

CONTENTS

Understanding social media – 60 heads are

better than one! xiii

About Damian Ryan xvii

Acknowledgements xviii

01 Getting started – how to create a compelling social media programme 1

Welcome to the digital crossroads! 1

Dani Ryan, digital channel and conversion manager,
RyanAir 4

Defining your target market 5

Defining your objectives 5

Richard Costa-D'sa, managing director and
partner, Jam 7

Placing your social programme within the broader business
context 8

Auditing (what is our social impact to date?) 9

Creating a plan (understanding your social levers) 9

Ownership (who gets the reigns?) 10

Buy-in (who is going to support you?) 11

Jemima Gibbons, social media strategist, writer and
blogger 13

Your listening post 13

Working the data 14

Patience is a virtue 14

Setting your goals 15

The strategic game plan 16

Chapter conclusions 16

Case study: Topman/Google 17

02 Rules governing the relationship between search and social 20

- The new world the of the three S's 21
- Joseph Morgan, director of strategy, Matter Of Form,
The Brand Interactions Agency™ 23
- Elaine Lindsay: international speaker and media
consultant 28
- Chapter conclusions 29
- Case study: Young and Well Co-operative Research
Centre/Zuni 29
- Case study: Crabtree & Evelyn/Über 35
- Case study: James McCabe/Hit Social 38

03 How to budget for social media activities 40

- So where is the spend really going to get us? 41
- Laurent François, executive creative strategist and
co-founder, Re-Up 42
- Splitting the different lines of tasks 42
- Team 44
- Advertising 46
- Splitting the different lines of activities 46
- Trina Albus, president, Magenta 47
- Building a strong team 47
- Choosing the right tools 48
- How much should I spend on tools? 49
- Creating a clear paid strategy 49
- Ema Linaker, head of Social Centre of Excellence (MENA),
Leo Burnett/Holler 51
- Have purpose 51
- Be human 52
- Pass the why case, why share test 52
- Make the experience social 53
- Integration 53
- Pay attention 53
- Chapter conclusions 54
- Case study: Expedia/[a•mo•bee] 54
- Case study: Cadbury/Google+ 56

04 Setting KPIs and measuring success 57

- Making it all count! 57
- Magnus Jern, Golden Gekko 59
 - Setting KPIs 59
 - Tools to measure success 60
 - Using analytics data to further improve the service and ROI 61
- Adolfo Aladro García, chief operating officer, ADTZ, Madrid 62
 - Applause and engagement 62
 - Social metrics 63
- Conor Lynch and Ivan Adriel, Connector 65
 - Listen carefully: your consumers are talking about you online 65
 - 10 benefits of social media monitoring 66
 - Social media monitoring process 68
 - The metrics for monitoring social networks 69
 - Choosing digital listening tools 71
 - Conclusion 72
- Alpesh Doshi, CEO, Fintricity 72
 - Digital marketing 73
 - Data, central to the new marketing model 74
 - Leaders in using data 75
- Chapter conclusions 76
- Case study: Goody Good Stuff/Shoutlet 77
- Case study: Facebook Audience Insights for MENA/Red Blue Blur Ideas 79
- Case study: Positive Power Sp. z o.o./MusclePro 85

05 Understanding social media ROI – what matters and what doesn't 88

- Please give me clarity! 89
- Ana Jesus, EMEA marketing manager, Shoutlet 90
 - What matters 90
 - What does not matter 91

Ema Linaker, Holler, Leo Burnett	93
From social media metrics to social media engagement	94
James Eder, founder and head of new business,	
The Beans Group	97
Know your audience	98
Be authentic	98
Being social by design	99
Jenna Hanington and Molly Hoffmeister, Salesforce	99
Goal 1: increase follower engagement	100
Goal 2: increase brand awareness	101
Goal 3: prove social media ROI	102
Mark Walker, content marketing and social media manager,	
Eventbrite	102
Distribution	103
Engagement	104
Sales	104
Investment	105
Conclusion	106
Kieran Kent, managing director, Propeller PR	106
Setting social media goals	107
B2B success stories	108
Bake social into the rhythm of your business	109
Put in place an editorial strategy that makes sense for your brand	110
Develop a different approach for each platform	110
Conclusion	111
Chapter conclusions	112
Case study: Quantcast/Tweeting to the right audience	112
Case study: Remington SE/Shoutlet	115

06 Why social media is central to customer experience 118

The customer is always right, right?	119
Marc Duke, consultant specializing in B2B marketing	120
Isabelle Quevilly, independent digital strategy director	123
Neil Witten, chief technology officer, founder and product owner, StoryStream	126

Ellie Mirman, HubSpot	130
Thirty terrible pieces of social media advice to ignore	130
Paul Handley, CEO, Hit Social Media	139
Obtaining maximum page-like increase on Facebook	139
Omaid Hiwaizi, chief strategy officer (UK) and Adrian Nicholls, head of Digital (UK), Geometry Global	142
Embracing the power of social influence on purchase	143
Brands are already embracing opportunities to drive sales through social influence	144
Conclusion and takeouts	148
Peter Simpson, CMO and strategic alliances strategist	148
Social media: adding trust to online shopping	149
Positioning your brand for social media success	149
Ratings and reviews	150
Social media is here to stay	151
Chapter conclusions	151
Case study: The Environment Agency/Sentiment Tool, Dam Digital	152
Case study: Mountain Hardwear/purechannelapps™	155
Case study: Argos/Dam Digital	157

07 How to build a social media team – how to pick the right suppliers 160

Hired or fired?	161
Lee Wilson, campaign delivery manager, Red Rocket Media	161
Why do you want social media? What are your objectives?	162
All social media agencies are the same – so it's all about price?	164
Mazher Abidi, head of social media, Initiative MENA	165
Social media employees are still employees	167
Social media users are not social media marketers	167
Erudite and creative	168
Concluding remarks	169
Chapter conclusions	169
Case study: El Armario de la Tele/ADTZ	169

08 Understanding the relationship between online PR and social media 172

- How social media has turned traditional PR on its head... 173
- Jack Cooper, Vertical Leap Digital/Red Rocket Media 174
 - So, what type of PR is available through social media? 174
 - Social media has enabled cost-effective discovery 175
 - There is an era of fierce competition 176
 - Be direct, be efficient and use the power of the hashtag 176
 - Integration – using social media as a part of your PR strategy 177
 - Social media PR can go wrong 177
 - Quality content is key 178
 - Measuring the accountability of social PR 178
- Jim Dowling, managing partner, Cake 179
 - Be intelligent 180
 - Make sure you have a great idea 181
 - Get people to see it 181
 - Make sure it worked 183
- Laura Crimmons, Branded3 184
 - Journalists' use of social media 185
 - Positioning social media in your business environment 185
- Matthew Sweeney, Salesforce 186
 - Real-time bidding 188
 - Precision content and targeting 188
- Ithamar Sorek, Glow Media 189
 - How does native advertising fill the gap between brand publishing and banner advertising? 190
- Chapter conclusions 191
- Case study: Proficient City/Glow Digital Media 191
- Case study: Direct Blinds/Shackleton PR 193

09 The future for social media and the vastly changing landscape 198

The future is speeding towards us: are you ready to take the next leap? 199

Anil Nair, CEO and managing partner, Digital L&K/Saatchi & Saatchi 200

Social content management: curation and social bookmarking 200

Decentralization of power 200

Behavioural shifts 201

Be guerilla 201

Fission and fusion 201

Wall meltdown 201

Jason Mander, head of trends, GlobalWebIndex 201

Fast-growth markets 202

Lauren Friedman, head of social business enablement, Adobe 207

Infuse social media into every aspect of the way you do business 208

Enable, empower and educate your employees to be social on behalf of your brand 209

Be where your customers are... on their phones 210

Targeting – getting it right 210

Paul Armstrong, FORTH/WITH 211

The future is still TBD 212

But isn't mobile the future of social? 213

Dark social will lighten up 213

People will refocus on the realities of social 213

Distribution will become a staple part of all strategies in the future 214

So that leaves us with? 214

Simon Kingsnorth, digital marketing director 215

The growth of mobile 215

The growth of video 216

The growth in location-based technology 216

Non-Western-based social media 217

Social media – not just a channel for youth	217
The new face of customer service	218
Forecasting further ahead	218
Mike Berry, Mike Berry Associates	220
Social media will not be ‘un-invented’	220
But the ‘usual suspects’ may well change	221
Social media will be increasingly enabled/facilitated by technological advances	221
Social listening will become increasingly sophisticated	222
Brands will increasingly get their act together	223
Chapter conclusions	224
Case study: Cyberlunes/ADTZ	225
Case study: BNP Paribas/Tweet & Shoot	226

10 Risk assessment and risk management in social media 228

Play safe to stay in control...	228
Tom Chapman, content specialist, Red Rocket Media	229
How is social media dangerous?	230
Create a social media risk assessment	231
How Fedex handled a social media crisis	231
What can we learn from FedEx?	232
Do not fear social media	233
References	233
Chapter conclusions	234
Case study: eBay/[a•mo•bee]	234

<i>Contributors’ biographies</i>	236
<i>Case study index of suppliers</i>	264
<i>Index</i>	274