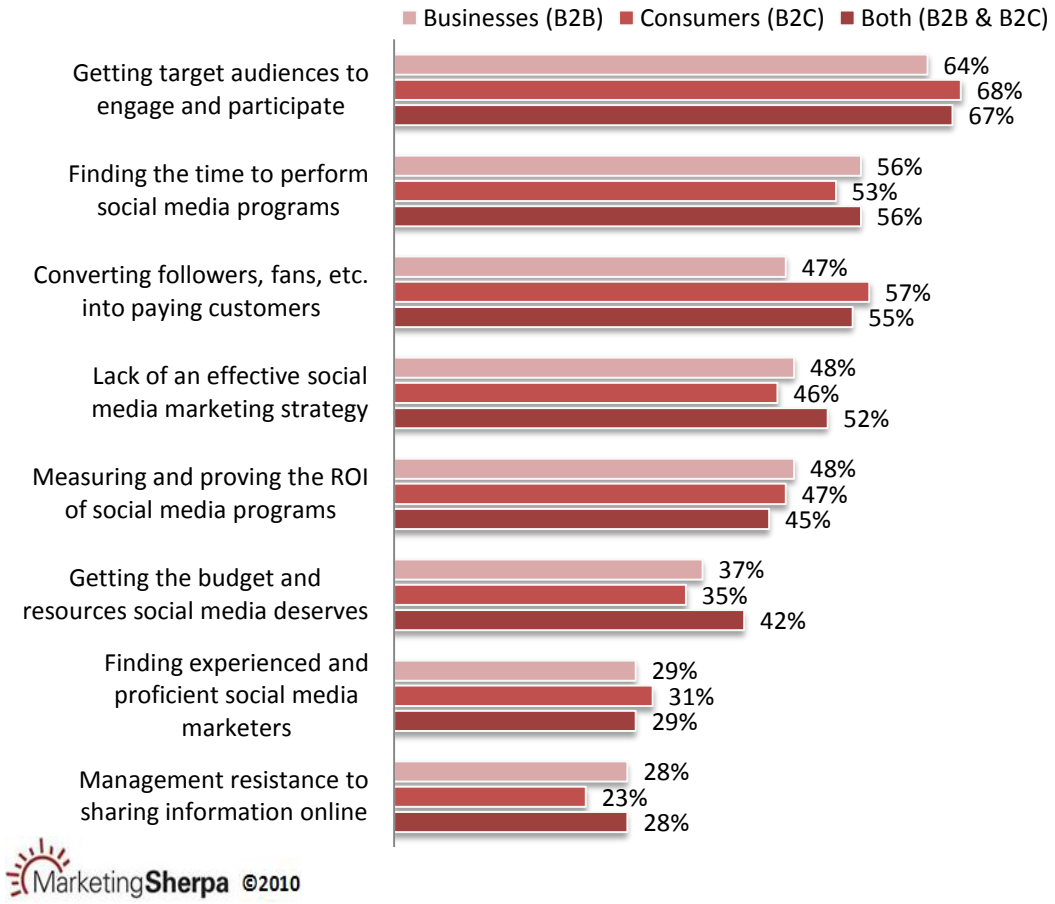
Example: A Vision for Social Marketing Success
Social media enables us to form and engage communities with common professional interests and challenges. We will develop a compelling social marketing strategy for delivering the insights and know-how members of these communities need. And we will create a compelling persona for interacting with members of these communities with a single, trustworthy voice. As a result, we will be recognized not only as thought-leaders but as innovators in our segment of the online publishing space.

3. How will you get there from here?

Understanding the challenges

Forewarned is fore-armed, so be prepared to address these challenges as you proceed through the social marketing planning process. As this chart shows, the challenges to social marketing effectiveness are ranked similarly by marketers in every channel.

Chart: "Very important" challenges to social marketing effectiveness, by primary market

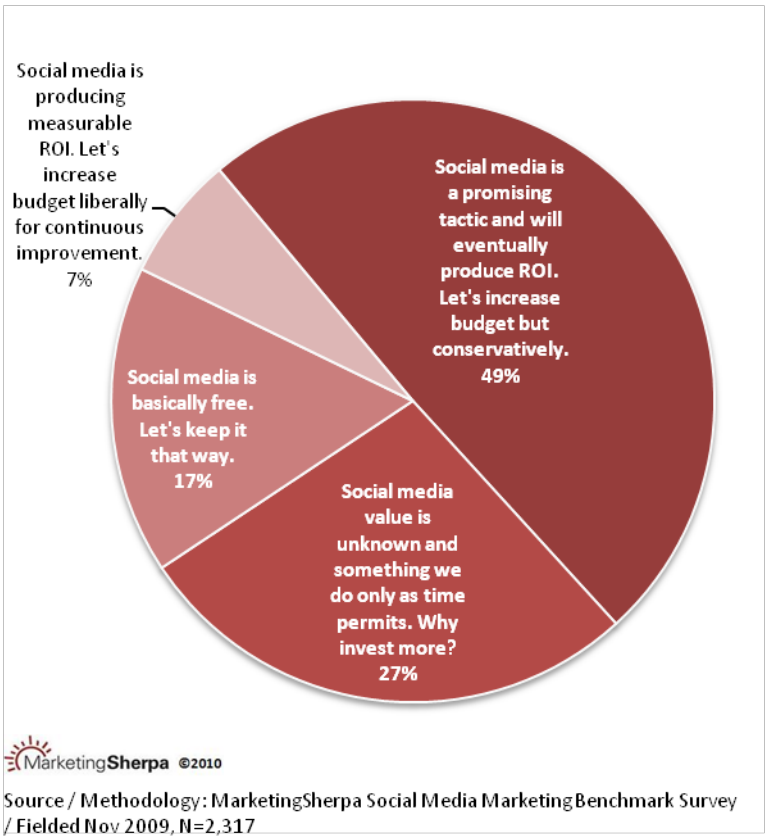


Source / Methodology: MarketingSherpa Social Media Marketing Benchmark Survey / Fielded Nov 2009, N=2,317

A FINANCIAL COMMITMENT TO OVERCOME CHALLENGES AND ACHIEVE SOCIAL MARKETING SUCCESS

Depending on the size and type of your organization, this may simply require a "thumbs up" from your boss or demand a full-scale lobbying campaign to win over skeptics and gain the support of an executive committee. But winning financial support for social marketing is no different than winning support for any other business initiative – you have to prove its value to the organization.

CHART: HOW ORGANIZATIONS PERCEIVE SOCIAL MEDIA MARKETING AT BUDGET TIME



Considering that social marketing is at a very early stage in its lifecycle, it's outstanding that it received a 7% confidence rating indicating it produces measurable ROI and should be funded liberally.

Conservative budget increases by half of all organizations at budget time, based on the promise that social media will eventually produce ROI, demonstrate another vote of confidence in the tactic for the longer term.

The 17% of organizations who still believe social media marketing is basically free – and should stay that way – are destined to get what they pay for.

GATHERING INTELLIGENCE ON TARGET AUDIENCES AND THEIR SOCIAL USE

If you are in the Trial Phase of social marketing maturity and beginning the ROAD Map cycle for the first time, Research will help you benchmark a starting point from which to establish your current social marketing situation and measure future progress. If you have advanced to a subsequent phase of social marketing maturity, Research will give you the knowledge necessary to improve your social marketing processes and the results they achieve.

STOP, LOOK AND LISTEN – SOCIAL MEDIA MONITORING

The goal of social media monitoring during the Research step is to gain a better understanding of potential target audiences in your social space, and what they are saying about your company, brands and competition. Monitoring will also serve to generate a long list of potential social media metrics you will later narrow down and align with your target audiences.

WHAT TO MONITOR

CHECKLIST: MONITORING SEARCH PHRASES

Monitoring begins by creating a list of search phrases relevant to your potential target audiences. These may include keywords and phrases related to:

- **Industry sectors**
- **Technologies**
- **Companies**
- **Brands**
- **Products**
- **Services**
- **Key issues**
- **Industry experts**
- **Key employees**

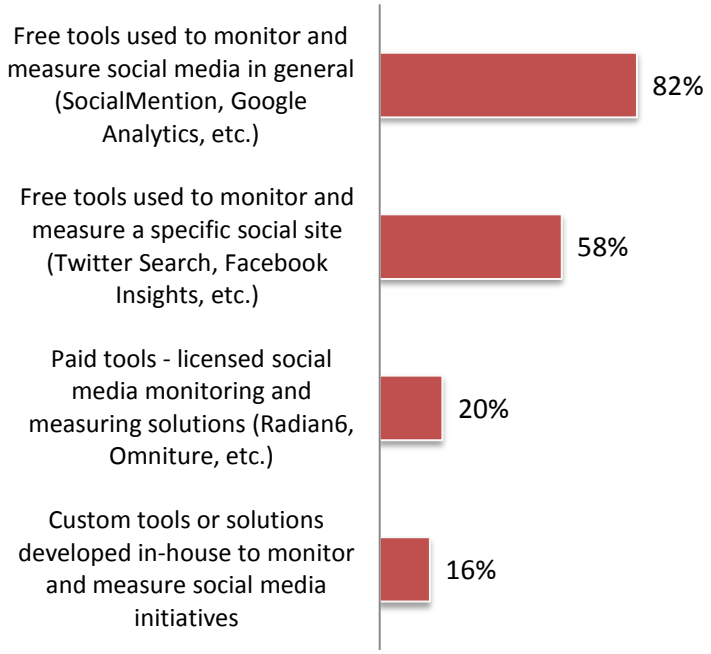
CHECKLIST: MONITORING SOCIAL MEDIA FACTORS

What do you really need to know before you have targeted specific audiences, set objectives or even have a budget? As in the situation analysis stage of any marketing plan, you need a broad view of what's going on. In the case of social marketing, you need a better understanding of who is saying what to whom; where and how often they are saying it; and what interests them most. Here is a list of some social media factors to begin monitoring. The most revealing and quantifiable of these factors will help identify objectives and metrics you will later use to track success.

- **Social Voice (or strength)**: Determining the likelihood that your brand or search phrase is being discussed, based on a comparison of how often mentions are made.
- **Sentiment**: Determining the amount of positive, neutral and negative commentary about your brand or search phrase, or the ratio of positive to negative mentions.
- **Passion**: A measure of fewer individuals mentioning your brand or search phrase more often as opposed to more individuals mentioning your brand or search phrase fewer times.

- **Unique Authors**: Number of unique individuals mentioning your brand or search phrase.
- **Social Reach**: A measure of unique authors divided by the total number of mentions.
- **Top Users**: Identification and ranking of authors most frequently mentioning your brand or search phrase.
- **Top Keywords**: Ranking of the keywords used most frequently in searches linking to your brand or search phrase mentions.
- **Content downloads**: An indicator of subject matter interest, engagement and relevancy.
- **Content sharing**: How often content is being shared is another key indicator of subject matter interest, engagement and relevancy.
- **Reviews and Recommendations**: The level of positive, negative or neutral reviews about your brand, products or services is a strong indicator of individual opinion as well as an identifier of potential brand ambassadors.
- **Platform Preferences**: Identifying which social media sites your prospects and customers prefer to use, and how they use them, will tell you which social media platforms to deploy. For example, will the primary social network for your technical prospects be a LinkedIn group or a Facebook brand page? Or does this audience prefer to participate in a privately-branded forum or discussion group?
- **Audience Segments**: Segmenting groups and individuals by their social media behavior and influence will help you determine content types and topics most relevant to targeted segments. More on how to segment target audiences appears in a later section.

CHART: TYPES OF SOCIAL MEDIA MONITORING TOOLS AND SOLUTIONS USED FOR MARKETING PURPOSES



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SEGMENTING AND PROFILING TARGET AUDIENCES

One of the primary benefits of social media for marketing purposes is the viral effect – exponentially increasing the reach of the message beyond your immediate audience through conversation and content sharing. Understanding how different segments of your target audience use social media will help you determine the segments to target and the content most likely to be shared with friends and peers.

An important consideration is the complexity of your social segmentation formula and how it will be used. For example, leads originating on a social media site may be captured on a website registration page. These leads may be stored in your CRM or email database and segmented using an existing formula. Online analytics now allow you to track these leads back to their social media origin, segmented by social behavior and influence. These social segments will likely become sub-segments of your existing formula – so simpler is better.

This model is an example of an effective, yet simple way to segment target audiences by social behavior and influence. The segments are called the Silent Majority, Vocal Minority and Social Authority.

SIMPLE SEGMENTATION OF TARGET AUDIENCES BY SOCIAL MEDIA BEHAVIOR AND INFLUENCE

The Silent Majority and Vocal Minority can be characterized as information downloaders and information uploaders, respectively. These opposing roles are important considerations because, in terms of their impact on friends and peers for marketing purposes, the Silent Majority has little influence while the Vocal Minority has a strong influence.

The Social Authority is a different breed that often dominates a niche with extraordinary influence. It deserves a one-to-one relationship approach, just as traditional publicists would approach the editors and subject matter experts in mainstream media.

The following is an example of how an email marketing solutions provider might use what we've covered in the Research step of the Social Marketing ROAD Map to profile target audiences by social influence, preferred platforms, behavior and interests.

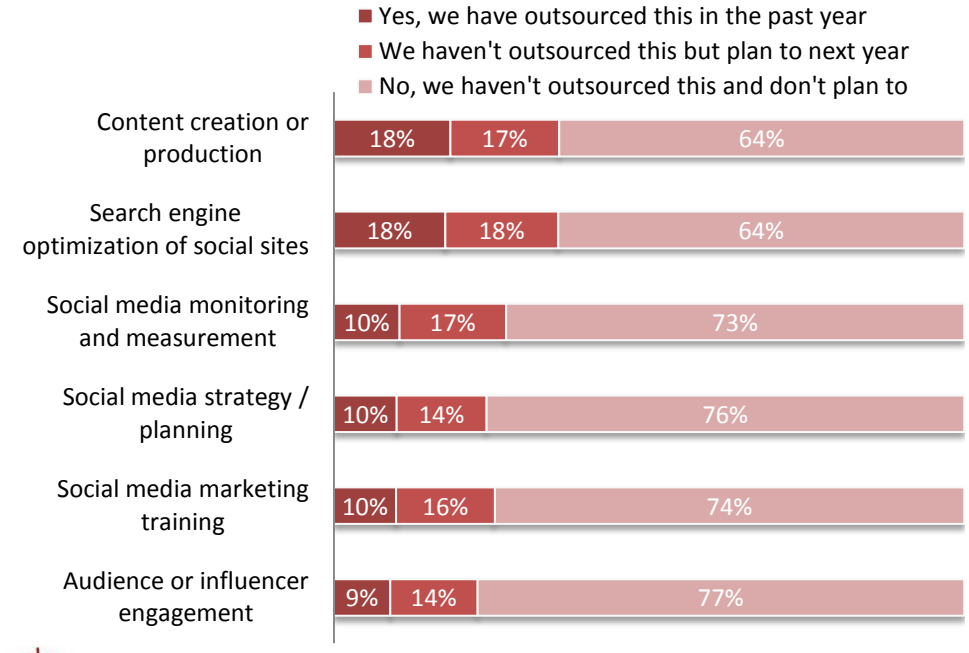
WORKSHEET: PROFILING TARGET AUDIENCES BY SOCIAL INFLUENCE, PLATFORM PREFERENCES AND USE

Brand, product or service marketed	**Key target audiences / Social influence**	**Where do we find them (platforms used)?**	**How are they using it? What interests them?**
Email marketing solutions	Email marketers and agencies / Vocal minority	Microblogs – personal brand (Twitter)	Following email mktg influencers. Sharing links with followers. Interested in email research, best practices, increasing followers.
		Social networks – company brand (LinkedIn)	Joins LinkedIn Groups. Starts and comments on discussions. Wants to gain recognition in email community. Interested in email research, best practices, career opps and expanding network.
	Email marketing experts and email service providers / Social authority	Blog – company and/or personal brand	Creates and aggregates content of interest to email mktg community. Blog content used as hub for links from microblog and social networks. Build community, increase influence and improve website SEO.
		Microblog – company and/or personal brand (Twitter)	Share expert insights and items of interest with links to website and blog content. Increasing followers to increase referrals and influence.
		Social networks – company and/or personal brand (Facebook and LinkedIn)	Uses networks to build community, discuss issues and share information. Moderates discussions, contributes expert insight and shares content.

THE HUMAN FACTOR – RESOURCES FOR A SOCIAL MARKETING TEAM

Social marketing responsibilities are outsourced less often than traditional marketing responsibilities. Social marketing requires an intimate knowledge of the brand and – because of the personal nature of social media interactions – users prefer to hear directly from an organization rather than from an intermediary.

CHART: FEW ORGANIZATIONS ARE OUTSOURCING SOCIAL MARKETING RESPONSIBILITIES



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The bad news is that you will likely have to build your social marketing team from internal resources, inside and outside the marketing department. But the good news is that these internal resources are everywhere and many are already participating in social media for personal and professional purposes.

For example, willing and able technical resources can often be found in engineering. Many engineers and technicians are active participants in discussion forums related to their field. They can contribute their knowledge to your company's social marketing programs in several ways: posting about technical issues on blogs; moderating a discussion group; or writing technical content.

In customer service you'll find recruits for your Twitter support site, where they can build a following of users looking for solutions to their problems – the same role they are trained to play in a different medium.

Sales is often a great place to find outgoing personalities willing to build communities of contacts and moderate your company's Facebook brand page or LinkedIn discussion group.

Social marketing teams are often composed of individuals from various departments, each contributing a few hours to social marketing each week.

WORKSHEET: FINDING CANDIDATES, DEFINING ROLES AND RECRUITING THE SOCIAL MARKETING TEAM

Name / current role / availability	**Potential role in social marketing**	**Recruiting sign-offs required**
Jenna Morse / marketing director / one day per week	Manage social marketing program for ABC product line. Coordinate integration of social with other marketing programs.	VP marketing VP product development
Jim Wheeling / product engineer / half day per week	Technical forum / discussion group moderator. Knowledge of ABC product line and related content writer (whitepapers)	VP product development
Rachel Greene / public relations / one day per week	Writer, brand representative and user social network moderator. Write blog posts and moderate commentary. Write distributing social media news releases	VP marketing
Akis Cinshan / customer service / one day per week	Technical support representative for customer service account on Twitter. Post updates and replies to support requests with links to solutions online.	VP marketing Director of customer service
Michael Scott / CEO/ half day per month	Contribute monthly “Executive View” posts to corporate blog on the state of the company and the state of the company, and respond to commentary.	CEO

AUDITING EXISTING CONTENT TO IDENTIFY DIGITAL ASSETS

Sharing content is a critical component of social marketing. The more relevant content you have, the better. But creating content is a time consuming and expensive proposition. This is why marketers are continually pressured to come up with original articles, posts, videos and other content for social marketing purposes. But the need for entirely original content is overrated.

Your organization has created many types of content for years including whitepapers, PowerPoint presentations, articles, webinars and more. Most of this existing content has reached only a small share of your intended audience. Why not repurpose existing content into digital assets for social marketing purposes?

By repurposing, we mean updating existing content or modifying content from one format to another, in an efficient way that is current and relevant to the target audience. Start with an audit of existing content that has potential for social marketing purposes.

WORKSHEET: REPURPOSING EXISTING CONTENT FOR SOCIAL MARKETING USE

Existing content to repurpose	**Modification and use of repurposed content**
News releases	▪ Rewrite in conversational tone and post on blog
Video of CEO annual meeting speech	▪ Post video on YouTube ▪ Convert audio to MP3 for downloadable podcast ▪ Transcribe speech and post on blog
Customer case studies	▪ Create PowerPoint and post on SlideShare ▪ Record PowerPoint with voiceover as video and post on YouTube ▪ Post video (YouTube embed code) on blog
PowerPoint presentations	▪ Record with voiceover as video and post on YouTube ▪ Convert audio to MP3 for downloadable podcast ▪ Rewrite in conversational tone and post on blog
Self-published articles	▪ Rewrite in conversational tone and post as a blog series ▪ Record audio to MP3 for downloadable podcast
Outdated blog posts	▪ Rewrite with updated titles, references, etc. and post on blog

Case study: Target audience survey "enables" Microsoft campaign

SUMMARY

Microsoft wanted to acquire more registrations for their free personal health record management service – but without running a direct response campaign. Instead, they educated the public on the value of digital health records through a YouTube channel, a microsite, and a team of bloggers writing and engaging people online. Registrations lifted more than 15% afterward. The movement has gained significant attention in large part due to the launch of an "I Am Enabled" survey on Facebook – a study in identifying and motivating target audience behavior.

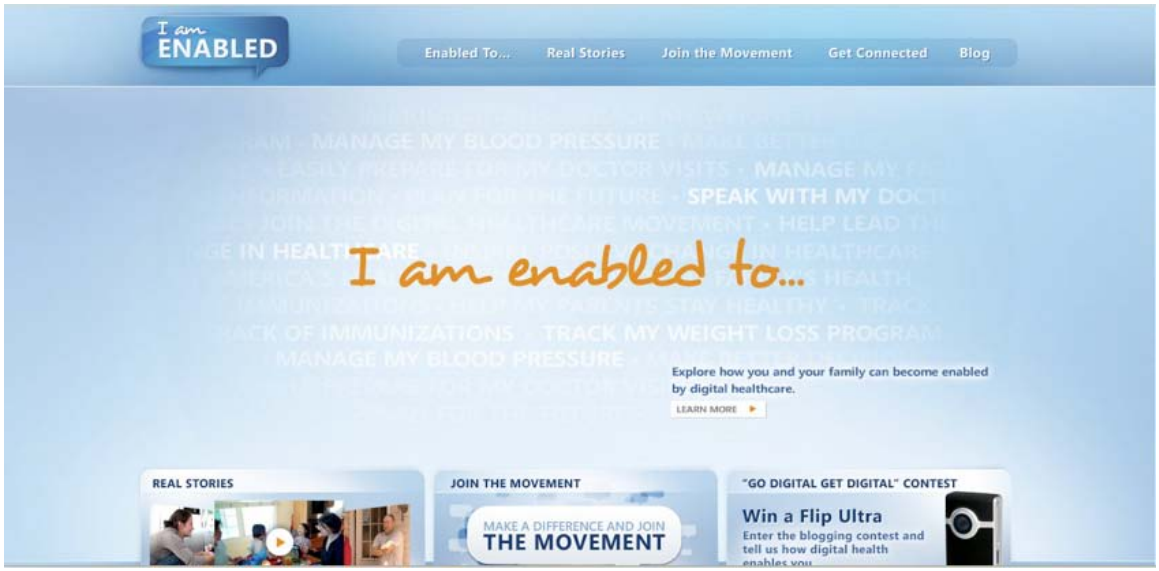
CAMPAIGN GOAL

Microsoft HealthVault developed and launched personal digital health records to better enable consumers to record and manage their health online. To share their vision with consumers, they began a product-agnostic social campaign designed to inform consumers about taking charge of their health by owning their information. The microsite, Facebook page, Twitter and YouTube videos inform consumers, and encourage them to talk to their healthcare providers to ask them to utilize digital health records to reduce administration costs and track data.

CREATIVE

Rather than directly marketing the free product, the vision was to harness the power of social media to begin a movement. If medical devices such as pedometers and glucose monitors can be HealthVault "enabled," consumers could be as well. The idea of being "enabled" by HealthVault was born.

Example: Microsoft's I Am Enabled Microsite Homepage



The team created informative videos launched on an "I Am Enabled" YouTube channel, Facebook polls, an informative healthcare Twitter feed and a microsite that contained PDFs of frequently asked questions. The measuring of the campaign helped dictate the strategy through a dashboard containing KPIs such as site traffic, SEM performance, and buzz data from monitoring postings and sentiment.

SEED STRATEGY

The team of bloggers and social networkers did a weekly update that addressed the hot topics in the blogosphere and social properties. They used SEO keywords to stay involved in real-time conversations. The team also launched Facebook polls and uploaded informative videos to YouTube.

BUZZ GENERATED

- The campaign received more than 40,000 responses to the Facebook polls, and grew the number of Facebook friends from 50 to 828. The Twitter handle also acquired 94 followers in June.
- A healthcare blogging evangelist who was responding to buzz data and deploying search PPC advertising helped grow site traffic 120%.
- Also, several articles were posted about the campaign, and bloggers linked and forwarded it, as seen with opinion leader in the space, Barbara Quack

SPECIFIC (GOAL-RELATED) CAMPAIGN RESULTS

The campaign generated a 15.5% increase in signups to HealthVault over the previous month. In June, IAmEnabled.com received 16,108 visitors and reached an impressive peak (1,459 visitors) on the last day of the month.

On the Facebook platform in particular, the movement has gained significant attention from the launch of the "I Am Enabled" survey.

Biggest Lesson:

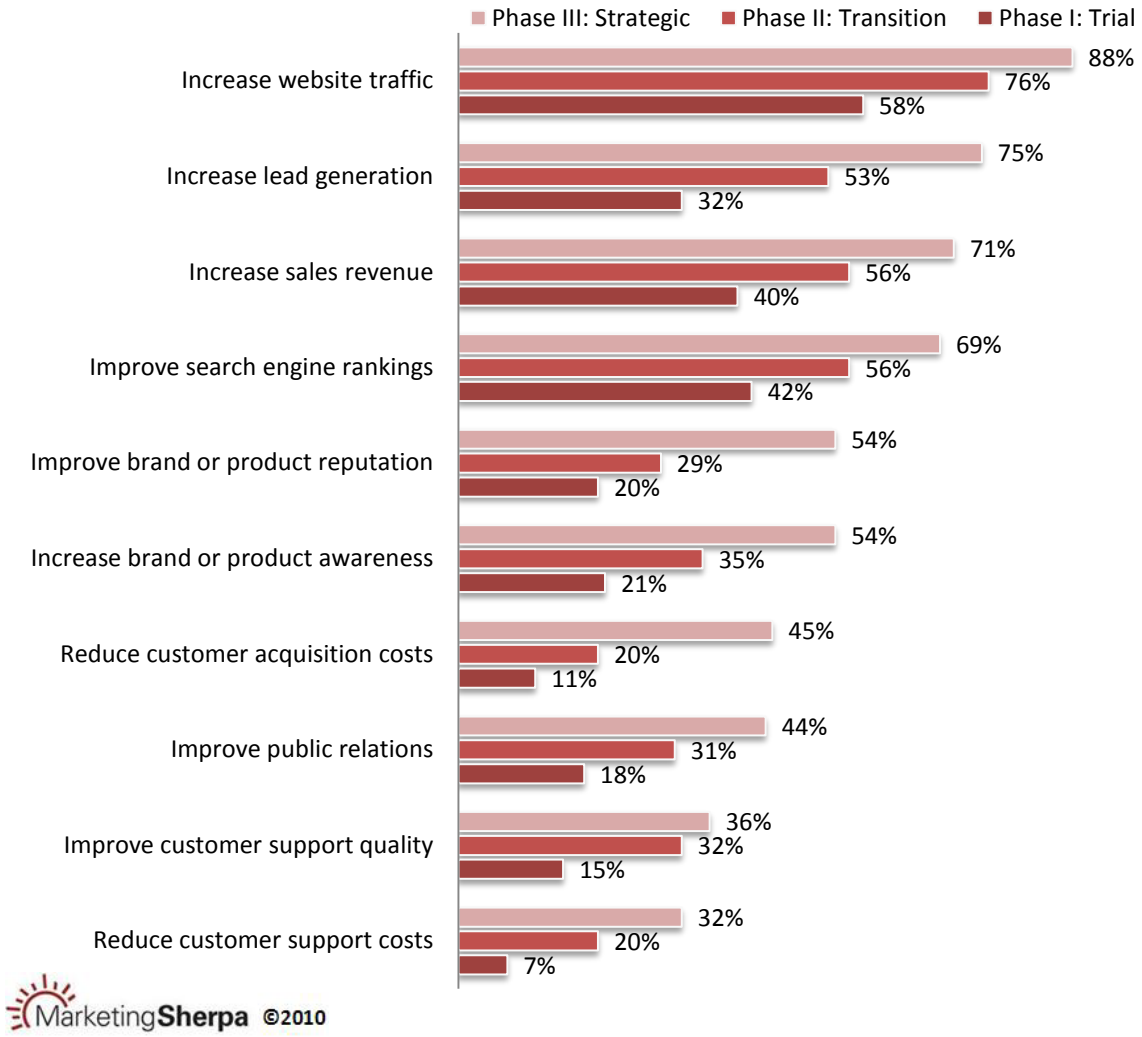
The biggest lesson learned is the commitment and real-time updating you must do in order to stimulate and keep up the conversation. On average, we update the Facebook page once a day, the Twitter feed three to four times a day and [we] participate in blog threads hundreds of times per week. If we could do one thing differently, I believe it would be adding to the social media spend through video sharing or online polling on Facebook, as it dramatically increases awareness and action.

ALIGNING OBJECTIVES WITH TARGET AUDIENCES AND METRICS

In the Research step, we established where we currently reside in the scheme of social media marketing. In this step, we will determine where we're going, who we're looking for and how we'll know when we get there. This requires defining objectives that can be aligned with target audiences and measured to determine our progress.

All of the objectives shown in this chart are targeted and measured by far fewer marketers in the first or trial phase of social marketing maturity than their more experienced counterparts in the transition or strategic phases. Novice social marketers must learn that they can't achieve what they can't measure, so establishing measurable and targeted objectives is a critical step in their transition to a strategic approach.

CHART: ORGANIZATIONS TARGETING AND MEASURING OBJECTIVES, BY SOCIAL MARKETING MATURITY



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Defining targeted and measureable objectives for social marketing Purposes

Defining specific objectives for a social marketing initiative is only half the battle. The other half is aligning these objectives with target audiences and corresponding metrics. This alignment is important because it enables an organization to measure its progress in achieving the objectives and proving ROI whenever practical. Seemingly obvious, this step is often overlooked.

Defining measureable and targeted objectives is also the only way to win over social marketing skeptics who control the budget. The best way to accomplish this is to align objectives with metrics traceable back to financials such as ROI and sales conversions.

But, before we define the objectives of your social marketing program, let's first clarify the difference between marketing communications goals and social marketing objectives.

The difference between marketing communications goals and social marketing objectives

Your social marketing program should be a component of your overall communications program. Therefore you must consider two types of outcomes: those that are consistent with and support your overall marketing communications goals; and those that are specific to and uniquely achievable through social media. When writing your social marketing objectives, start by thinking ahead to your marketing communications goals and determine which social marketing objectives will support them.

In the hierarchy of marketing, goals are a level above objectives. For the purpose of this exercise, let's define marketing communications goals as the general description of the business outcome we hope to achieve. For example, a marketing communications goal is "Reach." Let's define social marketing objectives as a SMART (Specific, Measureable, Actionable, Realistic and Timed) outcome that supports the marketing communications goal. For example, a SMART social marketing objective is to "increase discussion group membership by 500 Product X users within 90 days."

Example of social marketing objectives hierarchy by marketing communications goals

- Awareness
  - Increase social voice by…
  - Increase passion by…
  - Increase downloads by…
- Reach
  - Increase unique authors by…
  - Increase social reach by…
  - Increase sharing by…
- Relationships
  - Improve sentiment by…
  - Increase top social users by…
  - Improve reviews and recommendations by…

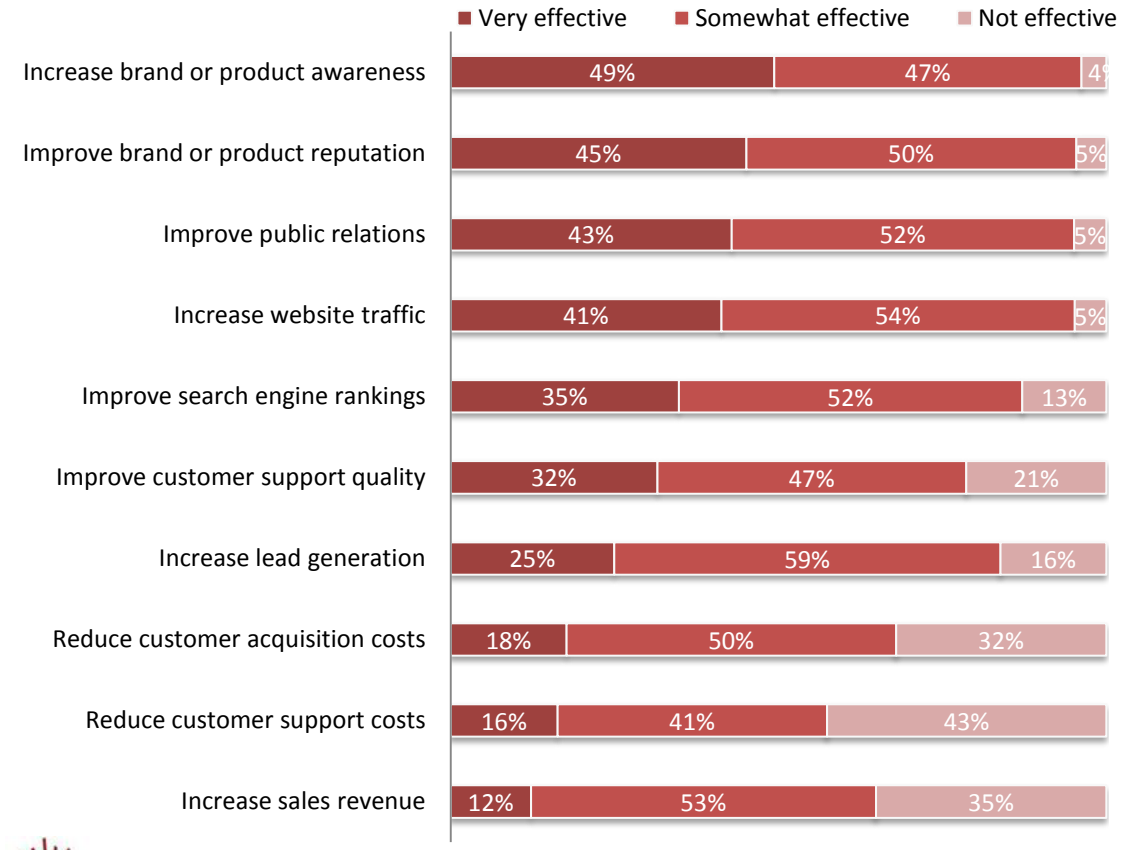
PRIORITIZE OBJECTIVES BY EFFECTIVENESS OR IMPACT?

The number of potential objectives is limited only by an organization's vision. But the reality is, the greater the number of objectives, the less likely each will be achieved. You will only have so many resources dedicated to accomplishing your social marketing objectives so they need to be prioritized.

One way to prioritize is to determine which objectives social marketing is most effective at achieving. As this chart shows, objectives like increasing brand awareness and reputation are effectively achieved by social media but tend to be the most difficult to correlate with ROI and other financial metrics. On the other hand, objectives like increasing revenue and reducing costs will have the most impact on the organization's bottom line but are least likely to be achieved.

The best solution is a combination of both – effectiveness and impact. Determine which objectives social marketing will be most effective achieving for your organization, and which will have the greatest impact of the bottom line. Use the top of each list to prioritize your objectives.

CHART: OBJECTIVES SOCIAL MARKETING PROGRAMS ACHIEVE EFFECTIVELY



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How to align objectives with target audiences and metrics for success

Aligning objectives with target audiences

In the previous section, we discussed profiling social media audiences to determine which segments you want to target. Now it's time to determine what you specifically want from each of these segments. Do you want to increase the number of Vocal Minority members in your user network? Do you want Social Authority bloggers that are covering your industry to be more aware of your products?

Aligning objectives with success metrics

The metrics you use to track progress in achieving objectives will depend on your unique business model. If your company is driven primarily by B2B leads, your metrics should include lead generation, qualification and nurturing factors resulting in success. If your organization is B2C ecommerce-driven, then website traffic origination, consumer reviews and sales conversions may be your focus.

Metrics related to financial objectives like ROI are the most beneficial but are not always practical to track. While it may be practical to track the ROI of sales conversions on an ecommerce site, tracking more granular metrics, such as how a blog referred customers to the site and contributed to ROI, will require substantially more effort. It would require mapping the cost of blog traffic to the ecommerce site and the resulting revenue. Balancing what is possible with what matters should be considered.

Checklist: Metrics that matter most in social marketing

The most popular social media tactics – including blogging, microblogging, social networking and multimedia content sharing – offer both opportunities and challenges for tracking metrics that have traditionally been generated through web analytics. One of the unique challenges to social media is that you can measure just about anything. There is so much information available, careful consideration is required to figure out what – of the vast universe of things you can measure – applies to the social media platform used and the specific objectives and audiences you are targeting.

Here are examples of metrics that matter most by popular social media platform:

- **Blogs**: In terms of measurement, blogs have the advantage of being able to utilize many of the traditional web analytics. As with a website, code can simply be added to a blog to track visitor traffic, source, behavior and other metrics. However, there are many social media metrics not applicable to traditional websites that provide a more relevant indication of blogging success:
    - Comments – tracking both the number and sentiment of opinions shared
    - Subscribers – growth trends by email or RSS subscription
    - Conversions – depending on your specific definition
    - Inbound links – an indicator of blog authority
    - SERPs – search engine ranking position for key terms on major search engines
    - Blog Authority – blog ranking in relation to similar categories on blog directories
- **Microblogs**: While microblogging refers to the practice of blogging with posts of 140 characters or less, microblogs have more in common with social networks than blogs. Like social networks, the value and focus of microblogs is on the network of friends or followers. Metrics are, therefore, often related to social networking:
    - Followers – the number of those opting-in to or following a microblog
    - Downstream followers – the number of those following the followers
    - Posts – referred to as "tweets" on the most predominant microblog Twitter

  - Velocity – the growth rate of the follower network in a given period
  - Passion – the ratio of number of posts to number of followers
- **Social Networks**: As the name implies, social networks are primarily people-focused. However, businesses have learned to adapt the features of social networks for the purposes of marketing. This trend has not gone unnoticed by networks originally intended for personal use, which have transformed their features into commercially-viable marketing platforms like Facebook Fan Pages. While metrics are sometimes limited by the data a social networks decide to share, there is plenty of tracking-worthy information available, including:
  - Community – the number of fans, group members, contacts, etc.
  - Demographics – profile information on community members
  - Referrals – tracking the click stream from networks to content and conversion hubs
  - Discussions – tracking both the number and sentiment of group discussions
  - Applications – usage of widgets and social media applications by the network community
- **Multimedia Content Sharing Sites**: This category covers a number of multimedia sharing sites for video, photography, document, presentations and audio content. These sites aggregate content and enable you to share it without having to rely on IT via links posted on blogs, social networks, email campaigns and other communication channels. When it comes to content sharing, the metrics that matter most are related to the viral impact of content distribution, including:
  - Views – the number of content downloads
  - SERPs – search engine ranking position for key terms on major search engines
  - Subscribers – the number of those opting-in to the multimedia content stream
  - Referrals – tracking the click stream from content to conversion

WORKSHEET: ALIGNING SOCIAL MARKETING OBJECTIVES WITH TARGET AUDIENCES AND METRICS

Target audience segment	**Social marketing objectives**	**Social marketing metrics**
End users / Vocal minority	Increase website traffic Improve search engine rankings Increase sales revenue Reduce customer support costs	# unique visitors SERPs # conversions # microblog incident posts
Engineering / Social authority	Increase technical community Increase member engagement Increase product awareness Increase product education	# discussion group members # new discussions / comments Reach # content downloads
Purchasing / Vocal minority	Improve brand reputation Increase sales revenue Increase product awareness	Sentiment and Passion # conversions Reach

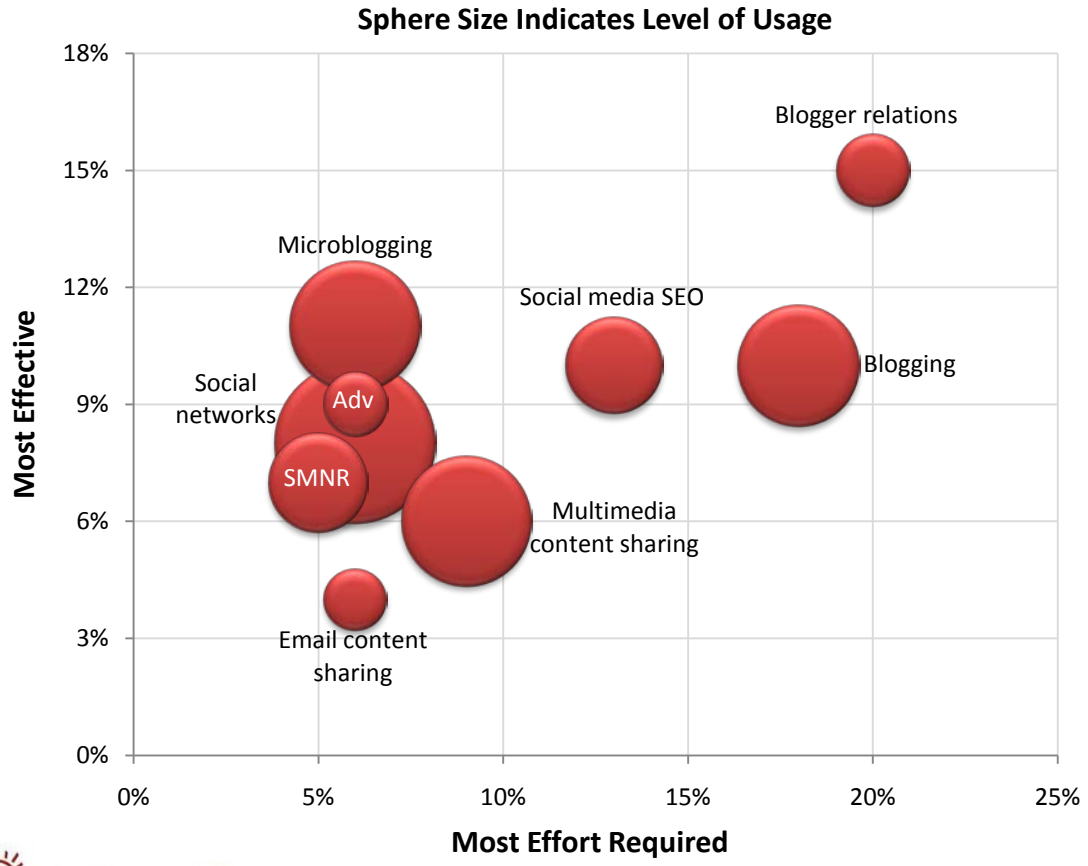
CREATING A SOCIAL MARKETING STRATEGY WITH A TACTICAL PLAN OF ACTION

In the previous steps, we established where we are now in the scheme of social media marketing and where we are going. In this step, we will define a tactical plan of action that will show us how to get there from here.

The tactical plan is the heartbeat of a social marketing strategy. While the tactics will use social media to achieve your objectives, they should be technology-agnostic – meaning they should outlive the temporary lifespan of today's leading technology brands. For example, an enduring tactic would be to "build and participate in a network populated by our targeted audience," not "create a Facebook fan page." Focusing on the implementation of technologies instead of tactics for achieving objectives leads to ineffectiveness.

TACTICAL EFFECTIVENESS VERSUS "FAST AND EASY" IMPLEMENTATION

CHART: COMPARING THE EFFECTIVENESS, EFFORT REQUIRED AND USAGE OF SOCIAL MARKETING TACTICS



MarketingSherpa ©2010

Source / Methodology: MarketingSherpa Social Media Marketing Benchmark Survey / Fielded Nov 2009, N=2,317

In the chart on the previous page, we combine three sets of data – the usage, effort required and effectiveness of social marketing tactics – to give you a three dimensional view of the tactical use.

The effort (time and resources) required of a social marketing tactic often trumps the effectiveness of a tactic in determining its use. The more effort required, the less likely it will be implemented. For example, the most

effective tactic shown in the chart above – blogger relations – is used by far fewer organizations than less effective tactics primarily because of the effort required.

This focus on “fast and easy” versus effectiveness is a problem that is far more prevalent with organizations in the trial phase of social marketing maturity than with more advanced social marketers working from a strategic social marketing plan.

TACTICS FOR THE EFFECTIVE USE OF SOCIAL MEDIA PLATFORMS

GUIDING PRINCIPLES

One of the biggest challenges to devising a tactical plan of action for social media is changing the thought processes of marketers who have long been accustomed to one-way messaging. The following are a few guiding principles for helping marketers adapt to the use of social media for marketing purposes:

- **It's transparent – be who you are**: This means no pseudonyms. And write in your own words. Show a little personality and a bit of your personal self. Being genuine will increase your believability, give you credibility and allow you to deal with the important issues.
- **It's personal – focus on the individual**: Social media is not the place for mass communications. Participation in social networks, communities and other social sites is for the individual, by the individual. It's okay to have branded sites but not to author posts in the name of "The Company."
- **It's a conversation – join it**: Social media means your brand is no longer what you say it is; it's what "they" say it is. By "they," we are referring to your prospects, customers and other influencers who are talking about your brand, products and competition during the purchase process. Only by joining in these conversations can you hope to influence the outcome.
- **It's viral – for better or worse**: One of the key attractions of using social media for marketing purposes is the viral effect. We create social campaigns in the hopes it will "go viral," reaching throngs of social media users at little or no additional cost. But this can also work against us – just ask the executive caught disparaging his company on a YouTube video!

The following pages provide an overview of key social media tactics and insights for incorporating them into your social marketing plan of action.

BLOGGING

The blog has become "the hub of the social marketing strategy" in the same way that the website has become "the hub of the marketing strategy" for many organizations. Blogs play a key role in attracting and building relationships with prospects, and channeling them to the website for conversion to leads and customers.

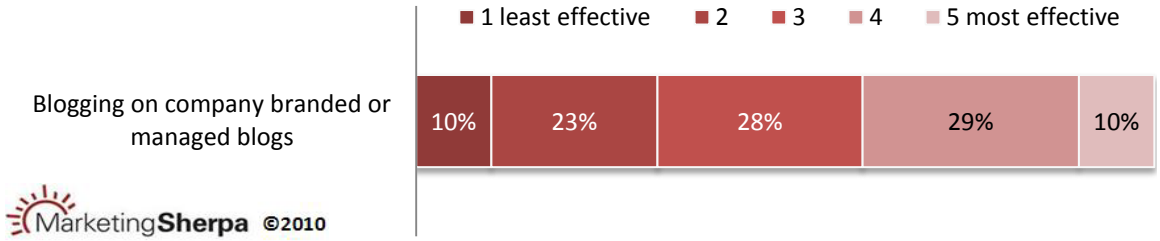
Blogs also play a key role in boosting organic search engine rankings. The dynamic nature of blog content is search engine friendly. It also provides other sites with linkable content, increasing the number of inbound links to your blog. These factors combine to greatly increase the likelihood of appearing on the first page of search engine listings.

Blogging is used to build relationships by allowing a company to communicate in a personal way that enables feedback in the form of reader commentary. Sharing relevant content provides value to prospects and customers while demonstrating the thought-leadership of the organization. Blogs may feature posts from a single representative, like the CEO, or from a number of people representing their individual areas of expertise.

BLOGGING TACTICS AND BEST PRACTICES

- **Brand *and* personify your blog**. In the pursuit of building personalized relationships and thought-leadership status, brand building goals are often take a back seat. Remember why you're blogging.
- **Be engaging**. Blogging is about engaging your audience in two-way conversation. Write or source compelling content with the goal of triggering a reaction and commentary from your readers.
- **Define your community**. Displaying a blog roll is a great way to tell readers what content is relevant to the topic you are writing about and where to find it.
- **Plan your content mix**. An editorial plan will help you create an interesting mix of posts and manage resources. Vary the type of content used from personal viewpoints to research charts.
- **Drive conversions**. If a website is your primary point of lead conversion, add links to your posts that drive readers to landing pages with registration forms to download more information.

CHART: RATING THE TACTICAL EFFECTIVENESS OF BLOGGING



Source / Methodology: MarketingSherpa Social Media Marketing Benchmark Survey / Fielded Nov 2009, N=2,317

MICROBLOGGING

A microblog combines the information value of blogs with the brevity of texting and community building of social networks. The beauty in this platform lies in its simplicity. Microblogs let you write brief posts, usually no more than 140 characters, which are received by anyone who wishes to follow your stream. One of the appeals of microblogging, and a reason for its rapid growth, is its ease of use on mobile devices.

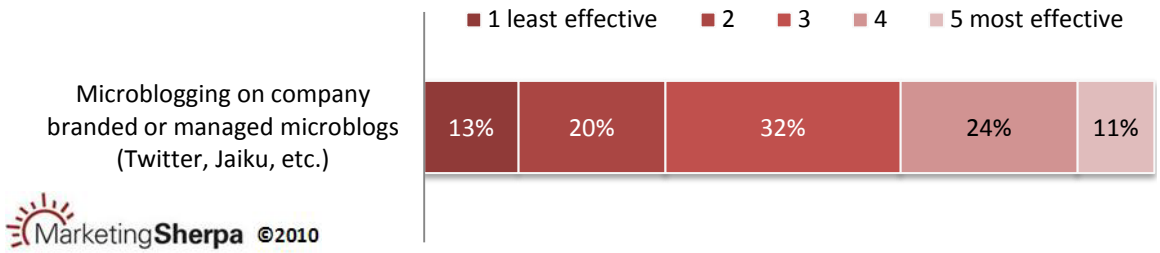
Microblogging delivers brief, real-time insights with the ability to link the followers with additional content, all in an opt-in, permission-based marketing environment.

There are many types and brands of microblog platforms, including Yammer, Jaiku and Foursquare, but the prevailing platform is Twitter. The following tactics and best practices may appear to be Twitter-oriented but are often applicable to most types of microblog platforms.

MICROBLOGGING TACTICS AND BEST PRACTICES

- **Build a following**. Search the microblog for accounts that use the keywords of interest to your target audience and follow them. This often generates reciprocal follows from relevant accounts. Post messages optimized for your important keywords that will be found and followed by others.
- **Post a relevant mix**. The goal is to link traffic to points of conversion (website landing pages, etc.) but a mix of messages with links to third party content, tips, etc. is a more balanced approach.
- **Use replies and direct messages**. Individually engage those you are following privately with direct messaging or publicly with an @ reply.
- **Hashtag it**. Want to track and attract an audience to a unique topic keyword? On Twitter, add the hashtag symbol # to the keyword. The hashtag for the topic of this handbook is #SherpaROAD.
- **Leverage applications**. There is a plethora of Twitter tools to manage microblogging, including:
    - TwitterFriends for stats and network monitoring
    - TweetDeck for organizing followers and topics
    - TwitPic for uploading photos
    - Twitter Search for finding topics of interest
    - Twellow for finding people

CHART: RATING THE TACTICAL EFFECTIVENESS OF MICROBLOGGING



Source / Methodology: MarketingSherpa Social Media Marketing Benchmark Survey / Fielded Nov 2009, N=2,317

SOCIAL NETWORKING

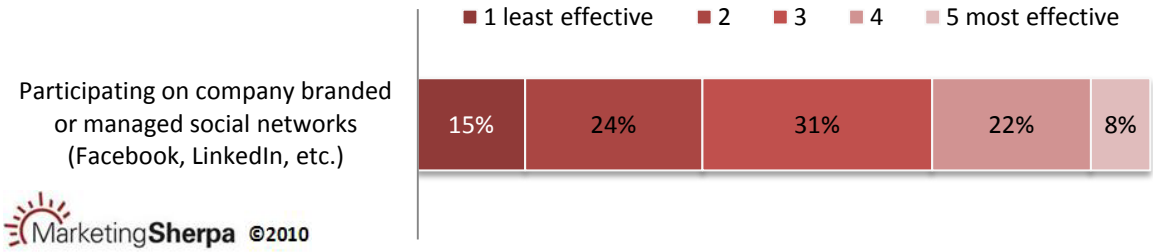
Once simply an online space for personal and professional networking, social networks are evolving into a world of opportunities for brands and industry thought-leaders. Marketers were watching closely as the consumer population of this new world grew to reach the critical mass of a viable market. The developers of these popular social networking platforms were also watching for opportunities to leverage this growing population for marketing purposes.

Facebook Fan Pages, LinkedIn Events and other commercially-oriented functionality are transforming mainstream social networks to effectively support a new category of marketing tactics. On a smaller scale, branded or purpose-driven social networks that function similarly to networks like Facebook and LinkedIn are being custom created outside the mainstream for niche purposes. DIY platforms like Ning provide the tools to build a custom social network around your brand or for reaching out to any significant group of people with common interests. How to use these platforms for achieving business goals varies greatly depending on the marketing situation, but a few basic tactics and principles are universal.

SOCIAL NETWORKING TACTICS AND BEST PRACTICES

- **Build a community**. Building a community for your brand on a social network like Facebook Fan Pages is similar to building a following of friends. Instead of “friends,” individuals become “fans.”
- **Instigate a mob mentality**. Attract like-minded people to share common interests by creating, moderating and participating in discussion groups on topics relevant to your brand.
- **Make it eventful**. Business events like webinars, conferences and training programs can be posted and promoted using invitations to build attendance.
- **Q&A**. Social network features like LinkedIn Answers allow you to ask thought-provoking questions and become an expert by providing valuable answers while demonstrating thought leadership.
- **Post a relevant mix**. The goal is to link traffic to points of conversion (website landing pages, etc.) but a mix of messages with links to third party content, tips, etc. is a more balanced approach.
- **Gather insights interactively**. Surveying fans and polling contacts is another way to actively engage your community in topics of mutual interest while providing market research and insights.

CHART: RATING THE TACTICAL EFFECTIVENESS OF SOCIAL NETWORKING



Source / Methodology: MarketingSherpa Social Media Marketing Benchmark Survey / Fielded Nov 2009, N=2,317

MULTIMEDIA CONTENT SHARING

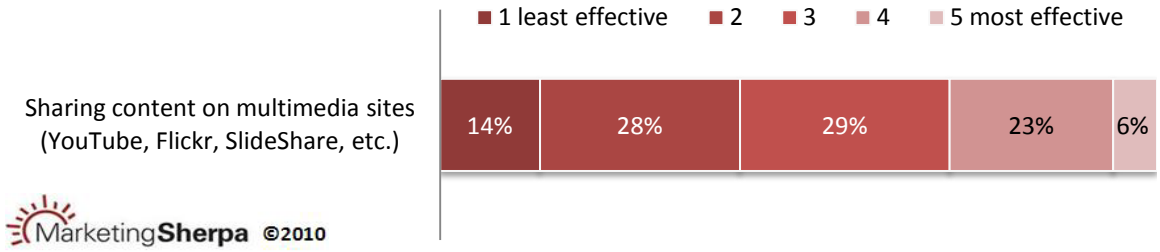
While some social media platforms provide the means to share information in the form of written content, other platforms focus on the aggregation and sharing of content such as videos, photography, audio files, slide presentations and documents. These multimedia content sharing sites allow users to upload files that are meant to be seen, commented on and shared by others. These platforms include:

- **Video sharing**. Videos are the most engaging and entertaining form of social content. The most prominent site is YouTube, but there are many others including Vimeo, Panjea, Viddler and others.
- **Photo sharing**. While videos are the most engaging, photos are the most often used type of content on social media. Photo sharing sites include Flickr, Photobucket and Google's Picasa.
- **Audio podcast sharing**. Podcasts are simply audio files created by podcasters and posted online for download and listening via PCs, mobile phones and portable devices such as MP3 players.
- **Presentation and document sharing**. An audit of an organization's PowerPoint presentations, white papers and other content will reveal a treasure trove of valuable assets. Sites like SlideShare and Scribd enable the sharing of these informative assets to educate prospects and customers.

MULTIMEDIA CONTENT SHARING TACTICS AND BEST PRACTICES

- **Find content everywhere**. Training videos, sales presentations, event photos and other valuable multimedia content is everywhere you look in your organization so find it and use it.
- **Publish it everywhere**. Post multimedia content uploaded to sharing sites by embedding links on blog posts, website landing pages and even outbound communications like email campaigns.
- **By invitation**. Find friends and peers on sharing sites and invite them to subscribe to your channels.
- **Generate leads**. Add links to landing page offers related to videos, photos presentations and documents, and mention offer on podcasts.
- **Search engines love multimedia**. Do a search of product and brand related terms today and you'll find many video, photo and other multimedia listings on first page search results. Use keyword-rich descriptions and tags on uploaded content to optimize natural search rankings.

CHART: RATING THE TACTICAL EFFECTIVENESS OF MULTIMEDIA CONTENT SHARING



Source / Methodology: MarketingSherpa Social Media Marketing Benchmark Survey / Fielded Nov 2009, N=2,317

SOCIAL BOOKMARKING AND OTHER PLATFORMS

Other types of platforms and technologies available for supporting social marketing efforts include social bookmarking, social news, wikis, RSS feeds, widgets and more. These may play a role in some but not all programs depending on the marketing situation. One of the most ubiquitous but often misunderstood categories is social bookmarking. Here is a quick overview of what social bookmarking is and how to use it.

Social bookmarking sites allow users to aggregate and share content on topics of interest. These bookmarks are not listed in a browser feature like "Favorites," but are stored in an account on a web-based bookmarking site. The functions and capabilities of the most popular bookmarking sites – including Delicious, Reddit, Digg and StumbleUpon – vary greatly but have common goals. In addition to content aggregation and sharing, bookmarking sites may provide features and benefits like category tagging, popularity voting, traffic generation and search engine optimization.

SOCIAL BOOKMARKING TACTICS AND BEST PRACTICES

- **Start by sharing content yourself**. Depending on the features available, you may start populating your account by bookmarking your own website, blog or other content hub.
- **Add sharing buttons**. Give readers the option of easily sharing your blog posts and website articles by including social bookmark sharing buttons.
- **Identify relevant content and engage contributors**. For the same reason you engage fans and followers on other social platforms, interacting with those who bookmark content relevant to your interests will help build a community of common interest.

Engaging the vocal minority and pitching the social authority

Influencing the influencers – engaging the vocal minority

As previously described, the Vocal Minority segment is extremely active in social media communities, frequently commenting on posts and discussions, and sharing content with others. This gives them a high level of influence on friends and peers in their networks.

When developing social marketing campaigns, it's important to think about the topics and content of interest to this segment because their active sharing behavior will have an impact on the viral acceleration of your campaigns.

Blogger relations – pitching the social authority

Blogger Relations has similarities to traditional press relations on intent, but the execution of blogger relations must conform to the culture and practices of the social media community. A blogger relations campaign begins with a company or agency deciding to reach and forge relationships with prominent bloggers, podcasters and microbloggers covering a certain vertical. In a blogger relations campaign, the blogger, podcaster or microblogger might be given products to review and possibly keep, making blogger relations a bit different from traditional journalism, which often frowns on the offer to keep or receive items of value.

While property policies may vary, the need for disclosure and transparency principles exist in both fields as demonstrated by the following blogger relations checklist from the Social Media Business Council.

Checklist: Blogger relations best practices

Source: Social Media Business Council, Disclosure Best Practices Toolkit
Issued under Creative Commons Attribution 3.0 Unported License

When communicating with external blogs or bloggers on behalf of my company, I will:

- Disclose who I am, who I work for and any other relevant affiliations from the very first encounter.
- Proactively ask bloggers to be transparent about their relationship and communications with me.
- Always be truthful.
- Never ask someone else to deceive bloggers for me.
- Never ask bloggers to write a fake endorsement or something they do not believe.
- Never use off-topic comment for self-promotional intent.
- Never take action contrary to the specific boundaries, terms and conditions, and community guidelines set by each blog.
- Not use services or technologies for mass-posting comments.
- Use extreme care when communicating with minors or blogs intended to be read by minors.
- Comply with all laws and regulations regarding disclosure of identity.
- Make it clear to our employees and agencies that these rules apply to them.

THE IMPORTANCE OF A SOCIAL MEDIA POLICY AND HOW TO DRAFT ONE

Organizations of all sizes have already adopted social media for marketing purposes in one form or another so the time to begin drafting a social media policy was yesterday.

A social policy should begin by outlining how employee behavior on social sites should be aligned with your company values. Many corporate guidelines or principles of communicating in the online world are already in place and only need to be modified to include employee participation in social media.

Employees need to be made aware that company policies on anti-harassment, ethics and company loyalty extend beyond the workplace to all forms of communication including social media.

A good social media policy encourages, rather than discourages, your staff to take part in promoting your brand online while serving as a safeguard against tarnishing your organization's reputation. And keep it simple – communicate your social media policy in plain English, not legalese.

SOCIAL MEDIA POLICY TEMPLATE

Source: SHIFT Communications, Top 10 Guidelines for Social Media Participation, by permission 5/5/10

These policies apply to (COMPANY) employees or contractors who create or contribute to blogs, wikis, social networks, virtual worlds, or any other kind of Social Media. Whether you log into Twitter, Yelp, Wikipedia, MySpace or Facebook pages, or comment on online media stories — these policies are for you.

While all (COMPANY) employees are welcome to participate in Social Media, we expect everyone who participates in online commentary to understand and to follow these simple but important guidelines. These rules might sound strict and contain a bit of legal-sounding jargon but please keep in mind that our overall goal is simple: to participate online in a respectful, relevant way that protects our reputation and of course follows the letter and spirit of the law.

- Be transparent and state that you work at (COMPANY). Your honesty will be noted in the Social Media environment. If you are writing about (COMPANY) or a competitor, use your real name, identify that you work for (COMPANY), and be clear about your role. If you have a vested interest in what you are discussing, be the first to say so.
- Never represent yourself or (COMPANY) in a false or misleading way. All statements must be true and not misleading; all claims must be substantiated.
- Post meaningful, respectful comments — in other words, please, no spam and no remarks that are off-topic or offensive.
- Use common sense and common courtesy: for example, it's best to ask permission to publish or report on conversations that are meant to be private or internal to (COMPANY). Make sure your efforts to be transparent don't violate (COMPANY)'s privacy, confidentiality, and legal guidelines for external commercial speech.
- Stick to your area of expertise and do feel free to provide unique, individual perspectives on non-confidential activities at (COMPANY).
- When disagreeing with others' opinions, keep it appropriate and polite. If you find yourself in a situation online that looks as if it's becoming antagonistic, do not get overly defensive and do not disengage from the conversation abruptly: feel free to ask the PR Director for advice and/or to disengage from the dialogue in a polite manner that reflects well on (COMPANY).

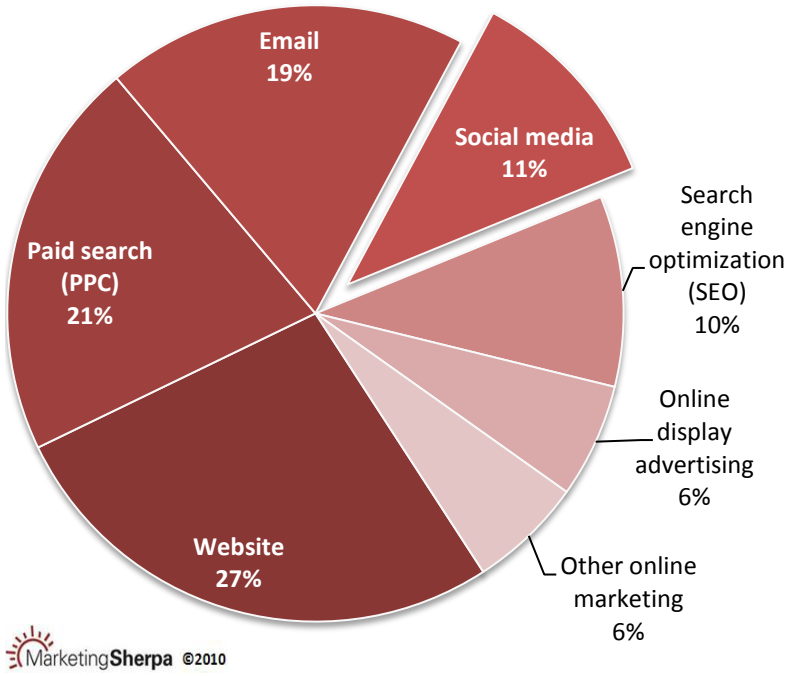
- If you want to write about the competition, make sure you behave diplomatically, have the facts straight and that you have the appropriate permissions.
- Please never comment on anything related to legal matters, litigation, or any parties (COMPANY) may be in litigation with.
- Never participate in Social Media when the topic being discussed may be considered a crisis situation. Even anonymous comments may be traced back to your or (COMPANY)'s IP address. Refer all Social Media activity around crisis topics to PR and/or Legal Affairs Director.
- Be smart about protecting yourself, your privacy, and (COMPANY)'s confidential information. What you publish is widely accessible and will be around for a long time, so consider the content carefully. Google has a long memory.

LIST OF SAMPLE SOCIAL MEDIA POLICIES

Organization	Where to find it
Baker & Daniels	http://www.bakerdstreamingvid.com/publications/Baker_Daniels_Social-Media-Policy.pdf
CIPR	http://www.cipr.co.uk/socialmedia/
Intel	http://www.intel.com/sites/sitewide/en_us/social-media.htm
HR That Works	http://portal.hrthatworks.com/NewsletterPDFs/SocMediaPol.pdf
Young Conaway Stargatt & Taylor	http://www.delawareemploymentlawblog.com/WindowsLiveWriter/SampleSocialMediaPolicy_129F9/Social%20Media%20Guidelines--MDIBI%20Draft2.pdf
City of Seattle	http://www.seattle.gov/pan/SocialMediaPolicy.htm
eWayDirect	http://www.scribd.com/doc/17407576/eWayDirect-Social-Media-Policy
Gibraltar Associates	http://www.gibraltar-llc.com/blog/2009/12/gibraltars-social-media-policy/
General Services Administration	http://www.gsa.gov/graphics/staffoffices/socialmediapolicy.pdf
Headset Brothers	http://www.headsetbros.com/Articles.asp?ID=135
Kaiser Permanente	http://xnet.kp.org/newscenter/media/downloads/socialmediapolicy_091609.pdf
Sentara	http://www.sentara.com/Policies/Pages/SocialMediaPolicy.aspx
Webtrends	http://blogs.webtrends.com/about-this-blog/social-media-guidelines/

SOCIAL MEDIA'S SHARE OF THE ONLINE MARKETING BUDGET

What percentage of your organization's online marketing budget will you allocate to social media and other tactics? Here is the average allocation of online marketing budgets including personnel, media and other direct costs?



Source / Methodology: MarketingSherpa Social Media Marketing Benchmark Survey / Fielded Nov 2009, N=2,317

Social media, which would have accounted for a very small increment of the "Other online marketing" slice just a couple of years ago, is now garnishing 11% of the average online marketing budget. Based on other trends, it looks like social media's share will continue to increase substantially in the year ahead.

While email and search have been online marketing's workhorse tactics in recent years, websites have become the hub of the marketing strategy for many organizations. As such, the majority of content stored on a company's website is created as the conversion point for visitors arriving from email, search and other marketing campaigns. Nonetheless, the cost of creating this content is often allocated to the website, resulting in the largest slice of the online marketing budget pie.

SIX LESSONS ON DEVELOPING YOUR SOCIAL MARKETING TACTICAL PLAN

SUMMARY

Consumers are talking about your brand in social media channels, and you need a strategy to engage in these conversations. Ignoring them – or jumping in without a plan – is a missed opportunity.

Read six lessons a team at Kodak learned from more than two years' worth of social marketing efforts. Includes advice on when to engage in conversations, how to add value, and the importance of creating and sharing your company's social media policy.

There is a lot of online discussion around Kodak – about 470 million brand mentions on Twitter last year alone, says Thomas Hoehn, Director, Interactive Marketing and Convergence Media, Kodak.

"We can't ignore that," he says. "We have to engage in these conversations."

That's exactly what Hoehn's team has done for more than two and a half years. When they started listening to and engaging in social media conversations, they noticed many consumers had a vague familiarity, at best, with Kodak's products. They also noticed their competitors were mentioned more often than Kodak in certain categories.

The team worked hard to reverse those trends, and in the process developed a comprehensive social media strategy.

"The fact that I don't see any conversations such as 'Kodak, they make digital cameras?' is an improvement. Whereas two and a half years ago, I did see that," says Hoehn.

Also, Kodak's direct sales and online share-of-voice are on an upward trend, Hoehn says, due in part to his team's social media efforts.

Below, we highlight six lessons the team learned about using social media to shift brand perceptions and increase online sales. Consider them as you develop you own social media strategy:

Lesson #1. Listen before you speak

Listening and researching your market are well-known prerequisites to entering social media. However, once you've entered the space, you should keep your ears open.

Kodak recently hired a "Chief Listener" who monitors daily social media activity around Kodak and their industry. This person has a rare blend of marketing, business and social media expertise that was not easy to find, Hoehn says.

The Chief Listener monitors the blogosphere, forums and other social outlets for opportunities to bring Kodak into conversations and to assist and enrich conversations already involving Kodak.

- Study market sentiment

Listening to social channels gives Kodak insight into the market's reactions to their brand, products, competition and trends. It also can guide the team's response to negative feedback.

For example, the team saw that many consumers were raving online about their new Zi8 Pocket Video Camcorder. However, they also found a review that liked the product but said it had a terrible name. They responded by launching an online contest to name their next pocket camera, the Playsport.

- Use social monitoring tools

Monitoring social networks and blogs manually is not practical. Many tools have sprung up in the last two years to help marketers keep track of online conversations related to their brand or industry keywords.

Kodak's team uses a paid tool for their efforts. If you're looking for an inexpensive way to get started, Hoehn suggests trying free tools such as:

- Google Alerts
- Technorati
- TweetDeck
- Seesmic

Lesson #2. Add value when joining conversations

The team looks for opportunities to add their input to relevant conversations. Here are examples of how and when Hoehn's team reaches out to add value:

- Discussing related topics

Kodak's brand is relevant to many related topics, including:

- Scrapbooking and photo crafts
- Digital printing
- Digital camera history
- Film

The team developed resources to help people interested in such topics. When the team finds a group of people online discussing a related topic, they often add Kodak's point of view and share a link to their online resources.

- Comparing products

People often compare products in forums and blogs, or wonder aloud in social channels which product they should buy. In these cases, Hoehn's team can respond with third-party reviews and sample photos or videos from their products. The key is to provide information to help the consumer decide – not to barge in and offer a discount.

- Complaining

The team often responds to social media complaints about a Kodak product with links to potential solutions. For example, the team will send a person complaining about a Kodak printer links to the printer's manual and to customer service contact information.

"Some of the most powerful words you can say in social media right now are 'How can I help you?'" says Hoehn.

- Correcting misinformation

The team also listens for misinformation surrounding its products and services. They are quick to dispel myths, such as a rumor that a product might be discontinued.

When the team finds these cases, they respond as quickly as possible. Using tools that monitor real-time conversations is a must for quick response.

Lesson #3. Don't be intrusive

Knowing when to refrain from joining a conversation is just as important as knowing when to add input. Hoehn's team avoids becoming "the Kodak stalker," he quips, by not reaching out in these situations:

- One-to-one conversations

A conversation between two people, such as on Facebook, is not a good place to add your company's point of view. Doing so would be intrusive and could upset them. Places such as public forums and blog posts are much more appropriate places to add your commentary.

- Simple mentions

Comments such as "I bought a Kodak camera today" and "I'm loving my new Kodak printer" often do not require a response. At most, the team might write "That's great. Thank you," in response, Hoehn says.

- Offering promotions

The team also avoids pitching promotions in social media, because "barging in with offers" does not fit with their strategy of listening and adding value, says Hoehn.

Lesson #4. Use real people behind the brand

The team strikes a balance between having social media participants speak for the brand and having them show their personality.

For example, their Chief Blogger's Twitter profile features her picture above the Kodak logo. In the feed, she maintains a personal tone, but everything she says is with the knowledge that she is representing the company.

Showing real people behind your brand is important, Hoehn says:

- First, no one wants to talk to a logo. They want to speak with a person.

- Second, if someone is angry, they're more likely to tone down their language when dealing with a person.

Lesson #5. Treat consumer and business customers differently

Although consumer purchases make up the majority of Kodak's transactions, 60% of their revenue is attributable to businesses customers through Kodak's commercial printing, high-speed inkjets, printing plates, and other products

The team interacts differently with business customers. They strive to raise awareness and establish thought leadership by:

- Creating relevant content, such as whitepapers or blog posts

- Contributing to relevant conversations online
- Referring commentators to their educational content

"It’s deeper in the engagement in terms of the kind of information you share," Hoehn says. "It’s not about a Facebook wall post."

Lesson #6. Transparency is paramount

When engaging in social media, team members make it easy for consumers to identify who is speaking. This transparency engenders trust.

The company created a formal social media policy for all employees. They have taken transparency a step further by publicly releasing a social media tips book which contains this social media policy.

Their guidelines include:

- Uphold Kodak’s values
- Be transparent and be yourself
- Protect confidential information
- Avoid unsubstantiated product claims

Be aware that linking to another site may imply endorsement of its content

Publishing this information shows consumers that Kodak has nothing to hide in the social space, says Hoehn. The document also features social media tips and industry information, which helps establish the team’s thought leadership in the category.