

The Social Media Planning Guide:

Benefit from the most radical branding shift in 50 years



Bebo



Blogger



Blog Talk
Radio



Delicious



Digg



Facebook



Flickr



FriendFeed



Google Alerts



Google Buzz



Hulu



LinkedIn



Live 365



Mixx



MySpace



Newsvine



Ning



Pitch Engine



Radian6



Reddit



RSS



Snapfish



Shutterfly



Stumble Upon



Technorati



Tweetbeep



Twitter



Typepad



ustream



Wikipedia



Wikispaces



Wordpress



Yahoo Buzz



Yammer



Yelp



youtube

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Introduction

Social media usage has exploded over the last five years. What started out as a place where kids and young adults could hang out and socialize online is now used by more than 750 million people and companies worldwide.

Today, social media, even though they are a subset of the Web, have collectively become their own media channel — just as important as TV or the Web itself.

This new channel has created the most radical marketing and communications shift in 50 years. For users, including the “new consumers” (those born and reared in the Digital Age), it has changed how they socialize and communicate with one another — and how they learn about brands. It is for this last reason this guide was written.

How this Handbook is Organized

The purpose of this handbook is to help you start, or improve, your social-media marketing. It’s intended for everyone involved with brand marketing.

Our experience over the last several years has taught us what works and what doesn’t in the social media environment. We have learned that the first step to effective use of social media, for branding purposes, is a well thought-out plan.

To make this handbook as useful as possible, we have divided it into three sections.

The first section, “Developing a Social Media Plan,” is intended to make creating and implementing the plan as simple as possible. Using a worksheet approach, it’s a step-by-step guide that makes the planning process easy.

The second section, “Helpful Resources for Planning,” is provided to give you a comprehensive overview of the power of this new communications channel, and highlight some of the options you have at your disposal. The third section, “Other Resources,” helps fill in some of the information gaps about how this powerful new media tool relates to branding.

The Pre-Planning Steps

Before you start to outline your social media plan by jumping into the workbook section, you need to do some preparation. It's like stretching before a run. And, the better the stretching, the better the run.

The pre-planning steps presented below involve some thinking, discussions, and learning.

Step 1: Thinking

Because social media will change the way you communicate with your customers, you need to reflect on the whole before you plan the parts.

Before you start your plan you should ask yourself some key questions about you and your company, your business and your brand. For example:

- How committed am I to try something new?
- How will social media fit into the total context of my business?
- What do I hope to accomplish?"
- Is the company ready for this?
- Do I need to get the brand or company in better shape before jumping in?
- Other?

Step 2: Discussions

Social media will eventually find their way into most parts of your organization, so it's important to start an internal dialogue, sooner than later. Discuss with your team your thoughts on social media and invite their participation in the planning process.

Discuss the opportunities of social media with others outside your organization who are involved in your business. For example, your vendors, partners, clients, customers, etc. — particularly those under 40.

Step 3: Learning

To effectively develop a social media branding plan you need a little upfront knowledge about the social media category and a basic understanding of brand strategies. This way the worksheets that follow won't look like a foreign language.

There are many ways to gain or supplement your knowledge:

- Ask someone to tutor or consult with you
- Attend a seminar or workshop
- Read or skim a book on social media or branding. We've included references in the Other Resources section in the back of this guide.
- Get some experience with social media by trying out one of the platforms. One of the easiest is to read someone's blog, or sign up for a Twitter account.

Above all, you should begin to monitor what's being said now about your company in social media. Even without your participation, people may be talking about your brand in a way that's beyond your control.



“Before every minute of action, there should be an hour of thought.”
— Henry Ford

Section I:

The Worksheets

- Market Situation Analysis Worksheet 7
 - Brand Overview Worksheet 8
 - Brand/Business Goals Worksheet 9
 - Target Audience(s) Worksheet 10
 - Social Media Platform Selection Worksheet 12
 - Communication Messaging Strategies Worksheet 13
 - Communications Integration Strategies Worksheet 14
 - Implementation Worksheet 15
 - Social Media Marketing Support Worksheet 16
 - Campaign Engagement & Monitoring Worksheet 17
 - Engagement Time Allocation Worksheet 19
 - Measurement Tools Worksheet 20
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Worksheet Tips

- Consider reading this guide from front to back before you start the worksheets. It will help make the planning process easier.
- Although you might not be able to complete each worksheet completely the first time around, or in sequential order, just plow ahead. Come back later and fill in the blanks when you have more information, and skip the questions you feel aren't appropriate.
- The worksheet section is not a test, it's a start to getting your hands around the most radical marketing shift in 50 years.
- Now if you feel you have done enough stretching, it's time to turn the page and start running through the worksheets.



... according to Arthur Page Society, young adults in high school and college today spend 60% less time than their parents watching TV and 600% more time online.

Marketing Situation Analysis

- Briefly describe your current marketing programs.

- What more would you do, if budget or staff permitted?

- Are you currently using any social media tools? Which ones?

- If you currently do have a social media presence, how are you doing?

- Which social media tools are your competitors or peers using?

- What are they doing well?

- What are they missing?

Brand Overview

- Describe the key elements of your brand's architecture — positioning, promise, price/value, image, etc. Refer to page 24 for worksheet.

- What do you want your brand to stand for in the social media environment?

- What type of personality do you want your brand to project?

- How will you differentiate your brand from competition in social media campaigns?

- What type of emotional bond do you want your brand to have with your customer?

Brand/Business Goals

- Social media is the only form of marketing that lets brand managers reach customers at all stages of the purchase cycle. What would you like to achieve by adding social media to your branding communications mix?

- Tangible Goals: (e.g., A better understanding of the customer that can lead to more effective communications across all media platforms, more leads, more sales.)

- Intangible Goals: (e.g., increase brand reputation among target audience)

- Select the key metrics you will use to determine success. For example:

- | | |
|--|---|
| <input type="checkbox"/> increased brand awareness | <input type="checkbox"/> sales |
| <input type="checkbox"/> increased Web traffic | <input type="checkbox"/> # registrations |
| <input type="checkbox"/> better customer service | <input type="checkbox"/> # mentions in other blogs |
| <input type="checkbox"/> recruiting hires | <input type="checkbox"/> # flickr downloads/views |
| <input type="checkbox"/> # twitter retweets | <input type="checkbox"/> # video downloads/# views on YouTube |
| <input type="checkbox"/> # facebook friends | <input type="checkbox"/> how are you doing against competition |
| <input type="checkbox"/> # forum posts | <input type="checkbox"/> favorable vs. unfavorable comments |
| <input type="checkbox"/> # blog comments | <input type="checkbox"/> brand reputation |
| <input type="checkbox"/> # click throughs | <input type="checkbox"/> size of social media relationship list |
| <input type="checkbox"/> # twitter profile visits | <input type="checkbox"/> brand comments on twitter/Facebook |
| <input type="checkbox"/> # twitter followers | <input type="checkbox"/> # leads |
| <input type="checkbox"/> promotion success | <input type="checkbox"/> other |
-

Target Audience(s)

- Profile the key groups of people, communities, or companies who are current customers or desired prospects. What do they want to hear? See? Feel? Learn?

- At what level, and how, would you estimate your target audience would interact with the various social media platforms? For example, would your target be more likely to write, read, or comment on, a blog?

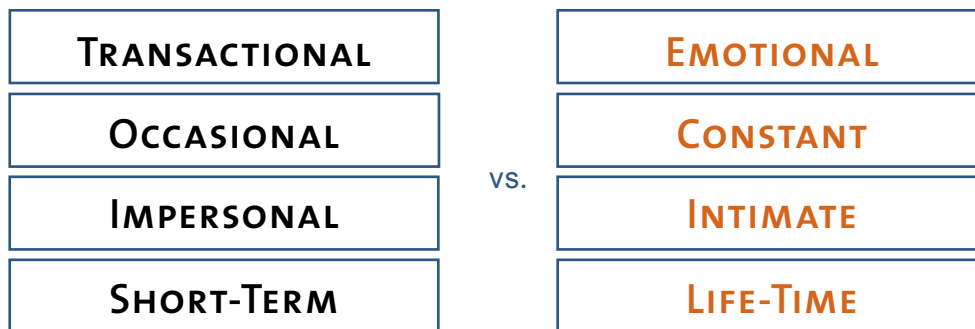
- What primary actions do you want your target audience to take as a result of engagement with your social media programs? It will be different for each platform.

- | | |
|--|---|
| <input type="checkbox"/> visit Web site | <input type="checkbox"/> become aware of |
| <input type="checkbox"/> e-mail | <input type="checkbox"/> develop affinity for |
| <input type="checkbox"/> call | <input type="checkbox"/> tell a friend |
| <input type="checkbox"/> comment | <input type="checkbox"/> send to their network |
| <input type="checkbox"/> recommend you | <input type="checkbox"/> join your community |
| <input type="checkbox"/> sign-up (e.g., RSS) | <input type="checkbox"/> download (video, white paper, coupon code) |
| <input type="checkbox"/> retweet | <input type="checkbox"/> upload (video, photograph) |
| <input type="checkbox"/> join discussion group | <input type="checkbox"/> listen to podcast |
| <input type="checkbox"/> write a review | <input type="checkbox"/> read your blog |
| <input type="checkbox"/> vote on content | <input type="checkbox"/> comment on your blog |
| <input type="checkbox"/> visit store | <input type="checkbox"/> bookmark |
| <input type="checkbox"/> purchase online | <input type="checkbox"/> other |
-

Target Audience(s), con't.

When developing a social media plan, it's important to focus on the types of relationships you want with your individual target audiences and not get caught up in the bells and whistles of the technology.

What Type of Relationship Do You Want?



- Describe how you want your target audience to relate to your brand.

- How will you take your online relationship offline, if appropriate?

... *“Focus on relationships, not technologies.”*

Social Media Platform Selection

- Analyze the top social media platforms (e.g., Facebook, twitter, blog, etc.) and identify the top 2 or 3 that have the most potential for reaching where your target hangs out. Which one will you start with? Refer to the Social Media Options listings starting on page 51 for descriptions of some of the most popular platforms and services.

1. Platform: _____ Apps you will use: _____
 Reason for Selection: _____

2. Platform: _____ Apps you will use: _____
 Reason for Selection: _____

2. Platform: _____ Apps you will use: _____
 Reason for Selection: _____

- Identify how many versions of each of the platforms you will need, e.g., one per brand? One per promotion? One per store? One per event?

Communication Messaging Strategies

Social media is all about a new channel of communications. Learning to do it right is critical to success. Start by evaluating and refining the brand’s “core message.” It is important that the single net impression of all your communications be consistent regardless of channels used.

- Describe the brand’s core message. Refer to the worksheet on page 26.

 - Describe your brand’s story (250 - 500 words). Refer to the worksheet on page 27.

 - Based on your brand’s core message and brand story, outline several social media messaging themes that could be used in online conversations. Remember, micro-messaging is an art, not a science. Refer to the worksheet on page 29.

 - What keywords/phrases help frame your brand and are important to your social media search strategy?

 - How will you test your social media messages to insure that first, they are appropriate for your audience, and second, they are consistent with your brand’s overall messaging strategy?

-

Communications Integration Strategies

- How will you integrate your social media campaigns into your current marketing plans (traditional media, Internet, mobile, etc.)? Determine actions required to update your copy/content to reflect the inclusion of social media into your communications mix. See page 93 for comparison ratings of different media.

Traditional Media

Actions Required

- TV _____
- Radio _____
- Newspapers/Magazines _____
- Billboards _____
- Direct Mail _____
- Marketing Events _____
- Newsletters _____

Internet Media

- Web Site _____
- E-mail Marketing _____
- Banner Ads _____
- Search Engine Marketing _____
- E-publications _____
- Online Forums _____
- Podcasts _____
- Viral Marketing _____

Mobile Media

- Applications _____
- Audio _____
- Games/Promotions _____
- Internet _____
- Video _____

Implementation

- Develop criteria for selecting your social media team (skills required, in-house, out-sourced) for set-up, integration and implementation of the social media platforms selected on page 12.

- How will you coordinate distribution of the content through multiple social media channels in parallel?

- How will you develop content to give people something engaging to talk about?

- How will you inform your organization on your use of social media marketing?

- To what extent will your employees be involved? Limited? Widespread?

- Does your organization have an employee social media policy?

Social Media Marketing Support

- Describe how you will promote/support your social media campaigns to increase awareness, engagement and participation. For example, what types of promotions (contests, coupons, giveaways, hooks, etc.) will you offer? Will you advertise on Facebook?

- How will you promote and co-market your social media sites using Web 2.0 marketing tools? For example, register your blog on one of the social bookmarking sites. See pages 51–87 for descriptions of social media options.

- | | |
|--------------------------------------|--------------------------------------|
| <input type="checkbox"/> Technorati | <input type="checkbox"/> RSS |
| <input type="checkbox"/> Digg | <input type="checkbox"/> Shutterfly |
| <input type="checkbox"/> StumbleUpon | <input type="checkbox"/> Snapfish |
| <input type="checkbox"/> del.icio.us | <input type="checkbox"/> Yahoo Buzz |
| <input type="checkbox"/> Mixx | <input type="checkbox"/> YouTube |
| <input type="checkbox"/> Reddit | <input type="checkbox"/> Flickr |
| <input type="checkbox"/> Newsvine | <input type="checkbox"/> Photobucket |

- How will you tap into the power of the social media influentials? For example, how will you connect with the recognized top bloggers in your category?

... *“You can’t engage until you participate.”*

Campaign Engagement & Monitoring

- How will you monitor what people are currently saying in general about your brand without your participation?

- How will you select and train the team (inhouse and outsourced) to create, listen, and respond to various campaign conversations?

- What will be the logistics, for example, if you use outside companies to help you to tweet, blog or YouTube? Does anyone have to approve the content before posting?

- What strategies will you use for engagement in online discussions and development of content to provoke conversations?

- How will you enhance customer engagement with photos, videos, promotions?

- How will you select, train and manage the team who will be making on-going recommendations, adjustments and optimization of campaigns?

Campaign Engagement & Monitoring, cont.

- How will you manage the quality of your team's user-generated content?

- How will you manage your company's online brand reputation (OBR)?

- How will you react and crisis-manage any brand-threatening emergencies?

Tip:

Make sure you have a social media succession plan.

*If a person becomes the face-of-the-company,
make sure you are prepared if that individual leaves.*

Engagement Time Allocation

Social-media engagement can use up a lot of human capital if not properly managed. It's important to use a disciplined approach to effectively engage in all your platforms appropriately. Some of the tasks required include: commenting, contributing, creating, listening, reading, responding, updating, uploading, reviewing, visiting, and watching. You need to identify who will be responsible for these actions and plan their time appropriately.

Participation Activities	Daily Time Estimate	People Responsible

Marketing Activities	Daily Time Estimate	People Responsible

Measurement Tools

- How long do you think it will take to see some results from your social media campaigns?

- How will you select and train the team, or identify outside services required, for monitoring results of social media campaign vs. objectives?

- What is your baseline against which you will measure your progress? For example, what was the average Web traffic before you launched a social media campaign?

- Which social media listening tools will you use? For example, Google Alerts, Radian6, Tweepbeep, etc.

- Determine frequency of reporting and best format for management updates.

Conclusion

It's probably safe to conclude, at this point, that putting together a social media plan involves a lot of new thinking. It's also, we would expect, the first time you have had to think seriously about your brand in the context of this new marketing environment — an environment that represents the most radical marketing shift in 50 years.

The two things we can guarantee are: the first plan is tough for everyone, and the next time it will be a lot easier.

However, it should also be noted that because new social media tools are popping up every month, it's vital to keep up with the changes.

The bottom line is the more you learn, and the more experience you get with the various social media platforms, the stronger you and your brand will be.

. . . it's never too late to start now!

Section II:

Helpful Resources for Planning

Supplemental Worksheets

- Brand Architecture Worksheet 24
- Core Brand Message Worksheet 26
- Brand Story Worksheet 27
- Micro-Messaging Worksheet 29

Social Media Success Stories 30

Social Media Options 51



BRANDING: THE 6 EASY STEPS

STEP 1 Market Analysis

STEP 2 Brand Architecture

STEP 3 The Big Idea

STEP 4 Marketing Communications

STEP 5 Employee Involvement

STEP 6 Measurement

Brand Architecture Worksheet

After you have done Step One — analyzed your market, the competition, and gained insight into what makes customers tick — it's time to take Step Two to give your brand some shape. Use the worksheet that follows.

Brand building is not a series of isolated activities. It needs to be viewed as a complete system. Building a brand is like building a skyscraper. You start with a plan — an architectural blueprint. A brand's architecture is one of the key determinants of whether it will be successful or not. Yet less than 5% of marketers engage in this level of planning.

The architecture of a brand ensures that the key components of strategy, creativity, and tactics all work together in harmony. The goal is to create a unified, coherent approach that gets a prospect to buy and remain loyal for a lifetime.

The Process

The most important step in the branding process involves defining the 19 elemental building blocks of a brand's structure. See next page.

The combined integration of these blocks is called brand architecture or the brand's DNA. It's the blue-print for your product or service. Each block needs to be based on well thought-out strategies derived from the facts of the marketplace. All the elements of the architecture must be aligned to work together in a coordinated plan to create brand clarity. It is this focus that multiplies the power of your marketing efforts.

Brand Architecture Worksheet

Brand Elements	Strategies, Descriptions, Comments
1. Brand Product/Service	
2. Brand Differentiation	
3. Brand Vision	
4. Brand Positioning	
5. Brand Target	
6. Brand Name	
7. Brand Identity	
8. Brand Promise	
9. Brand Character	
10. Brand Personality	
11. Brand Emotion	
12. Brand Experience	
13. Brand Quality	
14. Brand Pricing (value proposition)	
15. Brand Packaging	
16. Brand Distribution	
17. Brand Association	
18. Brand Credentials	
19. Brand Message	

Core Brand Message Worksheet

A brand's core message is a concise, single-net-impresion of what your brand stands for and why someone should buy your product or service. After someone sees or hears one of your communications, what is their net take-away?

	Strategies, Descriptions, Comments
Brand Product or Service	
Target Audience(s)	
What does target audience think or feel now?	
What do you want the communications to accomplish?	
Define Differentiation Motivator	
Core Brand Message: A Single Net Impresion [SNI] or Dominant Sellling Idea	
Support for SNI	
Other requirements	

Your core brand message should be easy to understand; differentiate you from competition; be believable; be relevant to the marketplace; and be consistent with the brand's overall architecture.

Micro-Messaging Worksheet

Micro-messaging on twitter, Facebook, or blogs, etc., is different from ads, e-mail or Web site copy. It needs to be a conversation, not a marketing pitch.

	Strategies, Descriptions, Comments
Umbrella Core Brand Message	
Target Audience(s)	
Social Media Platform(s) to be used	
To what degree is marketing accepted on these platforms?	
Key messaging words/phrases	
What do you want the micro-messaging to accomplish?	
Core Micro-Message Theme #1:	
Core Micro-Message Theme #2:	
Core Micro-Message Theme #3:	

Social Media Success Stories

We are often asked, “What does social media do?”. “How can a business use it?”

To help answer these questions we have gathered together some examples of how social media has been used by both small and large organizations.

We have been involved in several of the examples. However, to help bring social media into better focus, we use brand stories that are in the public domain.

These stories not only demonstrate the versatility of social media. They also provoke some ideas on how your organization can use some of these powerful communications tools to achieve your marketing goals.

- 1-800-FLOWERS.com
 - Bacon Salt
 - Best Buy
 - Crème Bruleé by Curtis
 - Ernst & Young
 - FedEx
 - Ford
 - GAP
 - Grand Marnier
 - HostMySite.com
 - jetBlue
 - KFC
 - Lululemon
 - Moonfruit
 - Smirnoff
 - Southwest Airlines
 - TGI Friday’s
 - United Airlines
 - U.S. Army
 - Whole Foods
-



Problem

1-800-FLOWERS.com was looking for a way to increase its awareness and online e-commerce business. It had an e-commerce Web site, but they wanted to take their digital presence to the next level.

Social Media Solution

While companies like Pizza Hut, Target and Starbucks were using Facebook and Twitter for promotions, no one was using Facebook for a one-stop purchase transaction, without clicking through to a home page.

1-800-FLOWERS.com decided to be the first company to setup an e-commerce store front on its Facebook fan page.

Success

Being a private company, it's hard to estimate the total impact, but with Facebook's 350-million member community, it's probably safe to say the results were good.



Problem

Over a few beers, two Seattle buddies (Justin Esch, Dave Lefkow) wondered if it would be possible to make things taste like bacon. Would there be any interest? How could you start without any money?

Social Media Solution

Starting with a MySpace account, they posed the question, and comments started flowing in. Not only did they get huge interest, some people wanted to know where they could buy it, even before they had a product.

With this encouragement, they launched an expanded social media campaign on MySpace, Facebook, Twitter, YouTube, and a blog. The interest in the concept went viral — and user-generated recipes came flowing in and formed the foundation of their marketing program.

Success

They sold 600,000 jars in the first eighteen months. There are now multiple products in the line and they have secured distribution in some of the largest grocery chains in the country.

This is a good example how social media can help sidestep barriers-to-entry set-up by large corporations.



Problem

Best Buy wanted to improve its customers' satisfaction rating by providing both pre- and post-sale questions from its customers and potential buyers.

Their current system of support (e-mail, phone and in-store) was good but costly because they were answering the same question(s) over and over.

Social Media Solution

Best Buy set up a Twitter channel so customers could not only get their questions answered quickly, but others could learn from what other customers were asking.

Best Buy used traditional media to market their new support initiative called Twelpforce.

Success

Best Buy got 7,500 followers quickly and were answering up to 100 questions a day — reducing costs and building goodwill for the brand.



Problem

With the advent of the Internet, many small businesses were able to launch Web sites that made their business look official, professional and in some cases, much bigger than they actually were.

But the Web didn't really help micro-businesses (e.g., a street vendor) for a number of reasons, so they were left with only word-of-mouth as their main marketing tool.

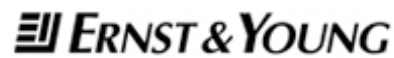
One such vendor, Curtis Kimball, sells crème brûlée from his street-corner cart in San Francisco. He wanted to expand his business, but didn't know how without spending a lot of money.

Social Media Solution

One day, a customer in line suggested he try Twitter — the digital form of word-of-mouth advertising. He was interested because he could let his customers know what corner he was going to be on and list the flavors of the day.

Success

Kimball now has more than 5,400 Twitter followers. He has quit his day job as a carpenter to keep up with his growing demand for his delicious business.



Problem

To meet its growing staffing needs, Ernst & Young, the global accounting firm, was looking to hire 3,500 new college graduates in the Spring of 2007. Traditional media's penetration was steadily falling in this age category — that's not where this group was hanging out.

Social Media Solution

Because the 21-24 age group were frequent users of social media, E&Y put together a Facebook campaign. E&Y Careers Group on Facebook had high membership and was building awareness about their job openings. By using the Facebook wall, E&Y were able to answer questions individually, allowing others to follow the dialogue and interact as they wanted.

E&Y also integrated its Facebook page with information video and traditional marketing elements.

Success

Ernst & Young is continuing, and others are following, to heavily depend on social media for their recruiting needs targeted at the digital generation.



Problem

FedEx, like most firms during the recession, needed to cut costs to stay afloat. It had been a regular TV advertiser during the Super Bowl, but decided to take a pass in 2009. The \$3 million price tag, for just one TV spot, no longer seemed smart. This led to a review of its TV advertising in general.

It needed a way to keep its brand awareness up, but at a much lower cost than TV.

Social Media Solution

FedEx's advertising agency suggested reducing its annual TV costs by using a dedicated YouTube channel instead.

The agency wrote and produced five three-minute films and also integrated FedEx's social media campaigns with its Web site.

Success

FedEx will save upwards of \$10 million annually by shifting some of its media mix from traditional to social media.



Problem

Ford was trying to find an effective way to build buzz prior to introducing its European Fiesta microcar into the U.S. market in early 2010. Normally, to pre-launch a new car, they would use a TV ad blitz and in-house promotions at the dealer level.

But Ford felt they needed to try something new — they just didn't feel the old ways of traditional media were working as well anymore. So they said no to TV, and yes to social media.

Social Media Solution

To build awareness for the introduction of the Fiesta into the American market, Ford tapped 100 top bloggers and gave them a Fiesta for six months. The only requirements were they had to do a YouTube video once a month about the Fiesta, and when appropriate — with full disclosure — blog about their experience with the car — no holds barred.

Success

It is still early to fully evaluate the program, but based on the pre-launch buzz, it is anticipated that the program will be a big success. Plus, with savings of an estimated \$50 million by not buying TV, it is probably safe to say this program will also be a big financial success.



Problem

GAP wanted to relaunch its “Born to Fit” jeans. Because of the changing landscape of the media world, GAP didn’t feel that its regular TV celebrity ads were appropriate for connecting with, and engaging, today’s digital consumer.

They decided to ditch TV and its mass media approach for an integrated, viral social media/mobile campaign (Facebook, Web, iPhone app, videos).

Social Media Solution

GAP decided to build its new campaign around a Facebook fan page which featured an interactive gallery and a virtual runway which clicked through to their Web site that had videos and comments from GAP’s jean designers.

The campaign also included a StyleMixer iPhone app so users could mix and match outfits and receive feedback from Facebook friends and the iPhone’s StyleMixer community. In addition, GAP sent promotional offers to customers when they were near a GAP store.

Success

This integrated campaign covered all the bases. Sales results are not available, but based on the buzz, it appears that it will be very successful. Plus, the savings alone from T.V. advertising is in the millions.



Problem

This iconic French liqueur wanted to revitalize their brand to reach a younger, more sophisticated audience. They felt a standard, traditional media plan wouldn't work. They decided not to use TV, but recognized that some combination of old and new media would work, if properly integrated.

Social Media Solution

Grand Marnier decided to decorate their Facebook page with illustrative French poster art that had been used for advertising in the 1880's. To add juice to the program, they developed two iPhone apps, one of which allows consumers to pour drinks into a simulated shaker. In addition, the new poster art concept was extended into high-profile magazine and billboard ads.

Success

The campaign generated a lot of buzz, and by promoting where the younger, educated crowd hangs out, it is expected that the new campaign will be very successful, not including the millions saved by not using TV.



Problem

HostMySite.com had a major outage in its cloud computing center. All the sites they were hosting went down and they were deluged with hundreds of calls from irate customers wanting to know what was going on, demanding frequent updates on progress.

The large volume of customers involved made it impossible to keep everyone up-to-date on the progress by either phone or e-mail.

Social Media Solution

The customer service department set up a Twitter account just for this emergency, making the communications updates very easy. In addition, their customers' customers could also go to the same Twitter site and be updated in real-time.

Success

The efficiency of Twitter communications kept the anger level to a minimum and the customers felt good because they knew as much as the customers service department in real-time.



Problem

Historically, the period between Labor Day (back-to-school) and Thanksgiving is a slow travel period. To boost travel during this period, JetBlue decided to run a promotion. But, rather than pay big bucks for a typical advertised-promotion, one whose cost eats up any profits, they decided to run a social media promotion.

Social Media Solution

JetBlue created a “\$599 All-You-Can-Jet Pass,” allowing unlimited travel between September 8 and October 8, 2009.

With more than one million Twitter followers (4th largest brand on Twitter) they sent a tweet with a link to their Web site and the reservations started rolling in.

Success

It was recognized in advance by management that the promotion may not increase profits. However, Web traffic immediately jumped by 700% after the tweet, and the intangible value of increased awareness and buzz was considered a plus to building brand equity.



Problem

When KFC wanted to introduce its new grilled chicken, it promoted it with a wide-ranging marketing mix that included some social media, but they weren't sure how well the new media channels would do.

Social Media Solution

A product promotion with the Oprah Winfrey show, featuring a coupon for a free meal from her Web site, sizzled. It evolved into a big deal on Twitter, becoming a trendy topic that millions of people followed. This resulted in a huge buzz around the product launch.

Success

The buzz was so great and so swift there were long lines around the KFC stores. Many outlets ran out of the food, and had to hand out a make-good voucher. This increased the buzz more.

Because of Twitter, this was KFC's most successful new product introduction in the company's history. And best of all, and it was for a product that's not fried.



Problem

Lululemon, a high-end Vancouver-based retail yoga-clothing chain, wanted to introduce some new run-related items and expand their customer base to include active adults who were recreational runners.

They did not want to rely on traditional media because of cost and its growing ineffectiveness.

Social Media Solution

Lululemon decided to test market a social media campaign with their eight stores in the San Francisco Bay Area. They started the program by forming a Lululemon run team from store employees and customers. TeamLemon decided to participate in a 5K run. The team had a Flip video camera and an iPhone at their disposal on run day.

Once the race was over, the Flip footage from before, during, and after the race was transferred to an iPhone then sent wirelessly to TeamLemon's Facebook page. This was followed by a Twitter alert to direct people to the Facebook page for race results. Post-race marketing took about 60 seconds and was free.

Success

People throughout the Lululemon community (employees and customers) were made aware of this new team and were soft-marketed to connect the brand with the running community. This was a step in paving the way for the introduction of its new clothing line for runners.



Problem

Moonfruit, a London-based hosting and Web services company, wanted to build its brand awareness fast, but only had \$35,000 in the budget.

Social Media Solution

The marketing manager decided to put the bulk of the budget into a Twitter promotion. Moonfruit offered a drawing for 10 MacBook Pros (one each day for 10 days) to anyone who hashtagged (#) Moonfruit.

Success

The number of Moonfruit Twitter followers went from 400 to 47,000 in 5 days, generating considerable buzz.

The promotion was so successful Twitter had them stop early because they were dominating the Twitter Trend section.



Problem

Smirnoff was facing steep competition in the crowded vodka category and wanted a way to leapfrog competition and get closer to their customers. They wanted a way to develop and maintain a loyal customer following. Their experience with traditional media wasn't working and they recognized that the energy in the brand's relationship had shifted from them to the consumer.

Social Media Solution

To accomplish their brand objectives they decided to change their branding theme from "Clearly Original" to "Be There." To introduce this new approach they cut way back on traditional advertising and decided to sponsor a series of local social events where consumers could create buzz in advance and tell their friends, "Be there."

To foster engagement for these events, the company created several integrated social media campaigns using Facebook, Twitter, Flickr and YouTube. In addition, with their Facebook campaign, they asked consumers what cocktails they would like to be served and what music should be played at these events.

Success

Based on its early success with Smirnoff, the company is considering using this social media model with their other brands including Guinness — a brand with a 250-year-old history.



Problem

Gary Kelly, CEO of Southwest Airlines, was troubled with the idea that Southwest might have to eliminate open-seating. Some people loved it and some hated it. It seemed like a lose-lose situation. He felt he needed some honest feedback from Southwest customers before he made a final decision.

Social Media Solution

Kelly was just learning to use the company's "Nuts About Southwest" blog when he decided to try the blog to go directly to customers.

When he posted his dilemma on the blog, 80-90% of the hundreds of customers who commented back didn't want Southwest to do away with the open-seating policy. Based on this feedback, and the emotional outpouring of customer sentiment, he decided to keep open seating, but with some small modifications. When Southwest posted its new approach on the blog, including a video explaining the changes, it received hundreds of favorable comments.

Success

Southwest took a difficult situation and turned it into a win-win. By utilizing a personal touch on the blog, Kelly got superior emotional feedback and far better insights than with impersonal market research.

Today Southwest extensively uses its blog to engage its customers, for announcements on service changes and evaluating new ideas.



Problem

TGI Friday's, an 800-store restaurant chain, was hit hard by the recession. Not only did the economy take its toll, but the category was severely overbuilt. Because the category was so saturated, TGI Friday's found it hard to differentiate, and was forced to continually use deep discounts. Many stores were close to folding when they decided to do something radically different so they could survive. Their new agency, Publicis, recommended the creation of a spokesperson character, "Woody," who would be billed as their "#1 Facebook Fan."

Social Media Solution

To make the character credible, Woody needed 500,000 Facebook fans fast. They created an integrated e-mail/Facebook promotion that offered new fans a downloadable coupon for a free burger or chicken sandwich.

Success

The promotion went viral, and with the buzz they got 500,000 new fans within the first six days. Because they didn't want to upset people who didn't have time to get in on the promotion, they extended it. Three weeks later, they reached one million coupon downloads. The goals were achieved. Woody got 784,000 fans within 30 days, and was clearly the undisputed #1 Facebook fan of TGI Friday's.



Problem

United Airlines had a lot of unfilled seats as the recession took its toll. An unused seat is a perishable product, so timing is everything. United did the usual e-mail sales alerts, but they needed better results. They found that if people had to think about a trip, they could just as easily forget about a trip.

Social Media Solution

United developed a Twitter campaign that surprised customers by posting extremely low rates in real time. Travelers had to make quick decisions: the prices were so good they sold out within hours instead of days.

The campaign changed the way people think about taking a trip. No longer was it only a considered purchase. With Twitter, it became an impulse buy. United's low-price promotion became sticky because customers were looking forward to their twits.

Success

United is filling up more planes more often, and has drawn a new group of engaged customers to its brand.



Problem

The Army is always trying to keep new recruits and regular soldiers well-trained on the latest battlefield techniques. This helps meet the Army's goal of keeping troops as safe as possible while accomplishing military missions.

With the tactics of war changing so quickly, it was becoming extremely difficult to keep the printed training manuals and trainers up-to-date.

Social Media Solution

The Army's desire to be nimble led them to test the viability of using a private wiki program to let soldiers of all ranks rewrite and edit seven field manuals. It was considered a natural, given that the bulk of the soldiers are part of the net generation, and are in the field, not air-conditioned command headquarters.

Success

While participation was slow at first, it is anticipated that virtual, collaborative manuals will become the norm because of the need for up-to-the-minute information on what's working and what's not.

True success will come when fewer soldiers are injured or killed because of the advance of training techniques.



Problem

With the economy driving profit margins down and jeopardizing marketing budgets, Whole Foods wanted to find a more cost effective way to stay in touch with its customers. Newspaper readers were jumping ship and TV was just too expensive.

Social Media Solution

Whole Foods decided to expand its Twitter presence and over time it built its “followers list” to over 1 million.

Whole Foods’ social media specialist decided to mix a limited number of commercial messages and promotions with its ongoing program responding to customers’ inquiries. Whole Foods also made sure that the conversations contained valuable and relevant content at all times so the relationship they were developing stayed current.

Success

Whole Foods was able to maintain its market share at a much lower marketing cost — by substituting social media in place of traditional media.

Social Media Options

The products and services listed below are some of the most popular current social media platforms and networking tools available. There are many others which do similar functions, but they represent only a small percent of the total market.

Bebo	social networking
Blogger	blog publishing platform
BlogTalk Radio	social Internet radio network
Del.ici.ous	online social bookmarking
Digg	news aggregation site
Facebook	social networking
Flickr	photo sharing
FriendFeed	social aggregator
Foursquare	mobile social network application
Google Alerts	media monitoring service
Google Blogsearch	blog search engine
Google Buzz	social networking
Hulu	video on demand
Linkedin	professional networking
Live365	Internet radio network
Mixx	web site ranking and discovery
MySpace	social networking
Newsvine	social news
Ning	social networking

PitchEngine	social media release service
Radian6	media monitoring and analysis service
Reddit	news aggregation site
RSS	web syndication
Snapfish	photo sharing/printing service
Shutterfly	photo self-publishing service
Stumble Upon	web site ranking and discovery
Technorati	blog ranking and search engine
Tweetbeep	Twitter monitoring service
Twitter	micro-blogging service
Typepad	blog publishing platform
Ustream	online video streaming
Wikipedia	internet social encyclopedia project
Wikispaces	wiki hosting
Wordpress	blog publishing platform
Yahoo Buzz	social content site/ news aggregation site
Yammer	micro-blogging service
Yelp	business ratings & reviews
YouTube	video sharing



Bebo is a social networking Web site that allows users to create a profile with a choice of three privacy levels: public, private and fully private. It may include quizzes or polls for their friends to vote in and comment on, a limited photo album, blogs with a comments section, and a list of groups that the user is a member of.

A Lifestory module allows users to create an interactive display of life events in chronological order that may include photos, videos, stories and special events users want to record or schedule.

Bebo's "Lifestream Platform" informs users of real-time, chronological updates from all of their friends from Facebook, Myspace, YouTube, Flickr, Twitter and Delicious, etc.

Bebo also integrates e-mail updates from various accounts including Gmail, Yahoo! Mail and AOL Mail and is SMS compatible.

www.bebo.com





Blogger is a free, easy-to-use blog publishing system from Google where users can post text, photos, videos, slideshows, user polls and more. Users host their blogs for free on BlogSpot.com, by choosing any available URL.

Users can customize the blog's design with a drag-and-drop interface or use Blogger's HTML editor to fully customize the blog's look and feel.

Blogger offers a "Followers gadget" users may add to the layout. With this gadget, readers can click the "Follow This Blog" link to add the blog to their Blogger Dashboard and Google Reader account. They also have the option to add their image and profile to the blog and be recognized as a fan.

New posts can be automatically e-mailed to specific addresses or mailing lists.

Blogger also allows users to post from their mobile phone, create a group blog and make it private, and use a host of third party applications.

www.blogger.com





BlogTalkRadio is Internet radio that allows users to host live call-in broadcasts using only a computer and a phone. BlogTalkRadio is entirely Web-based and requires no client download.

Users log on, specify airtime, then call a special number. The computer screen lists the phone numbers of guests or listeners calling in, and the host can put as many as six on the air at once by clicking a mouse.

Unlimited participants can listen in and can download a podcast version later.

Previous shows can be streamed, downloaded directly or subscribed to as podcasts via RSS through any podcatcher like Juice or iTunes.

Condé Nast Portfolio referred to BlogTalkRadio as a site that “has become the dominant player in the latest media trend, one that allows anyone with a Web connection to host a talk show on any topic at any time of day. It is the newest form of new media; the audio version of the internet blog.”

www.blogtalkradio.com





Delicious is a free social bookmarking Web service for storing, sharing and discovering Web bookmarks with others.

It allows users to tag, save, manage and share Web pages from a centralized source, greatly improving how people discover, remember and share on the Internet.

Delicious lets you keep and share all of your bookmarks on the their Web site. The Subscriptions and Network features allow you to keep track of the other tags and users.

It has more than five million users and over 150 million bookmarked URLs.

www.delicious.com





Digg is a free social news Web site made for people to discover and share content from anywhere on the Internet, by submitting links and stories, and voting and commenting on submitted links and stories.

Users vote stories up and down, respectively called digging and burying. Many stories get submitted every day, but only the most 'Dugg' stories appear on the front page.

Digg helps build brand awareness and drives traffic to your site, blog, etc. Somewhat similar to Reddit, except both user and commercial content is accepted.

It attracts hundreds of million visitors annually according to Compete.com and is now selling advertising on its site.

www.digg.com



The Facebook logo, consisting of the word "facebook" in white lowercase letters on a dark blue rectangular background.

Facebook, the popular social networking site, lets users add friends, send them messages, and update their personal profiles to notify friends about themselves. Additionally, users can join networks organized by city, workplace, school and region.

Facebook has a number of features with which users may interact. They include the Wall, a space on every user's profile page that allows friends to post messages for the user to see; Pokes, which allows users to send a virtual "poke" to each other (a notification that tells a user that they have been poked); Photos, where users can upload albums and photos; and Status, which allows users to inform their friends of their whereabouts and actions.

Users control what types of information are shared automatically with friends. Users are now able to prevent friends from seeing updates about certain types of activities, including profile changes, Wall posts, and newly added friends.

Facebook has a blogging feature that allows tags and embeddable images, or users can import their blogs from other blogging services. There is also a chat feature similar in functionality to desktop-based instant messengers.

www.facebook.com





Flickr is primarily a photo hosting Web site, web services suite and online community platform. While most users share personal photographs, the service is also widely used by bloggers as a photo repository.

Photo submitters use tags to organize images, which allow them to find images related to particular topics, such as place names or subject matter.

While most photos are copyright protected, with permission, friends, family, and other contacts can organize, add comments, notes and tags, which are also searchable.

Flickr allows users to organize their photos into “sets”, or groups of photos that fall under the same heading. These “sets”, then, represent a form of categorical metadata rather than a physical hierarchy. Sets may be grouped into “collections,” and collections further grouped into higher-order collections.

www.flickr.com



friendfeed

FriendFeed is a real-time feed aggregator that consolidates updates from social media and social networking Web sites, social bookmarking Web sites, blogs and micro-blogging updates, as well as any other type of RSS feed.

FriendFeed provides the ability to track activities (such as posting on blogs, Twitter and Flickr) across a broad range of different social networks.

A user can configure their FriendFeed account to aggregate content from the many third-party services including: Blogger, Delicious, Stumbleupon, Digg, Reddit, Flickr, Facebook, YouTube, LinkedIn and Yelp.

www.friendfeed.com





Foursquare is a location-based social networking website, software for mobile devices, and game. Users “check-in” at venues using text messaging or a device specific application.

When users “check-in”, foursquare alerts their friends, recommends places to go and things to do nearby, and if others have checked-in at that location, users will find tips, reviews and recommendations from them.

The more places users go and the more things they do, earns them points and “badges.” Repeated check-in at some locations can earn the users ‘Freebies.’

www.foursquare.com



Google alerts

Google Alerts is a notification service (by e-mail or feed) that updates users of the latest relevant Google results (Web, news, etc.) based on their choice of query or topic, in plain text or HTML. This is a way to keep up-to-date about what is being said about your brand in the social media environment.

Google currently offers six types of alert searches: “News”, “Web”, “Blogs”, “Comprehensive”, “Video” and “Groups”.

A News alert is an e-mail that lets the user know if new articles make it into the top ten results of his/her Google News search. A Web alert is an e-mail that lets the user know if new Web pages appear in the top twenty results for his/her Google Web search. A News & Web alert is an e-mail that lets the user know when new articles related to his/her search term make it into the top ten results for a Google News search or the top twenty results for a Google Web search. A Groups alert is an e-mail that lets the user know if new posts make it into the top fifty results of his/her Google Groups search.

www.google.com/alerts



Google blog search

Google Blog Search is a weblog search engine, with a continuously-updated search index. Results include all blogs (including foreign-language blogs), not just those published through Blogger. Results can be viewed and filtered by date or users can browse results by topic.

An “Advanced Search” link allows users to specify titles, authors, languages and more and has an additional link that allows users to switch between displaying the results with either the most relevant or recent results at the top.

Blog Search uses a set of algorithms to try to determine the most popular stories in the blogosphere. Factors considered include a blog’s title and content, as well as its popularity throughout the rest of the blogging community. Groups of posts that are closely related are also displayed. The process is entirely automated.

Blog Search indexes blogs by their site feeds, which are checked frequently for new content. This means that Blog Search results for a given blog will update with new content much faster than standard Web searches. Also, because of the structured data within site feeds, it is possible to find precise posts and date ranges with much greater accuracy.

www.blogsearch.google.com





Google Buzz is a social networking and messaging tool which is integrated with Google's email program, Gmail. Users can share links, photos, videos, status messages and comments organized in "conversations" and visible in the user's Gmail inbox.

Buzz allows users to choose to share publicly with the world or privately to a group of friends each time they post. Google Buzz is integrated with Picasa, Flickr, Google Reader, YouTube, Blogger, and Twitter.

Buzz also includes several interface and interaction elements from other Google products (e.g. Google Reader) such as the ability to "like" a post.

<http://www.google.com/buzz>





Hulu is an online video service that offers hit TV shows, movies and clips giving users the ability to customize their viewing experience online and allowing users to watch favorites or discover new shows anytime — at home or on the road.

Hulu allows users to share full-length episodes or clips via e-mail or embed on other Web sites, blogs and social networking pages. Most videos on Hulu can be posted to your site, letting you share your chosen video or video clips with your audience.

You can post a video to a number of sites — Facebook, MySpace, Digg and more — with a few clicks. Edit the clip, post it to your profile, add a comment and share it with the Internet. Your customers can watch it directly from your post or profile page and leave their own comments.

Hulu also provides web syndication services for other Web sites including AOL, MSN, MySpace, Facebook, Yahoo! and Comcast's fancast.com.

www.hulu.com





LinkedIn is a network of professionals from around the world, representing 170 industries and 200 countries.

Mainly used for professional networking, you can find, be introduced to and join groups of qualified professionals that you need to work with to accomplish your goals.

As of Fall 2009, it had more than 45 million registered users, spanning 170 industries.

Many consider it more of a networking than a social media site.

www.linkedin.com





Live365 is an Internet radio network where members can create their own online radio station or listen to other Live365 broadcasters' online stations.

Live365's end-to-end broadcast platform empowers individuals and organizations alike by giving them a "voice" to reach audiences around the globe. Through easy-to-use tools and services as well as royalty coverage, anyone with a computer and Internet connection can create his or her own Internet radio station and reach a global audience with minimal cost and effort.

Advanced broadcasters can also download software to broadcast "live" using a home computer, stable bandwidth connection, and a microphone or mixing board. Professional broadcaster memberships include royalty and licensing packages for ASCAP, BMI and SESAC fees. Advanced users can also relay streams from external sources.

www.Live365.com





Mixx is a user-driven social media Web site. It combines social networking and bookmarking with Web syndication, blogging and personalization tools.

Users control a personalized blend of Web content that includes text-based articles, images and videos and can find media relevant to their interests, and interact with friends and others who share their common interests.

Mixx users can find or submit items from any online source, such as news services and online publishers of media such as video, images, and various other content, as well as their own Web sites.

Mixx users also can comment on and vote for or against stories, photos and videos, influencing the flow of incoming media. Users recommend relevant media to other users within specific categories like business, sports and health using either free-form or pre-determined meta tags to define items by subject matter or geography.

Mixx users can also follow other users with whom they share common interests, as well as create, join and invite other Mixx users to private groups to further share and discuss relevant items among peers.

www.mixx.com





“MySpace is a place for friends. MySpace is Your Space. MySpace keeps you connected.”

MySpace allows users to customize their user profile pages in such areas as “About Me,” “I’d Like to Meet,” and “Interests.” Videos and flash-based content can be included this way. Users also have the option to add music to their profile pages via MySpace Music, a service that allows bands to post songs for use on MySpace.

Bulletins are posted on to a “bulletin board” for everyone on a MySpace user’s friends list to see. Bulletins can be useful for contacting an entire friends list without resorting to messaging users individually.

MySpace has Groups, instant messaging, videosharing, a mobile app, RSS news feed, classifieds, and forums.

While MySpace skews towards a younger audience, musicians, bands, comedians and filmmakers are a substantial part of this networking community. MySpace allows artists to upload their entire discographies consisting of MP3 songs. The uploader must have rights to use the songs (e.g. their own work, permission granted, etc). Unsigned musicians often use MySpace to post and sell music using SNOCAP, which has proven popular among MySpace users.

www.MySpace.com





Newsvine is a social news platform, community-powered: a collaborative journalism news Web site which draws content from its users and syndicated content from mainstream sources such as The Associated Press. Users can write articles, seed links to external content, and discuss news items submitted by both users and professional journalists.

Members decide by their actions what news makes it onto the site and what news is removed.

Users can write their own articles and upload their own photographs or choose from a list of Flickr photos registered under a Creative Commons license for addition to the post.

Because it's community-driven, users who enjoy reading an article/seed or agree with its content are encouraged to vote for the content. Articles and seeds with the most votes appear in the "Top Wire," "Top Seeds," or "Top of the Vine" sections of the site.

Users bring together big and little media in a way which respects established journalism and empowers the individual at the same time.

www.newsvine.com



Ning™

Ning is an alternative online platform (vs. e.g., Facebook) for people who want to create their own social networks around specific interests with their own visual design, choice of features and member data.

The unique feature of Ning is that anyone can create their own social network for a particular topic or need, catering to specific membership bases.

Ning also allows developers to have some source level control of their social networks, enabling them to change features and underlying logic.

This enables artists, brands and organizations to control their online presence with their own unique Ning Network which integrates with other social media services.

www.ning.com

N



PitchEngine allows users to create and distribute Social Media Releases (SMRs). SMRs can incorporate embedded video, images, powerpoints, etc., and are hosted in a “microsite” or SMR. These packages of multimedia content can then be easily shared with friends and fans via the social web using apps like Facebook, Twitter and more.

www.pitchengine.com





Radian6 provides tools for real-time social media monitoring and analysis designed primarily for PR and Ad agencies.

Radian6 provides the social media monitoring platform for marketing, communications and customer support professionals. The company's dashboard enables monitoring all forms of social media with results appearing in real-time, as discovered.

Analysis widgets, streamlined reporting, and integrated workflow capabilities give users the ability to uncover influencers, track and measure engagement and determine which conversations are having an impact online. Integrated social media, CRM, and web analytics also help companies define their social media ROI.

www.radian6.com



Reddit is a free social news Web site on which users can post links to content on the Internet. Other users may then vote the posted links up or down, causing them to become more or less prominent on the Reddit home page. Reddit is similar to Digg.com except it has exclusively user-generated content.

The site has areas in which users may discuss the posted links and vote for or against others' comments. When there are enough votes against a given comment, it will not be displayed by default, although a reader can display it through a link or preference. Users who submit articles which other users like and subsequently "vote up" receive "karma" points as a reward for submitting articles those other users consider interesting.

Reddit also includes topical sections called "reddits" (colloquially called "subreddits"), which focus on specific topics, such as politics, programming or science.

www.reddit.com





RSS: Really Simple Syndication

RSS (sometimes called “Rich Site Summary”) is a family of Web feed formats used to publish frequently updated works — such as blog entries, news headlines, audio, and video — in a standardized format which allows the information to be published once and viewed by many different programs.

RSS feeds can be read using software called an “RSS reader,” “feed reader,” or “aggregator,” which can be Web-based, desktop-based, or mobile-device-based.

The user subscribes to a feed by entering into the reader the feed’s url or by clicking an RSS icon in a browser that initiates the subscription process. The RSS reader checks the user’s subscribed feeds regularly for new work, downloads any updates that it finds, and provides a user interface to monitor and read the feeds.

Syndication benefits both the Web sites providing information and the Web sites displaying it. For the receiving site, content syndication is an effective way of adding greater depth and immediacy of information to its pages, making it more attractive to users.

For the transmitting site, syndication drives exposure across numerous online platforms. This generates new traffic for the transmitting site — making syndication a free and easy form of advertisement.





Snapfish allows members to upload, share, store, get prints and create customized photo products. The free membership gives users secure, unlimited online photo storage.

Like Facebook and unlike Flickr, a Snapfish account is required to view shared photos. An invitation sent from a member to view their photos on Snapfish requires the recipient to create a Snapfish account before viewing. Members can share via e-mail, link URL, and to various other Web services such as Facebook, Blogger and MySpace.

Snapfish offers a service called Group Rooms for sharing amongst many members.

www.snapfish.com





Shutterfly is an Internet-based social expression and personal publishing service. Shutterfly provides products and services that make it convenient for consumers to preserve their digital photos in a creative manner. Shutterfly's flagship product is its Photo Book line for self-publishing photobooks.

Shutterfly Share sites allow users to create public Web pages from their photos stored on Shutterfly. Like other social networking sites, users can invite others to view their Shutterfly Share sites that include comment forums, photo books and links to YouTube videos. Shutterfly also allows users to post photos on blogs or social networks.

Shutterfly's iPhone App allows customers mobile access to view their albums on their iPhone. Photos taken on the iPhone can be uploaded to the customer's Shutterfly account and stored for free, at full resolution, making them instantly available for friends and family to see.

www.shutterfly.com





StumbleUpon is an Internet community that allows its users to discover and rate Web pages, photos, and videos. It is a personalized recommendation engine which uses peer and social-networking principles.

Using search engines to locate relevant content typically means hunting through pages of results. Rather than searching for quality Web sites, StumbleUpon members are taken directly to Web sites matching their personal interests and preferences.

StumbleUpon uses ratings to form collaborative opinions on Web site quality. When you stumble, you will only see pages that friends and like-minded stumblers have recommended. This helps you discover great content you probably wouldn't find using the traditional search engines.

www.stumbleupon.com



Technorati™

Technorati, originally a blog search engine, is now a full service media company providing services to blogs and social media sites and connecting them with advertisers who want to join the conversation, and whose online properties introduce blog content to millions of consumers.

Technorati collects, organizes, and distributes the global online conversation. Technorati looks at tags that authors have placed on their Web sites. These tags help categorize search results, with recent results coming first.

Technorati rates each blog's "authority," the number of unique blogs linking to the blog over the previous six months. Technorati tracks not only the authority and influence of blogs, but also has the most comprehensive and current index of who and what is most popular in the Blogosphere.

Technorati Media is an advertising network of blogs and social media sites that places brands in the center of the global online conversation.

Technorati Engage is a self-service advertising network of blogs and social media sites.

<http://technorati.com>





TweetBeep is like Google Alerts for Twitter.

Tweetbeep is a free Web-based service that notifies you via e-mail whenever someone mentions a word, name or phrase on Twitter. Find out immediately when someone tweets (posts) your name, company, or Web site address on Twitter, even if they use a URL-shortening service like TinyURL.

Tweetbeep is a reputation management tool, allowing users to monitor all @replies and @mentions. TweetBeep also maintains a log of who's tweeting about you. TweetBeep saves users from spending their day hovering over the Advanced Search page.

While the basic service is free, paid upgrade options add domain alerts and allow users a specified number of additional alerts.

www.tweetbeep.com





Twitter is a free social networking and micro-blogging service that enables its users to send and read messages known as tweets. Tweets are text-based posts of up to 140 characters displayed on the author's profile page and delivered to the author's subscribers who are known as followers.

Senders can restrict delivery to those in their circle of friends or, by default, allow open access. Users send and receive tweets via the Twitter website, Short Message Service (SMS) or external applications. While the service costs nothing to use, accessing it through SMS may incur phone service provider fees.

Twitter allows users to follow a conversation while not having to respond to any updates. Users follow and/or join the conversation as it suits them.

Users control whose updates they receive, when they receive them, and on what device. For example, there are settings for scheduling Twitter to automatically turn off at dinnertime. Users can also switch off Twitter updates anytime.

<http://twitter.com>





TypePad is a blogging service marketed to non-technical users and includes features like multiple author support, photo albums and moblogging.

TypePad offers users blog management tools, allowing customization of design, moderate comments and a display ad option.

TypePad blogs are search-engine optimized. In addition, services such as Google Site Maps, search-engine friendly URLs, and the exclusive Six Apart Atom stream used by Google and other search engines, help optimize search results.

Recent innovations include mobile support (most recently with the iPhone and iPod Touch), social networking integration with Facebook and an application that pulls blog posts into LinkedIn.

The service is available in several languages and countries around the world. In the United States it is sold at four different subscription levels.

www.typepad.com





Ustream.TV is a live interactive video broadcast platform that enables anyone with a camera and an Internet connection to quickly and easily broadcast to a global audience of unlimited size. Users can create their own channel or broadcast through their own site or from a mobile using Ustream's mobile broadcasting app, empowering them to engage with their audience and further build their brand.

With Ustream's interactive broadcast functionality, viewers can personally interact directly with whoever is broadcasting -- including personalities like their favorite musician or politician. Ustream viewers can watch specific broadcasts, explore our networks ranging from music, talk shows, sports and politics to discover a world of interesting new broadcasts, or review our past broadcasts.

www.ustream.tv





Wikipedia is a free, web-based and collaborative multilingual encyclopedia project supported by the non-profit Wikimedia Foundation.

Wikipedia holds over 3 million articles in English that have been written collaboratively by volunteers around the world, and almost all of its articles can be edited by anyone who can access the Wikipedia website.

Wikipedia is a global information wiki. Almost every article may be edited anonymously or with a user account. Registered users may create new articles (only in English edition). No article is owned by its creator or any other editor, or is vetted by any recognized authority; rather, the articles are collectively owned by a community of editors.

Changes to articles and entries are immediate: no review is conducted at all.

Each article has “Discussion” pages associated with it which are used to coordinate work among contributors who often maintain a “watchlist” of articles of interest to them, so that they can easily keep tabs on all recent changes to those articles.

www.wikipedia.org





Wikispaces is a hosting service that provides free basic wikis to the general public under a Wikispaces subdomain.

With a Web browser and an Internet connection, members can create pages and spaces without undue restrictions or rules. Guests can edit pages without creating an account. Wiki pages are fully internationalized, so users can contribute content in any language.

Wikispaces offers users a visual editor (WYSIWYG) that lets users see the layout and design of the page while editing it. No technical knowledge is required.

Private wikis with advanced features for businesses, non-profits and educators are available for an annual fee.

Wikispaces manages hosting, backups, and upgrades.

www.wikispaces.com





WordPress is a comprehensive, state-of-the-art, blog publishing platform and content management system with a focus on aesthetics, web standards and usability. It is the largest self-hosted blogging tool in the world, used on millions of sites and seen by tens of millions of people every day.

WordPress is W3C compliant and an Open Source project, which is a development method for software that harnesses the power of distributed peer review and transparency of process. The promise of open source is better quality, higher reliability, more flexibility, lower cost, and an end to predatory vendor lock-in. That means you are free to use it for almost anything without paying anyone a license fee.

There is also a service called WordPress.com which lets you get started with a new and free WordPress-based blog in seconds, but varies in several ways and is less flexible than the WordPress you download and install yourself.

www.wordpress.org



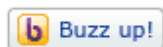


Yahoo! Buzz is a community-based news article Web site, much like Digg, that combines the features of social bookmarking and syndication through a user interface that allows editorial control.

Users may publish their own news stories and link to their own or another person's site that links to a full story of the information. This drives traffic to that person's Web site creating a larger market for sites that research and publish their own news articles and stories, such as CNN or smaller, privately owned Web sites. And, unlike other social networking sites, Buzz allows the publisher to modify the submission.

Yahoo Buzz also publishes the hottest stories from a broad assortment of Web publishers throughout the day, and gives users a chance vote ("buzz") stories up or down, submit them to Buzz in the first place, and comment on them.

<http://buzz.yahoo.com>





Yammer is a free, private microblogging service like Twitter, for making companies and organizations more productive through the exchange of answers to the question: “What are you working on?” It allows users to post updates of their activities, follow others’ updates, tag content and create memes.

As employees answer that question, a feed is created in one central location enabling co-workers to discuss ideas, post news, ask questions, share links and other information. Yammer also serves as a company directory in which every employee has a profile and as a knowledge base where past conversations can be easily accessed and referenced.

Anyone in a company can start their Yammer network and begin inviting colleagues. The privacy of each network is ensured by limiting access to those with a valid company e-mail address. The basic Yammer service is free. Companies can pay to claim and administer their networks.

www.yammer.com





Yelp is a social networking, user review and local search Web site that over 25 million people access each month, putting it in the top 100 of U.S. Internet Web sites.

Yelp allows consumers to share the experiences they've had with local businesses and lets business owners share information about their business with their customers.

Yelp combines local reviews and social networking functionality to create a local online community. Adding social Web functionality to user reviews creates a de-facto reputation system, whereby site visitors can see which contributing users are the most popular, respected, and prolific, how long each has been a member and which have interests similar to theirs.

Yelp allows business owners to respond to user reviews and to communicate with their customers both privately and publicly, as well as track page views. Businesses can add photos, detailed business descriptions, as well as announce special offers and upcoming events.

www.yelp.com





YouTube is a video sharing Web site where the community determines what is popular on the site.

Unregistered users can watch the videos, while registered users are permitted to upload an unlimited number of videos. Users can elect to broadcast their videos publicly or share them privately with friends and family upon upload.

One of the key features of YouTube is the ability of users to view its videos on Web pages outside the site. Each YouTube video is accompanied by a piece of HTML, which can be used to embed it on a page outside the YouTube Web site. This functionality is often used to embed videos into Facebook and MySpace accounts, blogs, and other Web sites where anyone can watch them.

YouTube Mobile allows some mobile phones to access YouTube videos, dependent on the provider and the data plan.

www.YouTube.com



Section III

Other Resources

- Evolution of Communications Channels 92
- Today's New Consumer 93
- Media Functionality Effectiveness Guide 95
- Q & A Section 96
- Glossary 101
- Reference Section 105



Evolution of Most Popular Communication Channels **(1950 - 2010)**

Traditional Media (1950 – present)

Billboards
Direct Mail
Product Sheets/Catalogues
Newsletters
Newspapers/Magazines
Radio
Trade Shows
Television
White Papers

Web Media (1995 - present)

Banner Ads
E-mail Marketing
E-publications (e-books, e-zines)
Online Forums
Podcasts
Search Engine Marketing
Viral Marketing
Web Site
Webinar

Social Media (2005 - present)

Blogs
E-Communities
Micro-blogging
Photo/Video Sharing
Social Networks
Virtual Worlds
Wikis

Mobile Media (2006 - present)

Applications
Audio
Games/Promotions
Internet
Video

Today's New Consumer

The new consumer's life-experience with the digital age and social media has transformed the very relationship between the buyer and seller of goods and services. The buyer doesn't simply choose, or even prefer. Today, the buyer is in charge of your brand, like it or not. The consumer-profile chart below describes some of the changes that are shaping the future.

Elements	Old Profile	New Profile
Demographics description	18 – 40 years of age	New Millennials; Gen M (mobiles) Segment by behavior
Where people buy	Locally; US made; stores, catalogs	Locally, made anywhere in the world, online
Brand relationship	Controlled by the company	Controlled by consumer
Production	Mass production; one type fits all; accepts what is offered	Customized products and services; expects latest use of technology
Tolerance for mistakes	Understanding, forgiving	Near zero tolerance unless company is transparent about it
Product features	Prefers lots of options	Desires simplicity; want fewer parity choices
Value proposition	Product performance is important	Performance now is a given – wants meaningful brand experience
Source of pre-purchase information	Family and friends; advertisements	Company's Web site; online social networks; blogs; search engines
Number of brand choices	Choices limited by available information and physical distribution limits	Lots of niche choices and information available due to Web; e-commerce

Today's New Consumer, cont.

Elements	Old Profile	New Profile
Primary Media Channels	TV, magazines, newspapers, radio, billboards, catalogues, direct mail, Web, e-mail	Blogs, podcast, instant messaging, text messaging, social networks, virtual worlds, online forums, Wikis
Trust	Rely on Brand Reputation	Consumers prefer to trust other consumers
Sales Approach	A one-way conversation	Let's have a two-way conversation first
Purchase Decision	Prefer established brand	Old brands are not always me. Try something new
Marketing Messages	Somewhat helpful, indifferent	Skeptical, resentful
Brand Lifecycle	Durable	Disposable
Brand Loyalty/Repurchase	Reasonably happy with old brands	Wants brands that will meet future needs; brands that have a vision
Advertising Awareness	Extremely important before trying	Not as important — I can find out about things through my social network, search engines
Innovation	Happy with brands that don't change too much	Prefer brands that continually reinvent themselves
Cultural Diversity's Impact on Communications	Historically an English speaking marketplace	100+ languages spoken in large urban areas
Company's Social Responsibility	Optional, nice to have	Consumers want their brands to be based on a set of values with a moral purpose.
New Product Development	Little interest in the process	Wants to be involved, wants to be heard
Environmental Impact	Some concern	Very concerned

Media Functionality Effectiveness Guide

The ratings, in the boxes below, are based on our best judgements and extensive experience with the four major media groups: traditional, Web, social and mobile media. Efficiency Rating: some functionality (1) to most (5)

	Traditional Media	Web Media	Social Media	Mobile Media
Function	TV / Print / PR	Web / E-mail / Search Marketing	Blog / Twitter / Facebook / YouTube	Smart Phone
Advertising	5	3	1	3
Branding	3	5	3	3
Collaboration		3	5	2
Community Building		3	5	2
Conferencing		5	3	3
Connect w/Audience	1	3	5	3
Crisis Management	5	5	5	3
Customer Service		5	3	4
Discuss		3	5	3
Educate/Inform/Report	2	5	3	2
Event Marketing	3	4	3	3
Feedback		3	5	3
Ideation		3	3	1
Internal Comm's		5	3	1
Lead Generation	5	3	1	1
Monitor Competition		4	4	1
Polling		5	4	3
Product Reviews		4	3	2
Promotions/Coupons	5	4	3	3
Public Relations	4	4	2	1
Purchase	2	5	1	4
Recruiting	1	4	4	2
Registration		5	1	3
Research		4	3	3
Viral Marketing		3	5	4
Total:	36	100	83	64
Average:	1.4	4.0	3.3	2.6

Q. & A.

This Q. and A. section is included to give some additional perspective to help with the social media planning process.

1.Q. *Isn't social media for individuals, not organizations?*

A. Some social media platforms started out designed for individuals in a social context, but today it has evolved to be appropriate for professionals and all forms of organizations, big or small. Businesses mainly use social media for branding, promotion, driving traffic to their Web site, internal communications, research and customer service.

2.Q. *My Web site works fine. Why should I add social media?*

A. Social media is not intended to replace your Web site. But the two, when integrated and working together, provide a superior form of communications. The advantages of social media are that they provide you a way to get closer to your customers than was ever possible before.

3.Q. *If I wanted to get started, where would I begin?*

A. Once you decide to start using social media, the place to begin, after you have management's buy-in, is with a well thought-out written plan.

4.Q. *How does social media relate to my Web site and other marketing efforts?*

A. Social media make up a new channel of communications. When integrated with traditional, Web and mobile media, you have the key elements for optimizing your communication.

5.Q. *How much does social media cost?*

A. Social media usage at the basic level is generally is free. The major platforms (blog, Facebook, Twitter, YouTube, etc.) are available online at

no cost to the user. However, there is a growing trend amongst the major platforms to provide premium packages for heavy-user business customers. However, there can be indirect costs involved. For example, training, staff time and any outside consulting fees.

6.Q. *Aren't social media better suited to consumer companies, not B-to-B firms?*

A. Social media provide a wide variety of functionality and are probably better suited to consumer products and non-profit organizations, but there are a number of applications that are well suited to B-to-B companies. For example, serving as an additional customer service channel.

7.Q. *Aren't social media just for the marketing department?*

A. Most social media for business may have started in the marketing department, but customer service, HR, corporate communications, IT and R&D are also regular users of the social media platforms.

8.Q. *Can you outsource social-media programs or do you have to do the work in-house?*

A. You can do all the social media work in-house or outsource part of it, but it's probably not wise to try to outsource it all in the long run.

9.Q. *If I start using social media in-house, how much time are we talking about?*

A. Social media is a commitment, not a campaign. How much staff time is needed depends on the size of your organization and the number of platforms you use. It could range from 1-2 hours a day to a dedicated staff of 5-20 people.

10.Q. *If I have to hire extra staff, what sort of people should I look for?*

A. When recruiting social media staff, the skills you may want to focus on include:

- good written communicator
- quick learner
- business sense
- good listener
- have good judgment
- team player

11.Q. *How do I know which platforms to choose?*

- A. What platforms you choose are primarily based on your objectives and the target audiences you wish to reach, and how you want to relate to that audience.

You also generally use several platforms in an integrated program, so you choose by deciding how much reach vs. frequency you want.

12.Q. *Are some platforms better than others?*

- A. Of the major social media platforms (Facebook, MySpace, Twitter, YouTube, blog, etc.), one platform is not necessarily better than another — they just have different skill sets. For example, if you are covering a war, nothing beats Twitter for real-time news. But it doesn't mean it's better than Facebook for brand building.

13.Q. *What's the difference between My Space and Facebook?*

- A. Some say they are very similar, but differ in the demographics of the users and their focus. MySpace generally has a younger audience (under 25) and focuses more on music and entertainment. Facebook has an older audience (30 – 55) and approximately 40% corporate and professional users.

14.Q. *Do I need to use more than one platform?*

- A. You don't have to use more than one platform (Twitter, Facebook, WordPress, YouTube, etc.) to get started, but like traditional media (TV, print, radio), a combination generally produces better results. The social media tools are easy to integrate, so it's best to use several — and it's probably what your competitors are doing.
-

15.Q. *How long will it take before I see results from social media?*

A. It depends on your objectives. For example, if you are trying to shape a brand's image, it could take six months or more. If you are promoting free chicken (e.g., KFC) it could take six minutes.

16.Q. How powerful is the new consumer who uses social media?

A. The new consumer (net generation), because of social media, is more in charge in influencing a brand's success than ever before. The power to shape a brand is now shared between brand owner and brand user. Refer to Section III on the New Consumer.

17.Q. *Don't I have to be part of the social media community in order to see what my prospects or peers are doing or saying in social media?*

A. Generally, yes. However, blogs (50 million of them and growing) don't require any affiliation to read and comment, and Twitter can be used as a real-time search engine without membership.

18.Q. *Will my social media brand strategies, messaging, imaging, etc. be any different than the branding strategies currently being used on my Web site or in traditional media?*

A. Your brand strategies, as determined by your brand's architecture, should be the same from a strategy standpoint, but the tactics will vary. For example, social media is very much about a two-way conversation, whereas traditional advertising is a one-way sales pitch.

19.Q. *How does a social media campaign differ from a traditional media campaign?*

A. Several differences are: (1) social media are generally free, (2) social media allow you to get closer to the customer, and (3) social media, because they have the opportunity to go viral, can be explosive.

20.Q. *Do I have to do a bunch of social media all at once, or can I try one platform at a time?*

A. You can start with just one platform. If you are over 40 it is often recommended because it's so different from anything you are used to. It's important to keep things simple, so you don't get discouraged and quit.

21.Q. *How often should I review my social media strategies and plans?*

A. Because the social media environment is so dynamic, and new tools are coming out all the time, you should review your plans at least quarterly. However, because it's real-time you need to keep up with it monthly if you want to maximize your results.

22.Q. *How much involvement and commitment does an organization have to make so a social media campaign will work?*

A. It's one of those things, you get out of it what you put in to it.

23.Q. *Isn't YouTube just a bunch of crazy kid videos?*

A. It started out that way, but because it's so easy to use, businesses, professionals, and educators have found it to be one of the best ways to communicate because of its visual.

24.Q. *How important is content to the social media?*

A. Content is the key. Unless it's your mother, no one cares what you had for breakfast. The better the content, no matter what platform you use, the more successful you will be.

25.Q. *What social media books do you recommend?*

A. The books listed in the Reference Section are a good start, but watch the publication dates — the newest ones are probably best.

Glossary

This glossary is included to help you better understand the new language of social media as it relates to the planning process. This is not a complete list, but should help as you learn more about this new communications category.

The definitions provided are a combination of the author's experience and online descriptions in the public domain.

aggregator

A Web-based tool or desktop application that collects syndicated content.

API

An API (application programming interface) allows two applications to talk to each other. For example, Flickr's API might allow you to display photos from the site on your blog. When sites like Twitter and Facebook "open up" their APIs, it means that developers can build applications that build new functionality on top of the underlying service.

APP

An app is simply an application that performs a specific function on your computer or handheld device. Apps

run the gamut from Web browsers and games to specialized programs like digital recorders, online chat or music players.

astroturfing

Astroturfing is a fake grassroots campaign that seeks to create the impressions of legitimate buzz or interest in a product, service or idea. Often this movement is motivated by a payment of gift to the writer of a post or comment or may be written under a pseudonym.

avatar

A graphical image or likeness that replaces a photo of the author of the content on a blog.

blog

An online journal that's updated on a regular basis with entries that appear in reverse chronological order. Blogs can be about any subject. They typically contain comments by readers, links to other sites and permalinks.

blogroll

A list of blogs on a blog (usually placed in the sidebar of a blog) that reads as a list of recommendations by the blogger of other blogs.

hashtag

A community-driven convention for adding additional context and metadata to your tweets. Similar to tags on Flickr, you add them in-line to your Twitter posts by prefixing a word with a hash symbol (or number sign #). Twitter users often use hashtags to aggregate, organize and discover relevant posts.

mashup

The result when a programmer overlays information from a database or another

source on top of an existing Web site, such as homes for sale taken from Craigslist plotted on a Google map.

moblog

A blog published directly to the Web from a phone or other mobile device. These may be updated more frequently than other blogs because publishers don't need to be at their computers to post.

permalink

A permalink, or permanent link, is a URL that points to a specific blog or forum entry after it has passed from the front page to the archives.

platform

The framework or content management system that runs software and presents content. WordPress, for example, is a service that serves as a platform for a community of blogs.

podcast

A digital file (usually audio but sometimes video) made available for

download to a portable device or personal computer for later playback.

RSS

RSS (Really Simple Syndication) — sometimes called web feeds — is a Web standard for the delivery of content: blog entries, news stories, headlines, images, videos, etc., which enables readers to stay current with favorite publications or producers without having to browse from site to site.

SMS

SMS stands for Short Message Service, a system that allows the exchange of short text-based messages between mobile devices.

social bookmarking

A method by which users locate, store, organize, share and manage bookmarks of Web pages without being tied to a particular machine. Users store lists of personally interesting Internet resources and usually make these lists publically accessible. Delicious is the best-known social bookmark site.

social media

Social media are works of user-created video, audio, text or multimedia that are published and shared in a social environment, such as a blog, podcast, forum, wiki or video hosting site. More broadly, social media refers to any online technology that lets people publish, converse and share content online.

social networking

The act of socializing in an online community. A typical social network such as Facebook, LinkedIn, MySpace or Bebo allows you to create a profile, add friends, communicate with other members and add your own media.

streaming media

Video or audio that can be watched or listened to online but not stored permanently, unlike downloadable podcasts or video.

tweet

A 140-character post on Twitter, a real-time social messaging system. RT stands for retweet: Users add RT in a tweet

if they are reposting something from another person's tweet.

tweetup

An organized or impromptu gathering of people who use Twitter. Users often include a hashtag, such as #tweetup or #sftweetup, when publicizing a local tweetup.

Twitterverse

Akin to blogs and the blogosphere, the Twitterverse is simply the universe of people who use Twitter and the conversations taking place within that sphere.

UGC

UGC stands for user-generated-content, an industry term that refers to all forms of user-created materials such as blog posts, reviews, podcasts, videos, comments and more.

videoblog

A blog that contains video entries. Some people call it video podcasting, vodcasting, or vlogging.

Web 2.0

The second generation of the Web, which enables people with no specialized technical knowledge to create their own websites to self-publish, create and upload audio and video files, share photos and information and complete a variety of other tasks.

widget

Gadget, badge or applet, is a small block of content, typically displayed in a small box, with a specific purpose, such as providing weather forecasts or news, that is constantly updating itself. Widgets make it easy to add dynamic content to your site or blog.

wiki

A collaborative Web site that can be directly edited by anyone with access to it. A collaborative online workspace that can often help small teams accomplish a task easier.

Reference Section

A deep debt of gratitude is owed to those who authored the books listed below. It's not a complete list, but if read collectively, will give you a better understanding of social media and the issues addressed in the Planning Guide.

- The Art of Digital Branding — Ian Cocovan, Allworth Press, 2007
- Blog Marketing — Jeremy Wright, McGraw Hill, 2006
- Brand Digital — Allen Adamson, Paulgrave McMillan, 2008
- Corporate Blogging — Debbie Weil, Penguin Group, 2006
- Facebook Marketing — Steven Holzner, Que Publishing, 2009
- Groundswell — Li and Bernoff, Harvard Business Press, 2009
- Grown Up Digital — Dan Tapscott, McGraw Hill, 2009
- Inbound Marketing — Halligan & Shaw, John Wiley & Sons, 2010
- The Long Tail — Chris Anderson, Hyperion, 2008
- Marketing with New Media — Claxton and Woo, Prentive Hall, 2008
- Marketing on the Social Web — Tamar Weinberg, O'Reilly, 2009
- Marketing to the Social Web — Larry Weber, John Wiley & Sons, 2007
- Mastering Web 2.0 — Susan Rice Lincoln, Kogan Page US, 2009
- New Language of Marketing 2.0 — Sandy Carter, IBM Press/Pearson, 2008
- New Rules of Marketing & PR — David Scott, John Wiley & Sons, 2009

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- Secrets of Social Media Marketing — Paul Gillin, Quill Driver Books, 2009
- The Social Media Bible — Safko and Brake, John Wiley & Sons, 2009
- Social Media Marketing — Dave Evans, John Wiley & Sons, 2009
- The Social Media Marketing Book — Zerrella, O'Reilly, 2010
- Socialnomics — Erik Qualman, John Wiley & Sons, 2009
- Throwing Sheep in the Boardroom — Fraser and Dutta, Wiley & Sons, 200
- The Twitter Book — O'Reilly/Milstein, O'Reilly, 2009
- Twitter Power — Joel Comm, John Wiley & Sons, 2009
- Twitter Revolution — Whitlock & Micek, Xeno Press, 2008
- Twitterville — Shel Israel, Penguin Group, 2009
- Webify Your Business — Schwerdtfeger, Lulu, 2009
- Yes We Did — Rahaf Harfoush, New Riders, 2009
- The Young & The Digital — Craig Watkins, Beacon Press, 2009
- YouTube for Business — Michael Miller, Que, 2008



About the Authors

Dave Dunn is the managing principal of Branding Communications and BrandEquity Consulting, located in the San Francisco Bay Area. He has spent more than 30 years as a branding professional working for start-ups, Fortune 500 firms and non-profit organizations.



He is recognized as an expert brand strategist and has gained hands-on experience with more than two dozen brands of some of the nation's largest firms. His experience includes new product introductions, brand building and brand restaging for:

- HP
- General Foods
- Warner Lambert
- Seagram's
- AT&T
- Cheeseborough-Ponds
- Heublein
- Georgia-Pacific
- Kentucky Fried Chicken
- Foster Farms
- Tenet Healthcare
- Oakland Airport

In 2002, Dave was honored as the "Entrepreneur of the Year" by the Oakland Metropolitan Chamber of Commerce. Dave is a graduate of Stanford University and has an MBA from the Wharton School of Finance and Commerce. He is active in the community and was chairman of the Oakland Convention & Visitors Bureau from 2005 - 2007.

Dave, a sought-after speaker, has authored numerous newspaper and magazine articles, a series of white papers, and written six e-books on branding:

- Branding: The 6 Easy Steps
- Inventing Big Ideas
- Brand Architecture: Your Blueprint for Success
- Web Site Audit Handbook
- The Social Media Planning Guide
- A Primer on Content Marketing

Forrest W. Anderson

Forrest has 30+ years of branding, research and communications experience with numerous Fortune 500 companies. Companies he has worked with include:

- Disney
- Glaxo
- IBM
- McDonald's
- Nature Conservancy
- Sara Lee
- Cisco
- Weyerhaeuser
- Sun Microsystems
- Fujifilm



Forrest received a B.S. with distinction from the University of New Mexico and graduated from Northwestern's Kellogg School with an MBA in marketing and management policy. Forrest is a founding member of the Institute for Public Relations Commission for PR Measurement and Evaluation. He has written and co-authored a number of white papers and is a recognized leader in the marketing and market research community.

White Papers:

- Setting Measureable Public Relations Objectives, By Forrest W. Anderson and Linda Hadley
http://www.instituteforpr.org/research_single/measureable_public_objectives/
- Additional articles at:
www.forrestwanderson.com/free.htm
<http://forrestwanderson.blogspot.com>

Books:

- The Social Media Planning Guide
-

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Branding Communications is a boutique communication services firm specializing in building brands. We focus on helping clients combine the latest marketing technologies with well thought-out brand strategies to optimize brand performance. Our focus is on social media, content marketing, Web, ideation and mobile media.