Organize Your Social Business

How to Integrate Social Media Enterprise-Wide

Hootsuite™

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Social media is spreading beyond the confines of an enterprise's appointed social media teams or advocates. A recent survey by Altimeter[1] found that 78 percent of enterprises have a dedicated social media team, with 22 percent having these teams at both the corporate and division level.

The survey also points to a growing understanding of the need for scalability to mitigate the potential to fragment, silo, or even stagnate social media efforts if they are not encouraged to grow across an enterprise.

With the increased adoption of social media for business comes closer evaluation at the executive level for its importance as a business driver. It also means a shift toward greater consideration of its accountability via analytics[2] beyond its traditional homes in Marketing, PR, Advertising, and digital agencies to areas like CRM and Sales. In HR, where organizations are capitalizing on the enormous power of social media to amplify corporate culture to prospects, more than 50 percent of organizations surveyed across the banking, manufacturing, IT, retail, and telecom sectors indicated that social media is driving their hiring initiatives.[3]

Discussions that once focused on why an enterprise should invest in social media are now shifting responsibly towards defining how, and even how much. As the use of social media expands across teams, departments, business units, the need for robust platforms, solid planning, and the ability to dig deeply into data to support and build its case is growing right alongside. Like the proverbial journey of a thousand miles, the evolution from a single social advocate to a social organization that is revolutionizing the way enterprises communicate each day has a logical beginning. As Dave Armano, EVP, Global Innovation & Integration, Edelman Digital succinctly stated, "Getting organized around social is the most important first step towards social success."[4]

Five Steps To Social Success

Successfully organizing your enterprise's social media strategy starts with a series of steps similar to those taken by smaller-scale teams who are building a social media presence. We can learn from and adapt the methods of successful social teams and amplify them to facilitate conversation and meaningful relationships between enterprises and their customers.

1. Determine Leadership and Organize Teams

Empower your employees so that they can have conversations with customers and begin to develop meaningful relationships. The best way to start is by identifying leadership to set policies, provide best practices, and establish clear roles. With leaders and team members in place, the social structure is clear and the task of identifying social goals becomes less challenging.

2. Align Strategy Across Departments

At this stage, executive buy-in is crucial. Until now, social teams may have been operating without enterprise-related business goals. This is the time to coordinate strategy between social teams and align goals with departmental and organizational objectives.

3. Provide a Platform that Satisfies Business Needs

Centralize control over your social media platform and make decisions around which networks and channels you will maintain. You might already have teams, or even individuals, using separate social media relationship platforms to execute programs over numerous social media networks. A siloed social media structure can stand in the way of sharing information, creating consistency of best practices, and can impede the seamless collaborative experience. The best way to drive social media success is through the deployment of a unified, enterprise-wide social relationship platform.

4. Leverage Your Ecosystem

Research and incorporate new innovations and tools that can help facilitate solutions for specific social teams and your entire social organization. Hootsuite has fostered an innovative and thriving ecosystem of more than 100 app integrations, technology partners, leading agencies, and solution partners that work for every functional aspect of your business and integrate with existing software and technologies.

5. Enable Systematic Rollout and Success

Invest in education and training. The primary reason we put so much time into developing our education programs, including Hootsuite University, Advanced Social Media Certification, and Custom Education, is because we believe that education is paramount to success. You need to thoroughly test your tools before going live to make sure that they not only work, but work for your purposes.

The Social Business

The early years of enterprise-level social media were dominated by Marketing and PR departments or by partner organizations associated with those areas—companies like traditional and digital agencies or PR and media relations firms. These early adopters established, propagated, and continue to create many of the industry's best practices. The evolution of social media in business, though, sees it spreading out of those areas and into other departments across enterprises such as Customer Service, Sales, Human Resources, and IT.

Social media is helping people work more efficiently, amplifying corporate culture on behalf of HR, driving innovative thought around R&D, nurturing leads for Sales, and keeping management informed about the success or failure of initiatives.

Whether your organization is trying to build greater social capital, engage with influencers, or manage and build communities around specific areas of interest, social media gives you more feedback and drives deeper insight than ever before. You receive constant communication from your community and have access to greater competitive understanding because you're hearing what your consumers say as they say it. Social media gives you the power to use this information and insight to mediate your own conversations and re-engage your consumers with increasing sensitivity and empathy.

"A social business is something altogether different as it embraces introspection and extrospection to reevaluate internal and external processes, systems, and opportunities to transform into a living, breathing entity that adapts to market conditions and opportunities."

Brian Solis, Principal, Altimeter Group

Organizing Your Social Business

Your business units are in place. You've made decisions about social networks and established a unified social media strategy. You've leveraged your ecosystem to better optimize social media as it relates to your organization's business goals. And, with your social organization in a unified state, the next step is to engage with consumers, colleagues, fans, and influencers.

Teams are Social

At Hootsuite, we start by establishing your master organization beneath which there are teams and team members. Your organization has global control and oversight over all of your social activity. Your teams and team members are each oriented departmentally and tasked with managing certain social media networks and profiles. Though they operate independently, there is free sharing and exchange of information across teams as well as the ability to assign tasks to one another. Team members are each given independently assigned and appropriate access to create or publish content across their designated social profiles by their team leader. Organized and provisioned, your teams are ready to tap into the real value of social media influence.

Valuable new information and ideas you collect from social media often comes from prospects that your organization can build relationships with. As you engage and converse outside your closest social circles, you gather more meaningful information you can pull into your established networks for discussion. By introducing new knowledge and information to your existing ecosystem, you expand its scope. The power of this new information is with your established groups and increases the potency of its referral and recommendation. As you're able to converse easily with your prospective customers in multiple languages, across different regions and countries, you're constantly feeding new knowledge back into your networks and enterprise, and sharing engaging, informative content.

People follow brands online for a myriad of reasons. A recent study from Performics[5] shows some are looking for coupons or discounts, to get advice on a purchase or connect with Customer Service, while others identify with the brand or want to feel connected to others with similar interests. Broken down by industry vertical we see high demand for discounts in personal care (67 percent) but relatively low demand in financial services (24 percent). The desire for access to customer service is highest in automotive (26 percent) and financial (30 percent), but much less so in healthcare (six percent) and travel (nine percent).

A study from Nielsen[6] looked at the reasons people like brands on Facebook specifically. The lure of discounts and special offers was especially strong on Facebook and, interestingly, significantly stronger in North America than in Europe. North American consumers want their brand affinity to have some return on their time investment (I've paid attention to you, now reward me). There are also drivers like being the first to receive updates or simply showing support for a brand. One interesting finding from the study: Europeans are more likely than North Americans to like a brand because a friend does.
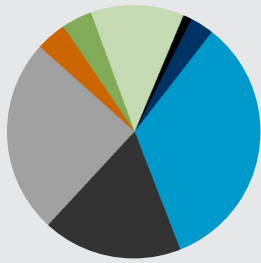
Why Do People Follow Brands?
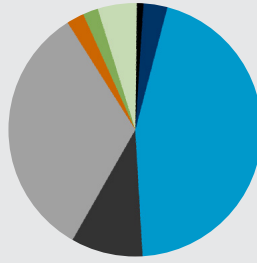
Nielsen, Social Media Report

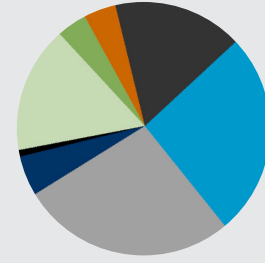|	1. I want coupons/ discounts	2. To get advice on purchases	3. Because I identify with the brand	4. I feel connected to others with similar interests	5. To connect with customer service
Personal Care	67%	30%	26%	17%	9%
Food	63%	21%	18%	13%	9%
Healthcare/Pharmaceuticals	58%	34%	13%	9%	6%
Travel	53%	31%	29%	20%	9%
Nonalcoholic Beverages	50%	19%	22%	9%	9%
Automotive	35%	33%	32%	28%	26%
Alcoholic Beverages	26%	17%	24%	13%	6%
Financial Services	24%	39%	39%	17%	30%

Why Do People Like Brands?

Global

North America

Europe

- To receive discounts/ special offers
- To be among the first to get new updates on the brand/industry
- I just want to show support for the brand/celebrity
- One of my social networking friends recommended I follow/like it
- I happened to notice that one of my social networking friends followed/liked it
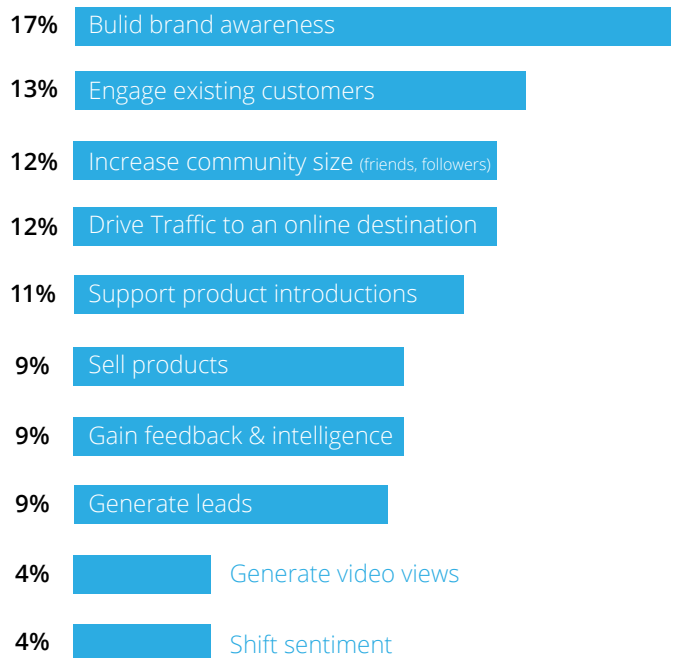- I saw an advertisment and was curious about it
- I'm an employee of the company/brand
- Other

Marketing is Social

There is a notable disharmony when you look at the reasons that Marketing, which led the charge into social media for enterprise, is using social media compared to the reasons of customers. A study[7] conducted with marketers currently using social media found that the primary reason they were engaged in social was to build brand awareness (17 percent) rather than offer coupons and discounts. If you take the top four activities of marketers polled, nearly 50 percent of online programs are engaged in matters other than what social media customers are requesting. Does this mean all social media programs should be centered on coupons and discounts? Not at all, but clearly there is some guidance to be taken from the data.

Customers need to be at the center of their own experiences. It may seem obvious to state, but marketers often mistakenly try to put their products at the center of the customer's world or try to move the customer into the center of the brand experience. The reality is that customer is in the middle of their own

Social Marketing Objectives According to Marketers and Agencies in North America

17%	Bulid brand awareness
13%	Engage existing customers
12%	Increase community size (friends, followers)
12%	Drive Traffic to an online destination
11%	Support product introductions
9%	Sell products
9%	Gain feedback & intelligence
9%	Generate leads
4%	Generate video views
4%	Shift sentiment

world, some of which may include experiences with brands and products. Social media only heightens the effect of this disconnect when it occurs.

Brands need to look for ways to move into their customer's world and engage them in meaningful conversations. Surround your customer with Marketing and PR, Service and Support, Sales or any of your customer-facing roles in an integrated manner. Nurture, build, and manage your customer relationship to a rewarding place. If you do it well, you elicit all-important customer advocacy.

Customer Experience is Social

The customer experience is increasingly social and we believe that the strongest driver behind this growth is the ability of your customers to either advocate for or complain about an experience with your brand. In either case, the effect is amplified.

In order to manage this new world of customer experience, it's important to understand all of the personalized touchpoints a customer has with your brand and how your messaging can be adjusted and refined to reflect the sensitivities of each instance. You'll want to then empower the different customer facing teams to deliver on these optimized messages to reduce friction with your customers. Reducing these pain points brings your organization closer to increasing retention, and even more importantly, you create empathetic customer experiences that showcase your organization's true value.

CRM is Social, Social is CRM

To be successful at the enterprise level, it is essential to think of social as CRM.

In a business context, social media becomes one of the most effective tools for understanding, engaging, and helping customers. As an asynchronous model, it shares strengths with email over phone in that it allows your Customer Service department to prioritize responses and set manageable service level agreements (SLA). It creates an environment where conversation with many people simultaneously, on a one-to-one basis, is possible.

People use social media contact lists to manage their contacts, effectively blending Twitter, Facebook, and Google contacts into one list on a mobile device. It follows through most CRM systems where we can now monitor the social media activity of a customer and/or use the social media profile of a customer to augment CRM data, often in real time.

Social CRM has emerged as a contender category to capture pent-up demand for this obvious integration, and the major CRM vendors are responding with social bolt-ons—with varying degrees of effectiveness.

Regardless of tech roadmaps, social media is already proven to be a powerful customer relationship management tool across the sales or acquisition funnel. It's important not to think of it just as a support channel, but as a way to empower your customers to communicate experiences—positive and negative—with your brand and receive assistance. For that relationship to work, social media needs to be integrated into your current CRM and support systems. And make sure you choose an SRP that connects to your existing CRM to streamline the process and create visibility into your efforts.
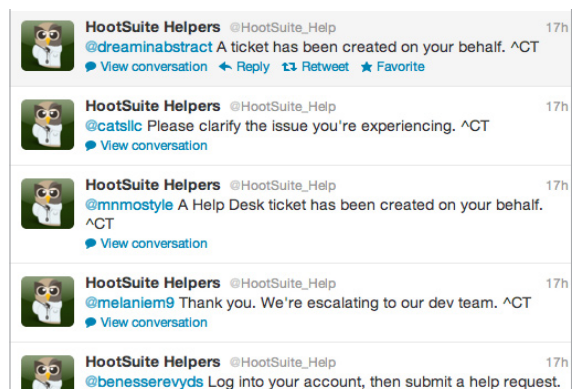
Social Customer Service

Sales is Social

Customers with unified sets of interests are going to discuss them online. Shoe people will talk to shoe people. Restaurant lovers will engage with restaurant lovers. In the technology sector, every new release and hardware update is scrutinized, analyzed, shared, and discussed. Sales and sales intelligence are increasingly social. Social media enables the Sales department to research and better understand customer needs, find leads, and close deals. It also promotes collaboration and learning across large account teams. You can use social media to evaluate and respond intelligently to competitive threats. And it helps Sales departments to communicate effectively with other customer-facing teams, like Marketing or Customer Service, to integrate services and solutions, and promote efficiency.
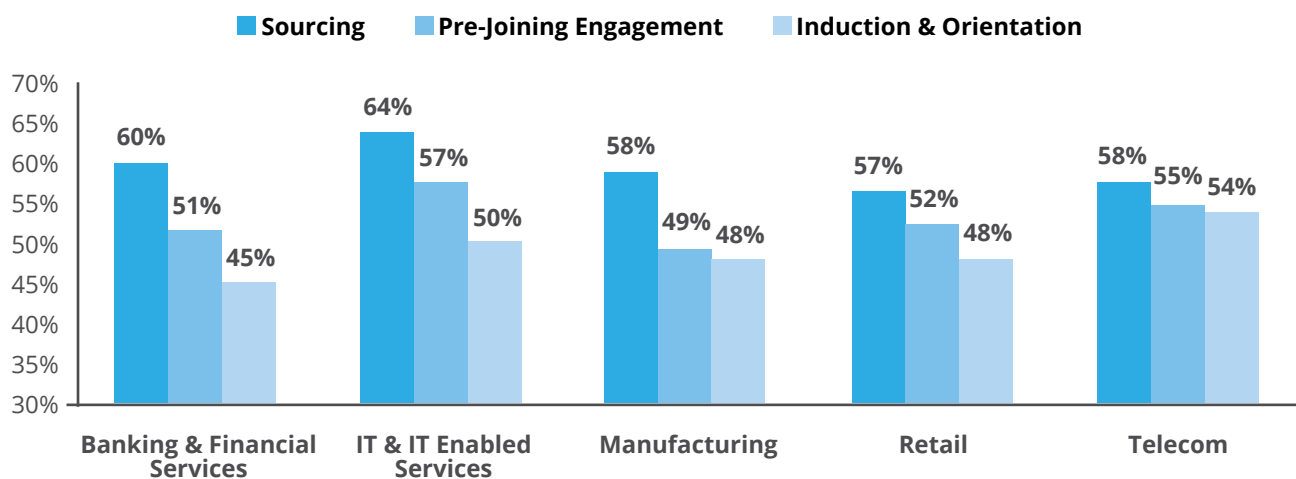
HR is Social

Some of social media's biggest strides outside of Marketing are taking place in the HR department. At Hootsuite, by nature of our business, we've seen an explosion in the social résumé where candidates are reaching out to us via Twitter, videos posted to YouTube, and any number of displays of creativity placed within the social media sphere.

Social media is used as a recruiting tool and as a way to engage future employees. Perhaps its most significant role is as our own VP of Talent, Ambrosia Humphrey puts it, "To amplify the culture of an organization." Instagram and flickr, for example, are formidable tools for allowing future prospects to peer into an organization and see the environment and employee culture.

Outside of a social media environment, a Wipro study from 2012[8] looked at uses for social media by industry. The study showed active use across banking and financial services, IT, manufacturing, retail, and telecom sectors. Not surprisingly, IT was particularly engaged in social media from an HR perspective, but the numbers across all verticals weren't far removed from IT's level of integration. No less than 55 percent of surveyed organizations use social media for sourcing (with IT at 64 percent), 49 percent use social media for pre-joining engagement (IT, 57 percent) and 45 percent use social media for induction and orientation of new employees (IT, 50 percent).

Preference for Using Social Media in Hiring by Industry

Wipro Study

Bar chart legend: Sourcing, Pre-Joining Engagement, Induction & Orientation

| Industry	Sourcing	Pre-Joining Engagement	Induction & Orientation
Banking & Financial Services	60%	51%	45%
IT & IT Enabled Services	64%	57%	50%
Manufacturing	58%	49%	48%
Retail	57%	52%	48%
Telecom	58%	55%	54%

Big Data is Social

All social media roads lead to data—and data is the interface for business. Social media data is commonly visualized within interactive dashboards and as reports where you're able to take a quick top-line look at numbers. Increasingly, though, we're seeing the ability to click deeper results over geographic areas and better map out the behavioral nuances between customer segments. You can then stream that data into existing channels and distribute it appropriately, marketing data to Marketing, or sales data to Sales.

Use the Hootsuite Insights platform to help gather and organize social media metrics for each team and use-case. With Hootsuite Insights, teams can create custom dashboards that show an actionable, real-time feed of both social conversations and metrics that matter for that team's success. Team members can quickly filter these streams of data by language, location, or sentiment to see exactly who is engaging from what location at any time. Observe volume and share stats, track sentiment, and create shareable custom reports.

With the Hootsuite dashboard, you can also look at social media traffic generated per employee and evaluate which of your employees are high performers driving social media engagement with your customers—a useful performance management tool. You can look at page views generated by social network or establish which social media accounts are driving the most revenue. From this data, you can begin to form new metrics like lifetime value of a socially engaged customer, or look at your top influencers and see how they're able impact your bottom line.
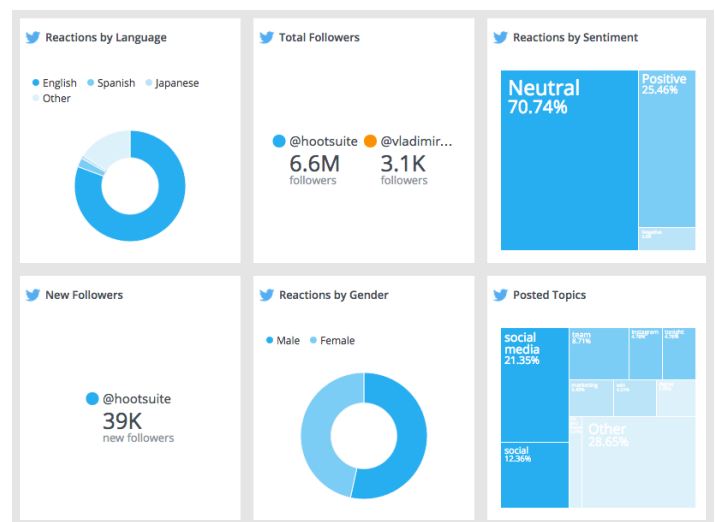
Hootsuite Insights Platform

Global Social Collaboration

We're on a long road from the era of individual social advocates to one of the mature social organization, where social media becomes a significant part of every role. But we are, unquestionably, on that road.

Social media is revolutionizing business communications. It provides, in many ways for the first time, an effective method of mediating conversations around brands through social listening, deeply and in real time. You are able to engage with stakeholders—customers, partners, and influencers—in increasingly connected and empathetic ways on the platform where the conversation is already occurring. And through analytics, you can better understand the outcomes of your listening and engagement and use real data to close the loop on decision-making. Ultimately, social advocates, teams, and business units will use social media to overcome geographic, language, and time zone barriers for true global collaboration. But right now, it's time to get organized.

"Conversations among the members of the marketplace happen whether you like it or not."

Seth Godin

Endnotes

1. Altimeter Group, "The State of Social Business 2013: The Maturing of Social Media into Social Business", 2013.

2. MITSloan Management Review/Deloitte, "Social Business: What are Companies Really Doing", 2012.

3. Wipro, "Impact and Relevance in Managing Human Resources in India", 2012.

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7. Pivot Conference, "The Rise of the Social Advertiser", 1 August 2011.

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About Hootsuite Enterprise

Partner with Hootsuite to accelerate your social transformation

Social Marketing

Social Selling

Social Customer Service

Employee Advocacy

Social HR

Hootsuite is the most widely used platform for managing social media, loved by over 10 million people around the globe and trusted by more than 800 of the Fortune 1000. Hootsuite Enterprise empowers organizations to execute business strategies for the social media era and scale social media activities across multiple teams, departments, and regions. Our versatile platform supports a thriving ecosystem of social networks complemented by 200+ business applications and integrations, allowing organizations to extend social media into existing systems and programs.

Along with our channel and agency partners, we help organizations build deeper relationships with customers, stay connected to the needs of the market, grow revenue, and draw meaningful insights from social media data. Innovating since day one, we continue to help organizations pioneer the social media landscape and accelerate their success through product training, group training and tailored organizational training, as well as security and compliance services.

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