Detailed Table of Contents

T OF TABLES AND FIGURES	xv
EFACE	xvii
KNOWLEDGMENTS	xxi
RT I: UNDERSTANDING THE	
NDAMENTALS OF SOCIAL MEDIA	1
WHO NEEDS A SOCIAL MEDIA STRATEGY?	3
Defining Social Media	4
Who Can Benefit From a Social Media Strategy?	5
So What?	7
Conclusion	12
Key Terms	13
Deep Dives	13
Notes	13
WHAT IS A SOCIAL MEDIA STRATEGY?	15
The Essence of a Superior Social Media Strategy	16
Superior Strategists Assess the Competitive Landscape	16
Superior Strategists Make Big-Picture Choices	17
Superior Strategists Coordinate the Choices	20
Superior Strategists Coordinate the Choices Into a Coherent Path Forward	21
Superior Strategists Craft an Orchestrated Set of Tactics	23
	RT I: UNDERSTANDING THE NDAMENTALS OF SOCIAL MEDIA WHO NEEDS A SOCIAL MEDIA STRATEGY? Defining Social Media Who Can Benefit From a Social Media Strategy? So What? Conclusion Key Terms Deep Dives Notes WHAT IS A SOCIAL MEDIA STRATEGY? The Essence of a Superior Social Media Strategy Superior Strategists Assess the Competitive Landscape Superior Strategists Make Big-Picture Choices Superior Strategists Coordinate the Choices Into a Coherent Path Forward Superior Strategists Craft an Orchestrated

	Conclusion	25
	Key Terms	25
	Deep Dives	25
	Notes	26
3	. WHAT ARE THE BENEFITS OF	
	A SOCIAL MEDIA STRATEGY?	27
	The Benefits of Strategy	28
	Conclusion	33
	Key Terms	34
	Deep Dives	34
	Notes	34
4.	THE SOCIAL MEDIA COSMOS	35
	Functional Perspective	35
	Dynamics Perspective	39
	Experiential Perspective	42
	Cultivating Curiosity	43
	Thinking Experimentally	43
	Building the Right Habits	44
	Conclusion	45
	Key Terms	45
	Deep Dives	45
	Notes	46
PA	RT II: CRAFTING YOUR STRATEGY	47
5.	UNDERSTANDING THE COMPETITIVE	
	ENVIRONMENT	49
	Stage 1: Facts—Collect Relevant Facts	50
	Stage 2: Anchors—Isolate the Essential Analytical	
	Anchors Implied by the Facts	53
	Stage 3: Judgments—Make Judgments Based on the Analytical Anchors	55
	Stage 4: Validation—Validate Your Judgments	58
	Conclusion	60
	Key Terms	60
	Deep Dives	60
	Notes	61

COORDINATES	63
Characteristics of Superior Coordinates	64
Principles for Formulating Coordinates	66
A Discussion Protocol for Crafting Coordinates	68
Conclusion	71
Key Terms	72
Deep Dives	72
Notes	72
CHANNELS	73
Channel Dynamics	73
Principles for Selecting Channels	75
Strategic Channel Selection	78
Systemically Study a Wide Variety of Potential Social Media Platforms	78
Evaluate and Select the Platforms for Active	, 0
and Passive Management	81
Craft a "Job Description" for Each Channel	84
Bundle the Channel "Duties" Into Manageable Jobs for Your Social Media Team	85
Assign the Right Person or Team to the Tasks	86
Conclusion	86
Key Terms	86
Deep Dives	86
Notes	87
CONTENT	89
What Are My Content Options?	90
Who Generates the Content?	95
Internally Produced Content	95
Curated Content	95
Cocreated Content	97
User-Generated Content	97
How Do I Select the Right Content?	98
Coordinate Aligned	98
Audience Sensitive	99
Channel Compatible	100
	Characteristics of Superior Coordinates Principles for Formulating Coordinates A Discussion Protocol for Crafting Coordinates Conclusion Key Terms Deep Dives Notes CHANNELS Channel Dynamics Principles for Selecting Channels Strategic Channel Selection Systemically Study a Wide Variety of Potential Social Media Platforms Evaluate and Select the Platforms for Active and Passive Management Craft a "Job Description" for Each Channel Bundle the Channel "Duties" Into Manageable Jobs for Your Social Media Team Assign the Right Person or Team to the Tasks Conclusion Key Terms Deep Dives Notes CONTENT What Are My Content Options? Who Generates the Content? Internally Produced Content Curated Content Cocreated Content User-Generated Content How Do I Select the Right Content? Coordinate Aligned Audience Sensitive

	Category Apportioned	102
	Feedback Driven	104
	Conclusion	104
	Key Terms	105
	Deep Dives	105
	Notes	105
9.	CONNECTIONS	107
	Understanding Connectivity	108
	Nodes	108
	Links	109
	Networks	111
	Connection Principles	112
	Connections Matrix	118
	Crafting Network Strategy	122
	Conclusion	127
	Key Terms	128
	Deep Dives	128
	Notes	129
10.	CORRECTIONS	131
	Sources of Errors	131
	Attention	131
	Speed	132
	Habits	133
	Thinking Biases	133
	Organizational Structures, Procedures, and Protocols	136
	Corrections Matrix	137
	So What?	139
	Conclusion	143
	Key Terms	144
	Deep Dives	144
	Notes	145

11.	SYNCING THE STRATEGY DOTS AND	
	CRAFTING ACTION PLANS	147
	Test 1: The Coordinates Test	148
	Test 2: The Synergy Test	149
	Test 3: The Translation Test	154
	Test-Taking Advice	154
	Conclusion	155
	Key Terms	157
	Deep Dives	157
	Notes	157
PAI	RT III: ASSESSING RESULTS	159
12.	DEVELOPING THE ASSESSMENT PROTOCOL	161
	How We Fool Ourselves	161
	Purpose of Assessments	164
	Developing a Social Media Assessment Tool	165
	Coordinates	168
	Channels	169
	Content	169
	Connections	170
	Corrections	171
	So What?	172
	Conclusion	173
	Key Terms	173
	Deep Dives	173
	Notes	174
13.	MEASURING SOCIAL MEDIA EFFECTIVENESS	175
	Laleah Fernandez	
	Step 1: Master Metric Language	175
	Audience Composition	176
	Traffic Patterns	177

	Engagement Measures	178
	Community Sentiment	179
	Step 2: Dive Deeper Into the Measures and Analytics	181
	Platform-Specific Measures	181
	Measures Not Specific to Platforms	184
	Step 3: Avoid the Metric Minefield	185
	Resist Being Seduced by the Glamour Metrics	185
	Don't Assume That Metric Language Transfers Across Platforms	185
	Watch Out for Comparisons Across Organizations and Over Time	185
	Step 4: Match Metrics With Your Assessment	
	Plan for the 5 Cs	186
	Coordinate Metrics	186
	Channel Metrics	189
	Content Metrics	189
	Connections Metrics	190
	Corrections Metrics	192
	Conclusion	193
	Key Terms	193
	Deep Dives	194
	Notes	195
14.	CRAFTING THE SOCIAL MEDIA	
	ASSESSMENT REPORT	197
	Jena Richter Landers	
	Key Principles	198
	Main Sections of the Assessment Report	201
	Introduction	201
	Limitations	201
	Comparative Framework	202
	Data and Analysis	203
	Success Stories	203
	Conclusions and Recommendations	204
	Appendices	204
	Conclusion	204

Key Terms	204
Deep Dives	205
PART IV: CONCLUSION	207
15. THE MINDSET OF A STRATEGIST, THE SENSIBILITIES OF A PROFESSIONAL,	
AND THE ZEAL OF AN ENTHUSIAST	209
Strategic Mindset	209
Professional Sensibilities	212
Enthusiasts' Zeal	215
Conclusion	217
Key Terms	217
Deep Dives	217
Notes	218
APPENDIX 1. SOCIAL MEDIA PLATFORM	
FACT SHEETS	219
APPENDIX 2. DEALING WITH ANGER ONLINE:	
STRATEGIES FOR SOCIAL MEDIA MANAGERS	231
APPENDIX 3. CASE STUDIES	237
GLOSSARY	277
INDEX	285
ABOUT THE AUTHORS	299
ABOUT THE CONTRIBUTORS	301