

Foreword by **Jeremiah Owyang**
Partner, Altimeter Group

YOUR BRAND

THE NEXT MEDIA COMPANY



How **Social Business Strategy** Enables **Better Content**,
Smarter Marketing And More **Effective Customer Relationships**

MICHAEL BRITO

FREE SAMPLE CHAPTER

SHARE WITH OTHERS



Praise for *Your Brand, The Next Media Company*

“There’s a difference between being a thought-leader and a do-leader. Thought leaders can tell you what you should be doing, but often have no practical, real-world experience translating thought into action. Do-leaders, on the other hand, are seasoned professionals who base their advice on what they’ve accomplished and failed at—a huge value add for any organization. Michael Brito, Senior Vice President of Social Business Strategy at Edelman Digital, is the epitome of a do-leader.

“In his book, *Your Brand, The Next Media Company*, he concisely breaks down one of the biggest challenges brands face today: developing, and more importantly living, their content strategy. By deftly tying team roles and responsibilities to the management of converged media programs, he takes a three-dimensional view of content strategy that’s usually missed out on by leaders who push for ideals over ideas. And unlike some tell-all handbooks with little to offer besides tired to-do lists and recycled suggestions, he does it through intelligently-structured narrative that’s peppered with applicable, pragmatic advice. *Your Brand, The Next Media Company* belongs on the bookshelf of every CMO.”

—**Jascha Kaykas-Wolff**, Chief Marketing Officer, Mindjet

“Brito has written a practical and thoroughly engaging book for brands looking to effectively become a media company using a sustainable social business strategy. Whether early in the process or evolving your current approach, Brito’s holistic view provides actionable insights to help you navigate both the internal and external challenges we all face. I recommend this book to anyone who wants their brand to remain relevant in a world where meaningful and authentic connections with social customers are now table stakes!”

—**Amy Kavanaugh**, Vice President Public Affairs, Taco Bell (YUM Brands)

“Whether your business is selling widgets or services, success depends on thinking more in terms of delivering stories about those widgets or services and how people use them than about pumping out feature-rich fact sheets or ads. Your customers want to hear those stories, so find more ways to tell them! Reach out to your brand advocates and collaborate with them, and don’t forget to include quality of engagement in your metrics for a better overall view of how you’re doing. In other words, think like a publisher—you’ll get better results. In his book *Your Brand, The Next Media Company*, Michael Brito walks you through this process and tells you how to get it done. A must-read for any marketer in this quickly evolving social world.”

—**Ted Rubin**, Chief Social Marketing Officer, Collective Bias

“The future of digital media is alive and well, and it’s you. In *Your Brand, The Next Media Company*, Michael Brito provides a clear roadmap for transforming your business into a more relevant, social, and meaningful media company. He has followed up a fantastic book on social business with a roadmap for transforming your company into an agile, ubiquitous, and relevant content machine; and he covers all bases from social business to content marketing to structuring your organization for success.”

—**Lee Odden**, Founder and CEO of TopRank Online Marketing

“Every company is a media company, no matter your business model. I’ve been preaching this for over 7 years, and Michael Brito offers one of the most lucid and useful resources on the topic yet. Buy this book, you won’t regret it.”

—**Brian Clark**, CEO of Copyblogger Media

“Content Marketing is no longer just a concept, it’s a way of business. Whether you are small business, nonprofit, or a large corporation, you need to read this book to learn the why and the how to setup your organization to become a media company. Michael Brito’s experience and expertise are second to none, and he provides expansive and detailed approaches that are applicable to everyone.”

—**Adam Hirsch**, Executive Vice President, Edelman Digital

“An incredibly accurate assessment of the social customer and the challenges we face today in garnering their attention. Brito captures the very essence of what it takes for brands to cultivate awareness and loyalty in today’s saturated content marketplace. Packed with first-hand knowledge from tenured marketing and agency executives, this text is a must-read for anyone invested in tackling the content marketing space and making a true impact on the industry and, most importantly, the consumer.”

—**Shafqat Islam**, Cofounder and CEO of NewsCred

“Yes, we are all media companies now...but so many brands don’t know how to make this important transition. Take this book, read it, and put it under your pillow. This book will transform your marketing from ‘also ran’ to dominating your informational niche. Now is the time!”

—**Joe Pulizzi**, Founder, Content Marketing Institute

“Social media is causing a fundamental shift in the structure of business—both internally and externally. At this tumultuous time, *Your Brand, The Next Media Company* provides a clear map to guide your organization through the decisions you need to make NOW to ensure you stay relevant and evolve into a media company.”

—**Josh March**, Cofounder and CEO of Conversocial

Your Brand, The Next Media Company

How a Social Business Strategy Enables
Better Content, Smarter Marketing,
and Deeper Customer Relationships

MICHAEL BRITO



800 East 96th Street,
Indianapolis, Indiana 46240 USA

Your Brand, The Next Media Company

Copyright © 2014 by Pearson Education

All rights reserved. No part of this book shall be reproduced, stored in a retrieval system, or transmitted by any means, electronic, mechanical, photocopying, recording, or otherwise, without written permission from the publisher. No patent liability is assumed with respect to the use of the information contained herein. Although every precaution has been taken in the preparation of this book, the publisher and author assume no responsibility for errors or omissions. Nor is any liability assumed for damages resulting from the use of the information contained herein.

ISBN-13: 978-0-7897-5161-4

ISBN-10: 0-7897-5161-5

Library of Congress Control Number: 2013945453

Printed in the United States of America

First Printing: October 2013 with corrections November 2013

Trademarks

All terms mentioned in this book that are known to be trademarks or service marks have been appropriately capitalized. Que Publishing cannot attest to the accuracy of this information. Use of a term in this book should not be regarded as affecting the validity of any trademark or service mark.

Warning and Disclaimer

Every effort has been made to make this book as complete and as accurate as possible, but no warranty or fitness is implied. The information provided is on an “as is” basis. The author(s) and the publisher shall have neither liability nor responsibility to any person or entity with respect to any loss or damages arising from the information contained in this book.

Bulk Sales

Que Publishing offers excellent discounts on this book when ordered in quantity for bulk purchases or special sales. For more information, please contact

U.S. Corporate and Government Sales

1-800-382-3419

corpsales@pearsontechgroup.com

For sales outside of the U.S., please contact

International Sales

international@pearsoned.com

Editor-in-Chief

Greg Wiegand

Acquisitions Editor

Michelle Newcomb

Development Editor

Ginny Munroe

Managing Editor

Kristy Hart

Project Editor

Elaine Wiley

Copy Editor

Chrissy White

Senior Indexer

Cheryl Lenser

Proofreader

Kathy Ruiz

Technical Editor

Ariel Schwartz

Editorial Assistant

Cindy Teeters

Cover Designer

TJ Johnson

Cover Composer

Alan Clements

Senior Composer

Gloria Schurick

Que Biz-Tech Editorial Board

Michael Brito

Jason Falls

Rebecca Lieb

Simon Salt

Peter Shankman

TABLE OF CONTENTS

Foreword	xi
Introduction: Why This Book Matters Right Now and for the Next Several Years!	1
Why I Wrote This Book.....	3
How This Book Is Organized.....	8
Section 1: Understanding the External and Internal Landscape.....	8
Section 2: Setting the Stage for Social Business Transformation	8
SECTION 1: UNDERSTANDING THE EXTERNAL AND INTERNAL LANDSCAPE	13
1 Understanding the Social Customer and the Chaotic World We Live In	15
We Live in a Multi-Screen Economy	16
CADD (Customer Attention Deficit Disorder) Is Among Us	19
Relevance Is the Key to Content Consumption	20
The Customer Journey Is Dynamic.....	23
Customers Are Influential	25
Business Objectives Stay the Same Despite the Changes Externally.....	27
Vendor Spotlight—Social Flow.....	28
2 Defining Social Business Strategy and Planning	31
The Social Media “Bright and Shiny” Object.....	32
Social Media Has Caused Internal Business Challenges	34
Employees’ Inappropriate Use of Social Media.....	35
Internal Confusion About Roles and Responsibilities.....	35
Inconsistent Social Media Measurement Practices	36
Outdated Crisis Communication Models	36

Expanding Social Media Programs Globally Without Proper Planning	36
Disjointed Content and Community Management Practices.....	37
The Daunting Task of Technology Selection and Adoption	38
Nonexistent Content Governance Models	38
The Three Pillars of Social Business: People, Process, and Platforms.....	39
The Social Business Value Creation Model	41
The Differences Between a Social Brand and a Social Business	44
Vendor Spotlight—Sprinklr.....	47

SECTION 2: SETTING THE STAGE FOR SOCIAL BUSINESS TRANSFORMATION51

3 Establishing a Centralized “Editorial” Social Business Center of Excellence 55

A Lesson from Tesla Motors	57
Building Your Social Business Center of Excellence (CoE)....	60
The Responsibilities of a Center of Excellence	62
The Organizational DNA and Team Dynamics.....	63
Considerations for Building a Social Business Center of Excellence	65
How the Center of Excellence Integrates into Your Organization	68
Vendor Spotlight—Jive.....	70

4 Empowering Employees, Customers, and Partners to Feed the Content Engine 73

An Overview of Employee Advocacy.....	74
Advocacy, Trust, and Credibility Are Synonymous	76
Employees as Brand Journalists	78
An Overview of Customer Advocacy.....	80
How to Scale and Plan an Enterprise Advocacy Program.....	81
Program Infrastructure.....	81
Content Strategy	83

Measurement	84
Technology	84
GaggleAMP Helps Scale Employee Advocacy	85
Napkin Labs Helps Scale Customer Advocacy	87
Pure Channel Apps and the Channel Partner Content Opportunity	88
Vendor Spotlight—Expion	90

5 Building Your Social Business Command Center 93

The Strategic Importance of a Social Business Command Center	94
The Social Business Command Center Framework	97
How to Build a Social Business Command Center	98
Discovery	98
Planning	99
Implementation	100
Reporting	100
Kaizen	101
Social Business Command Centers in Action	101
University of Oregon	101
Cisco Systems	102
Clemson University	102
American Red Cross	103
Gatorade	103
The New Form of Command Center Operations:	
Real-Time Marketing	103
Not Everyone's Onboard with Real-Time	105
Real-Time Marketing Technology	106
Vendor Spotlight: HootSuite, MutualMind, PeopleBrowsr, Tickr, and Tracx	109
HootSuite	109
MutualMind	110
PeopleBrowsr	111
Tickr	112
Tracx	113

6

Understanding the Challenges of Content Marketing

115

Examples of Brands Taking Content Marketing to the Next Level.....	117
Virgin Mobile.....	117
American Express.....	118
Marriott.....	119
L'Oréal.....	119
Vanguard	120
Content Marketing Challenges: What the Experts Say	121
Nestle Purina.....	121
AARP (American Association of Retired Persons).....	122
Kellog	122
Cisco.....	123
Capri Sun	123
Mindjet.....	124
Sears.....	124
Kinvey	124
Ricoh	125
ArCompany.....	125
Content Marketing Challenges: What Does the Data Show?	125
Moving Past the Content Marketing Buzzword.....	130
Vendor Spotlight—Kapost.....	131

SECTION 3: DEVELOPING YOUR CONTENT STRATEGY

137

7

Defining Your Brand Story and Content Narrative

141

The Inputs Needed to Build Your Content Narrative.....	143
Brand Messaging & Product Benefits.....	144
The Non-Business Issues Important to Your Brand.....	146
Media Perceptions of the Brand.....	148
Community Perceptions of the Brand	149
Fan Interests.....	150
Historical and Current Content Performance	154
Consumer Search Behavior.....	154
Customer Service Pain Points	156

The Output Should Equal Your “Hero” Content Narrative	157
Simplifying Your Content Narrative	158
Vendor Spotlight—Compendium	159

8 Building Your Content Channel Strategy 163

Finding and Preventing Gaps with Your Social Media Channel Strategy	164
Mapping Your Content Narrative to Social Channels	167
Building Your Content Tiers by Channel	171
Laser Focused Storytelling by Channel	172
Diversifying Your Content Types per Channel	174
The Importance of Visual Storytelling	177
The Importance of Long-Form Content When Telling Stories	178
Search Engine Visibility	178
Thought Leadership	179
Striking a Balance Between Long-Form and Short-Form Storytelling	179
Best Practices for Writing Long-Form Content—It All Starts with the Title	180
Vendor Spotlight—Contently	183

9 The Role of Converged Media in Your Content Strategy 185

Defining Converged Media	187
Why Converged Media Is Important to Your Content Strategy	189
Converged Media Models	192
Facebook Promoted Posts (News Feed Marketing)	192
Content Syndication	194
Earned Media Amplification	197
The Promise of Real-Time Marketing	198
Real-Time Marketing Is More Than Just Being in Real Time	200
The Creative Newsroom	201
Creative Newsroom 5-Step Activation Process	203
Creative Newsroom Models	204
Vendor Spotlight—Newscred	205

10	How Content Governance Will Facilitate Media Company Transformation	207
	Defining Content Governance.....	209
	Building an Effective Collaboration Model.....	211
	Proactive Content Workflows for Planned and Unplanned Content	213
	Reactive Escalation Workflows and Risk Assessment.....	216
	Governing New “Brand” Account Creation	218
	Managing the Security of Social Media Passwords.....	220
	Vendor Spotlight—Spredfast.....	224
 11	 Structuring Your Teams to Become a Content-Driven Organization	 229
	A Quick Lesson in Change Management.....	231
	Tearing Down the Organizational Silos.....	232
	Identifying Roles and Responsibilities	233
	Structuring Your Content Organization by Channel.....	238
	Structuring Your Content Organization by Brand or Product.....	240
	Structuring Your Content Organization by Region.....	240
	Structuring for Converged Media and Real-Time Marketing	241
	Choosing the Right Technology Platforms	242
	Content Marketing Platforms	243
	Social CRM/Content Publishing Platforms.....	244
	Online Monitoring Vendors.....	244
	Vendor Spotlight—Skyword.....	245
	Step 1—Recruit and Manage Your Writers.....	245
	Step 2—Plan Your Content Strategy	245
	Step 4—Create and Optimize Your Content	246
	Step 5—Edit and Review Your Content.....	247
	Step 6—Promote Your Content Socially	247
	Step 7—Measure and Analyze the Performance of Your Content.....	247

Foreword

The diet for media consumption by your customers is ferocious.

Are you properly feeding them before your competitor does?

Newsfeeds, inboxes, streams, and apps mean that people take in lots of information in a rapid pace. Unfortunately, most corporations have yet to catch up with this trend, as they slowly move forward with static websites, lengthy white papers, and tiring press releases.

Consumption preferences aren't the only thing that's changed, as people themselves are media engines, creating content to connect to their trusted peers and confidants. Together, the market is talking to itself, but many companies are unable to keep up.

Companies must change. They must become like media brands, and become publishers, content creators, and newsrooms themselves. To do this isn't easy, you need a purpose, a plan, a process, and the right people.

This is why this book, *Your Brand, The Next Media Company* matters.

Because you must develop the right content, improve your marketing, engage your customer relationships in a deeper way, in their terms. Michael's book answers why and how by illustrating the changes in the space, provides pragmatic advice by advising on change management, process/workflow creation, and technology.

What makes Michael credible? I've worked with Michael when he was my client at Intel. Together, we partnered on a study to measure the social behaviors of its customers, when I was an industry analyst at Forrester research.

Not only was Michael a practice leader from one of the top media brands in the world, he was an educator, as I've seen him speak at Stanford, address audiences at events, and be a community leader in the Silicon Valley space.

Today, Michael brings together market thought leadership, but tightly winds it with pragmatic insights from working with his own clients at Edelman, and shares his viewpoints on his own website, the Social Business Blog, Britopian. I consider Michael a friend, a respected peer, and an industry leader.

So get out there, read this book, earmark important pages, highlight key sections, and activate Your Brand to become a media company.

Let's feed our customers with the media they desire.

Jeremiah Owyang
Industry Analyst

About the Author

Michael Brito is a Group Director at WCG, a W2O Group company. He is responsible for helping clients transform their brands into media companies by implementing social business strategic initiatives that operationalize content strategy, scale community management, and integrate paid, earned, and owned media initiatives. Prior to WCG, Michael worked as a Senior Vice President of Edelman Digital and also for large, influential brands in Silicon Valley, such as Hewlett Packard, Yahoo, and Intel, where he was responsible for consumer social media marketing and community building. Very early on in his career, his role was focused on search marketing (paid and natural) and digital marketing. He has been building external communities ever since and believes that brands should focus on turning friends, fans, and followers into brand advocates and storytellers.

Michael is a frequent speaker at industry conferences, as well as a guest lecturer at various universities including the University of California, Berkeley; the University of San Francisco; Stanford University; Syracuse University; Golden Gate University; and Saint Mary's College of California. He is also an Adjunct Professor at San Jose State University and UC Berkeley teaching social business and strategic social media.

Michael has a Bachelor of Arts in Business degree from Saint Mary's College and a Master of Science, Integrated Marketing Communications degree from Golden Gate University. He is also the author of *Smart Business, Social Business: A Playbook for Social Media In The Organization*, which was released in July 2011. He proudly served eight years in the United States Marine Corps..

Dedication

This book is dedicated to the three most important people in my life—my wife, Kathy, and two daughters, Milan and Savvy. Kathy, thank you for supporting me all these years. I couldn't do what I do without your love, support, and encouragement. Milan, you will always be my princess, the air I breathe. Your smile brings joy and warmth to my heart. Savvy, my next book will be one that we do together. Thank you for always wanting to sit on my lap, climb on my back, and snuggle with me on the couch. I cherish those moments. Thank you all for loving me and making all the bad guys go away.

Acknowledgments

First, I want to thank my mentor Jeremiah Owyang for writing the Foreword of this book. I have learned a lot from you over the years and I am grateful for your friendship.

I also want to thank several of the vendors that helped me with various chapters specifically, Sprinklr, Social Flow, Jive, Spredfast, Expion, Compendium, GagglesAMP, Napkin Labs, Kapost, Outbrain, Skyword, Tickr, Tracx, Newscred, HootSuite, Contently, Mutual Mind, One Spot, and InPowered. There are too many of you personally to name but I really do appreciate your support. You know who you are!

A special thank you to Joe Chernov, Ann Handley, Jascha Kaykas-Wolff, Sean McGinnis, Michael Brenner, Sandra Zoratti, Jeff Elder, Danny Brown, Carla Johnson, and Dave Kerpen for your help and contributions to various portions of the book.

Lastly, I want to thank the special people who spent time reviewing my book and suffered reading through all the documentation that I had sent along. I am very humbled and grateful for each of you:

- Jascha Kaykas-Wolff, Chief Marketing Officer, Mindjet
- Pete Cashmore, CEO, Mashable
- Elisa Steele, Chief Marketing Officer, Skype (Microsoft)
- Amy Kavanaugh, Vice President Public Affairs, Taco Bell (YUM Brands)
- Shafqat Islam, CEO, NewsCred
- Brian Clark, CEO, Copyblogger Media
- Ted Rubin, Chief Social Marketing Officer, Collective Bias
- Ann Handley, Chief Content Officer, MarketingProfs
- Lee Odden, Author of *Optimize* and CEO, TopRank
- Mei Lee, Vice President, Digital Marketing, Conde Nast
- Adam Hirsch, Senior Vice President, Edelman Digital
- Kinsey Schofield, TV Personality, Journalist
- Joe Pulizzi, Founder, Content Marketing Institute
- Joshua March, CEO, ConverSocial

Thank you again for your gift of kind words.

We Want to Hear from You!

As the reader of this book, *you* are our most important critic and commentator. We value your opinion and want to know what we're doing right, what we could do better, what areas you'd like to see us publish in, and any other words of wisdom you're willing to pass our way.

We welcome your comments. You can email or write to let us know what you did or didn't like about this book—as well as what we can do to make our books better.

Please note that we cannot help you with technical problems related to the topic of this book.

When you write, please be sure to include this book's title and author as well as your name and email address. We will carefully review your comments and share them with the author and editors who worked on the book.

Email: feedback@quepublishing.com

Mail: Que Publishing
ATTN: Reader Feedback
800 East 96th Street
Indianapolis, IN 46240 USA

Reader Services

Visit our website and register this book at quepublishing.com/register for convenient access to any updates, downloads, or errata that might be available for this book.

Introduction

Why This Book Matters Right Now and for the Next Several Years!

“**Tweetable Moment:** *Everyone is influential and through everyday conversations we influence others down the purchase funnel.*
—#nextmediaco

”

About a year ago, I bought a special gift for my six-year-old daughter Savvy for her birthday. His name is Bailey, and he is a Teacup Yorkie. He was the cutest puppy ever, and we have taught him how to sit, shake, lie down, and roll over. He's well-behaved and super spoiled, and he has certainly become a major part of our family. If you and I are friends on Facebook, Twitter, or Instagram, you already know this.

In the summer of 2012, we were planning a trip to Arizona to see my mom and sisters. My first thought was Bailey. Do we take him with us? Do we leave him in a kennel or find him a babysitter? I wasn't about to leave my newly adopted son with a stranger, and unfortunately we didn't have anyone to watch him for a few days. I decided that he would join us, but I wasn't sure which airline was dog friendly. After all, he was our first family pet.

So I hit up Google as I normally do in situations like this.

My first search query was something like “airlines that treat dogs safely,” but nothing of value came up. After about five minutes of searching, I came across an article that horrified me. The article, “More Pets Died on Delta Flights in 2011, but Why?” was straight from Yahoo!:

More pets died on Delta flights in 2011 than on any other airline, a government report reveals.

The report, issued each year by the U.S. Department of Transportation, shows that 19 of the 35 air travel–related pet deaths in 2011 took place in the baggage holds of Delta planes, up from 16 in 2010. Five pets were also injured on Delta in the same year, more than on any other airline.

After reading the full article, it was obvious that the pets’ owners may have been as much to blame as the airline. But still, the only thing that stuck was that 19 of 35 air travel–related deaths happened on Delta Airlines in 2011, which was also up from 16 in 2010. So I did what a normal social media user would do and solicited feedback from my online community; I also tweeted the article and mentioned Delta a few times. Several of my friends then had some misgivings about giving their future business to Delta without clarification or explanation about this report. One friend even sent me a private note afterward and told me about his personal horror story with the airline.

So I booked our family trip with Southwest.

I can’t be certain there wasn’t some technology glitch, but no one from Delta ever responded—not a word from marketing, customer service, or management—all silent.

The point here is that everyone is influential despite your Klout score or how many friends, fans, or followers you have. Me, you, people who use Twitter and Facebook or don’t use Twitter and Facebook, online and offline. Through everyday, random and organic conversations, we influence others to buy certain products or services or to not buy certain products or services. And these conversations are based on our personal experiences that we have with a brand on a given day. We either influence others or are being influenced by others—it’s the world we live in today. Even if someone from Delta responded and said that they were taking measures to prevent situations like this in the future, it doesn’t necessarily mean I would have changed my mind, although I certainly would have taken it into consideration.

We are not only influential, but we are also busy. There is a content and media surplus in the marketplace and most consumers have an attention deficit.

Every day, consumers are so inundated with media, social connections, status and relationship updates, event invites, tweets, retweets, mentions, direct messages,

+1s, likes, loves, texts, emails, alerts, and other random noise that we purposely create filters so that we only consume the content that is relevant to us at a specific moment in time. And the fact that we must hear, see, or interact with a message three to five times before we acquiesce to it becomes extremely problematic, especially for those who work in brand or marketing communications.

So for you to reach the dynamic and unpredictable nature of consumers today, you must begin to *think, communicate, and market your products differently*. Traditional marketing tactics alone cannot effectively reach consumers. A 30-second television spot during the Super Bowl is nice, but it's not going to turn around a failing brand—neither will a clever tweet during the half-time show. Aggressive social media marketing won't work either. You must have a fully integrated content marketing plan or be what I call “brand omnipresent,” which means delivering value across the entire online ecosystem to fully change consumer behavior or brand perception. To do this, a consistent value message must exist across every form of content application, and all forms of media—paid, social, owned, or earned—must tell a similar story.

Unfortunately, this is much easier said than done.

Content is the number one challenge for brands today. The ability to tell a compelling and integrated brand story across the Web requires a significant amount of internal planning, cross-team collaboration, and coordination among different marketing teams in various geographies, and processes and workflows must be in place to optimize the content supply chain—content ideation, creation, approval, distribution, and optimization. This book gives a detailed approach to overcome many of these obstacles, allowing your brand to fully transform into a media company.

Why I Wrote This Book

My first book, *Smart Business, Social Business: A Playbook for Social Media in Your Organization* was released in July 2011. I started writing the book in the summer of 2010, and back then the term “social business” itself was still fairly new. Most of the conversations in the space were between pundits arguing about its definition—and rightfully so. Unfortunately, many of these arguments are still happening today. Some believe that it should be called social enterprise or social organization because the term “social business” already exists and means something completely different. Nobel Peace Prize winner Professor Muhammad Yunus first coined the term *social business* and defines it like this (Wikipedia):

Social business is a cause-driven business. In a social business, the investors or owners can gradually recoup the money invested, but cannot take any dividend beyond that point. The purpose of the

investment is purely to achieve one or more social objectives through the operation of the company, since no personal gain is desired by the investors. The company must cover all costs and make revenue, but at the same time achieve the social objective.

As much as Professor Muhammad's definition is important to our world today, I define social business strategy as the following:

A social business strategy is a documented plan of action that helps evolve and transform the thinking of an organization, bridging internal and external social initiatives resulting in collaborative connections, a more social organization and shared value for all stakeholders (customers, partners, and employees).

Regardless of how you define social business, it's hard to argue that organizations today must change if they want to stay relevant and competitive. I have seen business change and have lived through its ups and downs for many years. *Smart Business, Social Business* was my eyewitness account of living through these changes while working for large brands such as Hewlett Packard, Yahoo!, and Intel. In the book, I plead the case that all business, large and small, must evolve into a social business just for the sake of being a social business.

Where I got it wrong is I didn't continue the story.

Becoming a social business for the sake of "becoming a social business" is only half the battle. Enterprise collaboration for the sake of enterprise collaboration might be a good idea, but how will it benefit content or better customer relationships? And deploying internal communities using software platforms like IBM or Jive just because your competitors are doing so is a waste of time, money, and resources.

There must be positive business outcomes.

There needs to be a reason why.

There has to be a strategic initiative as to why you want to change your business—one that makes smart business sense.

Even before my first book was released, I often talked about the need for companies to socialize their internal business models and communication strategies. But the question I often got was "Why?" Why is it important for my business to deploy internal communities, tear down silos, coordinate go-to-market plans, or get my rear-end out of my cubicle and have a conversation with my colleagues down the hall? These are all good questions, and this book is full of answers. Becoming a social business with no vision for where it's going to take you is like investing thousands of dollars building your first home from the ground up and never moving in to live in it and enjoy it.

I look at social business strategy as an enabler. Let me explain.

I am a marketing guy by trade, so many of the challenges I help my clients with are the ones that help them improve the way they communicate externally and internally. Sometimes it’s about operationalizing a content marketing strategy. Other times, it’s about building processes and workflows that can help scale social media globally. And many times, it’s fixing disjointed content and community management practices.

In other words, to fix many of these challenges, you need a social business strategy that can stand the test of time and one that enables better content, smarter marketing, integrated communities, and more effective customer relationships. And that’s exactly what this book is about—enablement. It’s about tackling a real-world marketing problem and using a social business strategy to solve it. Figure I.1 illustrates how deploying a social business strategy enables external marketing initiatives.

SOCIAL BUSINESS FRAMEWORK

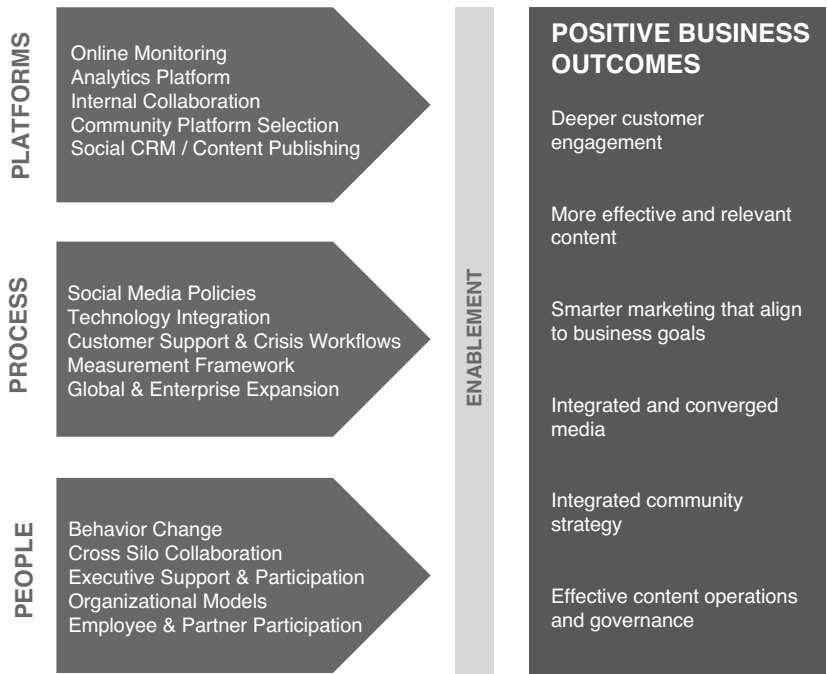


Figure I.1 Social business framework

So what is this real-world business problem?

It’s actually pretty simple. Your brand needs to start thinking, acting, and operating like a media company. And the reason why is right in plain sight. There is a content surplus in the marketplace today, and consumers have attention deficit. Their daily lives are dynamic and unpredictable and all consumers are influential. For you to reach them with your brand message, you need to manufacture an

environment where you are creating, curating, and aggregating relevant content—at the right time, in the right channel, and to the right customer. And your brand story must be consistent everywhere. Unfortunately, it's not like we can turn on the “media company” button and change operations and behavior overnight. It requires a change in attitude, behavior, and thinking coupled with processes and governance models, as well as technology that can facilitate the transformation.

Richard Edelman, Chief Executive Officer and President of Edelman Public Relations has said for a few years now that “every company is a media company.” Sadly, some companies don't know it, resist the change, or have no clue on how to fully transform their businesses into media companies. This book will help enable your brand, whether large or small, to leverage the frameworks, practices, and strategies of social business to fully transform your brand into an operational content marketing machine. Or better yet, a media company.

But before you continue reading, it's important for you to get a baseline understanding of the definition of a media company.

In the book *Content Rules*, co-author Ann Handley (Chief Content Officer at MarketingProfs) defines a media company as the following: “A media company is any business that publishes useful material to attract and build a certain audience.”

During a conversation on Facebook, she elaborated further:

It used to be that you needed significant resources to do that, but in a digital and social world, every business (and every one of us) has a new ability (and opportunity!) to be a media company far more cheaply and easily. Of course, I'm talking about tactics—every one of us now has the ability to use media tactics (publishing, building an audience). The key difference between a traditional media company (where I started my career) and a new media company is the revenue stream. The former makes its money from advertising; the latter makes its money from product or service sales. In other cases, though, the quality of the content and the audience are key.

“A media company is any business that publishes useful material to attract and build a certain audience.”

Here is a different perspective from Shafqat Islam, the CEO of NewsCred:

Media companies have historically been defined by their aptitude to create and deliver content, responsible for all elements of the content stack. The creation and distribution of content has always been underwritten by advertising—selling audience to marketers. However, in

today’s world, the definition is changing since the creation and distribution of content is no longer limited to traditional publishers. Brand marketers are no longer just buying audience. They are the ones who are participating in the conversation by creating and distributing content to their audience directly. As such, in today’s world, brands are starting to become media companies, challenging the positions traditionally occupied by magazines and newspapers.

Although these are great definitions, it’s important to understand that traditional media companies such as Gannett, Time Warner, *New York Times*, and more recent “New Media” companies such as Mashable, AOL with the acquisition of Huffington Post, Techcrunch, and even Google are in the business of creating, displaying, or bringing content to a given audience. For the most part, they don’t necessarily sell a tangible product or service. So when thinking about transitioning your brand into a media company, you must consider it from a communications and content perspective. Core business objectives such as selling products and increasing market share, revenue, margins, and stock price should always remain front and center.

As mentioned earlier, this book is about using a social business strategy to transform your brand into a media company. Notice in Figure I.2 that the black portions illustrate a social business strategy and how it enables various initiatives that will help operationalize various elements of your content strategy. When all of these are achieved and optimized, your brand will reach media company transformation.

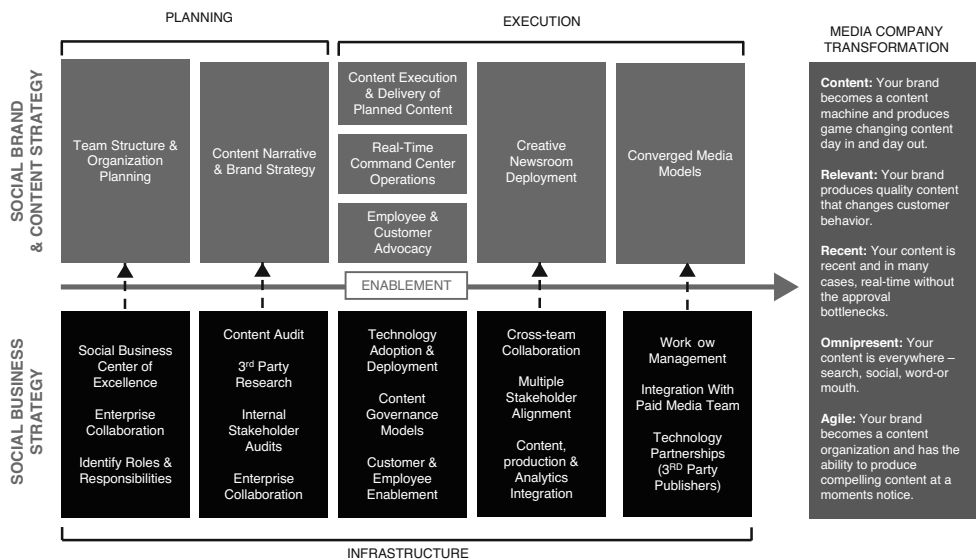


Figure I.2 Social business strategy enables the transformation from brand to media company.

How This Book Is Organized

This book consists of eleven chapters, which are divided among three sections. The following are the titles and brief overviews of the sections and chapters for your reference. Though not comprehensive, these short descriptions give you a good idea of what each chapter is all about.

Section 1: Understanding the External and Internal Landscape

This section is all about understanding the external marketplace, how your customers interact with media content, and how your business must change to adapt, stay competitive, and blow your competitors out of the water. This section will not only give you a complete view of your target consumers, but it will also help you understand the fundamentals of a social business strategy that is needed to take your brand and transform it into a media company.

Chapter 1: Understanding the Social Customer and the Chaotic World We Live In

Chapter 1 is about the social customer. It highlights several case studies and reports that give you a firm understanding of how difficult it is to reach customers with the right content, at the right time, and in the right channel. This chapter also discusses the growing influence of social customers as well as the external factors causing this shift and challenge in marketing today.

Chapter 2: Defining Social Business Strategy and Planning

Chapter 2 is about defining social business strategy. Essentially, this chapter condenses the entire content of *Smart Business*, *Social Business* into one chapter and introduces new thinking, implementation strategies, and models.

Section 2: Setting the Stage for Social Business Transformation

Section 2 focuses on building your social media strategy infrastructure and foundation so that as you focus on your operations internally, you can prepare for your transformation externally. This section gives you a step-by-step plan of attack to help you build your Centralized “Editorial” Center of Excellence (CoE) and shows you how this team integrates within other business groups within your company.

Additionally, I show you how to create an atmosphere of listening and help you identify assets within your company—employees and customers—who love your product.

Chapter 3: Establishing a Centralized “Editorial” Social Business Center of Excellence

Chapter 3 builds on the foundation of Section 1 and kicks off Section 2. This chapter discusses, in practical terms, the need to create a centralized editorial team that is responsible for driving change within the organization. In many cases today, it is often referred to as a Social Business CoE. This chapter goes into detail about how you must build controls, processes, and workflows that facilitate collaboration among teams, partners, and even customers.

Chapter 4: Empowering Employees, Customers, and Partners to Feed the Content Engine

Chapter 4 is about enabling employees, customers, and channel partners within your supply chain to help you feed the content engine day in and day out. This chapter also gives you a systematic approach on how to build a brand advocacy program for your business, taking into consideration its infrastructure, the content plan, how you engage with your advocates, and the need to establish Key Performance Indicators (KPIs) that determine the success of the program and technology considerations.

Chapter 5: Building Your Social Business Command Center

Today, many command center operations are deployed to manage “reactive” customer support issues and/or crisis communications. Chapter 5 discusses how you can leverage a command center to monitor for trends happening in the news cycle and capitalize on real-time content creation. This chapter also gives step-by-step instructions on how to launch command centers and highlights several vendors in the space that offer off-the-shelf command center solutions.

Chapter 6: Understanding the Challenges of Content Marketing

Chapter 6 highlights a few brands that have taken content marketing to the next level. This chapter also examines several content marketing reports that have been released over the last two years and analyzes the similarities and differences of each. One of the goals of this chapter is to have you look beyond the content marketing buzzword and begin to think of your brand like a media company.

Section 3: Developing Your Content Strategy

This final section helps you formulate what you are going to say and how you are going to say it. Media companies are content machines. They have the right structures in place, aligned teams, a robust editorial process, and they execute the distribution of their content flawlessly. Your brand must follow this model, and this section shows you how to do it.

Chapter 7: Defining Your Brand Story and Content Narrative

Chapter 7 is about helping you define your brand story. You learn how to move beyond just the “brand message” and take into consideration several other inputs that will help you craft a unique story and create game changing content. As complex as this might seem, you learn how to simplify your content narrative similar to a children’s storybook so that it’s easily digestible for your target consumers.

Chapter 8: Building Your Content Channel Strategy

After you have defined your story, you then have to decide how and where you want to tell it. Chapter 8 chapter gives you several models and frameworks for you to decide how you want to drive your channel strategy, providing detailed examples of how to categorize your content by theme and channel.

Chapter 9: The Role of Converged Media in Your Content Strategy

Chapter 9 discusses the topic of how the customer journey between devices, channels, and media has become increasingly complex and how new forms of technology are only making it more so. You learn how to configure your strategy so that all channels work in concert, enabling brands to reach customers exactly where, how, and when they want, regardless of the channel or device.

Chapter 10: How Content Governance Will Facilitate Media Company Transformation

This chapter defines content governance as a strategic imperative when deploying an enterprise-wide content strategy for the purposes of establishing accountability, auditing content engagements, managing risk and setting permissions. Every person, whether employee or customer, has a specific role and/or responsibility when it comes to creating content, approving content, and distributing content. Chapter 10 also showcases “proactive” content workflows for planned and unplanned content and highlights “reactive” workflows as well.

Chapter 11: Structuring Your Teams to Become a Content-Driven Organization

Chapter 11 begins with a quick lesson in change management; mainly because change management initiatives are important to help you transition your brand into a media company. There isn't a right way or wrong way to structure your content teams. Every company is different, and culture, leadership, and business objectives vary and are often dynamic. This chapter showcases different models that you can adopt as you begin to structure your teams efficiently for content creation, approval, and distribution.

I hope you enjoy reading the book as much as I enjoyed writing it.

This page intentionally left blank



How Content Governance Will Facilitate Media Company Transformation

“**Tweetable Moment:** Content governance ensures that there are controls in place so that consistent brand storytelling is told across all channels.
—#nextmediaco”

Red Bull is a media company. They produce compelling content because they are creative, they understand their audience, and they have a well-oiled machine that facilitates the content supply chain within their company—from content ideation, to creation, to approval, and finally to distribution. Because of this, Red Bull has built its brand using social media and has been extremely successful at engaging with customers day in and day out and across all the major social networks. This has made it the model that many brands turn to when looking to become a media company. Red Bull has built a combined social audience of more than 42 million users on Facebook, Twitter, YouTube, Google+, and Instagram, and as you finish reading this sentence, the number has most likely already increased dramatically.

Facebook is Red Bull’s largest audience segment with more than 37 million fans and makes up nearly 90% of its community. This has been a key network for Red Bull, which now currently ranks among Facebook’s top 10 fan pages.

Visually stunning content has contributed to Red Bull’s success on YouTube, where it has cultivated a subscriber audience of two million, and on Instagram, the brand’s smallest but most engaged audience. Twitter is the brand’s most active channel and serves as a vehicle for distributing content from each network to an audience of nearly one million followers.

Red Bull’s network of highly engaged audiences are valuable channels for content distribution, and it is growing each one by providing a stellar customer experience coupled with compelling content. Figure 10.1 shows Red Bull’s growth from March to April 2013.

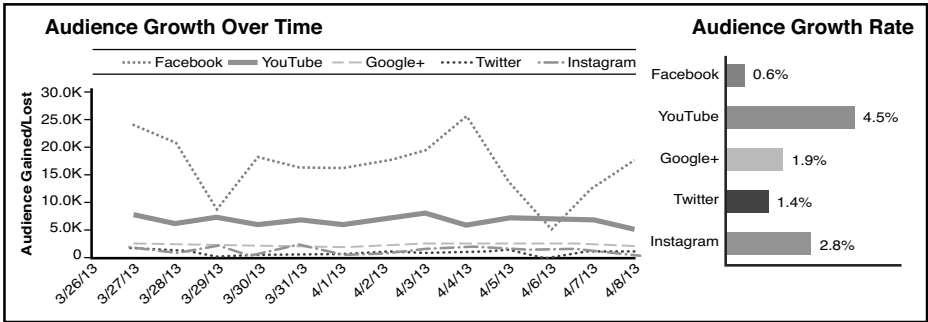


Figure 10.1 *Red Bull’s audience growth rate*

On Facebook, Red Bull added more than 200,000 fans in the same reporting period, according to Kevin Shively, Marketing Analyst for Simply Measured, a leading social media measurement and analytics vendor. Although Facebook accounted for the most new fans, YouTube has been Red Bull’s fastest growing channel, with a 4.5% subscriber growth rate month to month. Red Bull’s YouTube channel was established in 2006, but the brand’s steady stream of professional, highly produced video continues to build its subscriber audience.

Red Bull’s Instagram channel is also growing quickly; during the reporting period, it was the second fastest growing channel with a community growth rate of 2.8%, outpacing longer established channels Twitter and Google+ (see Figure 10.2).

It’s clear that visual content is a major contributor to Red Bull’s success in social media and continues to serve as a model for other brands that want to engage with customers using visual storytelling. Visual content captures our attention, and it’s often what comes to mind when we think about Red Bull and what they do in the marketplace.

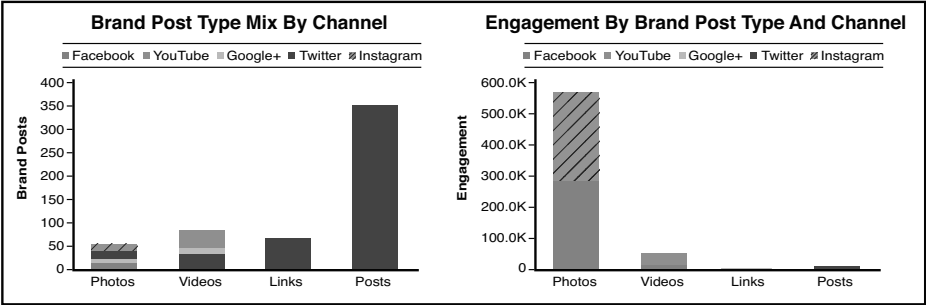


Figure 10.2 Red Bull’s Instagram growth rate is 2.8%.

What makes Red Bull successful is more than just their brand story or the epic content the company creates each day for the community. Their ability to make this happen is largely because of a content governance plan that controls what type of content is created and when it’s shared within each channel.

Defining Content Governance

Content governance is a strategic imperative when deploying an enterprise-wide content strategy for the purposes of the following:

- establishing content and workflow accountability
- auditing content engagements
- managing risk
- setting content permissions

Every contributor to your brand’s storytelling initiatives, whether employee or customer, has a specific role when it comes to managing the content supply chain. The content workflows that facilitate ideation, creation, approval, and distribution must be built to ensure consistent storytelling across paid, earned, and owned media.

By implementing a content governance framework layered across the entire organization, teams are enabled to collaborate through an approval process with distinct workflow and established audit trails, ensuring the right content is being utilized in the right channel. Audit trails through all processes and actions are an overall best practice for all large and small brands and must be a requirement regardless of what industry you work in. These audit trails should always be referenced for the purposes of displaying content and user action history with corresponding approvals. Documenting a governance hierarchy reduces risks during a crisis and can be used to “lock down” publishing access across all social accounts if certain situations arise.

Content governance can also be defined as a detailed framework of content delivery and management that ensures there are documented controls in place that facilitate consistent brand storytelling across paid, earned, and owned media. A content governance model should include

- Collaboration models for internal teams complete with audit trails
- An approval workflow for proactive content (unplanned and planned content)
- An escalation workflow for reactive content (crisis, customer support)
- Workflows that mitigate risks, such as access to social properties, employees leaving the company, accidental messages being sent, and so on
- Processes to handle rogue accounts and the creation of new branded accounts
- Enterprise-wide, single-point password control systems
- Establishing user roles within a content strategy (contributor, approver, publisher, administrator), which is discussed in Chapter 11, “Structuring Your Teams to Become a Content Driven Organization”

It might be easy to confuse content governance with a social media policy. Usually, content governance is a subset of a larger policy but it can certainly stand alone within an editorial team or department. A *social media policy* (sometimes referred to as social media guidelines) is a corporate code of conduct that provides guidance for employees who post content on the Internet or engage with external customers either as part of their specific job functions or just as employees. My book *Smart Business, Social Business* walks readers through the process of creating a policy, step by step.

Content governance is just as important as it ensures that there are controls in place that govern when, what, and why content is being created, approved, and distributed. It’s a strategic imperative that enables a brand to tell a consistent story across all forms of media.

The first step at deploying content governance is to build a collaboration model that helps facilitate internal communications, integration, and best practice sharing between all of your internal stakeholders.

Building a collaboration infrastructure is important to ensure consistency and that everyone involved in the content supply chain understands the business and marketing goals and proactively shares knowledge. This is more than just a conference call. It must be a collaborative, ongoing working session and a place where new ideas are welcomed with open arms.

Building an Effective Collaboration Model

Collaboration is a working practice whereby teams and individuals work together for a common purpose to achieve positive business outcomes—in this case, the journey to become a media company. Collaboration is based on the concept that sharing knowledge through cooperation helps solve business or marketing problems more efficiently. In the enterprise, this principle couldn't be truer; especially as more and more employees engage with one another through asynchronous, real-time technology platforms such as Yammer or Chatter.

Charles Darwin, an English Naturalist in the 1800s said, “In the long history of humankind, those who learned to collaborate and improvise most effectively have prevailed.” And if you think about this and apply it to your content strategy, it makes perfect sense. If you can tap into the collective knowledge and brainpower of others on your team, the positive business outcome will be the production of better content, smarter marketing, and more effective customer relationships. Figure 10.3 is one way to look at a collaboration framework.

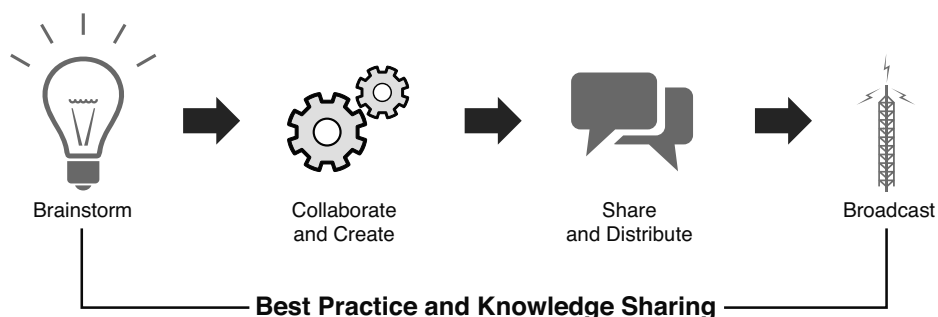


Figure 10.3 *Internal collaboration framework*

Collaboration models can be complex and detailed. It is simplified here so that you can easily adapt it to make it work in your organization. The elements that make up this framework are

- **Brainstorming:** All stakeholders meet periodically (daily, weekly, monthly) to discuss content with high engagement numbers, as well as content that might integrate with current marketing campaigns or other initiatives. This meeting can also serve as the daily gathering of the creative newsroom team to identify trending topics in the news cycle and determine whether or not there is an opportunity to capitalize on it.

- **Collaborating and Creating:** Stakeholders work together to create, co-create, aggregate, and curate content from third-party sites. Again, this could be a situation where the team is creating content in real-time or be more of a longer-term content planning cycle.
- **Sharing and Distributing:** Content and editorial teams share content direction, assets, and general strategy with brand, product, or regional teams. Content can be housed in a content library for easy consumption and sharing or placed into a content platform such as Sprinklr, Spreadfast, or Kapost for dynamic delivery to stakeholders.
- **Broadcasting:** Content teams publish content and provide strategic counsel to regional teams. Regional teams localize and publish content within their social media channels.

There are also several technologies in the market place that can help facilitate collaboration whether you work for a large organization or small business. If you work for a large company, most likely you may have access to some of these tools. If not, you will have to invest in a platform that can help you achieve better collaboration with your teams.

Yammer is probably the most well-known internal collaboration platform for small to medium-sized businesses. With Microsoft's recent acquisition of its platform, Yammer now stands to compete with other enterprise-level collaboration systems.

At a high level, Yammer is a social network that's entirely focused on your business. For you to join the Yammer network, you must have a working email address from your company's domain. You can also create external networks to allow for non-employees, such as suppliers and customers, to communicate with your company. Yammer allows you to share and discuss documents, images, videos, and presentations with your coworkers. It also enables you to upload new versions of files to ensure everyone sees the latest draft and maintain older versions as well.

You can also work with a team to create, edit, and publish content; you can display team goals, compile notes, and draft documents together online, viewing character-by-character changes in real time as others make edits. Finally, you can stay on top of activity from across your company as it happens—discover newly created documents, new members of your groups, recently shared images, active discussions, and activity taking place in other business applications. Other platforms that offer similar capabilities to Yammer are VMware's Social Cast, Jive, IBM Connections, and Salesforce's Chatter. Following are a few other collaboration platforms that you might not have heard of:

- **Co-op** is a free application with a simple user interface similar to Twitter. The features allow you to post updates, ask questions, share links, and track time. Co-op also enables you share your daily agenda

with your coworkers so everyone knows what projects that you are currently working on. Their web application automatically stores records of you and your team's activity, allowing you to review what your team has accomplished each day.

- Cynapse's Cyn is an open source community and has a complete collection of enterprise-grade collaboration tools. Three versions of their platform are available:
 - The free community edition includes Active Directory integration, application source code, web-based appliance management console, and more.
 - The other editions sell for several thousand dollars a year and have features such as wikis, blogs, file repositories, event calendars, discussion boards, image galleries, collaboration spaces, status logs, people directory, crowd rating and voting, and more.
- CubeTree, recently acquired by SuccessFactors, is an on-demand enterprise collaboration suite available in free and premium versions. The free version includes user profiles, micro-blogging, file sharing, wikis, and 10MB of storage per user. Their standard features include the above as well as status updates of 140 characters; a commenting feature (similar to that of Facebook's); feed filtering, which lets you choose who to follow and what feed items you'd like to receive; direct addressing (similar to Twitter's @name function); and open APIs that allow for the integration with several third-party systems and applications.
- Hashwork is a simple internal social network for small- to medium-sized businesses. It doesn't require a company administrator, and it's as easy as entering a company email address to sign up and get access. The user interface and functionality is similar to Twitter with features like 140-character posts, direct addressing, groups, hashtags, and so on. You can get more robust features with paid versions of their application.

The second step for building a content governance framework is creating workflows for planned and unplanned content, which is discussed in the next section.

Proactive Content Workflows for Planned and Unplanned Content

The ability to control content is imperative to becoming a media company. Having controls in place helps deliver content that's integrated, and it also ensures that the content shared externally is aligned with your brand's storytelling narrative. There

are two sets of workflows you should consider as you build your content governance model: proactive workflows and reactive workflows. The good news is that many of the Content Management Systems (CMS) mentioned in this book allow you to build and customize these workflows. Figure 10.4 is an example workflow for proactive (planned) content creation.

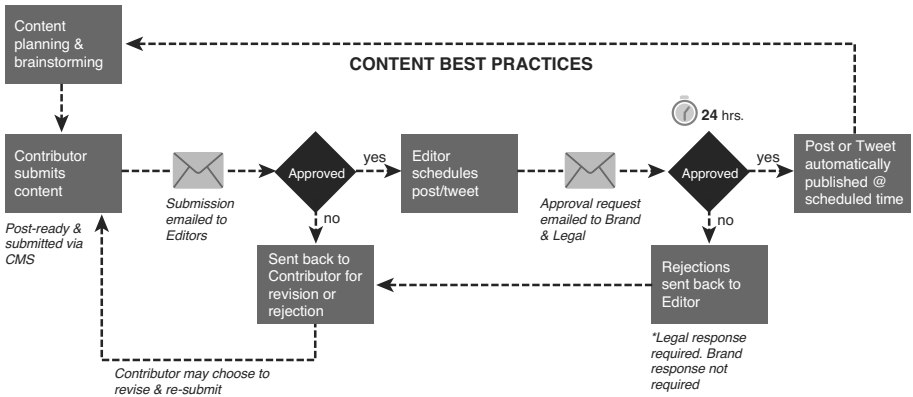


Figure 10.4 Example proactive workflow for planned content ©Edelman Digital. Used with permission from Daniel J. Edelman, Inc.

The foundation of this workflow starts at the beginning with content planning. As discussed in Chapter 3, “Establishing a Centralized ‘Editorial’ Social Business Center of Excellence,” your Social Business CoE (or centralized editorial team) is responsible for driving the content strategy and facilitating your content planning sessions. This can be done daily, weekly, biweekly, or monthly. It depends on how far out you are building your editorial calendars. Many of the topics discussed at these meetings include brainstorming content topics or themes, assigning content to various contributors, discussing historical content performance, sharing best practices, and trendspotting.

The next phase in the workflow is when the contributor submits the content for approval. This can be done via email or a CMS that has this built-in capability. After the editor is notified that there is content submitted, he or she approves the content or sends it back for revision. If approved, the editor can schedule it to be published or add it directly to the editorial calendar for the next round of approval. If not approved, the editor sends it back for revision or rejection. At that point, the contributor can choose to revise the content and resubmit it for approval.

The next phase of this workflow comes after the editor approves the content. The editor then sends the content to be approved by your brand or legal team. If approved, the content will go live at the day and time the editor scheduled it. If not approved, the content gets sent back to the editor for revision.

There are a couple of things you should remember when designing your content workflows. First, content approvals can be sequential or simultaneous. With a simultaneous approval workflow, when the content is submitted for approval, it goes to all the approvers at the same time. Each approver can “approve” or “reject” the content, and then it is sent back to the contributor. With the sequential approval workflow, the content goes through each approver in order: editor, brand, legal. In this case, for example, the legal team would not be notified that they need to approve the content until after it’s approved by the editor and the brand team.

What you find in this process is that there will always be bottlenecks in the content approval process. And based on my experience, that usually happens with the legal team. What you might want to do is build a workflow that gives each approver a certain amount of time (say, 24 hours) to approve content *before* it goes live. In other words, if legal does not approve the content within the allocated time, the content goes live automatically. This approach ensures that any and all approvers are held accountable in this workflow.

Having a 24-hour approval process is “nice to have” especially if you work for a large organization, but 24 hours is way too long to take to capitalize on real-time marketing. Chapter 9, “The Role of Converged Media in Your Content Strategy,” discussed Edelman’s Creative Newsroom, which is a real-time content marketing approach that can help you transform a trending conversation into a brand-relevant piece of content that resonates with your audience in hours instead of days. Figure 10.5 is an example workflow in the Creative Newsroom.

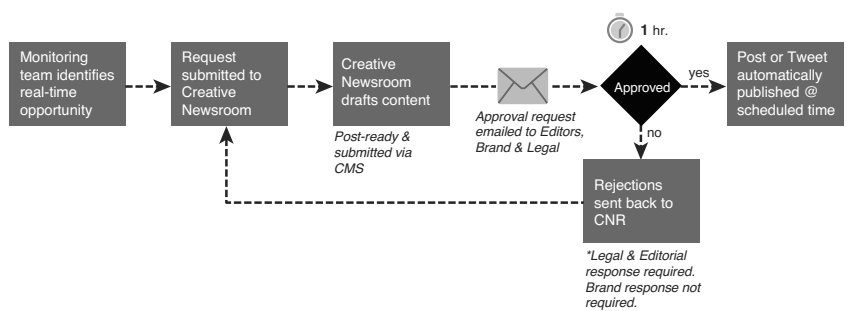


Figure 10.5 Example of a proactive workflow in the Creative Newsroom (unplanned content)

In this workflow, a community manager or monitoring team identifies a real-time opportunity to insert your brand into a trending conversation. As discussed in the last chapter, there are several tools in the marketplace today that can surface real-time trending data: the Dachis Group’s Real-time Marketing Dashboard,

SocialFlow, Trendspotter, and Rt.ly. When the content is spotted, you must determine whether your brand has license to actually talk about it (that is, it's somewhat relevant to your brand and what it stands for).

After the trend is spotted, it then kicks the Creative Newsroom operation in gear to start creating the content. Copywriters and designers are then deployed to create a piece of visual content and then submit it to the approvers. In this case, it can be the editor and brand and legal team, sequentially or simultaneously. The main difference between this workflow and the previous one is the approval time. For real-time marketing to actually be in real time, approval cycles should be no more than one hour. This is certainly much easier said than done, but if you can establish a level of trust with the approvers, specifically brand and legal, eventually you can work your way to under an hour approval time.

As much as proactive content workflows are important to your media company transformation, you must also be prepared to be reactive and respond to issues when they arise.

Reactive Escalation Workflows and Risk Assessment

As with most content marketing and community management initiatives, there is always the possibility of running into disgruntled customers or even a potential crisis. It will happen, and these issues cannot be ignored. Having a crisis escalation plan is important to ensure that all content contributors, community managers, and customer support teams understand the process if they have to escalate conversations and to whom they should escalate them.

Escalation workflows are nothing new. Back in 2008 (yes, five years ago), the United States Air Force created and made public their Web Posting Response Assessment. It's a 12-point plan developed by the Emerging Technology Division of the U.S. Air Force's Affairs Agency that illustrates how U.S. Airmen should respond to social media conversations online. The plan provided a specific workflow that Airmen should use when responding and engaging with the public. It was created in response to negative opinions about the U.S. government and also to bolster support and credibility for content that was positive about the Air Force.

Figure 10.6 is an example of escalation workflow that takes into consideration when you should respond to a compliment, complaint, or potential crisis.

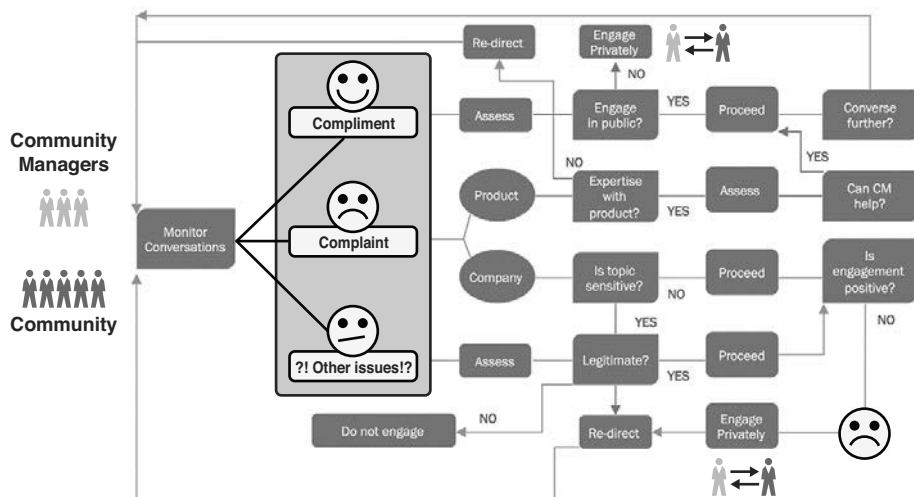


Figure 10.6 An example of reactive escalation workflow ©Edelman Digital. Used with permission from Daniel J. Edelman, Inc.

This might seem complicated at first glance, but after you go through the process of putting the workflow together and identify the right teams to be involved, it will become second nature when it's time to put it into action.

As you are building these workflows, it's important to also create a risk assessment guide so when your team members are engaging externally, they can be smart when they identify and flag potential risks. The simplest way to do this is to create a green, yellow, and red flag assessment guide.

Similar to traffic stop lights, green symbolizes that the conversation is good to go and that community managers can respond without escalation. Yellow means to "proceed with caution," and careful consideration should be made when responding and/or escalating. Red means to stop what you are doing and force teams to meet and decide what the appropriate next steps will be. Following is a break down of potential topics that would fall into each of these flag categories.

Green flag issues include questions about

- New account setup
- Account management
- Positive brand experiences and praise
- Career opportunities
- Company information
- Partner information
- Innovation requests and ideas

Yellow flag issues include

Potential Crisis

- Negative blog/media mentions about your brand
- Negative mentions from celebrities or influencers
- Negative mentions from employees (previous or current)
- Critical feedback about products and/or services
- Negative feedback or criticism about a current marketing campaign

Customer Support

- Product or transaction requests
- Dispute resolution regarding customer orders
- IT-related issues or website errors

Last red flag issues include

Potential Crisis

- Hacking claims or account security-related issues
- Legal threats
- Suicide or criminal threats
- Negative news articles mentioning your brand
- Key sensitive topics

Customer Support

- Customer service complaints
- Major account issues (shipping, transaction, order not received)
- Fraud complaints

Although some of these issues might not be relevant to your brand, you should go through this exercise and categorize each of these issues accordingly. This helps you train your team to be able to engage with customers, identify potential issues, and escalate accordingly.

Governing New “Brand” Account Creation

As mentioned in Chapter 2, “Defining Social Business Strategy and Planning,” the “bright and shiny” object of social media has caused a craze in many companies today and quite possibly yours, whereby hundreds of siloed teams create social

media channels resulting in poor integration, disjointed content, and lackluster community management practices. And if you are the person who is driving this organizational change, you have to audit and potentially close down certain social media channels for a variety of reasons:

- Community is abandoned; no one is posting content.
- Content strategy doesn't align with the brand.
- Community was created around a product that does not exist anymore.

Hundreds of other reasons for consolidating or shutting down existing social media channels can exist, so you must create a process that prevents these things from happening in the future. Figure 10.7 is an example of a process that governs new brand account creation.



Figure 10.7 *Process for creating new social media accounts*

Usually in a situation like this, a specific marketing (or regional) team identifies a need to create a new social media channel. There could be a variety of reasons for this request. Perhaps the company is launching a new product. Perhaps the company is expanding into new geographical territories, or maybe there is a huge event happening that you are sponsoring.

The first step in this process is to evaluate whether or not an existing channel can be used to support the initiative. In some cases, it will, and in other cases, it won't. When you evaluate specific requests, each one should be carefully considered before making a decision. The good news about using Facebook as a part of your content strategy is the launch of Global Pages, which helps address this issue head on.

Instead of a single Facebook page in the specific language that it was originally created, Global Pages now have the benefit of both global and regional content. In essence, it's one page with one URL, for example, Facebook.com/YourBrand. Instead of users searching for your brand by country and in the language they prefer to read, they will only have one option to Like your page.

With the new Global Pages structure, you can create localized versions of your cover and profile photos, apps, milestones, and “about” info and provide locally relevant and regionally specific content to your community in their news feeds. An English version’s cover photo might say “Hello,” but users visiting from Italy would see a different version welcoming them with a “Ciao!”

Your Facebook administrators can set up local versions for different single or multi-country language regions, plus a default for everyone else. A single, global URL dynamically directs users to the appropriate local version. This can help consolidate workflow, content creation, and analytics and at the same time, provide a seamless experience for your customers. So in the case of launching a new Facebook page for a region, you can potentially leverage the new Global Pages feature. In some cases, there is certainly an opportunity to create a new channel. However, you must ensure that the teams that want a new channel have the following documented and well planned out before they move forward to create one:

- **Content narrative:** What are the goals, and do they have a content narrative that is consistent with the brand’s storytelling objectives? Do they have content themes/categories and a documented editorial calendar?
- **Community manager:** To prevent communities from going stale and customers from falling “out of love” with your brand, there must be community managers who are not only responsible for creating content, but also responding to the community when necessary. They are the face of the brand, and they should advocate on behalf of them.
- **Moderation and escalation policy:** This chapter is all about governance, so it’s possible that new teams requesting a new channel will adopt many of the governance models you create as a part of the CoE. However, part of that model should include identifying the proper “regional” resources for escalating customer support issues or handling crises.
- **Measurement framework:** Before launching a new channel, the teams should have a solid understanding of how they are going to measure success and determine KPIs.

When the internal teams have their plans of action documented, the final step in this process is to seek approval for the Center of Excellence.

Managing the Security of Social Media Passwords

2013 has certainly been the year of “social media password” challenges. And although this is amusing to watch and read about from the outside looking in, it can cost you your job if it happens to your company. Two significant incidents

happened this year, one at HMV and one at Burger King, each making it clear why carefully managing your passwords is a huge deal.

HMV is a British entertainment retail company located in the United Kingdom. In January, employees fired by HMV decided to get even by live tweeting their “mass execution” on the company’s official Twitter account, which at the time, had almost 64,000 followers. According to the *Independent*, HMV attempted to delete the posts from the @hmvtweets account, but it was too late. The tweets had already been copied on screen shots and widely distributed across the social web via retweets and blog posts.

One rogue employee tweeted: “We’re tweeting live from HR where we’re all being fired! Exciting!!” Another tweet, apparently from an iPhone, reported “60 of us being fired at once.” A subsequent posting read: “Just overheard our Marketing Director (he’s staying, folks) ask ‘How do I shut down Twitter?’” The fiasco lasted about 20 minutes before the company removed the tweets, which began trending with the hashtag, #HMVXFactorFiring. Later on, more tweets appeared, apparently from a different member of HMV personnel, referring to the earlier comments.

In this situation, several HMV employees had access to post directly to the brand’s social media channel. Unfortunately, they didn’t have a content governance model to prevent this from happening.

In Burger King’s case, they faced an entirely different challenge.

In February, the Huffington Post reported that someone apparently hacked Burger King’s Twitter account and changed its photo to the McDonald’s logo and name to “McDonalds.” During a series of tweets rife with poor grammar, the hacker claimed Burger King was sold to McDonald’s and then posted a host of other raunchy messages. The account’s bio was also changed to:

“Just got sold to McDonalds because the whopper flopped =[FREEDOM IS FAILURE.”

The perpetrator referenced several Internet hacker groups, including LulzSec, Anonymous, and DFNTSC. About an hour after the unruly tweets began, the fast food chain’s Twitter account was suspended. It was reported that Burger King reached out to Twitter to have the account frozen.

What happened to Burger King, and then a day later to Jeep, is every marketer’s nightmare. But they weren’t alone. Other prominent accounts have fallen victim to hacking, including those for *NBC News*, *USA Today*, Donald J. Trump, the Westboro Baptist Church, and even the “hacktivist” group Anonymous.

So what does this mean for you?

These specific situations should raise question marks about the security of your social media passwords and the ease of gaining access to your branded accounts. The good news is that Twitter launched a new login verification feature in May 2013. The new login verification levels-up the account security, preventing the possibility of email phishing schemes, as well as breaching of passwords. With the login verification enabled, your existing applications continue to work without disruption.

Both Twitter and Facebook have begun introducing a number of paid advertising options, raising the stakes for advertisers. Brands that pay to advertise on Twitter are assigned a sales representative to help them manage their accounts, but they are not given any more layers of security than those for a typical user.

One way to minimize your risk is to deploy the content workflows mentioned previously. Doing so provides two layers of security. If you have invested in a content publishing platform, users are given login credentials to the system, not the social network itself. Second, if you build your workflows correctly, content has to go through a series of approvals before it becomes public.

Of course, if your community manager is terminated for some reason, that's a completely different story. In that case, you need to ensure that you are in constant communication with Human Resources. You might even consider them to be a member of the CoE.

You should also look into investing in password management software. This type of software can help you create unhackable passwords, secure them, and log in to your accounts automatically without having to memorize them or write them down. Every single day in the media, we hear of a large number of accounts being hacked, from online banking to social media and email accounts. Password management software can help you avoid the risk of people stealing your login info, accessing your accounts, and posting objectionable content. Not only is this bad for your brand but if hackers can get into your Twitter account, what's stopping them from accessing your work email account or bank information?

The way password software works is simple. You basically secure your login information into a platform and automatically log in to any of your accounts through the software or a browser button add-on. With a portable version of your software installed on a USB drive, you can use it to view and log in to your accounts on other computers. Many of these platforms also provide sync-able versions for smartphones.

One of the reasons accounts are easily hacked is that many people have a hard time remembering their passwords, so they use common words like their last name, family name, kid's date of birth, their own date of birth, Social Security numbers, or sometimes they even use "password" as their password. To escalate the problem,

they might also use the same password for numerous accounts. Password software can help you create complex passwords, store them in a database for you and use them to log you in to your accounts quickly and easily. All passwords are encrypted and locked behind a single master password that only you know.

Beyond the security benefits of using this type of software, it also helps you stay organized by storing all of your password details in one, secure place. Many applications also provide mobile tools so that you can take your secure passwords with you, especially if you are a mobile worker or use multiple computers.

Here are some basic criteria you can use when you are evaluating password management software:

- **Basic management:** The best password software platforms can automatically create accounts as you log in to websites and automatically log you into a group of your favorite accounts simultaneously. Other tools include auto-filling long forms and templates for popular account types.
- **Security:** Because password software can store your login information and account numbers all in one place, security is critical in this situation. The best applications encrypt your files using 256-bit (or higher) encryption protocols, generate complex passwords, and protect you from keylogging and phishing attempts. Keylogging is the practice of using a software program to record all keystrokes on a computer keyboard. Phishing is a scam to try and obtain financial or other confidential information by sending an e-mail that looks as if it is from a legitimate company, usually a bank, but contains a link to a fake website that looks just like the real one.
- **Mobile capabilities:** Many employees use smartphones and tablets to log in to their online and social media accounts. Some password programs have mobile versions of their software that operate independently, or in conjunction with the PC or Mac.

Most password management tools offer many of the same features. Useful features to look out for include

- Centralized deployment where one administrator has complete control over accessibility to specific social media channels such as a blog, Twitter or Facebook accounts, and for how long. Easy to update when someone joins the company, leaves the company, or is assigned to a new role.
- Shared password data on a person-by-person basis or for teams, departments, or regions within a company.

- Options to hide a password from an employee while still allowing access to a brand’s social media channels via auto-fill functions.
- Generation of secure, unhackable passwords and an option to replace old passwords with unique, randomly generated ones.
- Password data stored and encrypted online, allowing secure access to passwords when on the go via mobile devices.
- One-time passwords are useful if using an untrusted shared computer.

Vendor Spotlight—Spredfast

Governing your brand’s social activity requires a great deal of organization across people, accounts and content, as well as the need to uphold your company brand standards. Spredfast, a social media management system provider, helps brands organize and orchestrate social media, specifically content, to facilitate the ideal interactions between brands and their communities.

Each company has its own unique structure and guidelines. As shown in Figure 10.8, Spredfast can adapt to organizations of all sizes and structures by managing all groups and social accounts in a single location. Each department can be self-sufficient in governing its own social programs and accounts by authenticating social accounts across networks such as Facebook, Twitter, LinkedIn, Google+, and blogs from one centralized location. Content contributors can be assigned roles and manage complex user permissions so the right people have access to create content and engage with the right audiences.



Figure 10.8 *Spredfast has built-in controls to manage content governance.*

Spredfast can also help you collaborate so that workflows and approvals help teams engage productively. As shown in Figure 10.9, teams can highlight activity proactively to share with contributors for reference or assign activity reactively to entire teams based on response needs. This collaboration replaces long email threads with system notifications and workflow automation within Spredfast to provide visibility across the team of what’s been assigned, what needs prioritized attention, and what actions have been taken with visible audit trails.



Figure 10.9 *Spredfast has built-in collaboration that increases productivity.*

Planned content can be organized and created across a team editorial calendar, with contributors having the ability to use preapproved content from the Spredfast Content Library. Content types and accounts with specific approval needs can be auto-routed based on user, account, or content type to ensure the proper oversight and approvals are in place before being publically published. All content published within Spredfast is archived so that teams can reference all historic activity, conversation histories, approvals, and audit trails at any point in time.

Spredfast protects the security and safety of brands by equipping administrators with the power to manage accounts, passwords, and user roles from within the platform. Content contributors are given access to engage directly within Spredfast rather than have direct access to the many passwords needed to access company social media accounts. For companies in regulated industries or those with additional security needs, Spredfast offers enhanced password management functionality, Single Sign-On, and IP restrictions.

Following are two Spredfast customers who use their tool for varying levels of governance:

- **Whole Foods Market** (Workflow, Processes, and Orchestration): In addition to maintaining globally managed presences on Facebook, Twitter, and Pinterest (among other social networks), Whole Foods enables over 2,500 employees at its 340+ stores to provide relevant, local, and timely content to their communities. This allows each region to share its own local flavor while preserving brand integrity (see Figure 10.10).



Figure 10.10 *Whole Foods Market uses Spredfast to manage global content.*

- **AARP** (Organization and Structure): There is no one right way to organize your social presence. A few common configurations include organizing by business unit, geographical location, or product offering. AARP blends corporate, business objective-focused accounts with state-level accounts to provide relevant local information to members of the nonprofit organization geared toward serving people 50+ (see Figure 10.11).



Figure 10.11 *AARP uses Spredfast to manage corporate, business, and objective-based accounts.*

This page intentionally left blank

This page intentionally left blank

Index

A

AARP (American Association of Retired Persons)
content governance, 226
content marketing challenges, 122
Abramovich, Giselle, 121
Advocate, 85
Adidas, 198
administrators, 236
advocacy. *See* brand advocacy
agility of media companies, 56
AIG, 206
Amazon Prime, 44
AMC Theatres, 105
American Association of Retired Persons (AARP)
content governance, 226
content marketing challenges, 122
American Express, 118-119
American Express Open Forum, 180
American Red Cross, 103
analysts, 235
analytics, in Sprinklr example, 48-49
ArCompany, 125
Armano, David, 44
Arnold, Bob, 122
The Atlantic, 189
Audi, 105
audience affinities, 203
audit trails, 209

B

Baer, Jay, 74
Bailey, Kirsten, 76
Baumgartner, Felix, 142
benefits, role in content narrative, 146
Bit.ly, 108-109
Bobbi Brown Cosmetics, 82
Boff, Linda, 199
brand advocacy, 73
content strategy, 83-84
customer advocacy, 80-81
Napkin Labs example, 87-88
employee advocacy, 74-76
GaggleAMP example, 85-86
employees as brand journalists, 78-79
Expion example, 90-91
measurement, 84
partner advocacy, Pure Channel Apps example, 88-89
program infrastructure, 81-83
research in, 76-78
technology selection, 84-85
brand associations, defined, 146
brand journalists, 78-79, 235
brand personality, defined, 145
brand position, defined, 145
brand promise, defined, 145
brand story. *See also* content narrative
defined, 145
focused storytelling, in channel strategy, 172-174

long-form content
balancing with short-form content, 179-180
benefits of using, 178-179
best practices for writing, 180-183
Red Bull example, 141-143
role in content narrative, 144-146
tone of voice in, 158
visual storytelling, in channel strategy, 177-178
brands
community perceptions of, 149-150
defined, 144
media perceptions of, 148-149
organizational structure by, 240
passion brands, 123
social brands, social businesses versus, 44-47
social media mistakes, 32-34
stories told by, 18-19, 56
British Airways, 33
Broder, John, 57-59, 148
Brown, Bobbi, 82
Brown, Danny, 125
Brown, Julie, 121
Brown, Orion, 123
budget, content marketing challenges, 127
Burberry, 172-173
Burger King, 221
business objectives, consistency of, 27-28
business strategy. *See* social business strategy

C

- CADD (Customer Attention Deficit Disorder), 19-20
- Cadence
- content marketing, 243
 - content relevance, 28-30
 - real-time marketing, 106
- campaigns, mapping to channel strategy, 168
- Capri Sun, 123-124
- Cathy, Dan, 35
- celebrating short term wins, 67
- Centers of Excellence (CoE), 60-69, 237
- business case for, 61-62
 - considerations for building, 65-67
 - integration into organization, 68-69
 - organizational structure, 63-65
 - responsibilities of, 62-63
- change agents, for Centers of Excellence (CoE), 66
- change management, 231-232
- channel strategy
- balancing long- and short-form storytelling, 179-180
- Contently example, 183-184
- diversified content, 174-176
- finding and preventing gaps, 164-167
- focused storytelling, 172-174
- long-form content, 178-179
- mapping content narrative to, 167-171
- new channel creation, 218-220
- organizational structure, 238-239
- Red Bull successes, 207-209
- tiered content, 171-172
- visual storytelling, 177-178
- Whole Foods Market
- example, 163-164
 - writing long-form content, best practices, 180-183
- Chernov, Joe, 124
- Chick-fil-A, 35
- Chief Content Officers, 233-234
- Cisco Systems
- content marketing challenges, 123
 - social business command centers, 102
- Clemson University, 102
- CoE (Centers of Excellence), 60-69, 237
- business case for, 61-62
 - considerations for building, 65-67
 - integration into organization, 68-69
 - organizational structure, 63-65
 - responsibilities of, 62-63
- Cole, Kenneth, 33-34
- collaboration
- in brand advocacy plans, 83
 - in Centers of Excellence (CoE), 69
 - in content governance, 211-213
 - content marketing challenges, 127-130
 - Jive example, 70-71
- command centers, 93-94
- American Red Cross example, 103
 - Cisco Systems example, 102
 - Clemson University example, 102
 - framework, 97
 - Gatorade example, 103
 - HootSuite example, 109-110
 - MutualMind example, 110
 - PeopleBrowsr example, 111
- real-time marketing, 103-109
- steps in building, 98-101
- discovery phase*, 98-99
 - implementation phase*, 100
 - improvement phase*, 101
 - planning phase*, 99-100
 - reporting phase*, 100-101
- strategic importance of, 94-96
- Tickr example, 112-113
- Tracx example, 113-114
- University of Oregon example, 101-102
- communication. *See* collaboration
- community management
- in channel strategy, 165-166
 - disjointed practices, 37-38
 - roles and responsibilities, 233-236
- community perceptions of brand, 149-150
- Compendium
- content marketing, 243
 - content narrative, 159-161
- competitor intelligence, 22
- Cone of Learning, 175-176
- Confucius, 175
- Connection Analysis Report, 151
- connectors, as change agents, 66
- consistency of business objectives, 27-28
- consumers. *See* social customers
- content
- brand advocacy, 73
 - content strategy*, 83-84
 - customer advocacy*, 80-81
 - employee advocacy*, 74-76
 - employees as brand journalists*, 78-79

- Expion example*, 90-91
- GaggleAMP example*, 85-86
- measurement*, 84
- Napkin Labs example*, 87-88
- program infrastructure*, 81-83
- Pure Channel Apps example*, 88-89
- research in*, 76-78
- technology selection*, 84-85
- CADD (Customer Attention Deficit Disorder), 19-20
- dynamic nature of, 23-25
- from media companies, 56
- media versus, 17
- optimizing for search, 19
- relevance, 20-22
 - SocialFlow example*, 28-30
- content council model, 237
- content department model, 238
- content governance
 - collaboration models, 211-213
 - defined, 209-210
 - proactive content workflows, 213-216
 - reactive escalation workflows, 216-218
 - in social business strategy, 38-39
 - social media channel creation, 218-220
 - social media password management, 220-224
 - Spredfast example*, 224-226
 - in *Sprinklr example*, 48
- content lead model, 238
- content management, disjointed practices, 37-38
- content marketing, 115-117
 - articles on, 116-117
 - challenges
 - AARP (American Association of Retired Persons) example*, 122
 - ArCompany example*, 125
 - Capri Sun example*, 123-124
 - Cisco Systems example*, 123
 - Kellogg example*, 122
 - Kinvey example*, 124-125
 - Mindjet example*, 124
 - Nestle Purina example*, 121
 - research studies*, 125-130
 - Ricoh example*, 125
 - Sears example*, 124
 - converting to content strategy, 130-131
 - defined, 115, 130
 - Kapost example*, 131-135
 - successes
 - American Express example*, 118-119
 - L'Oreal example*, 119-120
 - Marriott example*, 119
 - Vanguard example*, 120
 - Virgin Mobile example*, 117-118
 - technology selection, 243
- content narrative. *See also* brand story
 - building, 157-158
 - Compendium example*, 159-161
 - identifying in channel strategy, 165
 - inputs, 143-157
 - brand story*, 144-146
 - community perceptions of brand*, 149-150
 - consumer search behavior*, 154-155
 - corporate social responsibility*, 146-147
 - customer service pain points*, 156-157
 - fan interests*, 150-153
 - historical and current content performance*, 154
 - media perceptions of brand*, 148-149
 - product benefits*, 146
 - mapping to channel strategy, 167-171
 - Red Bull example*, 141-143
 - simplifying, 158-159
- content publishing, technology selection, 244
- content strategy
 - in brand advocacy plans, 83-84
 - channel strategy, *Red Bull successes*, 207-209
 - in channels
 - balancing long- and short-form storytelling*, 179-180
 - Contently example*, 183-184
 - diversified content*, 174-176
 - finding and preventing gaps*, 164-167
 - focused storytelling*, 172-174
 - long-form content*, 178-179
 - mapping content narrative to*, 167-171
 - tiered content*, 171-172
 - visual storytelling*, 177-178
 - Whole Foods Market example*, 163-164
 - writing long-form content, best practices*, 180-183
- content governance
 - collaboration models, 211-213
 - defined, 209-210
 - proactive content workflows, 213-216
 - reactive escalation workflows, 216-218
 - social media channel creation, 218-220
 - social media password management, 220-224
 - Spredfast example*, 224-226
- content narrative
 - building, 157-158

- Compendium example*, 159-161
 - inputs*, 143-157
 - Red Bull example*, 141-143
 - simplifying*, 158-159
 - converged media
 - blending real-time and planned content*, 200-201
 - content syndication*, 194-197
 - Creative Newsroom model*, 201-205
 - defined*, 187-189
 - earned media amplification*, 197-198
 - examples*, 185-186
 - Facebook promoted posts*, 192-194
 - importance of*, 189-192
 - NewsCred example*, 205-206
 - real-time marketing*, 198-200
 - defined*, 130-131
 - deliverables*, 131
 - organizational structure*, 229-231
 - by brand*, 240
 - change management*, 231-232
 - by channel*, 238-239
 - for converged media and real-time marketing*, 241-242
 - models*, 237-238
 - by region*, 240
 - roles and responsibilities in*, 233-238
 - Skyword example*, 245-247
 - tearing down silos*, 232-233
 - technology selection*, 242-244
 - content syndication, 194-197
 - content themes, 203
 - Contently
 - content channel strategy, 183-184
 - content marketing, 243
 - contracts, for brand advocates, 83
 - contributors, 236
 - converged media
 - content syndication, 194-197
 - defined*, 187-189
 - earned media amplification*, 197-198
 - examples*, 185-186
 - Facebook promoted posts*, 192-194
 - importance of*, 189-192
 - NewsCred example*, 205-206
 - organizational structure for*, 241-242
 - real-time marketing blending with planned content*, 200-201
 - Creative Newsroom model*, 201-205
 - promise of*, 198-200
 - Co-op, 213
 - corporate social responsibility, role in content narrative, 146-147
 - Creative Newsroom model, 201-205, 215-216
 - credibility of brand advocates, 76-78
 - Crescendo
 - content relevance, 28-30
 - real-time marketing, 106
 - crisis communication plans, 36
 - CRM (customer relationship management), 244
 - cross-functional content chief model, 238
 - cross-platform usage, 16-19
 - Crowdtap, 85
 - CubeTree, 213
 - current content performance, role in content narrative, 154
 - customer advocacy, 80-81
 - Napkin Labs example*, 87-88
 - Customer Attention Deficit Disorder (CADD), 19-20
 - customer service pain points, role in content narrative, 156-157
 - customer stories, mapping to channel strategy, 168
 - customer support, 168, 236
 - customers. *See* social customers
 - Cvent case study, 160-161
 - CyberEdge, 206
 - Cynapse, 213
- ## D
- Dachis, Jeffrey, 108
 - Dachis Group's Real-time Marketing Platform, 107-108
 - The Daily Desk, 204-205
 - Dale, Edgar, 175-176
 - Darwin, Charles, 211
 - "David Miscavige Leads Scientology to Milestone Year," 189
 - demographic profiles, 21-22
 - Demographics Pro, 151-152
 - devices
 - CADD (Customer Attention Deficit Disorder), 19-20
 - multi-screen usage, 16-19
 - searching across, 24-25
 - discovery phase (social business command centers), 98-99
 - diversified content, in channel strategy, 174-176
 - dynamic content, 23-25
 - Dynamic Signal, 84
- ## E
- earned media
 - amplification of, 197-198
 - in converged media, importance of, 189-192
 - defined*, 188
 - Ebyline, 243
 - Edelman, Richard, 56
 - Edelman Trust Barometer, 23, 76-77
 - editorial board model, 237

editorial calendar, in channel strategy, 170-171

editors, 234, 236

employees

brand advocacy, 74-76
GaggleAMP example, 85-86
research in, 76-78

as brand journalists, 78-79

inappropriate social media usage, 35
 in value creation model, 43-44

engagement, in Sprinklr example, 47-48

enterprise advocacy. *See* brand advocacy

escalation workflows, 216-218

events, mapping to channel strategy, 168

executive steering committee model, 238

expectations, of brand advocates, 82

Expion, 90-91

external contributors, 235

external marketplace. *See* social customers

Extole, 85

F

Facebook

fan interests, role in content narrative, 150-153
 Global Pages, 219-220
 promoted posts, 192-194

fan interests, role in content narrative, 150-153

Fancorps, 85

Faris, Ron, 118

focused storytelling, in channel strategy, 172-174

follower intelligence, 21

Forbes, brand advocacy, 74-75

Foremski, Tom, 55

Francesca's, 35

Frye, Walter, 118

G

GaggleAMP, 85-86

Gatorade, 103

General Electric, 198-199

GiffGaff, 83

Gladwell, Malcolm, 66

Global Pages (Facebook), 219-220

global social media programs, risks of, 36-37

goals for command centers, 94-96

Godin, Seth, 79, 95

Google, 154-155

Google Trends, 116

Gorbachev, Mikhail, 232

Gordon, Tammy, 122

governance. *See* content governance

Gutman, Brandon, 117

H

Hallett, Paul, 151

Halvorson, Kristina, 130

Hashwork, 213

Hemann, Chuck, 166

historical content performance, role in content narrative, 154

HMV, 39, 221

Holmes, Ryan, 75

HootSuite

brand advocacy, 75-76
 social business command centers, 109-110

"How Corporations Should Prioritize Social Business Budgets" (Altimeter Group), 61

human resources, content marketing challenges, 128-129

I

implementation phase (social business command centers), 100

improvement phase (social business command centers), 101

influence of social customers, 25-27

influencer intelligence, 22

Influitive, 85

InPowered, 197-198

Instagram, 173-174

Intel, 185-186

J

Jive, 70-71

Johnnie Walker, 177

K

kaizen, 101

Kapost, 131-135, 243

Kaykas-Wolff, Jascha, 124

Kellogg, 122

Kelly, Whitney, 173

Kenneth Cole, 33-34

Keyhole.co, 21-22

Kinvey, 124-125

KitchenAid, 34

Koyama, Debora, 120

L

Lazauskas, Joe, 105

Lieb, Rebecca, 236

lifestyle content, mapping to channel strategy, 169

Light, Larry, 79

Lithium's Social Web, 156

long-form content

balancing with short-form content, 179-180

benefits of using, 178-179
 best practices for writing, 180-183

L'Oreal, 119-120
 Lowe's, 74
 Lutz, Monte, 177, 203

M

Ma, Michael, 120
 Managing Editors, 234
 mapping content narrative to channel strategy, 167-171
 Marketplace ads (Facebook), 192
 Marriott, 119
 Massaro, Dominic W., 175
 Mateschitz, Dietrich, 142-143
 mavens as change agents, 66
 McGinnis, Sean, 124
 McGovern, Gail, 103
 measurement
 in brand advocacy plans, 84
 in channel strategy, 166-167
 of social media effectiveness, 36
 in Sprinklr example, 48-49
 media
 CADD (Customer Attention Deficit Disorder), 19-20
 content versus, 17
 media companies
 Centers of Excellence (CoE), 60-69
 business case for, 61-62
 considerations for building, 65-67
 integration into organization, 68-69
 organizational structure, 63-65
 responsibilities of, 62-63
 characteristics of, 55-57
 Jive example, 70-71
 Tesla Motors example, 57-59

media perceptions of brand, role in content narrative, 148-149
 Microsoft MVPs, 82
 MicroStrategy, 150-151
 Mindjet, 124
 mobile content strategy
 brand story, 18-19
 search engine visibility, 19
 moderation and escalation policy, in channel strategy, 166
 Morphis, Gene, 35
 multimodal learning, 175-176
 multi-screen usage, 16-19
 CADD (Customer Attention Deficit Disorder), 19-20
 Musk, Elon, 57-59, 150
 MutualMind, 110
 Mycoskie, Blake, 146-147

N

Napkin Labs, customer advocacy, 87-88
 narrative. *See* content narrative
 native advertising
 in converged media, 189
 defined, 183
 NDAs, for brand advocates, 83
 Nestle Purina, 121
 neuroscience, 175
 "The New Multi-screen World: Understanding Cross-Platform Consumer Behavior," 16
New York Times, Tesla Motors example, 57-59
 news feed marketing, 192-194
 NewsCred, 205-206
 Newsroom Campaign, 204
 Nike audience example, 22
 Nilforoush, Peyman, 197
 noisy content, 23-25

O

objectives, for command centers, 94-96
 Odden, Lee, 19
 Ogilvy, David, 192
 OneSpot, 195
 online monitoring, technology selection for, 244
Optimize: How to Attract and Engage More Customers by Integrating SEO, Social Media, and Content Marketing (Odden), 19
 optimizing content for search, 19
 Oreo, 104-105
 organizational structure, 229-231
 by brand, 240
 Centers of Excellence (CoE), 63-67
 change management, 231-232
 by channel, 238-239
 for converged media and real-time marketing, 241-242
 models, 237-238
 by region, 240
 roles and responsibilities in, 233-238
 Skyword example, 245-247
 for social media, 35-36
 tearing down silos, 232-233
 technology selection, 242-244
 original content, challenges of creating, 125-127
 Outbrain, 180-183, 195-197
 owned media
 in converged media
 content syndication, 194-197

Facebook promoted posts, 192-194
importance of, 189-192

defined, 188

Owyang, Jeremiah, 60-61, 94

P

paid media

in converged media
content syndication, 194-197

Facebook promoted posts, 192-194
importance of, 189-192

defined, 187-188

pain points, role in content narrative, 156-157

Palin, Sarah, 148

Parikh, Jay, 177

partner advocacy, Pure Channel Apps example, 88-89

passion brands, 123

password management, 220-224

people in social business strategy, 39-41

PeopleBrowsr, 111

Pepsi, 186, 205-206

Percolate, 243

performance goals, 204

Permission Marketing (Godin), 95

planned content

blending with real-time marketing, 200-201
 proactive content workflows, 213-215

planning phase (social business command centers), 99-100

platforms. *See* technology selection

proactive content workflows, 213-216

process, in social business strategy, 39-41

product benefits, role in content narrative, 146

program infrastructure in brand advocacy plans, 81-83

promoted posts in Facebook, 192-194

promotions, mapping to channel strategy, 168

pull model (change management), 232

Pure Channel Apps, 88-89

push model (change management), 231

Q

QuackCave, 101-102

Quinn, Sara, 177

R

reactive escalation workflows, 216-218

Reagan, Ronald, 232

"The Real Problem With *The Atlantic's* Sponsored Post," 189

real-time marketing, 103-109
 blending with planned content, 200-201

Creative Newsroom model, 201-205

mapping to channel strategy, 169

organizational structure for, 241-242

proactive content workflows, 215-216

promise of, 198-200

Real-time Marketing Platform, 107-108

Red Bull

brand story, 141-143
 successes, 207-209

region, organizational structure by, 240

Relaborate, 243

relevance, 20-22
 of media company content, 56
 SocialFlow example, 28-30

reporting phase (social business command centers), 100-101

research studies on content marketing challenges, 125-130

Ricoh, 125

risk assessment, 216-218

Rt.ly, 108-109

S

salesmen, as change agents, 66

Samarge, Greg, 121

search behavior, role in content narrative, 154-155

search engine visibility, 19, 178-179

searching across devices, 24-25

Sears, 124

security, password management, 220-224

selection criteria for brand advocates, 81-82

Sephora, 156

sequential device usage, 17-18

Sharpie, 173-174

short term wins, celebrating, 67

short-form content, balancing with long-form content, 179-180

silos, tearing down, 232-233

simplifying content narrative, 158-159

Simply Measured, 152-153

simultaneous device usage, 17-18

Singh, Shiv, 105

Skyword, 243, 245-247

Smart Business, Social Business (Brito), 23

Smith, Adam, 35

Snell, Karen, 123

social brands, social businesses versus, 44-47

social business strategy
channel strategy

balancing long- and short-form storytelling, 179-180

Contently example, 183-184

diversified content, 174-176

finding and preventing gaps, 164-167

focused storytelling, 172-174

long-form content, 178-179

mapping content narrative to, 167-171

Red Bull successes, 207-209

tiered content, 171-172

visual storytelling, 177-178

Whole Foods Market example, 163-164

writing long-form content, best practices, 180-183

defined, 39

internal challenges

caused by social media, 34-39

pillars of, 39-41

rise of social business, 31-32

Sprinklr example, 47-49

value creation model, 41-44

social businesses

Centers of Excellence (CoE), 60-69

business case for, 61-62

considerations for building, 65-67

integration into organization, 68-69

organizational structure, 63-65

responsibilities of, 62-63

command centers, 93-94

American Red Cross example, 103

Cisco Systems example, 102

Clemson University example, 102

framework, 97

Gatorade example, 103

HootSuite example, 109-110

MutualMind example, 110

PeopleBrowsr example, 111

real-time marketing, 103-109

steps in building, 98-101

strategic importance of, 94-96

Tickr example, 112-113

Tracx example, 113-114

University of Oregon example, 101-102

Jive example, 70-71

social brands versus, 44-47

Social Chorus, 85

social customers

brand advocacy, 80-81

CADD (Customer Attention Deficit Disorder), 19-20

content relevance, 20-22

SocialFlow example, 28-30

dynamic content, 23-25

influence of, 25-27

multi-screen usage, 16-19

search behavior, role in content narrative, 154-155

social brands versus social businesses, 44-47

technology selection, 244

typical behavior, 15-16
in value creation model, 42-43

social media

brand mistakes in, 32-34

channel creation, 218-220

internal challenges caused by, 34-39

password management, 220-224

social media policy

for brand advocates, 83

content governance versus, 210

"Social Media Speaks

Volumes, but Are You Listening?" (blog post), 33

"Social Mind" (SNCR), 77-78

Social Moms, 186

social persona, 203

social responsibility, role in content narrative, 146-147

Social Web, 156

SocialFlow

content relevance, 28-30

real-time marketing, 106

Spredfast, 224-226

Sprinklr, 47-49

Starbucks, 46

stories. *See also* brand story

employees as brand journalists, 78-79

focused storytelling, 172-174

long-form content

balancing with short-form content, 179-180

benefits of using, 178-179

best practices for writing, 180-183

visual storytelling, 177-178

"A Strategy for Managing Social Media Proliferation," 37

structure. *See* organizational structure

Sullivan, Margaret, 59

T

team dynamics, 63-65

technology selection,
242-244
 in brand advocacy plans,
 84-85
 for collaboration models,
 212-213
 for content marketing,
 243
 for online monitoring,
 244
 for password manage-
 ment, 220-224
 for real-time marketing,
 106-109
 Skyword example,
 245-247
 in social business
 strategy, 38-41
 for social CRM and con-
 tent publishing, 244

Tesla Motors
 community perceptions
 of brand, 149-150
 media company example,
 57-59
 media perceptions of
 brand, 148-149

third-party licensed content,
 mapping to channel
 strategy, 169

thought leadership, 179

Tickr, 112-113

tiered content in channel
 strategy, 171-172

TOMS brand story, 19,
 146-147

tone of voice, in brand story,
 158

Toyota, 33

Tracx, 113-114

trendspotter programs, 204

Trendspottr, 108

trust in brand advocates,
 76-78

Twitter fan interests, role in
 content narrative, 150-153

U

ubiquity of media
 companies, 56

University of Oregon,
 101-102

use cases for command cen-
 ters, 94-96

V

value creation model, 41-44

Vanguard, 120

Vante, 35

vendor spotlights
 Compendium, 159-161
 Contently, 183-184
 Expion, 90-91
 HootSuite, 109-110
 Jive, 70-71
 Kapoost, 131-135
 MutualMind, 110
 NewsCred, 205-206
 PeopleBrowsr, 111
 Skyword, 245-247
 SocialFlow, 28-30
 Spredfast, 224-226
 Sprinklr, 47-49
 Tickr, 112-113
 Tracx, 113-114

Vinh, Dan, 119

Virgin Mobile, 117-118

Visage, 180

vision for Centers of
 Excellence (CoE), 65-66

visual storytelling in channel
 strategy, 177-178

visualizing content narrative,
 158-159

W

Ward, Charlie, 44

Warzelm, Charlie, 189

White, Shaun, 142

Whole Foods Market
 content governance, 226
 social channel strategy,
 163-164

Wisdom Application,
 150-151

Y

Yammer, 212

*Youility: Why Smart
Marketing Is About Help,
Not Hype* (Baer), 74

Z

Zappos
 brand advocacy, 74
 brand story, 19

Zingale, Tony, 69

Zoratti, Sandra, 125

Zuberance, 85