
Index

- Aase, Lee, 143–146
Aberdeen Group, 173
Accenture, 33–35
Accounts payable example, 19
Adaptation to new reality, 27
Alerting (listening activity), 99
Altimeter Group, 55, 87, 91
Analytics:
 Kinaxis strategy, 189
 outsourcing and, 91
 overview, 101–104
 purpose of, 96
 SAS strategy, 158
Apple Computers, 102
Armano, David, 188
AT&T, 40, 102
- B2B (business to business):
 blog strategies, 134, 138–139
 conferences, 187
 facilitating via social media,
 133–135
 feedback, 138
 immediate action steps, 140
 Phonebooth.com strategies,
 135–137
 Twitter strategies, 135
Baby Boomers, 26
Bailey, Steven, 33–35
Barnum, P. T., 123
Bastone, John, 102–104
BBC, 4
Benkler, Yochai, 29, 33, 40
Bennett, Arnold, 153
Berger, Richard, 145–146
Best Buy, 38–40, 174
Bing search engine, 98
blip.fm, 84
Bloggers' Muse program, 174
Blogs. *See also* Microblogs
 additional resources, 188
 B2B strategies, 134,
 138–139
 Bloggers' Muse program, 174
 diversifying communication
 channels, 117
 marketing strategies, 126–128
 public relations strategies, 144,
 150
 writing blog posts, 118–119
BlueIQ campaign (IBM), 58, 61
Blue Sky Factory, 107–108
Bodnar, Kipp, 188
Bolen, Alison, 118
BP, 146, 148–150
Brand cultivation, 49–51
Brill, LaSandra, 137, 139
Brito, Michael, 189
Brogan, Chris, 93, 117, 163–164,
 170, 188
Buffett, Warren, 141
Burtis, Keith, 189

- Business analytics, and performance, 101, 108
- Business transformations, and social enterprises, 57–62
- Career pages, 49–50
- CareOne Services, Inc., 87, 104–106, 159–161
- CBS Radio Network, 144
- Centralized model (community manager), 88
- Cerwinske, Jona, 129
- Chambers, John, 138
- Chapman, CC, 189
- Chatter product, 19, 36, 177
- Churchill, Winston, 93
- Cisco, 87, 137–139
- Citi, 165
- Cnet.com, 102
- Coca-Cola, 133
- Cohen, Jeffrey L., 134–135, 188
- Collaboration:
 - efficiency of, 47–48
 - EMC strategy, 175–176
 - facilitating via social media, 20, 29–33
 - IdeaStorm tool, 168
 - social, 59–60
 - in social enterprises, 48–49, 59–60
 - via corporate platform, 31–32
 - as workforce motivator, 46
- Collins, Kendall, 19
- Comcast, 164–165
- Communication:
 - diversifying channels, 117–118
 - exclusionary methods, 30–31
 - facilitating via social media, 13, 31
 - identifying goals for, 72–73
 - internal, 173–178
 - picking up random noise, 30
 - response policies, 85–86
 - social communications policy, 65, 81, 179–186
 - social media examples, 19–20
 - social media guidelines, 79–80
 - teamwork and, 30
 - via corporate platform, 31–32
- Communities of interest, 32–33
- Community manager model:
 - centralized model, 88
 - dandelion model, 89
 - defined, 88
 - holistic model, 89
 - honeycomb model, 89
 - hub-and-spoke model, 89
 - human resources and, 90
 - organic model, 88–89
- comScore, 20
- Conferences, 187
- Consumers. *See also* Customer service
 - in drafting job descriptions, 39
 - as job seekers, 51
 - as superuser volunteers, 40
- The Container Store, 50
- Convergence of technology, 8, 27–28
- Corporate platform/strategy:
 - Best Buy innovations, 39
 - collaboration via, 31–32
 - communication via, 31–32
 - communities of interest, 32–33
 - competitive advantages of, 21
 - creating social media guidelines, 75–82
 - Facebook and, 22, 59
 - “face” of company on, 49–51
 - first to market, 20
 - getting firm handle on, 21–22
 - hypothetical scenario, 23–26
 - importance of acting on, 22–23
 - legal considerations, 64
 - LinkedIn and, 59
 - measurement and ROI, 93–111
 - staffing and structuring, 83–92
 - stakeholder buy-in, 69–74
 - success principles, 113–119
 - technology and, 22–23
 - Twitter and, 22, 59
 - workforce considerations, 47
- CRM (customer relationship management), 24, 52–55

- CRM at the Speed of Light* (Greenberg), 53
- Crossing the Chasm* (Moore), 22
- Crowd sourcing:
 Best Buy example, 38–39
 defined, 36
 feedback and, 36
 resolving customer complaints, 37–38
 social media policies, 75–76
- Cunningham, Mandy, 23–26
- Customer feedback, 170–172
- Customer relationship management (CRM), 24, 52–55
- Customer service:
 Dell strategy, 168
 evolving nature of, 52
 facilitating via social media, 12, 37–41, 163–165
 hotel check-in story, 17–19
 H&R Block strategy, 165–167
 immediate action steps, 172
 monitoring for, 98
 Newell Rubbermaid strategy, 169–170
 as the new PR, 159, 164
 Phonebooth.com strategy, 170–172
 processing complaints, 37–38
 product development and, 168–170
 shift to, 52
- Dalai Lama, 113
- Dandelion model (community manager), 89
- Davis, Clarky, 161
- Decker, Caroline, 23–26
- Dell Computers, 88, 168
- Deming, W. Edwards, 133
- Devanna, Len, 175–176
- Digg website, 124
- Digital natives, 26–27
- DuMars, Bert, 87, 126–128, 130, 169
- Duncan, Craig, 158–159
- Earnings per lead (EPL), 110
- Edelman Digital, 188
- Edison, Thomas, 83
- Eliason, Frank, 164–165
- Email systems, 20, 31
- EMC (company), 50, 175–176
- Enterprise 2.0, 1
- Enterprise platform/strategy.
See Corporate platform/strategy
- EPL (earnings per lead), 110
- E-social revolution, 17, 28
- Facebook:
 BP strategy, 149
 Cisco strategy, 137
 Coca-Cola statistics, 133
 corporate strategy and, 22, 59
 diversifying communication channels, 117
 Greenpeace strategy, 147
 H&R Block strategy, 90
 measuring ROI, 95
 Nestlé strategy, 147–148
 Newell Rubbermaid strategy, 127, 129
 Old Spice campaign, 123–124
 outsourcing roles, 92
 Phonebooth.com strategy, 136
 sales strategies, 156
 SAS strategy and, 72, 79
 social face of social media, 7
 Starbucks statistics, 133
 usage statistics, 20
- Falls, Jason, 189
- Fast Company*, 55
- Feedback:
 B2B strategies, 138
 crowd sourcing and, 36
 customer, 170–172
 from marketing, 126
- Financially Fit TV, 161
- First to market strategy, 20
- Flickr web site, 59, 136
- Flip the Funnel* (Jaffe), 165
- Focus groups, 36
- Fong, Lyle, 40

- Ford, 88
 Forrester Research, 55, 87
Fortune magazine, 176
 Foursquare, 72, 84
 French, Bill, 31
- Gaming strategies, 137
 Gatewood, Christopher, 63–64
 Generation X, 26
 Generation Y, 20, 26
 Get It Right community, 90,
 165–167
 Gibson, Jeanette, 87, 137–139
 Gilliat, Nathan, 96–101, 103
Glengarry Glen Ross (movie), 153
 Global CEO Study series (IBM), 57
 Goals, defining, 72–73, 105
 Goodnight, Jim, 177
 Google Alerts, 94, 99
 Google Blog Searches, 94
 Google Docs, 59
 Google Reader, 94, 189
 Google search engine, 20, 98, 147
 Gowalla, 72, 84
 Graebe, Becky, 176–177
 Greatest Generation, 26
 Green, Allison, 158
 Green, Annette, 80–81, 154–155,
 157
 Greenberg, Paul, 43, 53–55
 Greenpeace, 147–148
 Gutenberg, Johann, 9
- Hackers, 41
 Hager, Patty, 80–81, 155, 157
 Handley, Ann, 189
 Hashtags, 156
 Hayes, Woody, 126
 Hayward, Tony, 148
 Hershey, 147
 Hines, Joseph, 23–26
 Hiring/designation decisions, 86–87
 Hitachi Data Systems, 87
 Holistic model (community
 manager), 89
 Holtz, Shel, 149–150, 173–174
 Home offices, 44–46
- Honeycomb model (community
 manager), 89
 Hotel check-in story, 17–19
 Howard, Merrell and Partners, 134
 HP (Hewlett-Packard), 40
 H&R Block, 87, 89–90, 159,
 165–167
 Hub-and-spoke model (community
 manager), 89
 Human resources:
 career pages, 49–50
 community manager models and,
 90
 facilitating via social media, 12,
 39
 in social enterprises, 48–49
 social HR, 49–52
- IBM:
 Blogger's Muse program, 174
 BluIQ campaign, 58, 61
 Global CEO Study series, 57
 social computing and, 58, 61
 Social Software Group, 31–32
 workforce size, 44
 IdeaStorm tool, 168
 Idea X site, 39
Inc. (magazine), 53
 Innovation:
 Best Buy example, 38–39
 as critical factor of success, 30,
 56
- Institutional knowledge, 37–38
 Interactive marketing, 55
 Internal communication:
 facilitating via social media,
 173–174
 immediate action steps, 178
 productivity and, 175
 SAS strategy, 176–178
 virtual water cooler, 175–176
- Intuit, 65, 179–186
 IT (information technology). *See*
 Technology
 IT Services Marketing Association,
 154
 iTunes, 117

- Jaffe, Joseph, 159, 165
- Job descriptions, 39
- Job seekers, 51
- Jobs, Steve, 102
- Job titles:
 - community manager, 88–89
 - social media manager, 84–85
 - social strategist, 87
- Joel, Mitch, 72, 189
- Judge, Barry, 38–39
- Katzenbach, Jon R., 29–30
- Keath, Jason, 189
- Kelly, Nichole, 87, 104–106, 159–161
- Kinaxis, 116–117, 189
- Knowledge management/sharing:
 - facilitating via social media, 12–13, 20, 33
 - institutional knowledge, 37–38
- Kutcher, Ashton, 123
- Lamborghini Gallardo, 129
- Leadership:
 - community managers and, 88
 - open, 56–57
 - pressure to change, 56
- Leary, Brent, 53
- Lee, Eugene, 23
- Legal considerations:
 - consequences from initiatives, 63–64
 - potential major issues, 62–63
 - social communications policy, 65
- Levitt, Liza Emin, 65
- Levy, Justin, 189
- Li, Charlene, 55–57, 91–92, 189
- LinkedIn:
 - additional resources, 190
 - corporate strategy and, 59
 - sales strategies, 155–158
 - SAS strategy and, 72, 80, 154–155, 158
 - social face of social media, 7
 - training programs, 79
- Linksys, 40
- Listening framework:
 - conversations to listen for, 97–98
 - immediate action steps, 111
 - importance of, 93–94, 96–97, 103
 - kind of listening, 98–101
 - measurement as listening activity, 99–100
 - searches as listening activity, 98–99
 - setting up, 94–95
- Lithium Technologies, 40
- Lohr, Steve, 40
- Los Angeles Dodgers, 145
- Marketing. *See also* Sales:
 - applying common approach, 125–128
 - blog strategies, 126–128
 - evolving nature of, 52, 54
 - facilitating via social media, 12, 31–33
 - feedback from, 126
 - first to market strategy, 20
 - hotel check-in story, 17–19
 - immediate action steps, 131
 - interactive, 55
 - Old Spice campaign, 123–125
 - social collaboration and, 60
- Marketing 2.0 Council, 71–72, 74, 80, 176
- Marketing Over Coffee website, 188
- MarketingProfs conference, 116, 187
- Mascarenhas, Alan, 148
- Mashable.com, 189–190
- Mayo Clinic, 144–146
- McAfee, Andrew, 1
- McKinsey, 173
- Measurement:
 - CareOne's model, 104–106
 - corporate platform/strategy, 93–111
 - CRM indicators, 53
 - defining social media ROI, 95–96
 - facilitating via social media, 13–14
 - as listening activity, 99–100

- Measurement (*cont'd*)
 mapping social media to results, 33–35
 outsourcing and, 91
 Melville, Herman, 1
 Menchaca, Lionel, 88
 Microblogs:
 customer complaints via, 37
 defined, 31
 SAS strategy, 177
 Yammer platform, 174
 Microsoft, 34–35
 Milano, Alyssa, 123
 Millennial Generation, 26–27, 46
 Mining (listening activity), 100–101
 Monitor Group, 55
 Monitoring (listening activity), 91, 98–99
 Monty, Scott, 88
 Moody, Chris, 135–137, 170–172
 Moore, Geoffrey, 22
 Motivators, workforce, 44–46
 MotiveQuest, 97–98
 Murphy's Law, 43–44
 Murray, Jeanne, 58–62
 Mustafa, Isaiah, 123–125
 MyPlanNet game, 137
 MySpace web site, 59
- Naslund, Amber, 189
 NATO (North Atlantic Treaty Organization), 2
 Nestlé, 146–148
 Networked economy:
 drivers in, 40
 hacking in, 41
 workforce motivators, 44–46
 Newell Rubbermaid, 87, 125–131, 169–170
 New Marketing Labs, 93, 188
The New Rules of Marketing & PR (Scott), 4
New York Times, 40, 102
 Nintendo, 40
 Nokia, 2
 “Nurturing BlueIQ” (Murray and Shah), 58
- Old Spice campaign, 123–125
Open Leadership (Li), 55
 Open leadership rules, 56–57
 Organic model (community manager), 88–89
 Outsourcing roles, 90–92
 Owyang, Jeremiah, 87–89, 189
- Paine, Katie Delahaye, 95–96, 189
 Penn, Christopher S., 107–110, 188
 Peppers, Don, 17, 27–28, 52
 Performance considerations:
 business analytics and, 101, 108
 teamwork, 29–30
 workforce, 46
 Philadelphia Phillies, 145–146
 Phonebooth.com, 135–137, 170–172
 ping.fm, 84
 Pizza Hut, 85
 Planning process:
 company considerations, 73–74
 creating task forces, 74
 defining goals, 72–73
 identifying areas to address, 71–72
 identifying stakeholders, 70–71
 immediate action steps, 74
 importance of, 69–70
 industry considerations, 73
 Pogue, David, 102
 Premier Business Leadership Series event, 156
 Product development:
 accelerating, 35–36
 crowd sourcing, 36
 IdeaStorm tool, 168
 Rubbermaid strategy, 169–170
 Productivity:
 facilitating via social media, 5–6, 47–48
 internal communication and, 175
 Public relations:
 blog strategies, 144, 150
 BP strategies, 146, 148–150
 customer service as, 159, 164
 evolving nature of, 52

- facilitating via social media, 141–142
- immediate action steps, 151
- Mayo Clinic strategies, 144–146
- Nestlé strategies, 146–148
- new model, 143
- old model, 142–143
- Ragan Communications conference, 137, 187–188
- Ragan, Mark, 189
- Random noise in communications, 30
- RapidResponse software, 117
- Regulatory compliance, 13–14
- Response policies, 85–86
- Rice, Kevin, 23–26
- Risk management:
 - facilitating via social media, 13–14
 - social media strategy, 64
- Rogers, Martha, 52
- ROI:
 - corporate platform/strategy, 93–111
 - defining for social media, 48, 95–96
 - defining goals and, 105
 - formula for, 106–110
 - social strategist responsibilities, 87
- RSS feeds, 94, 99, 117, 176
- Rubbermaid, 87, 125–131, 169–170
- Rubel, Steve, 164
- Ruettimann, Laurie, 49–52
- Ryker Solar, 23–26
- SAGPOSM acronym, 83
- Sales. *See also* Marketing
 - evolving nature of, 52, 54
 - facilitating via social media, 12, 31–33, 153–158
 - first to market strategy, 20
 - hotel check-in story, 17–19
 - immediate action steps, 162
 - interactive marketing, 55
 - LinkedIn and, 155–158
 - SAS strategies, 154–159
 - social collaboration and, 60
 - Twitter strategies, 156, 158–159
- salesforce.com, 19, 35–36
- SAS:
 - blog posts, 118
 - Facebook strategies, 72, 79
 - internal communication strategy, 176–178
 - LinkedIn strategies, 72, 80, 154–155, 158
 - Marketing 2.0 Council, 71–72, 74, 80, 176
 - microblogs strategy, 177
 - Premier Business Leadership Series event, 156
 - sales strategies, 154–159
 - Social Media Analytics, 102
 - Social Media Guidelines and Recommendations, 76–77, 79
 - Social Media Manager job description, 84–85
 - spotlighting success, 80
 - Twitter strategies, 72, 80, 154, 158–159, 177
 - YouTube strategies, 72, 74
- SAS Wide Web (SWW), 176–177
- Scarcity principle, 43
- Schick, Jeffrey, 31–33
- Scientific management, 6
- Scott, David Meerman, 4–5, 26
- Search engine optimization (SEO), 116
- Search engines:
 - Bing, 98
 - Google, 20, 59, 94, 98, 99, 147, 189
 - replacement of, 20
- Searches:
 - facilitating via social media, 20, 35
 - as listening activity, 98–99
 - for lists of experts, 35
- Sample, Euan, 2–4
- Seneca, Lucius Annaeus, 69
- Sentiment analysis, 102–103

- SEO (search engine optimization), 116
- Shah, Rawn, 58
- SharePoint 2010, 34–35
- Shaw, George Bernard, 173
- SlideShare, 117, 139
- Smith, Douglas K., 29–30
- Social collaboration, 59–60
- Social communications policy, 65, 81, 179–186
- Social computing:
 - assembling tools, 48, 50
 - defined, 1
 - IBM strategy, 58, 61
- Social CRM, 53–55
- Social enterprises:
 - brand-driven, 49
 - business transformations and, 57–62
 - collaboration in, 48–49, 59–60
 - creating, 48
 - human resources in, 48–49
 - Murphy’s Law and, 43–44
 - obstacles to change, 60–61
 - social CRM, 53–55
 - social HR, 49–52
 - social workforce and, 46–47
 - workforce motivators and, 44–46
- Social gaming strategies, 137
- Social HR, 49–52
- Social media:
 - acceptance level, 20
 - B2B facilitated via, 133–135
 - collaboration facilitated via, 20, 29–33
 - communication facilitated via, 13, 31
 - critical areas for success, 12–14
 - customer service facilitated via, 12, 37–41, 163–165
 - defined, 1
 - hotel check-in story, 17–19
 - human resources facilitated via, 12, 39
 - internal communication facilitated via, 173–174
 - knowledge management/sharing facilitated via, 12–13, 20, 33
 - mapping to results, 33–35
 - marketing facilitated via, 12, 31–33
 - measurement facilitated via, 13–14
 - productivity facilitated via, 5–6, 47–48
 - public relations facilitated via, 141–142
 - questions to ask, 10–12
 - risk management facilitated via, 13–14
 - sales facilitated via, 12, 31–33, 153–158
 - Scott on, 4–6
 - searches facilitated via, 20, 35
 - Simple on, 2–4
 - social face of, 7
 - teamwork facilitated via, 20, 29–33
 - technology facilitated via, 13, 21
- Social media analytics, 96, 101–104, 189
- Social Media Analytics, 102
- SocialMediaB2B.com, 134, 188
- Social media guidelines:
 - clarity in, 76
 - communication recommendations, 79–80
 - creating, 75–82
 - guiding principles example, 76–77
 - immediate action steps, 82
 - including dos/donts, 77–78
 - including examples, 78
 - leading by example, 81–82
 - spotlighting success, 80–81
 - task force recommendations, 75–76
- Social Media Guidelines and Recommendations, 76–77, 79
- Social media manager, 84–85
- Social networking, 1, 8–10
- Social Software Group, 31–32

- Social strategists, 87
- Social Target, 96–97
- Socialtext, 23
- Social workforce, 46–47
- Sock puppetry, 91
- Sodexo, 50
- Solis, Brian, 189
- South by Southwest (SXSW)
 - conference, 136–137
- Speed to market (critical success factor), 30
- Sports Business Journal*, 158
- Staffing and structuring:
 - communicating response policies, 85–86
 - community manager model, 88–89
 - corporate platform/strategy, 83–92
 - hiring/designation decisions, 86–87
 - H&R Block model, 89–90
 - immediate action steps, 92
 - need for, 84–85
 - outsourcing considerations, 90–92
 - SAGPOSM acronym, 83
 - Social Media Manager job description, 84–85
 - social strategists, 87
- Stakeholder buy-in, 69–74
- Starbucks, 133
- Steele, Jim, 19
- Strategy, corporate. *See* Corporate platform/strategy
- Structuring and staffing. *See* Staffing and structuring
- Structuring corporate platform. *See* Corporate platform/strategy
- Success principles:
 - diversifying communication channels, 117–118
 - fundamental principles, 113–115
 - immediate action steps, 119
 - Kinaxis model, 116–117
 - time considerations, 115–116
- Superuser volunteers, 40
- Surowiecki, James, 38
- Sutton, Wayne, 189
- Talent management, 12
- Task forces, 74–76
- Taylor, Frederick Winslow, 6
- Teamwork:
 - facilitating via social media, 20, 29–33
 - performance considerations, 29–30
- Technology:
 - convergence of, 8, 27–28
 - email replacement, 20
 - enterprise social media strategy and, 22–23
 - facilitating via social media, 13, 21
 - networked economy and, 40–41
 - search engine replacement, 20
 - social enterprise requirements, 48, 59–60
- Technology Adoption Life Cycle chart, 22–23
- Thomas, David, 70, 79, 81, 84, 122, 187
- Thomas, Teka, 62–63
- Tieder, Amy, 145–146
- Time compression:
 - crowd sourcing feedback, 36
 - hypothetical scenario, 23–26
 - product development, 35–36
 - search results, 33–35
 - with social media, 5
- Time considerations, 115–116
- Training:
 - facilitating via social media, 12–13
 - on Google Reader, 94
 - for social media usage, 79
- TriOut, 72
- Turner, Erin, 146
- Twelpforce service, 38–39
- Twintern, 86
- Twist Image agency, 72

- Twitter:
- additional resources, 189
 - B2B strategies, 135
 - BP strategy, 148–149
 - Cisco strategy, 137–138
 - Comcast strategy, 164–165
 - corporate strategy and, 22, 59
 - customer complaints via, 37–38
 - diagnostic measures, 102, 108–110
 - diversifying communication channels, 117
 - Greenpeace strategy, 147
 - hashtags, 156
 - hotel check-in story, 18
 - H&R Block strategy, 90
 - hypothetical scenario, 23–26
 - as internal communication tool, 174
 - listening framework, 94
 - Mayo Clinic strategy, 145–146
 - measuring ROI, 95
 - Old Spice campaign, 123–124
 - Phonebooth.com strategy, 136
 - sales strategies, 156, 158–159
 - SAS strategy and, 72, 80, 154, 158–159, 177
 - search.twitter.com, 118
 - social face of social media, 7
 - training programs, 79
 - Twelpforce service, 38–39
- TwitterBot, 23
- USA Today*, 145–146
- Van Company, 23–26
- Verizon Communications, 40
- Virtual water cooler, 175–176
- Voice mail message generator, 124
- Voltaire, 75
- Waldow, DJ, 189
- Wall, John, 188
- Wall Street Journal*, 144
- Warrior, Padmasree, 138
- Watson, Kirsten, 116
- The Wealth of Networks* (Benkler), 33
- Wegmans (supermarket chain), 50
- Weist, Zena, 87, 89–90, 159, 165–167
- Werth, Jayson, 145–146
- Whiteley, Sean, 36
- Wieden + Kennedy, 123–124
- Wikipedia web site, 59
- The Wisdom of Crowds* (Surowiecki), 38
- The Wisdom of Teams* (Katzenbach and Smith), 29
- WordPress platform, 117, 144
- Workforce:
 - collaboration as motivator, 46
 - networked economy motivators, 44–46
 - social, 46–47
- World Bank, 2
- Yahoo! Answers message board, 90
- Yammer tool, 174
- YouTube:
 - CareOne strategy, 161
 - Cisco strategy, 137–138
 - Comcast strategy, 164
 - corporate strategy and, 59
 - diversifying communication channels, 117–118
 - Google Reader training, 94
 - Greenpeace strategy, 147
 - H&R Block strategy, 90
 - Kinaxis strategy, 116
 - Mayo Clinic strategy, 145–146
 - Newell Rubbermaid strategy, 127
 - Old Spice campaign, 123–124
 - SAS strategy and, 72, 74
 - social face of social media, 7
- Zappos, 73