

Social @Scale

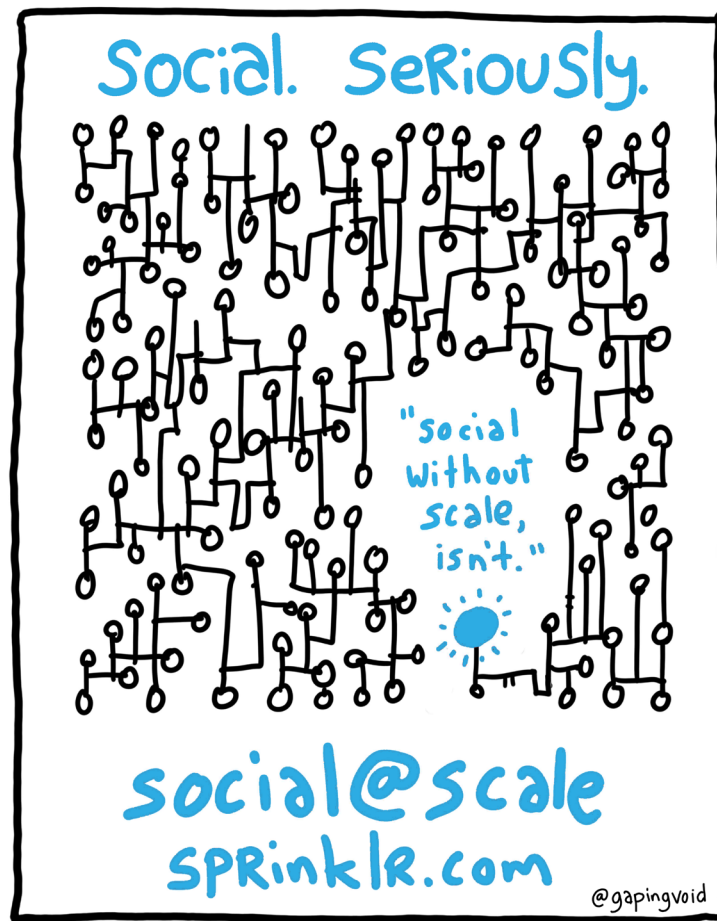
Best Practices from the World's
Most Social Big Brands

Featuring the **ENTERPRISE SOCIAL
PRACTITIONER ALL-STARS**



and the **"FAB FOUR"**
OF ENTERPRISE SOCIAL

sprinklr



Dedicated to those who share our mission to
help every large enterprise be social.

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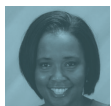
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How to Plan and Deliver a Global Social Media Deployment

1

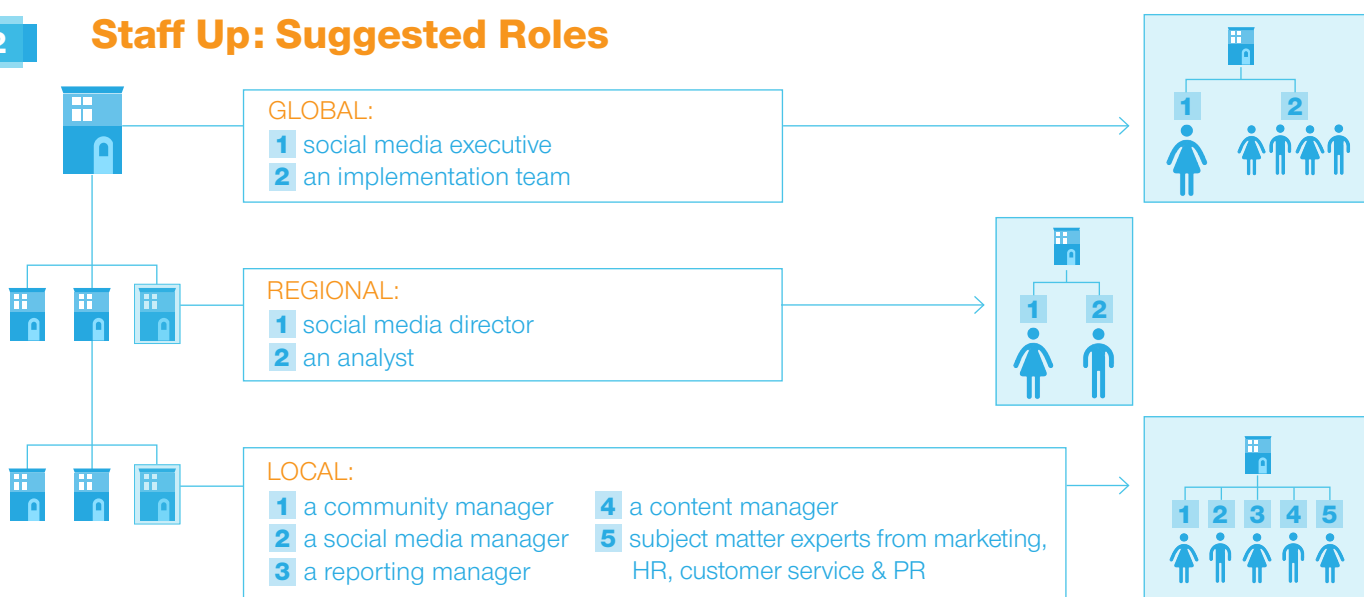
Map the Strategy

Define the business objectives and the specific set of social activities designed to meet those objectives.



2

Staff Up: Suggested Roles



3

Plan to Operate

1. Activity plan by role
2. Rules of conduct
3. Activations
4. Sunsetting & Deactivations
5. Best practices



4

Consistently Brand

1. Online social brand style style guide for look
2. Detailed guidelines for brand feel



5

Measure



Social

1. Campaign Effectiveness
2. Audience Engagement
3. Reach

Business

1. Response Times
2. Voice of the Customer
3. NPS
4. Attribute eCommerce Revenue

The 6 “Must Haves” For Any Enterprise Social RFP

1

Multi-Channel Management

- Manage conversations across ALL social channels
- Support for new & international networks
- Native design for multiple channels



2

Cross-Functional Capabilities

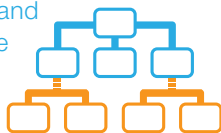
- Collaboration among multiple functional units
- Automated & customizable rules, filters, and actions
- Workflow, routing, queues, notifications and escalations



3

Scalability

- Natural Language Processing to manage large message volume
- Architecture to support volume spikes
- Multi-country and multi-language deployments



4

Social Governance

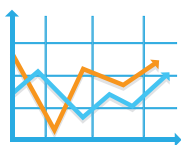
- Global user access, permission, approvers, and password management
- Audit trails, digital asset management, calendaring, templates



5

Customized Reporting

- Measure engagement, response times, dispersion
- Connect social activity to business results
- Integration with existing analytics tools
- Message categorization at a granular level



6

Rapid Product Enhancements

- Frequency of new product feature releases
- Ability to support custom development



RFP



Foreword



JEREMIAH OWYANG | Altimeter Group

Jeremiah Owyang is an [Industry Analyst](#) on Customer Strategy and a Partner at Altimeter Group. As author of the blog “Web Strategy” ([rated by Edelman as top Analyst Blog since 2008](#)), he focuses on how corporations connect with their customers using web technologies. Jeremiah hails previously from Forrester Research and takes pride in launching and managing Hitachi Data Systems’ Social Media program in 2005–2007. He is frequently quoted in the Wall Street Journal and The New York Times, and is a popular [keynote speaker](#) at business and technology conferences around the world. Jeremiah was pleasantly surprised to find that his small, white, furry dog [Rumba](#) is active on Twitter. You can follow Rumba’s owner [@jowyang](#).

Leave No One Behind: Every Employee Should Be Part of Your Social Strategy

In the near future, companies will issue social media accounts to employees - just as they do email accounts. The ramifications will be far and wide: The next generation of workers will seek companies that enable social technologies, companies will have to deal with radical transparency, and technology systems will need to manage, protect, and enable these programs at scale.

Companies are still forging their entry into social. Some have just a handful of accounts, while others have encouraged thousands of employees to use these tools to communicate with coworkers, customers, partners, and beyond.

As we see companies continue to grow their social presences to communicate with the market, we see the need for social to grow at scale - as an enterprise initiative. To do this, companies will need a strategy that includes distributed brand engagement, customer care, and Facebook page marketing. Secondly, they will need a program to educate key stakeholders, employees, and partners; a governance and workflow agreement that helps coordinate the enterprise, and of course, service and software providers to help this all come to fruition.

Don’t expect Social@Scale to happen overnight. Significant investments and challenges will also need to be overcome. These challenges will include obtaining cultural buy-in across the company, developing measurement tactics, and coordinating complicated workflows and business processes.

To tackle these issues and discuss the promise for being Social@Scale, this eBook contains a number of the leading thought and practice leaders who will share how their companies approach social business at scale. Every business relationship can now benefit from social technologies.

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companies will issue
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to employees - just as
they do email accounts.



ANDY SERNOVITZ | WordOfMouth.org

Andy Sernovitz teaches word-of-mouth marketing and social media. He is the author of The New York Times bestseller "[Word of Mouth Marketing: How Smart Companies Get People Talking](#)." He leads SocialMedia.org, the community for social media leaders at the world's greatest brands, and WordofMouth.org, where marketers and entrepreneurs learn to be great at word of mouth marketing. You can follow Andy on Twitter @sernovitz or at his fantastic blog, "[Damn, I Wish I'd Thought of That!](#)"

How to be Social@Scale: Three ways to get started

Engaging and building relationships with customers isn't just something for the marketing department to worry about. This stuff only really works when everyone in the company is thinking about earning the trust, respect, and recommendation of customers.

Here are three ways you can get started:

1. Focus on Training – Get more people engaging by teaching them how to do it. Teach them the basics, train them on your ethics policies, show them how the tools work, and point them to the key conversations. More people from within your company would probably love to get involved, but they're not sure how to do it or even if it's allowed. Show them the rules of the road, offer regular training updates (even something as simple as an internal newsletter), and give them the confidence to do it honestly and effectively.

2. Find a Champion in the C-Suite – Find someone at the top level who really gets this stuff. Sometimes it's the CMO, the CTO, or even the CEO. Partner with them to advocate for establishing this culture. Sometimes it can bubble up successfully, but the most successful social media programs have strong support from at least one member of the C-Suite – and usually more. That said, if this just isn't possible in your organization, hang in there. Keep pushing, demonstrating, teaching, and supporting. It's a fight worth fighting.

3. Start Somewhere, Not Everywhere – Get started by getting one team, group, or department fully on board. Get them engaging, responding, and comfortable with the tools. Listen to their feedback and learn how you could help them even more. Finally, track the results and share the findings. Highlight the bright spots and note the stuff that needs work. Not only will you have a test case to prove the potential, you'll also create a whole new group of excited advocates within the company.

More people from within your company would probably love to get involved, but they're not sure how to do it or even if it's allowed.



How Leading

Technology

Companies Are Becoming Social@Scale



EKATERINA WALTER | Intel

Ekaterina Walter is a Global Social Innovation Strategist at Intel. She is a passionate marketer, a recognized thought-leader in her field, a vibrant speaker, and a regular contributor to well-known industry publications such as Mashable, Fast Company, HuffingtonPost and others. Ekaterina is author of the recently released book “[Think Like Zuck: The Five Business Secrets of Facebook’s Improbably Brilliant CEO Mark Zuckerberg](#).” She sits on a Board of Directors of Word of Mouth Marketing Association. You can connect with Ekaterina on Twitter [@Ekaterina](#) or through her blog [Building Social Bridges](#).

How to Scale Your Social Presence Globally

As adoption of social media within the organization begins, multiple business units and teams rush into establishing their social footprint across multiple channels. That leads to an overwhelming and disorganized brand presence as well as disparate customer interactions. It also exposes brands to a host of legal and brand-perception risks.

In their 2012 report, “A Strategy for Managing Social Media Proliferation,” Altimeter Group found that global corporations are struggling to manage an average of 178 business-related social media accounts. And they predict that this number will only grow. Further, most companies do not have accurate inventory of their existing social assets. There should be a way to manage this proliferation. Not only that, the strategy should include meaningful global scaling approaches that will allow for a coordinated customer experience across a variety of networks.

Global corporations
are struggling to
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In the past four years, Intel has gone from chaotic proliferation to a structured approach and strategy around our presence on key networks like Facebook, Twitter, YouTube, and Google+. Here is the framework we used to successfully scale our global presence in a meaningful way:

1. Assess Your Situation and Readiness Level – Take a look at your current presence. Approximately how many accounts are there? How many are still active? What does the community engagement look like? If it is out of hand and you are seeing defragmented brand presence, it may be time for you to look at putting a global strategy in place that would help define and shape your communities going forward.

But before you start, make sure you are ready. This process takes time and budget and requires a long-term mindset. How do you know if you are not ready? Use the below criteria to identify your commitment level. If the answer to any one of your questions is “no,” it will be hard for you to make significant progress:

- Do I have dedicated support (internal or external) to not only execute the audit and implementation but also provide ongoing editorial and community management support once the strategy is established?

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How to Scale Your Social Presence Globally *(continued)*

- Do I have the appropriate budget?
- Do my management and team have a long-term mindset and are they ready to support the strategy in the upcoming months/years?
- Do I have a solid content pipeline/calendar?

2. Identify Objectives – It is important to recognize why you want to establish a particular strategy and where you want to take that particular community. Without clear objectives and understanding how this presence/community fits into your bigger business and marketing goals, it will be hard to move forward. Also, take a look at how you want to engage with your audience. Examples would be: communities focused on specific products or topics or communities based on geographic location, etc. Objectives and how you want to engage with your customers will largely shape your approach.

3. Outline Resources and Next Steps – The next step is to ask yourself what it would take you to accomplish your goals and objectives. What kind of budget do you need? What type of external agency support is required? What is the timing of this project? Then you need to break it down into phases and identify timing. At Intel, we found that it takes between 6 and 12 months to successfully define your strategy and roll it out globally.

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Phases of the project may include:

- Audit of your current social assets
- Best-in-Class exploration that looks at other companies within your industry and beyond that have exemplary presence in the space (or network) of interest
- Stakeholder interviews that would ensure you are taking into consideration the feedback of teams that will be potentially affected by your new strategy
- Recommendation definition
- Strategy definition
- Strategy implementation
- Enablement and global scaling

4. Implement - Actual implementation of the project will require you to look at multiple elements like: stakeholder management, branding, design (and this part can be hefty if you choose to fully customize), governance, global communication plan, enablement and much more. Governance and enablement are critical here. You can put a strategy in place, but ensuring that the rest of your company fully understands what they can and can't do is one of the toughest tasks that will have to be activated continually, sometimes for years after that strategy is in place.

5. Measure – As you are putting a strategy in place, make sure you have a strong measurement plan. Without measuring your success against your objectives, you won't be able to adjust and improve in real-time.



RICHARD MARGETIC | Dell

For the past five years, Richard has been integral to Dell's success in social media and community, working on the launches of Dell's blogs, IdeaStorm, Dell TechCenter, Dell's Twitter and Facebook presence and establishing the first social media metrics for the company. Today, Richard manages Dell's social media presence cross-segment, cross-region and cross-platform, including driving social media governance, innovation and strategy. Prior to joining Dell, Richard was a Senior Managing Web Consultant for IBM and PricewaterhouseCoopers, led the launch of Microsoft Sidewalk – Dallas, and was VP of Marketing at the Interactive Media Group in Marina del Rey. You can follow Richard on Twitter [@ByJove](#).

Scaling Social: 7 Lessons Learned

1. The Opportunity of a Powerful Ecosystem – The owned platform of a dot-com site is exponentially more powerful when combined with social media and community pages. Exploring the traffic patterns of the Web makes it clear that there are many doorways through which brands can engage with customers. Limiting those engagements to one corporate presence misses the vast majority of conversations about your brand. How do you scale to match the global reach of the Web? Employees. They are the underpinning of the ecosystem and the key to using social to connect with customers.

2. Social Starts With Listening – If you go into social with only a business agenda, you will fail. If you do not map your marketing to the conversations, you will fail. If you do not show an understanding of what your customers are talking about, you will fail. Listening tells you all you need to know to make social work. It tells you what's being said so you can intelligently join, drive and occasionally even shape the conversation. It tells you where it's being said so you'll know which platforms you need to be involved in. It tells you both who is talking about your brand and, conversely, who is not talking about your brand, so you can prioritize your relationships.

Limiting your company's focus to Marketing will in turn limit the benefit you get out of social media.

3. Social is More Than Marketing – Yes, marketing can greatly benefit from social media, from amplification of messages to lead generation, but social brings value across all business functions. Product Development, Online, Sales, Customer Service, Communications; all of these functions can benefit from social media. Limiting your company's focus to Marketing will in turn limit the benefit you get out of social media. Engagement will open up a world of opportunities for feedback. Scaling engagement right should lead online conversations to offline, in-person conversations where relationships move far more quickly from simple awareness to loyalty and advocacy.

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Scaling Social: 7 Lessons Learned *(continued)*

4. At The Heart of All Strategies: Listen>Engage>Act – The fourth lesson takes lessons two and three to their necessary conclusion: Act on the conversations. It's one thing to listen to the conversation, a second thing to engage in the conversation, but if your business is not acting on the conversation, it will hit a wall in terms of the usefulness of social media. Actions need to be driven by the knowledge and insights generated from the conversations.

5. Empower Employees – You will not be able to scale to the scope and speed of social media if you are not giving your employees the tools they need to do their job. Training is fundamental to this empowerment. When you've built your strategy and defined your processes, you need to educate people to carry out the plan. Without social media savvy employees to engage in the conversations, your company will not scale to meet the opportunity. Learn early that having your internal subject matter experts participating in social media conversations trumps having social media experts trying to participate in conversations, and then enable those SMEs to be a champion online.

Having your internal subject matter experts participating in social media conversations trumps having social media experts participating.

6. ROI: There is No Single Number – To reduce the impact of social to a revenue number fails to accurately account for the significant business value that social media delivers. Social delivers value across the entire lifecycle of customer relationships. Benefits are found in loyalty, sentiment, advocacy, awareness, consideration, and share of voice. To optimize the intersection of social and the transaction, look across the entire customer lifecycle.

7. Becoming a Social Business is a Journey – The interactive web continues to grow and morph. A shifting

landscape needs to be accounted for, if you expect to scale. Your core social media strategy needs to support a flexible framework that allows for the sunset of some platforms, the rise of others and the shift of customer focus. It needs to evolve with the lessons the journey brings, the experiences new technologies bring and the insights new analytics bring. Embrace experimentation and changes in the market.



ARIEL DOS SANTOS | Microsoft

Ariel Dos Santos currently works on Social Business initiatives at Microsoft. He spends his time working with marketers on ways to achieve business objectives by leveraging the power of social networks. He also leads an effort to improve our engagement practices across a variety of social properties. Ariel lives in Seattle with his wife, Taylor, a new baby, Lucas, and their large St. Bernard, Truman. You can follow Ariel on Twitter [@agds](#).

How Microsoft Fully Leverages the Talents of Community Managers

Over the last few years, the customer journey has evolved, in the consumer and commercial space alike. Customers are increasingly using social media as part of their decision-making process. While this poses some challenges for companies, it also presents great opportunities to foster conversations.

From consideration, to purchase, to advocacy, to support, social is providing companies with an opportunity to engage their customers in a variety of ways. To capitalize on this opportunity, it is crucial to invest in resources, especially community managers. The quality of your community manager can have a very powerful impact on the success of any social media program. At the same time, identifying the resource model for community managers is not easy, as traffic and volume can fluctuate with changes in the marketplace. For example, the number of community managers we need for a day where we have a major announcement can be much higher than other days.

For many of our products and brands at Microsoft, we have brought the community management function into one group, the Customer Insights Center. Community managers can collaborate with and learn from each other on a variety of topics, such as engagement, analytics, crisis escalations, etc. This group has also given us the ability to do some greater data analysis across a variety of accounts to identify different themes and patterns, while also ensuring that we adhere to a high level of governance.

Lastly, by bringing the Customer Insights Center together, we can run different pilots and tests more easily, which allows us to keep up with the ever changing nature of social media.

It is crucial to invest in community managers. The quality of your community manager can have a very powerful impact on the success of any social media program.



BRIAN RICE | SAP

Brian Rice is a member of the Social Media Strategic Services Team at SAP, where he manages the company's social media monitoring program and usage/rollout of 3rd party social media tools. In addition, he is the co-founder of Business2Community.com, a popular social media and marketing blog that has been awarded a spot on the AdAge Power 50 list. You can follow him on Twitter [@briansrice](https://twitter.com/briansrice).

The Never Ending Challenges of Being Social@Scale

Out of the 60,000-plus employees working for SAP around the world, about 1,400 of us are in marketing, and only about a dozen of us are on our core “Social Media Strategic Services” team. Our team is a part of the larger “Digital, Social and Community” team and functions as a “center of excellence,” responsible for training and enablement, governance, strategy and management of the official social media brand channels, and monitoring and tools.

Overall, one of the things I am most proud of is the work done to build communities that foster audience engagement and brand advocacy. A prime example is our SAP Community Network (SCN), that brings together more than 2 million customers/end users, consultants, employees, etc. This ever-growing community is continuously creating content in the form of blogs, discussions, etc., that helps establish thought leadership, customer feedback, support and innovation.

These community discussions/forums are fantastic for product support – often you can get answers here faster than anywhere else. In addition, our willingness to create an open dialogue while creating a positive community experience results in our members becoming strong brand advocates. In most cases, these advocates have become our first line of defense in social media whenever inaccurate information is shared or attacks on our brand/products occur. One of our biggest challenges for scaling social media has been in upskilling the various teams throughout the organization who have varying degrees of skills/experience. To address this, we have been cultivating “champions” across the company and investing in them through a hub-and-spoke model to share best practices and create a feedback loop. We continue to create playbooks around core topic areas (governance, listening, channel management, lead gen, etc.) as a means of disseminating this knowledge.

At the heart of all our efforts is the goal of creating consistent messaging and experiences throughout all of our social media channels while growing our audience and cultivating true engagement.

Community forums are fantastic for product support – often you can get answers here faster than anywhere else.



LASANDRA BRILL | Cisco Systems

LaSandra Brill is a change agent, social media enthusiast and marketing visionary who was named one of [25 Women Who Rock Social Media](#) by Top Rank Marketing Blog. As Senior Manager of Global Social Media Marketing, LaSandra Brill shapes [Cisco's](#) marketing strategy to include a mix of innovative digital, mobile and social media techniques. At Cisco, she is known for building and executing the social media strategy of one of the top five product launches in company history and for driving social innovation across the company. You can follow LaSandra on Twitter [@LaSandraBrill](#).

Our Journey in Retrospect: The Four Phases of Becoming Social@Scale

The journey to achieve social scale at Cisco started in 2007, with its first social media marketing team of three people and with the bottoms-up Groundswell Effect that eventually became impossible to ignore. This inevitably led to the creation of a centralized social media marketing team in 2010. What's easy to see in hindsight is that there were four distinct phases that each carried their own set of challenges and rewards:

1. Building the Team – With a centralized team of experts, the focus was around defining social media job roles across the organization, consolidating our channels, putting a training program in place and standardizing our tools/technologies. We pooled our resources and built a center of excellence that accelerated adoption throughout the enterprise.

2. Landing and Expanding – Once we had the plan, the technology, and the talent, we began an organized march across the rest of the company. We expanded both the footprint of our existing programs and focused on channel engagement. The biggest win for us was the social media listening center, a great way to turn even the toughest skeptics into believers. To take advantage of these new opportunities, we built a team of Social Media Experts (SMEs) who could act as force multipliers for the core team within the different parts of the company.

3. Going Global – With the program achieving success, the demand for support pushed us to expand globally. Localization, regional targeting, and multi-language support all became critical scaling issues as the team had to support a global blog program and other campaigns.

4. Going Viral – Achieving global adoption brings its own set of challenges, such as the ability to scale, integrating with other systems, automating key processes, and extending the program into business units throughout the enterprise. Social media becomes viral at this point, going beyond marketing, with ties into sales, support, operations, and other departments.

So does it end after phase four? Of course not. But the foundational pieces are in place and social media is now thought of alongside web marketing, email marketing and search marketing.

Localization, regional targeting, and multi-language support all became critical scaling issues as the team had to support global campaigns.

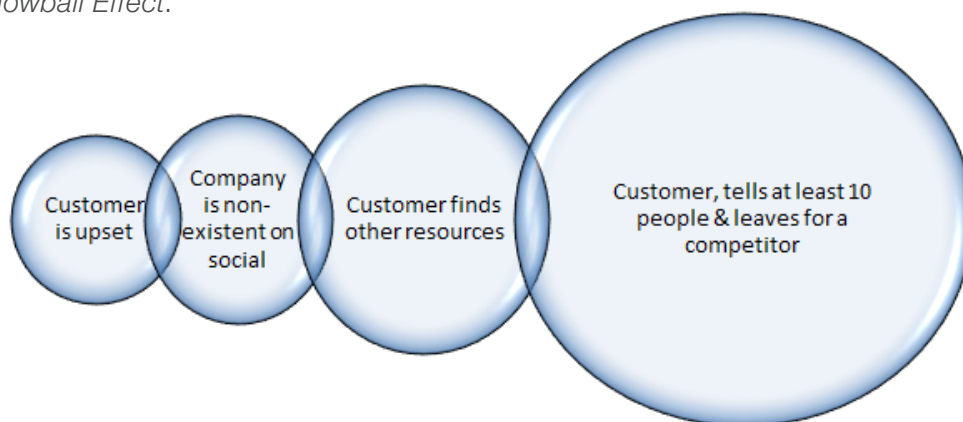


JESSICA KALBARCZYK | Samsung Electronics

Jessica has been Social Media Analyst for the Samsung Electronics Customer Support Division since 2010. Her accomplishments include taking a single team member to a seven-member social customer support team, within less than a year. She and the team now communicate with over 2,000 customers weekly. The program is recognized as the beacon for social media support worldwide, across all Samsung subsidiaries, and also earned Laptop Magazine's Top Social Media Customer Support designation. You can follow her on Twitter [@JessKalbarczyk](https://twitter.com/JessKalbarczyk).

Social Customers and the Social Snowball Effect

Customers are taking social media by storm. The fact is, if you are not there helping your customers—talking to them—they'll go elsewhere, to others with the same experience and, most importantly, to competitors. This is what I call "*The Social Snowball Effect*."



This is avoidable. Here are 3 *Crucial Tips for Customer Support Success* or *How to Implement The Anti-Social Snowball Effect*:

1. Design a Social Media Customer Support Strategy. Include policy that is clear in how to effectively reach out to your customers online. Develop clear KPI's for social customer support. These will differ from phone support. Think less "average handle time" and more "resolution rate."
2. Dedicate at least one employee with significant social media experience to maintain and manage customers online (this team will grow, believe me).
3. Listen, assist and ensure that engaged and empathetic conversations with customers happen every day. Also, proactively fix and mend customer relationships.

From here is an opportunity where social media customer support works two-fold. It becomes not just another channel for customers to receive help, but a place to monitor the rest of the organization and, in turn, raise overall standards.

Customers demand it. And it's your responsibility to meet that demand.



JEROME PINEAU | Autodesk

Jerome Pineau is a social media strategist at Autodesk for the Customer Service and Support Division. He blogs about social media trends at [#socialmedia you said?](#) and you can follow him on Twitter [@jeromepineau](#).

What Does Being Social@Scale Have in Common with Death and Taxes?

A Franco-American, I was born in Paris, grew up in New York City, then lived in New Jersey, California, and now Switzerland. I've been a software developer, entrepreneur, sales engineer, technical evangelist, hotel manager, community manager, and social media strategist. Yes, all in the same lifetime.

Change is the only constant in this business. That alone is enough to love it. But as Steve Jobs once said, "We don't get a chance to do that many things, and every one should be really excellent, because this is our life." Social media is the best way I've found so far to live by that. And that's why I'm so passionate about it.

According to Ben Franklin, "In this world nothing can be said to be certain, except death and taxes." In 2012, we can add "needing to scale social" to the list for sure! An effort every large enterprise must embark on these days. But just how do you become Social@Scale? Well, here are a few things we learned in the process at Autodesk:

Best Practices

On the intangible side, it involves establishing clear and simple goals to back up a powerful, believable vision; fomenting a "social business" culture, and then lining up your corporate ducks in a row to support the mission. Once you have that, everything else tends to fall into place. On the concrete side, these "ducks" might include: establishing a push-model, real-time listening strategy; selecting and training the right people efficiently; mapping out an internal stakeholder network; building an "always-on," just-in-time support infrastructure, and branding it all with the right tone and voice. And of course, picking the right platforms to choreograph this whole dance at all levels.

What Hasn't Worked

One thing we learned very quickly is that traditional training methods are not the most efficient for social, especially when you train across business units on a moment's notice. So we adapted a more "combat-oriented" technique where we do very short, intense, live training, followed by simulations. Then we equip everyone with aviation-style checklists. The idea is to get crews out there in the field immediately because no training can trump live-fire experience. They learn on-the-go and we coach them adaptively. Then the Top-Guns train more people. And the cycle repeats itself.

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Start by establishing clear and simple goals to back up a powerful, believable vision.

What Does Being Social@Scale Have in Common with Death and Taxes? *(continued)*

How You Keep Innovating

Right now, our one-year-old social support program is still evolving. We're growing very fast, but must still focus on building a solid foundation, scaling up rationally, and consolidating processes, culture, and platforms. Innovation requires a rock-solid foundation and a certain stability. We'll get there shortly, but right now we're focused on getting the basics right. That being said, innovative ideas in social will likely come from our own customers. That's often the way it works in social.

Organizational Structure

Autodesk social is structured around the traditional hub-and-spoke model. In Customer Service and Support, social is owned by Strategic Content and Community, under [Bill Johnston](#) (of Dell fame). And in there, you'll find the three pillars of: Social Media (my team), Community Strategy led by my friend [Brian Kling](#), and Content Strategy under [Chris Mottla](#). We also train and run social support crews from other areas of the division as needed. The road to Social@Scale is long and arduous. But the alternative is what Altimeter Research calls the "social sanitation spiral." And no one likes dirty work. So pick your strategies, staff, and platforms judiciously to build a fully-scaled social business and remain relevant in the process.



How Leading

Financial Services

Companies Are Becoming Social@Scale



FRANK ELIASON | Citi

Bloomberg's BusinessWeek has called Frank Eliason "the most famous Customer Service manager in the U.S., possibly the world." His work at Comcast has been credited by many with initiating social media as a Customer Service channel. Today, Frank is Director of Global Social Media for Citi, author of [@YourService](#), published by Wiley, and he sits on the Board of Directors for the Council of Better Business Bureaus and the Society of Consumer Affair Professionals. You can follow Frank on Twitter [@FrankEliason](#).

If You Don't Know Me By Now: A Hurricane Sandy Postscript

I can't seem to get the song "If You Don't Know Me By Now" out of my head lately. I am writing this in New Jersey shortly after Hurricane Sandy caused widespread destruction and wreaked havoc for many of the great people within the New York/New Jersey community. I am proud to watch the community come together and bring back a sense of normalcy as quickly as possible. I have especially seen a remarkable outpouring of support from people via social media. In some ways, this has emphasized some of the great strengths of social media: The ability to connect strangers is amazing.

As the song says, "If you do not know me by now, you will never, never know me." This is so true of most companies I have seen during this crisis. Each day, I have received spam emails telling me how great their products are, but the reality is that I do not care about their products. I have more pressing things going on in life, such as the quest to restore electricity or help my fellow community members recover. The companies already had enough information to make this judgment, but often times chose to ignore it because they felt their marketing information was too powerful to ignore, or they felt I would just ignore it if I were not interested.

Sandy emphasized
some of the great
strengths of social media:
The ability to connect
strangers is amazing.

Well, I will not be ignoring it. Nor will I be buying their products. These companies do not care about me, so I will not care about them. Of course, some companies were more empathetic. Surprisingly, I saw some of the best understanding from companies we often love to hate, such as banks, cable companies, and at least one utility company.

This song has so many words that correlate to all types of relationships, especially between businesses and consumers in a socially connected world. If you watch social conversations as much as I do, you'll notice that consumers, at times, can be very negative toward brands. Well, we've all got our funny moods and this is a reflection of that.

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If You Don't Know Me By Now: A Hurricane Sandy Postscript *(continued)*

Always remember that the opposite of love is not hate, but apathy. This negativity exists because your customers want you to succeed. The key is that they want the relationship to go both ways. As the song says, “Just trust in me like I trust in you.” Unfortunately, this is not always part of our message to our customers. We like to dictate to them instead of inviting them to be a part of something special.

They could have easily known what was important to me, yet no company was able to correlate that to their marketing messages.

We often look toward social as a way to get our message out, but in reality our message is meaningless. We send messages all the time to our customers, and in social they can take these messages to their audience. Winning within social is simply reflecting your message through all touch points and then allowing your customers to take that message to the broader public. The challenge is that we have not always lived up to our end of the bargain.

In my book [@YourService](#), I also talk about “Scalable Intimacy,” which in my mind is more relevant now than ever. Throughout the aftermath of Hurricane Sandy, anyone could have followed what I stated in social media, and they could have easily known what was important to me, yet no company was able to correlate that to their marketing

messages. It is really sad, especially because we have discussed the importance of listening in social for years, yet very few brands actually do it well.

So my message to businesses looking to bring social to scale, which can also be found in the song, is as follows: “Just get yourself together or might as well say goodbye. What good is a love affair when you can't see eye to eye?”



AUGIE RAY | Prudential Financial

Augie Ray is the Director of Social Media for [Prudential Financial](#). He was formerly a social media leader at USAA, where he and his team managed social media programs for marketing and customer care, deployed communities, educated employees and executives on social media trends and created the enterprise social business vision. You can follow Augie on Twitter [@augieray](#) or at his [Experience: The Blog](#).

(Disclaimer: Augie Ray is not a Sprinklr client.)

Your Job is NOT to Raise Your Own Klout Score: Thinking Beyond Posts, Tweets, Games and Pins

Lots of folks seem to feel that the words “control” and “social” don’t belong together in the same sentence. That’s ridiculous – large companies cannot simply unleash thousands of employees to launch whatever accounts they wish and maintain them in any manner that feels right, all without rules, tools, guidance and monitoring. The stakes are far too high: Large brands can neither afford to be the next poster child for social PR blunders, nor can they allow a competitive advantage to slip away over fears of social missteps.

It is too easy for a social media professional to get caught up in all the ideas and possibilities of social, but the first step isn’t to think of Tweets, posts, games and pins. Instead, Social@Scale begins with more mundane but vital things:

- Does your industry face any special regulations?
- Do your employees understand their limits and what actions can get them and the company in trouble?
- Do your managers understand what is and is not appropriate when disciplining an employee for something posted to a social network?
- Is your organization’s social media policy supported with education and communication to keep it top of mind?
- Do you have monitoring in place to recognize and act upon legal, compliance and reputation threats?
- Are policies in place that govern how your brand participates in social media?

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It’s easy to get caught up in all the ideas and possibilities of social, but the first step of becoming Social@Scale is addressing the mundane but vital things.

Your Job is NOT to Raise Your Own Klout Score: Thinking Beyond Posts, Tweets, Games and Pins *(continued)*

It's also important to select tools that can be deployed and support the enterprise. It can be a costly mistake to allow different parts of the company to secure their own listening platforms, social media management tools, community platforms and other social tools. Coordination is necessary to prevent redundancy and conflicting data and systems. Social@Scale means having to find the right tools that can scale and adapt to different needs for different departments.

Once the foundation is in place, the next step is to devise and execute strategies for (and in collaboration with) departments throughout the enterprise. The social team in a larger organization has to think of all the ways the organization will use social and help peers to understand the needs, processes and tools. This includes not just marketing and PR personnel, but also customer service, human resources, product management, business intelligence and others.

Too often, social strategies start in the wrong place – with a focus on a Facebook fan page or Pinterest board.

Too often, social strategies start in the wrong place—with a focus on a Facebook fan page or Pinterest board. I often find myself returning to Forrester's simple but powerful **POST** methodology:

1. Define the **People** – the audience, their social behaviors, etc.
2. Set the **Objectives**: What do you wish to accomplish and how will you measure success?
3. Devise the **Strategies**: How will you achieve those goals?
4. Determine the **Tools, Technology and Tactics**. This is the stage when you determine if you have the skills and resources you need, the responsibilities for personnel, the tools to be used or acquired, etc.

Being responsible for social media in a large firm is far more about helping others to succeed – and preventing them from making costly mistakes – than developing and executing your own ideas and strategies. At the end of the day, your job is to allow hundreds or thousands of people to create value using social platforms and strategies, not raise your own Klout score. Lots of people can do the Social part, but finding the right leader who can help a firm with the Scale is tougher.

How Leading



Travel & Hospitality

Companies Are Becoming Social@Scale



JILL OKAWA FLETCHER | Virgin America

Jill Okawa Fletcher has ten years of experience in building online communities and leveraging new media to build consumer brand engagement. She currently leads Virgin America's social media strategy and has spoken at numerous conferences including SXSWi, Advertising Week, ad:tech, and Dreamforce. You can follow her on Twitter [@JillOinSF](#).

Soaring With Social Media 24/7: The Value of Real-Time Guest Conversation

Virgin America is a relatively young airline (we turned five in August 2012), so social media has been part of our DNA from the very beginning. For us, social media has been a great way to engage in a two-way dialogue with our fans, friends, and flyers by listening carefully to what they have to say and providing real-time responses and guest services.

By being authentic in our one-on-one interactions, I think we've been able to earn the trust of our audience. And my hope is that their interactions with us on social media reinforce that we're not just pushing our own agenda, but rather we have a genuine vested interest in improving their experiences with us – whether that's in the purchase process, at the airport, in the air, or after they've landed.

Given that we're a 24/7 operation and we offer our guests fleet-wide WiFi (and were the first airline to do so) and power plugs on the plane, there's rarely a moment that our guests aren't able to connect with us. And since we strive to offer such a unique and visual in-flight experience with our purple mood lighting, Red™ seatback entertainment system, and on-demand food and drink ordering – we're fortunate that our guests enjoy sharing their experience from 35,000 feet.

By being authentic in our one-on-one interactions, I think we've been able to earn the trust of our audience.



NICK AYRES | InterContinental Hotels Group

Nick Ayres leads the global social marketing team for InterContinental Hotels Group (IHG), the largest hotel company in the world by number of rooms with more than 650,000 rooms and over 4,400 hotels across 100 countries. Prior to joining IHG, Nick spent nearly five years with The Home Depot, where he helped develop and drive their overall strategic approach to social media including customer care, PR, marketing and eCommerce. You can follow him on Twitter [@nickjayres](https://twitter.com/nickjayres).

Be Our Guest: Guiding Principles for Becoming Social@Scale

Social@Scale is not easy in any environment, but it sometimes feels even more complicated in a global, matrixed organization like we have at InterContinental Hotels Group (IHG). That said, we've unearthed a few guiding principles along our social journey:

- **Begin With The End in Mind** – I'm only half joking when I say I ultimately want to work myself out of a job. Social should be about enabling business transformation, not building bigger, more powerful silos to rival traditional marketing counterparts. We win not when we have a bigger team, but when we have social evangelists in every part of the business.
- **Know When to Hold 'Em** – Know what is non-negotiable and what is just personal bias, informed or otherwise. At IHG we call it "freedom within a framework"—knowing what to fight for (and when) and knowing what you just *want* to fight for. No single group will be able to solve social for every stakeholder, so don't let your passion convince you otherwise.
- **Complement, Don't Complicate** – To reach long-term sustainability at scale, we will have to integrate into the business to truly transform it. This means we'll rarely be successful just blowing up traditional models. We must adapt social to the business, not the other way around.
- **Never Stop Being Your Own Evangelist** – I think one of the traps that "seasoned" social practitioners fall into is that it is easy, especially once you've gotten some momentum, to stop championing your social objectives and strategies around the business. What's needed is exactly the opposite—once you've had a few wins, it's even more critical that you continue to communicate social's ongoing strategic value.

Once you've had a few wins, it's even more critical that you continue to communicate social's ongoing strategic value.



JUSTIN MACAULEY | Frontier Airlines

Justin Macauley is the Program Manager of Social Media at Frontier Airlines. He's a Los Angeles native and proud University of Colorado alum. You can follow Justin on Twitter [@MacJ12](#) or at Frontier Airlines [@flyfrontier](#).

One-Size-Fits-All Messaging Doesn't Get You Off the Ground

As part of a team that crosses two departments, we have to do everything we can to be streamlined and efficient. Our team consists of myself, a customer relations manager, customer relations supervisor and six “proactive” agents. These agents provide customer service in both social media and email correspondence with our passengers.

There are three practices that help us become Social@Scale:

1. Developing engaging content
2. Knowing our audience
3. Discovering our voice

How often do you see brands try to be something they're not, especially in the social sphere? It's pretty rampant, and understandably so – this space is still relatively new. We've had the good fortune to be able to dedicate resources to social media for the last two years so we've learned a few things along the way. At the heart of everything we do socially, we want to ensure that our content and interactions are authentic.

We've moved from trying to sound so professional and uniform in our social customer service to using the different voices within our team. We want you to know you're speaking with Yolanda, or Brittany, or Colette. Right off the bat, this helps break down the barriers that are put up between a corporation of our size and the passenger.

We spend a lot of time looking at our audience. One-size-fits-all messaging and responding is something that we learned (very quickly) does not work. Our interactions with a once-a-year flier are going to be much different than a once-a-week flier.

We don't focus on how many “likes” we have on Facebook or how many followers we have on Twitter. We focus on developing posts and content that anyone would find interesting, regardless of whether you travel with us or not. If people find you interesting and are paying attention, the increase in followers will “follow” suit.

We've moved from trying to sound so professional and uniform in our social customer service to using the different voices within our team.

How Leading



Retail

Companies Are Becoming Social@Scale



STEVEN LAZARUS | The Children's Place

Steven Lazarus is currently Head of Social Media marketing for The Children's Place Retail Stores, where he is responsible for executing social and digital marketing strategies, thought leadership, and digital partnerships to help increase engagement and customer awareness for revenue growth. Steven was previously responsible for building out the first Social Media Marketing teams for Toys"R"Us and IBM Software Group. You can follow Steven on Twitter [@slazarus](#) or at his personal blog, [SteveSaysWhat?](#)

Listening and Monitoring Trumps Talking

Me: People like being heard.

You: What?

People sharing their opinions about brands, products and experiences is nothing new. Now think about how many parts of your organization that these conversations can impact, and the value of that feedback: Guest Services, Store Operations, Merchandising, Product Development, Sales.

- What do people love or hate about our brand?
- How is that new marketing program and messaging resonating?
- What do people think about our return policy?
- Is our product washing well?

Understanding what your customers are talking about allows you to better prepare and plan your content and tactics. Engaging with them where they are already talking about your brand gives you the opportunity to be authentic, while creating stronger conversations.

Scale your efforts accordingly. You don't need a Pinterest account if your customers don't use Pinterest.

Having both of these pieces of information allows you the opportunity to scale your efforts accordingly. You don't need a Pinterest account if your customers don't use Pinterest. Is Facebook really where all of your customers are talking about you?

If businesses did nothing else except for Listen and Monitor, they would be able to positively impact their business. And being able to show the impact of these conversations in relation to your brand can prove to be invaluable.

The bottom line is that having all of this data can make it much easier to scale your efforts. It can give you the cross-functional forum inside your business to share what you are hearing (or reading). It can help you customize and present alternative messaging and social campaigns based on how people are actually talking to each other. It can allow you the opportunity to be timely and relevant for the business when it matters most.



ADRIANA LLAMES KOGELIS

Sears Holdings Corporation

Adriana Llamas Kogelis is the Division Vice President, Digital & Social Media Marketing for Sears Holdings Corporation, and the acclaimed author of “[Career Sudoku: 9 Ways to Win the Job Search Game](#).” Prior to joining Sears Holdings, Llamas led a boutique personal branding firm for over a decade that included clients from IBM, Google, BP, Kraft and Microsoft. She has been featured on ABC, CNNMoney, CBS News, Yahoo! and Fox Business. For more information, visit [AdrianaLlamas.com](#) and follow Adriana on Twitter [@adrianallames](#).

Get Social@Scale, Enterprise Style – The Value of Commitment

What does an enterprise need to be Social@Scale? Commitment.

When you take a look back at any media that has influenced and changed the way in which we as individuals communicate, it took a commitment to believing in the customer shift before seeing the results.

The customer shift for social media has happened and now companies need to get on board as well. Twitter was instrumental in the presidential debates, Hurricane Sandy and dissolving of the government of Egypt; these are commitments. Consider that 96 percent of Millennials have joined a social network—that's a commitment. The fastest growing segment on Facebook is the 55-to-65-year-old female population—that's a commitment. It's now time for large companies to stand up and commit to the two-way relationship with their customers via social media.

Some of the reasons large companies have been slow to adopt full-scale social media strategies are fear of the unknown and the lack of ROI-focused measurement. This is ironic, given the length of time it took for the now-traditional media formats seen as ROI-relevant to grow in comparison to social media. Radio took 38 years to reach 50 million users, TV took 13 years (parallelism) and the Internet took 4 years to reach that 50 million mark. By comparison, it took Facebook 12 months to reach 4 times that – 200 million users.

Now that visiting a social media site is more popular than checking personal email (talk about a commitment), enterprises need to commit to taking a piece of that customer action.

Develop a strong team of social media experts, led by a senior executive that has passion and knowledge for the industry and who can put your company at the forefront for more than just having a Facebook page and Twitter account. Social@Scale is about committing to a two-way relationship with your customers on every level. It's more than marketing; it's PR, customer service, R&D, focus groups, pricing and community engagement.

Commitment to Social@Scale shapes the way you do business today and in the future.

It's now time for large companies to stand up and commit to the two-way relationship with their customers via social media.



SEAN RYAN | JCP

Sean is a former television journalist and Gonzaga graduate currently leading JCP's social and mobile marketing efforts. Born and raised in Minnesota, Sean spent time working on Target's social team before leaving for JCP in June of 2012. He currently resides in Plano, TX with his wife and son. You can follow him on Twitter [@SeanRyan25](#).

What Social is... (And What it is Not)

One of the most critical lessons I've learned about social at the enterprise level is how it can break down the traditional business "silos." Social is not marketing, it is not PR, it is not customer care: It's a combination of it all. Social is where our consumers talk, learn, share and engage – conversations that touch on every aspect of the company.

Engaging in the conversation—which means listening, responding, learning, and adapting—requires multiple areas of the business to work together in real-time. Identifying the right stakeholders and finding the right tools to scale are critical. Being able to learn from this wealth of information, react to it, and affect the conversation requires a streamlined process between the traditional business silos.

It also means there's a lot of gray area. PR merging with traditional marketing, marketing with customer care. Companies that embrace it see every part of the organization to take ownership, and work in collaboration.

This is where social affects positive change! By centralizing social—outside of these traditional silos—the business can better communicate. Ultimately, social can be the glue that merges all aspects of the business inside it's own walls, and forces the company to be a more unified customer-facing organization.

The idea that "social" is simply a group in the marketing department is a fundamental misunderstanding of the space.

Our customers don't see our brand as compartmentalized, so why should we?

A lot of people—including myself—get excited when an agency says that "a marketing campaign should start with social." But what does that really mean?

Starting with social means understanding how your customer engages with your store at a microscopic level. What do they like? What do they find annoying? How do they respond to your content and how do they talk to their friends about it? The real-time answers to these questions can help drive the most effective marketing, PR and customer care for your company.

It is time to move away from the idea that social is a group in the marketing department, as that approach is a fundamental misunderstanding of the space.



RAY POPP | Groupon

Ray Popp is Director of Content and Social Media at Groupon, where he helps drive global social strategy and is responsible for how the company uses social to build and manage relationships with merchants and customers in the US. He cut his teeth working on some of the world's largest brands at some of the world's largest PR firms. You can find him tweeting [@RFP111](#).

Stop: Do You Know Where You're Going?

I used to work with a guy who loved saying “If you don’t know where you’re going, any road will get you there.” A quick search offers varied results on where this quote came from—Lewis Carroll? George Harrison? Dr. Dre?—but this idea of knowing the destination as a prerequisite to choosing the best route has stuck with me.

In theory, it’s pretty simple: start with the objective. “No sh*t,” you say (you should watch your language), but do you really know? Beyond a project? Beyond the quarter? Why is it that when we get that exciting, blue-sky question about the one thing we would do if resources and other limitations were out of the equation, we freeze up like the first time we sat in front of a Napster search bar?

The same can be said about building the infrastructure to be Social@Scale. Yes, customer relations and marketing via social is a long road that needs to be paved with little, daily, transactional wins. However, it’s important to take regular steps to organize for where you want to be in six months, a year, or five years, even if it makes today’s work more challenging.

Whether it’s the platforms you use, your social media management system, or the quality of content you create, I find that we usually rise to the occasion and grow into what we want to be as a social business. Just as long as we know where we’re going.

Customer relations and marketing via social is a long road that needs to be paved with little, daily transactional wins.



**ERIC GOTTLOEB &
ZACH WEST** | Walgreens

Eric Gottloeb and Zach West are Social Media Managers for Walgreens. Working within the company's digital marketing and strategy teams, they are responsible for social media strategy and planning as well as integrating social media into Walgreens' many consumer-facing initiatives, everything from mobile to point of sale. You can follow Eric on Twitter [@Gottloeb](#) and Zach on Twitter [@ZachDWest](#).

Social Media Isn't the Answer to Everything, But It Answers a Lot

Rather than attempting to write eloquent paragraphs, we figured you (the reader) probably just want bullets. So here's a snapshot of Walgreens' Best Practices:

- Treat your customers with the respect they deserve. Social isn't an ad platform—it's a conversation. Don't interrupt people trying to have a conversation without something relevant to talk about.
- Don't let "Social" the buzz word drive "Social" the strategy. Social media isn't the answer for everything. Before coming up with a "social media plan" for something, what you're actually trying to do needs to be weighed against all the other channels that your digital and traditional marketing teams have at their disposal.
- "If you build it, they will come," doesn't work. It's true for microsites, it's true for Facebook pages, and it's true for Twitter handles. Build long-term products that customers can keep coming back to. Social is a long term game not a short-term ad buy.
- How You Keep Innovating: Separate then Integrate. Separate the team from the bigger organization so they can be forward thinking, unhindered and frankly, weird. But never let the whole group fully detach from the bigger team. Then once they've done lots of small independent things to prove what the core concepts of the strategy will be, scale. Integrate the winning concepts where they belong, and evolve just like every start-up. The team has to grow up into the organization, something that both the team and the organization need to have in the cards from Day 1.

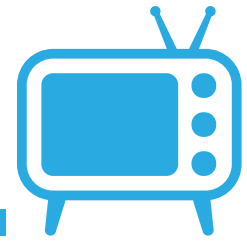
Social is a long-term
game not a short-term
ad buy.

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Social Media Isn't the Answer to Everything, But It Answers a Lot *(continued)*

- Organizational Structure: Each time you integrate something new, you start isolated in a vertical team, then you drive the team into a horizontal structure and integrate it into the larger company. Take for example, customer service. You start with the social team, understand the nuances of how social can play a role in customer service, build up the process and then scale it into the customer service organization. There are many examples like this one, where social media as a utility does not belong to a Social Media center of expertise, but that center of expertise can incubate the utility until it has matured enough to live in the right part of your organization.

We realize there aren't any trade secrets here, but let's be honest: The secret sauce isn't going to be the same for everyone. However, the core concepts behind innovation pretty much apply everywhere. Start with your company's business model, solve for where opportunities to drive on those models exist, and then scale it.



How Leading

Media & Entertainment

Companies Are Becoming Social@Scale



BEVERLY JACKSON | The GRAMMY Awards

Beverly is the Senior Director of Marketing, Social and Digital Strategy for The Recording Academy and the GRAMMY Awards, where she oversees integrated marketing programs for a variety of brand partners, promotes the iconic broadcast and incorporates social engagement with fans and artists into the experience. You can follow her on Twitter [@bevjack](#).

(Disclaimer: Beverly is not a Sprinklr client.)

Moving From Nostalgia to the Now: How the GRAMMY Awards Became Social@Scale

The 54th Annual GRAMMY Awards last February was the [Most Social Event in TV History](#). The evening generated more than 13 million social media comments – a 2,280 percent increase over the previous year's broadcast – and beat the previous record of 12.2 million social media comments sparked by the 2012 Super Bowl. At their peak, GRAMMY fans were delivering in excess of 160,000 Tweets per minute.

Four years ago, coming off the majestic celebration of our 50th anniversary, my job title didn't even exist. We only had a marketing director and a webmaster. The GRAMMY brand was strong, but it was a nostalgic brand, a legacy brand that looked back fondly on the history of music. Our CMO wanted us to move forward – we needed to focus more on capturing the hearts of young people and be part of the conversation NOW. We needed to bring more brand partners under the GRAMMY halo.

This was an amazing and exciting career opportunity, but the challenge was also like trying to turn the Titanic.

During the 2008 presidential election, we were inspired by the chatter on Twitter. A brand new coalition of people was talking about politics – people who had never been heard from before. How could we reach a whole new demographic? How could we connect the GRAMMY brand to the generation that not only never bought music on vinyl, but had never even purchased a CD?

Our first campaign was “[Celebrate the Music That Makes Us](#).” Stunning portraits of artists like Coldplay, Rihanna and Lil Wayne were created using words from song titles and lyrics that inspired their careers and lives. During that first year, all we cared about was Tweeting during the three-and-a-half hour broadcast. We had MySpace and Facebook pages, but all we focused on was Twitter.

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How could we
connect the Grammy
brand to a generation
that had never even
purchased a CD?

Moving From Nostalgia to the Now:

How the GRAMMY Awards Became Social@Scale *(continued)*

In real time, we Tweeted who's coming up next and who just won an award. If you got off the couch to go to the fridge and then asked your friend, "What just happened?" We were *that friend* on Twitter. We were your personal TV companion. So for the 51st GRAMMY Awards, it was one-way communication: us telling you what happened.

Our social program is 365 days a year. It's no longer about a three-and-a-half hour award ceremony.

From that point on, we never looked back. It would be all two-way conversations from now on. Our next campaign was "[We Are All Fans](#)." It invited you to click on a YouTube collage of ordinary people doing cover versions of their favorite artists' songs. Then, we decided to recognize the people who have never picked up a guitar and never even sung one note outside the shower but who make a tremendous impact on the music world. We called this our "[Social Media Rock Star Summit](#)" and we invited pioneers like the founders of Digg, Tumblr, YouTube and Shazam.

Today, a Tweet isn't enough for us. We're offering a second-screen experience with GRAMMY Live. During the awards

broadcast, we take our fans behind the velvet rope and on the red carpet, where you'll see and hear things from celebrities that you'll never experience again. We don't rebroadcast the show. You have to be there when the moment happens.

We're not the biggest brand on Twitter or Facebook and don't strive to be. We focus on creating water cooler moments and quality conversation.

Whenever something bad or something exciting happens in the music industry, we want people to immediately think about going to GRAMMY.com. We have a new rule we live by: We want to be everywhere where people are talking about music. Our social program is 365 days a year. It's no longer about a three-and-a-half hour award ceremony.



ROBIN MONHEIT | Hearst Digital Media

Robin Monheit is a Senior Social Media Manager at Hearst Digital Media, coordinating social media strategy for 20 iconic magazine brands. She is a graduate of the CUNY Graduate School of Journalism's Entrepreneurial Journalism program and formerly a web editor at O, The Oprah Magazine. Find her on Twitter [@sillyrobin](#).

Being The Brand: What Makes a Company Social@Scale

When you talk about Social@Scale, what you're really talking about is reach, reputation, and of course, recognition. These are all pillars of a good marketing group strategy — but how can a company successfully bring other employees into that mix?

There is a major difference between a company that has many employees using social media personally, and one whose employees use it to be the face of their brand. Being your brand takes work: It means monitoring and responding to customers after hours; it means staying on-brand and on-message across social platforms, it means “giving up”—in a sense—one’s personal handle (or maintaining two). In essence, it means always being “on.” Companies can encourage a cross-section of employees to embody the brand on social media, sure, but in order to truly succeed, social media must be something those employees *want* to do. And the only the way employees will *want* to be the face of their brand on social media is if that brand is a *great* brand and the company is a *great* company.

At Hearst Magazines, you could say that we have it easy. Editors are passionate about their magazines and their work. *Marie Claire* editors need no prodding to post to Instagram from the latest designer preview, or to live-Tweet *Project Runway*. *Seventeen* editors love Tweeting everything from the latest Justin Bieber concert to *Pretty Little Liars* on TV. We are lucky because the culture of journalism is such that not only does the brand need to have a social presence, but for the sake of their careers, writers and editors do as well.

The only the way employees will want to be the face of their brand on social media is if that brand is a great brand and the company is a great company.

Of course there are many different faces to Hearst as a global company, and to truly be Social@Scale, all tiers of the corporation need to be active and transparent. At Hearst, Magazine Group President [David Carey](#) and Marketing President [Michael Clinton](#) are avid Tweeters. The Hearst café and the company gym in the Hearst Tower also have a strong social media presence. Yes, employees even use Twitter to find out what's for lunch downstairs

That combination of leading by example and fostering a company culture where employees feel passionate about their work and their brands is what makes a company truly Social@Scale.



How Leading

Manufacturing

Companies Are Becoming Social@Scale





ANNE MCGRAW | Nissan North America

Anne McGraw is the Manager of Social Customer Care at Nissan North America and is driving change in improving the customer experience. She refers to herself as a “recovering Mommy Blogger” and spends her time with her husband and two young daughters enjoying life in Nashville, Tennessee. You can follow her on Twitter [@abmcgraw](#).

The Social Revolution is Not About Social Media: It's Still About How We Treat Our Customers

Enterprises are struggling with how to be Social@Scale and it's going to continue to be a challenge with not-so-obvious solutions. It's simply not that easy to stop thinking about social as a mere job function or employee role.

“Being social” is an identity shift that is rattling the corporate foundation to its core.

What social media has globally and universally done is expose the siloed nature of big business (or not so big, in some cases). It's not like this was a huge secret. It's just been incredibly easy to brush it away as a hindrance or minor inconvenience.

But for the first time ever, the importance and value a company places on customer satisfaction is up front and center for anyone with a browser to witness firsthand. Social media has exposed the flaws in our processes and systems, and in a very public way. It's a glaring spotlight on a customer's call center interactions, your marketing practices, sales gimmicks, outdated systems and tools, and any other touch point that enables a good experience....or the other kind.

Social media has
exposed the flaws in our
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and in a very public way.

Listening and responding online is far from a novel concept these days. In the eyes of consumers, it's a given, and the only question is how consistent—and consistently good—your response is throughout every channel and level of the company. Every organization selling any type of B2C product or service needs to get their act together, and quickly.

The so-called social revolution isn't really about social media at all. It's about how we all treat our customers, and really about how they're fed up with feeling ignored. Social has given them a voice and one they're not afraid to use. We have two immediate choices:

1. Do we put a social media response team in place that handles online reputation management, and empower people at every level of the organization to join forces?
2. Do we use the social media management process as the primary insight mechanism to see how our company is treating the only thing that matters: our customers?

I recommend we all do both.



OLIVIA HARTING | Chevron

Olivia Harting has served as the Social Media Community Manager for Chevron Corporation since 2009, where she manages community development and social media engagement for Chevron's Corporate Public Affairs group. You can follow Olivia on Twitter [@oharting](#).

The Do's (and One Don't) of Corporate Reputation Management in Social

In my experience helping Chevron be social, we've had to face challenges that are unique to only a handful of industries. Brands in these industries are not selling consumer products, looking to create "buzz," or generate a flash mob. Instead, they engage in social media to build brand recognition and favorability, support their corporate social responsibility efforts, and manage their reputation online. They're looking to connect with hard-to-reach influencers, such as opinion leaders and policymakers, engage community stakeholders on some pretty complex issues and gain permission to operate, often in challenging political, socio-political and/or geopolitical climates.

What advice would I offer to these kinds of companies about being Social@Scale?

1. Scale Carefully

Remember that more is not necessarily better. You want to achieve sustained growth of your audiences and target the right followers who are or will become advocates for your brand.

2. Listen, Monitor and Understand

Know what's being said about your company and your industry... and by whom. Follow both your supporters and detractors.

3. Maintain Balance

Remember that negative things are likely being said about you online and they will last forever on the Internet. Not only that, they're searchable. By developing a robust social presence, you bring balance to the conversation and make your messages easier to find as well.

4. Hire Carefully

Staff your social media team with experienced professionals who bring a healthy "insider-outsider" perspective to engagement. In other words, people who can think like someone outside the company and appreciate all points of view, while keeping the interests of the business in mind.

5. Appreciate Your Detractors

They're passionate, active and believe strongly in their ideals. And like it or not, they are among the "influencers" in your industry.

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Follow both your supporters and detractors.

The Do's (and One Don't) of Corporate Reputation Management in Social *(continued)*

6. Have Clear Objectives

Make sure that your team understands what it is you hope people do or take away once they've engaged with your brand. Then, craft your content strategy, your paid strategy and your integrated campaigns to support this action.

7. Empower Employees

Your employees help bring balance to the conversation. They are your greatest brand ambassadors.

8. Don't Wait For a Crisis

If you're waiting for an emergency to get fully involved in social media, it means you likely haven't done any of the above.



HEATHER READ | DuPont

Heather Read is Public Affairs Program Manager, Social Media at DuPont. She oversees the global social media monitoring and management processes supporting DuPont Public Affairs. Previously, she served as Senior Director, Communications at Afilias, which powers nearly 10 percent of the world's Internet-naming architecture. You can follow her on Twitter [@heatherread](https://twitter.com/heatherread) or connect at <http://about.me/heatherread>.

Social Media is About Process

We have a saying, “*What gets measured, gets done.*” Businesses have processes for manufacturing, for fulfilling orders, for hiring employees, etc. Why wouldn't you spend the same amount of energy to plan, perfect and optimize your social media management processes?

It is not enough to just measure success or ROI on your social media program. To scale your operation and to keep it efficient, you need to understand what is going on inside your escalation process, particularly if you are processing thousands of items per day. Across an enterprise that is dispersed globally, in many different languages and across varied businesses and channels, this task can be daunting.

To make it work you need a simple and flexible process, clear roles and responsibilities amongst your team, and a management tool that can embed your workflow process in a way your users can actually understand.

The hard part is in structuring your process and your management tool to give you the most actionable metrics. There is a lot of minutiae in processing this many posts per day which makes it difficult to make a connection between the external conversation about your company, and the conversation occurring on your own social media channels. You need to make that connection, though, to be an effective social listening organization.

The magic is not in the data itself. It's in how you use it to empower your team, continually upgrade your processes, and make your social engagements even stronger.

To scale your operation and to keep it efficient, you need to understand what is going on inside your escalation process.



STEVE WORALL | General Motors

Steve Worrall is the Head of CRM, Digital Marketing & Social Media at General Motors International Operations. Based in Shanghai, he has responsibility for more than 120 countries and 9 Automotive brands. Steve has lived in the UK, Germany, Switzerland, and China, and has been working in International Marketing for over 20 years. One of his key roles at General Motors is to build the links between Social Media, Online Advertising, Websites, Lead Management, Dealers, CRM Databases, and Customer Support. "Seeing any of these areas in isolation is a mistake - true leadership can be achieved by connecting them and therefore better connecting the customer with GM."

Stop the In-Fighting: Multi-Division and Multi-Function Co-ordination at Global Scale

How do you go from *doing* social (in a very uncoordinated way), to *being* social, with professional Social Media Management across 120 countries and 9 different automotive brands in less than 6 months?

This was the challenge we faced at the General Motors International Operations HQ in Shanghai, China, where we are responsible for over 120 countries and 9 different automotive brands.

The challenge was set by the President of the region. We needed to stop any cross department in-fighting, knock down walls, and unite teams under one strategy and set of processes, and then measure what we were doing with consistent KPIs.

We started with the usual question. Who owns Social?

It turned out that the answer was different depending on the market and brand. Sometimes it was communications (PR), sometimes marketing.

Speaking to the experts, we quickly learned that the answer was to have a hub approach, where the different teams came together with the philosophy that the customer owned social media, not one internal department.

Within 3 months, we had established cross-functional Social Media Hubs in all key markets. Each hub was tasked with meeting weekly, reviewing progress, addressing issues and planning activities. Each hub had a nominated Coordinator and an Executive Champion as well as representatives from Marketing, Communications, Customer Care and other departments.

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Who owns Social?
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Stop the In-Fighting: Multi-Division and Multi-Function Co-ordination at Global Scale *(continued)*

A “Super Hub” was created in the Regional office. This was responsible for developing Process Guidelines, setting the KPIs, monitoring, reporting, analysis of processes, and evaluation and implementation of tools. One set of KPIs was developed for all markets. One listening tool was selected, one SMMS tool was selected, and one analytics and report suite were developed. This has brought consistency and focus across all markets.

At 6 months in, we had transformed our social activities from a collection of uncoordinated and unplanned activities, into a level that puts us well on track to become leaders in Social Media Management.

Here are some of the *key success factors* we have learned or adopted on our short journey:

Having such visibility is really driving behavior in our markets. We now have focus, traction, and commitment.

From the President down - Our strategy was requested and then supported by the Regional President; this gave it the importance needed.

Vice President Leadership from Communications (PR) and Marketing, Sales & Aftersales areas – We needed to knock down internal departments’ barriers and build a customer-focused cross-functional social team. When it was launched, the VPs of these departments stood together and presented the plan.

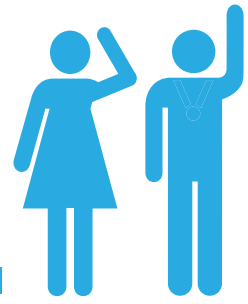
Social Media Hubs – We mandated that all key markets set up a Social Hub with cross-functional team who would meet once a week minimum.

Regional Super Hub – In the head office, we set up a “Super Hub” to coordinate the strategy and then operationalize the plan via the local market hubs.

Consistency – We quickly settled on one monitoring & listening tool, one set of KPIs, one set of reports, one social analytics agency team, one SMMS tool and one content creative agency—across all key markets and brands.

Visibility – We now have key metrics that are shared at the Executive level, the Director level and the SME level. Having such visibility (particularly at the Exec level in the President’s report) is really driving behavior in our markets. We now have focus, traction, and commitment.

In a short period of time, GMIO has set up a strong coordinated multi-functional approach to Social Media management. We have built a strong baseline, and one that we plan to build upon going forwards.



Epilogue



OLIVIER BLANCHARD | BrandBuilder Marketing

Olivier Blanchard is the founder of [BrandBuilder Marketing](#) and author of [Social Media ROI](#) (Que/Pearson). At BrandBuilder he helps companies develop, build, integrate, manage and measure social media programs, manage their reputation online and offline, and develop sustainable brands in an increasingly complex media landscape. You can follow Olivier on Twitter [@TheBrandbuilder](#).

9 Essential Things You Must Know About Social Business

As social business grows a year older (and a year closer to maturity), it's important to take a step back from the technologies, emerging trends and industry currents to recalibrate and make sure that our vision for an effective social business practice hasn't accidentally jumped the tracks when we weren't looking. Here are a few key lessons from organizations that continue to be extremely successful with their social business efforts:

1. **"Social" is something you are, not something you do.**

If your company culture doesn't focus on building relationships with your customers, then chances are that you won't use social media to do it either. The "media" doesn't dictate how social a company is or isn't. It either shines a light on its inherently social culture or illustrates the extent to which it isn't social at all.

2. **Marketing on social media channels isn't "social." It is just marketing on social media channels.**

Just as publishing marketing content on a blog doesn't make marketing content any less manufactured and biased, publishing content on social media channels isn't "social." A blog is just a blog. It isn't a magical trust and influence publishing converter for the web. Just because you publish marketing content on a blog doesn't mean it magically morphs into something "authentic" that "engaged customers" will spread through "word of mouth." Learn the difference between genuine social engagement and marketing, then learn to blend them effectively.

3. **"Transparency" isn't just a word. If you don't intend to practice it, don't preach it.**

Transparency isn't a flag you get to wave around only when it is convenient. Disclosure also shouldn't be something your legal department needs to brief you about. You already know what's right. And by "right," I don't just mean "ethical" or what you can get away with. I mean "right." Do *that*. Treat your customers with respect and treat your program on foundations of integrity and professional pride.

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Marketing content on a blog doesn't magically morph into something "authentic" that "engaged customers" will spread through "word of mouth."

9 Essential Things You Must Know About Social Business *(continued)*

4. Change management, not social media tools and platforms, is at the crux of social business development.

Because social is something you *are*, not something you *do*, most organizations cannot succeed in the social space by changing what they *do* and not who they *are*. A Director of Social Media can only do so much. If you don't really care about your customers, a community manager won't be able to magically transform you into a company that does. You have to *want* to become a customer-centric organization in order for the socialization of your business to be successful. That evolution can be painful, so plan to work with change management professionals to help you through that transition.

5. People are more important than technology. Hire people who care about other people.

If you hire and promote a**holes, your company will be full of a**holes. It doesn't matter how much Twitter and Facebook you add to your company's communications or how many awesome monitoring dashboards you buy if you are a company of a**holes. Start with your people, not your tools. *They* are what makes social either work or fail.

6. Talk less. Listen more.

Everywhere I look, I see companies spending a good deal of their time (and budgets) focusing on producing content, blog posts, social media press releases, Tweets, updates, events, and looking to "content strategy" to make sure it all fits smoothly together. That's nice. Too bad they don't spend at least as much time thinking about their *listening* strategy. *Listen* to your customers. Listen to your competitors' customers. Everything companies need

to know is passing them by because they are too busy talking and publishing. Shhhh! Companies that do social well use social technologies to learn how to better serve their customers and become a better company. Pertinent data can be turned into valuable insights. Valuable insights can be used to make better business decisions (strategic *and* tactical, short term *and* long term). That's the real value. Pushing content all day long and measuring likes and impressions won't get you very far. Remember: If your communications serve your marketing department more than they serve your customers or your business on the whole, you are probably doing it wrong.

7. ROI isn't everything, but if it is important to you, learn to follow the money.

If someone tries to sell you on the idea that ROI can be measured in influence, followers, likes, impressions, sentiment, web traffic or anything other than actual revenue, they probably aren't fit to be talking to you about ROI. However, if they can help you connect

the dots empirically between what you spent on an activity or program and how much revenue it generated—and *prove* it—then they're golden. Hire them and keep them around. Either way, make sure that your Sales VP or CFO are in the room whenever you need to have an ROI discussion with your social media team. It will keep everyone honest and separate the wheat from the chaff.

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You have to want to become a customer-centric organization in order for the socialization of your business to be successful.

9 Essential Things You Must Know About Social Business *(continued)*

8. You cannot effectively outsource customer relationships to an agency.

Research and intelligence, sure: *that* can be outsourced. Creative? That too. Implementing technologies and helping you with strategy? You bet. Marketing, PR and advertising? Of course. But the relationship part: the shaking hands, being there when customers ask you for help, participating in conversations, making them feel at home when they do business with you, none of these can be effectively outsourced. Not unless your agency partner embeds a team with you for a few months and you are both committed to a long term program, anyway. True “social” can’t be bought. You have to own it.

9. Social media should not be managed by *Marketing* anymore than your phones should be managed by *Sales*.

In 2012, 41% of social media directors were marketing professionals while only 1% were customer service professionals. Would you care to guess as to why it is that only 1% of social media programs seem to be yielding actual results while the rest are just making noise and turning anecdotal BS into “case studies?”

Any consultant, “thought leader,” agency or partner who doesn’t tell you these things isn’t fit to be consulted on the subject. Here’s the only secret you need to know about social business: There is no magic software or secret sauce. Nobody can promise and deliver you viral campaigns. R.O.I. is not measured in likes or shares or impressions. There are no shortcuts.

Success takes work, patience, love, passion, honesty, integrity, and a good measure of luck too. Finding out what works and understanding why it does takes a lot of time and reflection. Building success in social business is really a study in experimentation. You have to be diligent, smart, inquisitive and honest with yourself. Anyone who tells you it’s easy is lying to you. Anyone who claims to have invented a new algorithm or method to speed things up is trying to sell you a bridge.

You cannot effectively outsource customer relationships to an agency.



JOHN BELL | Social@Ogilvy

John heads up Social@Ogilvy - Ogilvy's global, social media marketing and communications practice and the world's largest network of social media strategists. He has developed and executed enterprise social media strategy for Nestle, the Ford Motor Company, Caterpillar, IBM, Coca Cola, and DuPont. John is a Web 1.0 graduate. As Creative Director at Discovery Communications, he transformed a single web site into 14 Web communities and services from DiscoveryKids.com to Animalplanet.com and more. He publishes a popular social media business blog The Digital Influence Mapping Project - <http://johnbell.typepad.com>. He contributes to many more. His twitter handle is: @jbell99.

Scaling Social Business Starts with Building Belief

While IBM may be able to champion the use of social media across its business without hesitation, many businesses struggle with the mix of attitudes in middle management towards what is seen as anywhere from a “frothy” fad to a revolutionary change. Trying to build belief that social media will change business may not be necessary. After all, “social media” means so much to so many. While it certainly fueled public protests to overthrow governments during the Arab Spring, helped reconnect Japanese people thrown apart during the 2011 earthquake/tsunami and grew the Zappos ecommerce business, it also drives countless trivial conversations online that were of questionable value to even those doing the talking.

On top of it all, many people feel that ‘social media’ as a topic has garnered an outsized attention for what it truly can deliver. The recent stock price “recalibrations” for Zynga, Groupon, and even Facebook, seem to play into the doubters’ positions. We need to take the long view. People’s behaviors are fundamentally changing. No one platform – not even Facebook – is a bellwether of this shift.

We don’t need to build belief in social media to lead business towards a productive and profitable social business strategy. We simply need to build belief around some enduring fundamentals:

- Closer listening to customers will help us understand their needs and behaviors better.
- Earning people’s attention and advocacy (and their business) will increase the value of our customers and our business.
- A new set of influencers may impact our business in significant ways and we had best know who they are and how to engage productively.

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We don’t need to build belief in social media to lead business towards a productive and profitable social business strategy. We simply need to build belief around some enduring fundamentals.

Scaling Social Business Starts with Building Belief *(continued)*

- The customer journey is complex and requires all the data – including social data - and understanding of human behaviors to affect.
- Marketing agility increasingly hits the bottom line as crises and issues rapidly accelerate across the social Web.
- Social tools can improve how we produce value and innovation from collaboration with employees, partners and customers.
- Driving up customer satisfaction and intervening earlier when problems arise can improve reputation and the bottom line.

All of these are made newly possible through social practices and technologies. Each builds on established sources of value for companies. Leaders can create alignment internally by building belief in these core fundamentals.

Three suggestions for building belief (and therefore support for social-centered initiatives):

- **Always frame initiatives against established business metrics.**

Choose KPIs that already have ‘buy-in’ in the organization. If communications benchmarks against ‘favorability’ then show how social can improve favorability. You can practice this by never using the word “engagement” in a report on program efficacy.

- **Show by example.**

The best ‘proof’ often comes from a “bright spot” example inside your organization. Where was social used best and what does that look like? External examples can help as well since they can motivate a competitive impulse.

- **Share an insightful knowledge of customer behaviors.**

People are changing how they choose products, services and candidates all across the world. By paying attention to how your customers or prospects actually behave in their ‘journey,’ you can justify almost anything.

Sprinklr

Enabling large enterprises to be Social@Scale



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