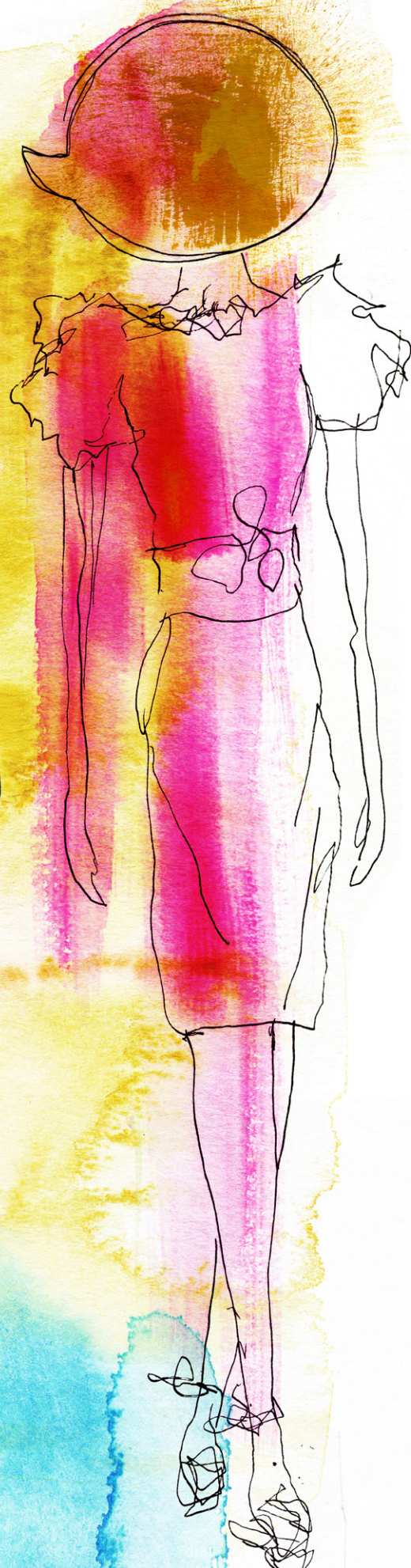




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the Social Line up





Prologue

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PROLOGUE

Fall is here and the change in seasons is upon us. Kids go back to school, leaves fall from the trees, and fashion magazines showcase the latest trends. This month, we're inspired by the concept of change. This eBook highlights the latest happenings on the social web. But that's not all. We'll start by diving into what makes a social business including ways to develop effective social talent. We'll share how to build strong social connections for your organization that will help you grow into a social enterprise. Try packing all of that into your backpacks and fashion spreads!

CHAPTER 1:

START WITH BEING A SOCIAL BUSINESS

The rapid adoption of the social web is becoming more apparent by the day and it is changing the way we all do business. It is a social revolution. To stay afloat in this wave of social change, organizations need to assess their internal processes to determine if they are ready to adapt. It is a transformation that starts with being a social business.

Michael Brito may call himself, "a student of the social business", but he also wrote the book on it. This VP of Social Media at **Edelman Digital** has insights to share on what it means to be a social business. But let's define social business.

A social business is an internal transformation. The organization looks at its operations as a whole - communications, collaboration, culture, training, etc. - and takes on widespread change to evolve to a social landscape. **Old mindsets and approaches** are a thing of the past. It's about taking on a culture shift.

If you're ready for the transformation, here are some ways to start your journey.

- **Increase Urgency:** Have a social media process in place with an experienced team. Make social media a priority and be nimble! Social media is a fast-moving beast, so a social media process will help you when it's time to act. That will avoid the meetings, meetings about meetings and more meetings which can delay your engagement.
- **Build the Guiding Team:** Get a collaborative group of individuals that can drive the social media vision.

For more details,
check out our
**Socializing the
Enterprise eBook.**

- **Get the Vision Right:** It's all about relevancy. Relevancy to your audience and their emotional needs, relevancy to viable opportunities and relevancy to others in your organization.
- **Communicate for Buy-In:** Ensure your colleagues are on board with your social conquest. Empower them to be engaged, excited and a part of this journey.

If you're more of a visual person, the double pyramid is another approach to establish your social business, as explained by **Davide Casali** in **Social Media Influence**. The concept here is that while top down communication occurs, there's also a down up effect whereby customers are talking back. There needs to be harmony between the top-level executive making the strategic decisions and the customers who have their own ideas and vision of your company. By keeping both ends of the spectrum in mind, you'll have a more holistic view of your business.



Image Source:
Social Media Influence

Technology is Social Business

A social business cannot function without people and process, but there's another ingredient necessary for this concoction: Technology. Technology is the medium in which you can collaborate, listen, manage and measure every aspect of your social business.

Software as a Service (SaaS): There are many tools available that join together the concept of technology and collaboration. Using a shared internal system will create a cohesive environment for team discussions across departments and locations. Platforms such as **Chatter** are private collaboration hubs for your social business. You

can create your own internal community within your organization. As part of **Dreamforce 2011**, our parent company, Salesforce.com, unveiled “a vision for the social enterprise that brings together social, mobile and open cloud technologies,” says **Government Computer News**. The social web continues to grow and change with new platforms emerging all the time. As a social business, stay on top of trends and news in the social industry and continue to find ways for platforms to work together.

Listening and measuring: Analytics tools are often at the forefront when developing your social business strategy. They are your link to the social web as you rely on them for data and information about the social environment. They help you determine the social landscape so your business can go out with a clear understanding of the space. They are also the keeper of ongoing results to measure your effectiveness.

There is much opportunity for the convergence of technology and social. In a recent **Forbes profile**, **David Bankston**, Executive Vice-President and CTO of **INgage Networks** shared that the future is app-focused. “I project soon almost every technology device out there is going to be running apps. I even envision apps running on your keychain, perhaps cross linked with your tablet and phone – all working together to create a personal ‘me-fi’ network,” says Bankston, “That’s the magic of the app being ‘social’ and talking to you.” Perhaps as the social business becomes the social enterprise, new ideas and opportunities will emerge for the world of technology.

Social Business Today

Vodafone Italy, a mobile phone and voice data service, is a strong social business. Their community is the definition of their business as they cohesively collaborate with customers across many mainstream social media channels, including Facebook, Twitter, YouTube and Foursquare. They also created a custom platform called **Vodafone Lab**. They embrace social change and supported the first ever **Social Media Week in Italy**. Vodafone Italy’s success is, in part, due to the popularity of the social web and the company’s commitment to making improvements through ongoing customer dialog.

There are a number of great events happening around social business in September including the **Emerging Media Summit** and **Digiday Social**.

CHAPTER 2: FIND THE RIGHT SOCIAL TALENT

Once you've started on your social business journey towards becoming a social enterprise, you need to ensure you have the right staffing and experience on your team to make that journey a smooth one. This is where the idea of social talent comes in to play.

What is Social Talent?

Social talent refers specifically to the skills that you desire your team to have as you build your social enterprise. Success stems from the people in your organization. The people you hire will be the faces and voices of your organization, representing it online and off. Therefore, as you begin to build your company to be more social media focused, there are certain skill sets and qualities you will want to look for in your employees. Ideally, these team members should have as many of the following attributes as possible:

Be flexible: Things can change at a moment's notice, even faster when it comes to social. There will always be times when your team will have the unexpected thrown their way. Flexibility is key when you need to roll with the punches.

Have a willingness to learn: When you're dealing with technology, your team will need to be open to constant learning – learning new platforms, software and new skills. The social landscape is always changing, constantly evolving and there will always be new social platforms or technologies entering the scene.

Be passionate: It takes more than familiarity and use of social networks to be part of a social enterprise. You are going to want people who are passionate about social. They have a strong desire to eat, sleep and breathe social and are already using it and embracing it in their personal lives and are sharing that love of social with others.

Be diplomatic: Situations will arise and crisis may happen, so having team members that are skilled in dealing with sensitive matters and/or people is essential to building and maintaining strong relationships.

Be a great listener: Your team won't just be promoting your brand they will also be listening and responding to your community; they have to be great listeners both externally and internally to find out what the needs of your communities are so that they can respond to them. Listening can go far beyond that as well. A great listener can see the

holistic view of customer, understand the customer decision making cycle and be in sync with customers' psychological needs.

Be a story teller: Good story tellers can make even the most mundane reports sound exciting and entice your community to engage. A great story teller can create pictures in your mind and leave a lasting impression with your audience. **Lee Odden's interview of web analytics expert, Avinash Kaushik**, illustrates why Avinash is such a great story teller. Story tellers do much more than just share the facts, they weave together bits and pieces of information to design a beautifully crafted adventure allowing their readers/listeners to walk away with a memorable experience.

Be a blogger: It's been said that while **being a great writer is helpful, it's not necessary for blogging success**. Though an English Major might seem like the logical choice for your corporate blog, a better fit might be writers who know your audience and can engage with them at their level. The language you use should match your corporate culture and your community.

Be brave: Being a part of the social enterprise sometimes means **activating your social media superhero**. Not everyone is going to agree with everything your team shares across the social web and there may be times when they'll have to stand firm on their opinions and beliefs.

Be a team player: It isn't enough to be diplomatic, your staff will need to be team players. They'll need to be cross-trained to cover each other's workload should scheduling issues arise. Work together to be innovative as well as to address challenges with poise and ease.

Though we've given you some of our suggestions, that's not to say there aren't plenty more qualities your team members may need to have or that each person may **wear multiple hats**. Only you will know what skills your employees will need to best suit your business, so take some time to consider what attributes will work for your organization and use them to help you form your optimal social media talent. Once you've defined this talent and trained your staff, you'll be ready to move towards building your social connections.

CHAPTER 3: BUILD YOUR SOCIAL CONNECTIONS

After determining the social skills you would like your team to have and integrating those experts into your social business, it's important that they begin to develop social connections.

What are social connections?

Social connections go beyond just a mutual following on Twitter. Building social connections takes time and investment. The basics of how to build social connections online has many similarities to building them in real life. These include:

- Recalling people and how/why you connected.
- Remembering interactions across all platforms. If you met someone in a board meeting and then ran into them at a party, they might expect you to know their name and previous interactions. This is the same if you connect with someone on your blog. It's important to remember when you chat with them on different social platform later on.
- Ensuring you are adding value to the relationship. (It's not just about what you gain from it.)

Chuck Hemann did a simple and **interesting study** to see what his friends thought it meant to be a good **digital citizen**. These are some great additions to the list above and provide further insight into how we can develop stronger connections online.

How are people developing these connections?

There are so many networks available to develop social connections. Blogs, micromedia such as Twitter, professional networks, etc. People are using these platforms to interact and build relationships.

Conversations build connections. **Jason Falls** wrote a great blog post about how to tackle **conversational marketing**. He emphasizes that it's all about building relationships first and marketing last. So how do we find the right conversations and people to connect with? On Twitter, searching hashtags or lists of people that fit into your target audience are great ways to find the right conversations to engage in. Many other social networks (such as LinkedIn and Facebook) also have groups around specific topics. As Jason

emphasized in his post, it's important to go in, first, with the idea of adding value to the conversation without a focus on self promotion. From there you can either wait until you are invited, or until there is an appropriate time to bring up a sales or marketing related comment. **Mark Tamis** had a great guest post that further expands on the subject of **increasing the customer experience by putting them first** as the post highlights, putting the customer first helps to build a solid foundation for a relationship.

Online, we are all brand representatives and as such, when interacting with people, we have to expect and overcome any barriers around our brand. Anonymity on the social web is becoming a thing of the past and so much information is out there about where we work and who we work with. This is important to keep in mind and is a reminder to stay genuine, open and supportive in all social communities, putting others first.

Who are people connecting with?

Friends: Friends are the obvious quick connections most make online. For many, some social networks are simply an extension of their offline social life.

Customers: Current customers are important to connect with on social networks because it allows the continual building of relationships. It also provides an opportunity to offer support and demonstrate a willingness to engage online.

Potential customers: It's great to connect and develop relationships with potential customers outside of purely marketing to them or offering a sales pitch. Building a reciprocal, helpful relationship can help later on when you go to bring up a brand focused conversation.

Like-minded people: These are the connections we build simply because we enjoy talking about similar things or because we have similar viewpoints. These are often the people we just 'click' with. This group can quickly become your biggest promoters/supporters.

Detractors: It's important not to ignore detractors. Do you have a plan with how to engage with them? You should! Keep in mind the difference between your detractors who simply don't like your product or prefer another and those who are simply slanderous. Engaging with those who don't like your product is a great way to get honest feedback and hear about how there might be ways to cater to them going forward.

Promoters: Promoters are your biggest fan and maybe one of your smallest categories. It's important not to forget them and neglect them just because you know you have their support. Engaging and maintaining relationships with these people is important because it lets them and others know that you care about those who are invested in you. This can be attractive to those who might be sitting on the fence.

Where are people developing connections?

Connections are happening all the time on the social web. People are reaching out to companies and individuals looking for answers, friendships and conversations. A quick glance through Twitter and you are sure to stumble on someone introducing two people or introducing themselves to another tweeter. Friend requests are abundant on Facebook, and LinkedIn connections are the new business card and resume exchange. Using blogs and forums is also a great way to develop connections. They are places where like-minded people come together and share. In blogs and forums there are always opportunities to link back to our own content, but the great thing we often see in these areas is people, first and foremost, helping one another.

One of the newest platforms people are connecting on is Google +. It incorporates many aspects of pre-existing social platforms, and it's an easily-accessible extension of the Google environment. When venturing into a new platform it is typical to quickly gravitate towards people we already know and interact with, but it's also exciting to find new connections. Not everyone is on each social platform, so it's important to seek out those you would like to connect with on each network.

Another great way to build social connections is to continue that interaction offline. Why not meet some of those social connections in person at an event such as a tweet-up or conference? Another great way to build social connections is to continue that interaction offline. Why not meet some of those social connections in person at an event such as a tweet-up or conference? More than 45,000 eager cloud-computing enthusiasts recently attended **Dreamforce 2011** and it was a great place to make some social connections. Chatting with people online and planning to meet in person somewhere at the conference was a common way people engaged with their online colleagues and friends. Another great event we are looking forward to attending is **e-Patient Connections** where we are getting together to discuss best practices for reaching and supporting digital health consumers. This will be a chance to build connections and brainstorm ideas on how to develop relationships. Have you continued any of your social media interactions in an offline setting lately? Consider a phone call, Skype (still mostly online) or in person to build even deeper relationships.

How does this tie in to the social enterprise?

People want to do business with those they trust. Building social connections can help to develop business opportunities. Building those connections is important all across the enterprise. Consider each department in the enterprise and the connections they can be building. Has support developed connections with those who often have issues? Is your sales team focused on building connections with prospects?

Sometimes it can be a struggle to develop a direct relationship to a brand. As we have mentioned, along with so many others, people want to connect with other people. They want to build relationships with individuals. An example of a company that really understands this is **True Value**. They know there is benefit to engaging with customers at a one-to-one level. They also recognize that individuals have already built these connections with their potential customers through a strong community of DIY bloggers. Because of this, True Value developed the **True Value Blog Squad** and offered bloggers incentives to take on DIY projects and blog about them while incorporating the True Value brand. They also encourage these “blog squad” members to engage on their Facebook page answering community questions to build a stronger community there.

CHAPTER 4: EMERGE AS A SOCIAL ENTERPRISE

We touched on the practical side of moving from a social business to a social enterprise by working through building your Social Business, Training your Social Talent and Building your Social Connections, but at the end of the day when someone walks up to you and asks, “Why are you a Social Enterprise?” what will you say? Here’s a few thoughts that resonate with us specific to that question.

Social Enterprise is....

The term “social enterprise” has come to evolve many things in the social revolution, but the term itself is rooted in philanthropic beginnings; a social enterprise is a business that is designed to benefit the overall community through efforts less focused on financial gain, but rather a focus on the greater good. Even though this meaning may not be completely applicable in the term’s current adaptation, there are a few of the original philanthropic sentiments that ring true. Even though you may be a not-for-profit or non-profit, you can still work towards being a social enterprise. In a recent **Newsfactor.com** article about **Dreamforce 2011**, our Chairman and CEO **Marc Benioff** shared his view of the social enterprise. “There clearly is a rise in companies working to improve the way they collaborate and communicate with customers and employees in the cloud. That rise is transforming companies into social enterprises that build social profiles of customers, create internal social networks, and engage over the Internet.”

How does this translates into themes you can build? Well Social Enterprise is...

About Community

Whether it's an internal or external community, a social enterprise is about coming together as one unified group to work as a whole, tying back to part of the original meaning of working towards a common goal. While by no means does everyone need to be a social butterfly, everyone should have a strong sense that internal communication is there and they have the right avenues for having their voices, and their colleagues' voices, heard.

On the external side, it's important that your employees know their part in being key figures in your brand voice. Your employees can be your biggest marketing and customer service drive if they understand the role they play in the big picture.

Who to look at: Dell

*Dell strives to empower their employees to be comfortable with the social space and know their role within the **internal and external community**. They do this partly through their social media **certificate program** which helps to educate all their staff on how to be a member of their company wide listening grid.*

About Not Fitting the Mold

Though there are methods that fit into the social enterprise idea, there is no perfect social enterprise and no perfect mold to fit. The main thing to keep in mind when working towards transforming into a social enterprise is that you need to be willing to adapt the general methods and ideals to your industry, company and teams. Just because your competitor does it one way successfully does not mean it will work for you. Social enterprise is as much about being unique as it is about joining the conversation.

Who to look at: Autodesk

*Even in a B2B industry where social engagement has a reputation of not being the easiest task, Autodesk is taking a step ahead by integrating social in to many of their efforts. Even though the bulk of their business may be classified as B2B, they are showing **how engagement and social can still help drive their business**.*

About Innovation

Social media and social cloud is all about innovating new ways of age old practices. To reach the top of your industry, being a social enterprise encourages you to think outside the box and always push boundaries. While finding the methods that work is a

necessity, so is accepting when it's time to go beyond those methods and find new and exciting ways to accomplish not just your daily tasks but overall objectives and goals.

Who to look at: Yourself

Every company, from those in social media to those in pet care, are innovating things in their own way. Sometimes all it takes is stepping back from your day to day and identifying the big thinkers on your internal teams and letting them grow with their ideas. Have a few employees who always have some "off the wall" thoughts? Or maybe a few wall flowers that shy away from time to time? Get those people connected to projects that show off their passion. Start a think tank or brainstorming group, let your employees bring innovation to your doorstep.

CHAPTER 5: PULLING IT ALL TOGETHER

We've looked at the social enterprise from all angles - the talent needed, the connections to establish and the overall business strategies to obtain. While there is no perfect social enterprise and each business will define it differently, it can be achieved. It's all about buy-in organization-wide to take on widespread change.

And speaking of change, isn't that the spirit of this month? It's not about revolutionizing your business model today but about taking one step toward the concept every day. Change isn't easy, but isn't that what life is all about?

Are you a social business today? How do you use social talent? How are you developing social connections? What steps are you taking to become a social enterprise?

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