
Contents

Foreword xiii

Preface xv

Acknowledgments xvii

Introduction 1

Country Village or Gleaming City? 2

Beyond Disruptive 4

Step Aside, Fred Taylor . . . 6

Social Media or What? 6

Why Now? 7

So, What's the Best Way to Skin a Mastodon? 8

Questions You Should Be Prepared to Answer 10

Critical Areas for Success 12

Part I The Grand Scheme of Things 15

**Chapter 1 Speed, Scope, Complexity, Power,
and Potential** 17

They Laughed at the Wright Brothers 19

A World of New Challenges and Opportunities 21

Getting a Firm Grasp on a Viral Phenomenon 21

What's the Hurry? 22

Too Newfangled for You? 22

A Very Cool Scenario 23

Step Up and Meet the Millennial Generation 26

Just What You Needed: Another "Convergence" 27

Chapter 2 The New Mode of Production	29
Social Media, Teamwork, and Collaboration	29
Mapping Social Media to Results	33
Accelerating Product Development	35
Driving Knowledge into and across the Organization	37
Crowd Sourcing . . .	38
We're All Hackers Now	41
Chapter 3 The Social Enterprise	43
Forget Murphy's Law	43
More Important Than <i>Money</i> ?	44
The Social Workforce	46
Collaboration is the New Efficiency	47
Social HR	48
First Impressions Count	49
The Train Is Leaving the Station	51
The New Social Dimension	52
Social CRM	53
Social Leadership	55
Making It Stick	57
Legal Niceties	62
High Speeds Need Seat Belts	63
Take the Time to Write It Down	65
Part II Building a Structure for Success	67
Chapter 4 Get Everybody Together in the Same Room	69
Invite the Practitioners, Not Just the Rulemakers	70
Figure Out What's Important	71
What Are Your Existing Goals?	72
What Makes Sense in Your Industry?	73
What Makes Sense in Your Company?	73
How Can You Figure Out What Will Work for You?	74

Chapter 5	Creating Social Media Guidelines.....	75
	Be Clear and Concise	76
	Guiding Principles for Social Media at SAS	76
	Include Dos as Well as Don'ts	77
	Include Examples	78
	Communicate as Often as Possible, in Every Channel You Have	79
	Spotlight Successes	80
	Lead by Example	81
Chapter 6	Staffing and Structuring	83
	Where Does It Live?	85
	Hire or Designate?	86
	How Do You Structure for Social Media?	87
	How One Organization Pulls It Together	89
	Outsourcing the Roles	90
Chapter 7	Listening, Measurement, Analytics, and ROI	93
	A Simple Listening Framework	94
	First, a Word from the Measurement Queen	95
	"Listen, Yes. But Think Bigger."	96
	The Five Kinds of Listening	98
	What Is Social Media Analytics?	101
	CareOne's Measurement Model	104
	Not a Simple Formula, but a Formula Nonetheless	106
Chapter 8	The Keys to Success in Social Media.....	113
	It's Difficult in Its Simplicity	113
	Finding the Time to Do It	115
	A Simple Model	116
	Using All Your Channels	117
	Nine Easy Ways to Write a Blog Post	118

Part III Putting Your Social Media Strategy to Work.....	121
Chapter 9 Marketing	123
From Strollers to Sharpies	125
From the Nursery to the Kitchen	128
Sharpie, Meet Lamborghini	129
Bert's Advice	130
Chapter 10 Social Media for B2B.....	133
B2B and Phonebooth-to-B	135
Taking an Integrated Approach at Cisco	137
Chapter 11 Public Relations.....	141
The Old Model of PR	142
The New Model of PR	143
Social Media PR at Mayo Clinic	144
Social Media in a Crisis	146
Greenpeace versus Nestlé	147
The Power of Parody	148
Chapter 12 Sales.....	153
Turning Twitter Connections into Sales Leads	158
A Debt of Gratitude	159
Chapter 13 The Voice of the Customer.....	163
Customer Service	163
Comcast Cares	164
Nothing Is Certain but Twitter and Taxes	165
Product Development	168
The Phone Is Ringing	170
Chapter 14 Internal Communications	173
The "Virtual Water Cooler"	175
Social Media and Internal Communications at SAS	176

Appendix: Intuit Social Communications Policy 179

Additional Resources 187

Recommended Reading 191

About the Authors 193

Index 195