

UNTANGLING THE SOCIAL WEB: A HOW-TO GUIDE

PART 7: HOW TO DEVELOP AN INTERNAL SOCIAL WEB STRATEGY

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INTRODUCTION

With incredible speed and scope, social networking has altered the way people communicate, share and build relationships. And its vast capabilities have manifested and evolved beyond social functions, bringing new depth and dimension to the way people interact professionally. For businesses, and especially HR departments, this sweeping change is enormous, bringing both new challenges and opportunities when it comes to engaging with current employees, communicating with industry partners and attracting new talent.

As was detailed through the previous six parts of this special report, the social web requires some critical disciplines and new approaches, whether for internal or external communication. Companies need a clear focus on both goals and communication style. In addition, successful communication requires authenticity, understanding and collaboration. Plus, your content must be both interesting and useful to build successful networking. Those same factors hold true whether you are talking to customers, employees or business partners.

The social web can be highly beneficial for internal operations. As one HR expert said, “We live in a ‘click it and it’s yours’ world. If they can’t click on you, you’re missing out.”¹ But the rapid pace of this growth has left many businesses struggling to find a path forward, searching for guidance on how best to use the social web successfully. This is because the rules of engagement and exact measures of success in the entire social web remain undefined and undetermined because the social web is continually evolving.

The retail business leaders who make up the Coca-Cola® Retailing Research Council (CCRRC) of North America acknowledged these problems in selecting social media as its research topic for 2012 and 2013. The council members felt that they, like many business leaders, needed greater understanding of the social web and guidance on how to move forward. The first five parts of this study examined why the social web is growing so quickly, why it is alluring, how to understand its usage (socially and professionally) and included an outline of the challenges businesses face.

Part 7 hopes to provide businesses a clear, easy-to-follow path toward success in the social web. By following the steps listed in this report, you will gain a sense of:

- *How to build an internal social networking strategy*
- *How to choose between the many social networks*
- *How to develop effective engagement based on your objective(s)*
- *How to build measures of success and achievement*

¹ Integer. (2012). Expert Interviews.

Following these steps, along with the exercises and examples included, can help businesses of any size get a clear picture of how to leverage the social web. One particular area of emphasis is understanding some of the legal limitations for both current and prospective employees—both of which are covered in this report.

While Part 7 has numerous parallels to Part 6, the how-to guide for developing an external social web strategy, there are also significant differences to consider as companies try to create guidelines and structure regarding the new world of communication. To understand the full potential of the social web for all aspects of your business including marketing and PR, we recommend reading both how-to guides in addition to Parts 1–5.

Untangling the Social Web: Understanding the Basics

Being social is nothing new. Humans are programmed to socialize, connect and share.² But socializing in today's world has increasingly become a series of digital interactions—endless streams of Tweets, Facebook posts, comments and check-ins. It's no longer enough for businesses to connect with shoppers, employees or recruits through traditional means like TV, print, email, meetings or job boards. People use the social web for an array of things from sharing photos to keeping abreast on industry news and professional networking. And it's likely that conversations are happening about your business on the social web whether you know it or not. In today's world, it's necessary for all businesses to join the conversation and be part of the social web.³

The social web is a complex and evolving space, and it has tremendous potential for retail businesses of all kinds. A panel of social media experts interviewed for this study acknowledge the difficulties of the social web but embrace its unpredictable dynamics and use it to their advantage to create strong relationships that aim to improve loyalty, increase brand awareness and generate advocacy. How did they do this? By being strategic and flexible.

How can you succeed in the social web? Think of it like high school. As discussed in Part 1 of this series, the social web is very similar to the social situations we faced in high school—people self-selecting into sub-groups, the boring people are overlooked and the fun, exciting people attract a crowd. The fear and uneasiness that we all faced on the first day of high school is the same fear that typically overwhelms businesses when they enter the social web. We hope the knowledge from Parts 1 through 5 gives you a solid foundation of knowledge and that Part 6 and 7 empower you to approach it strategically.

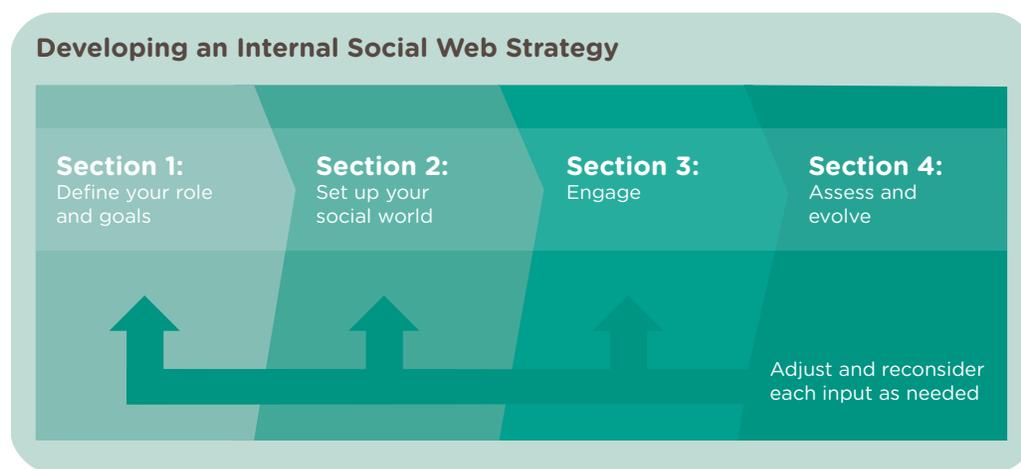
Note: Parts 1 through 5 of this study provide foundational knowledge about the social web including why it's alluring, the types of social networkers, how the social web is currently being used for shopping and the value for brands and retailers. Part 6 of this study provides a strategic framework for how to develop an external social web strategy. These can be found for download on the CCRRC of North America website.

2 CCRRC/The Integer Group. (2012, February). Untangling the Social Web: Insights for Users, Brands and Retailers, Part 2: Identifying the Allure of Social Networking: Traits, Behaviors and Motivators.

3 The Integer Group. (2012). Expert Interviews.

About Part 7: How to Develop an Internal Social Web Strategy

You can tackle many business objectives using the social web—improve employee relations, generate recruitment efficiencies, build your professional eReputation—the list goes on. However, it is not always effective to try to conquer every objective. The social web is a complement to current internal processes. Therefore, an effective professional social web strategy starts with a narrow set of objectives that position social to amplify the efforts of your existing processes. This will guide your vision, operational framework, level of engagement and measurement. So how do you know which business objective(s) is (are) right for your business in the social web? We feel that knowing your professional role in the social web helps to naturally narrow what you can and cannot do, can and cannot say and, ultimately, what business objectives and successes are achievable and relevant for your role in the space.



Section 1 will help you articulate your professional social role and, ultimately, your social web vision through the lens of your business' internal operations and also your external eReputation for your current and prospective employees. The section breaks down how to affirm and articulate your business' identity and how to observe, listen and learn about your connections to expose your social role, objective and holistic vision. This direction will help you effectively set up your social world for successful engagement.

Section 2 provides guidelines for choosing social platform(s), staffing and/or training staff on your social operations. This section examines how to select the appropriate listening resources for monitoring activity and creating a strong professional social voice—elements that work together to detail a go-to-web strategy for activating your social vision.

Section 3 outlines how to effectively activate professionally on the social web. With more than 1 billion Facebook users and 2 people joining LinkedIn® every second, attempting to be seen and heard in the social web might seem like an insurmountable task—even with an airtight vision and

operational foundation.^{4,5} Section 3 will demonstrate that effectively engaging in the social web relies on knowing the rules of the road and knowing how to make them your own. It outlines various ways to engage in the social web, each of which can evolve with the audience, landscape and technology available. Engaging in this way helps you to reach your audience in new ways, be more personable and advance and develop connections. But how do you know if it's working?

The social web is still relatively new and continues to evolve, which makes measurement challenging. More important, due to the organic nature of the social web, it's hard to pin down exactly what success is supposed to look like. This can be frustrating for business people who love frameworks and clear measurements of success. The social web is somewhat defiant to frameworks because there are too many variables to make a simple model that applies across the board. What we do know is that after talking to our panel of social web experts, there is an overwhelming sense that the social web is an experience- and engagement-based discipline that requires a new set of metrics.

Section 4 provides insight into how to interpret activity and data points so that you can evolve and adapt. Three frameworks are proposed depending on your objective(s). Section 4, and the guide as a whole, is meant to provide a strategic starting place as well as prompt new thinking so that you can develop an internal social web strategy that suits your business—and continue to adjust and fine-tune it as needed.

4 Facebook. (2012, October). Retrieved from: <http://newsroom.fb.com/content/default.aspx?NewsAreaId=22>

5 LinkedIn. (2012, October). Retrieved from: <http://press.linkedin.com/content/default.aspx?NewsAreaId=29>

METHODOLOGY

For this project, a combination of primary and secondary research was used to build a strategic framework, best practices and how-to tips for the readers wanting to hone in on an internal social web strategy.

We used findings from Parts 1–5 of *Untangling the Social Web* to set the stage for strategic thought. But to fully understand strategic consideration in this rapidly evolving space, we sought input from a variety of HR and social media experts both in and outside the retail/grocery industry.

About the Expert Interviews

- In addition to leveraging social media, digital and media experts within The Integer Group® and TBWA® network, we conducted interviews with 14 industry participants including HR executives, social recruitment managers and talent-acquisition executives.
- Six experts were sourced through Guidepoint Global®, an international primary research firm offering phone consultations with experts relevant to your research objectives. The remaining experts were sourced through council members.

Input from experts was then combined with secondary research to build a holistic viewpoint. Secondary resources included subscription-based resources such as Forrester® and Experian® Simmons as well as publicly available information from social networks, industry blogs and news sites. Tracking industry blogs/news as well as brand and retailer activity on social networks provided us with real-time insights and examples of engagement and marketing in the social web.

SECTION 1: DEFINE YOUR ROLE AND GOALS CREATE A PROFESSIONAL SOCIAL WEB VISION

OVERVIEW: Section 1 consists of six steps that will shape the foundation of your internal strategic role and vision for the social web.

STEP 1: Reframe Your Business' Professional Identity: asks you to rethink your HR mission and values through the lens of the social web.

STEP 2: Listen and Learn; Discover Your eReputation: outlines how to listen to the social web and understand the current buzz about your business to ultimately expose strengths, weaknesses and opportunities.

STEP 3: Listen and Learn; Get to Know Your Professional Social Connections: gives you tips on how to observe current activity in the social web and gain an understanding of how your current and prospective employees use the social web professionally (and personally).

STEP 4: Identify Your Social Role: a vital step that asks you to examine findings from Steps 1 through 3 and identify the best means of connecting. The resulting professional social role acts as the strategic foundation for your internal social web vision, voice and means of engagement.

STEP 5: Narrow Your Sights; Identify a Professional Social Web Objective: provides a framework for conducting a competitive audit and identifying internal social web objectives that build upon your existing efforts.

STEP 6: Envision and Track Success: outlines how to elevate your social role to a holistic strategic vision that has clear business objectives and measures of success.

STEP 1 Reframe Your Business' Professional Identity

Social networkers look to the social web to connect, communicate and engage. It's a place that thrives on authentic, personal interactions even when interacting professionally with their industry, coworkers or even their employer (or prospective employer). And many might not even realize they are being "professional" on the social web because it is often viewed as a social space. Reading relevant news stories/blogs and seeing what other companies are doing on the social web can all help to contribute to your professional life whether you are salaried or hourly. The social web provides a new layer of valuable knowledge about companies, industries and professionals that cannot be summed up in an article, on a website or in a mission statement. Because this is so important, the first step in identifying your professional social role and creating a professional social web vision is to affirm and articulate your business' professional identity and culture so that it is relevant to your current and prospective employees on the social web.

STRATEGIC RECOMMENDATION: Review Parts 3 and 5 of *Untangling the Social Web*, which examine the four types of social connectors and the current state and value of professional social networking. When reviewing the types of connectors, consider all four. Though professional interest is not a primary driver for three of the four personas, each has tendencies to use social platforms for professional reasons—whether they know it or not.

Many of you know your business' internal cultural identifiers, core values and mission. But these elements are often framed as future goals or missions of the business rather than a summary of what today's employees feel and value. So what do your mission and goals mean to your current and prospective employees? And do they lend themselves to a personality and/or culture that someone would want to engage with on the social web?

Use the following exercise to help reframe your business' professional identity with the current state of your business, its culture and the social web in mind. This will help direct strategy later in Section 2, when you are developing a professional voice for the social web.

STRATEGIC RECOMMENDATION: As you begin to craft your strategy, it is important to refresh yourself on the rules and regulations set forth from employment law agencies such as the National Labor Relations Board (NLRB) and government entities such as the Federal Trade Commission (FTC). More in-depth action, such as revising your corporate policies and training employees on social web conduct, will need to be done as you set up your social world in Section 2.

Exercise 1: Reframe Your Business Identity for the Social Web



Attractive Attributes

Using only adjectives, list what your professional identity is and is not.

For example: We are helpful, playful etc. We are not snobby, messy etc.



The Dating Game

Write your values, mission and character as if it were a Match.com dating profile.

What are your interests, values and dislikes? What are you seeking in a mate? What pictures would help you attract them?



Picture That

Make a collage to show your business' culture, value and qualities.

Use pictures from business events and magazines or draw your own.

HOW-TO TIP: Invite upper management to contribute to this process. Successful internal strategies cannot rest on the shoulders of one person or one department. It is important that upper management be invested and engaged in the efforts because it will ultimately trickle down and generate organic advocacy and excitement among lower-level employees—both salaried and hourly.⁶

STRATEGIC RECOMMENDATION: Work with your marketing and PR departments to ensure your professional identity on the social web has synergies with the external (marketing) identity and role established in Part 6 of this study. Social media experts interviewed for the study feel that social should complement the overall business including its internal culture. Therefore, it is important that all connections viewing your various platforms (Facebook, LinkedIn and Twitter®) are able to see a similar entity rather than distinct voices.

6 The Integer Group. (2012). Expert Interviews.

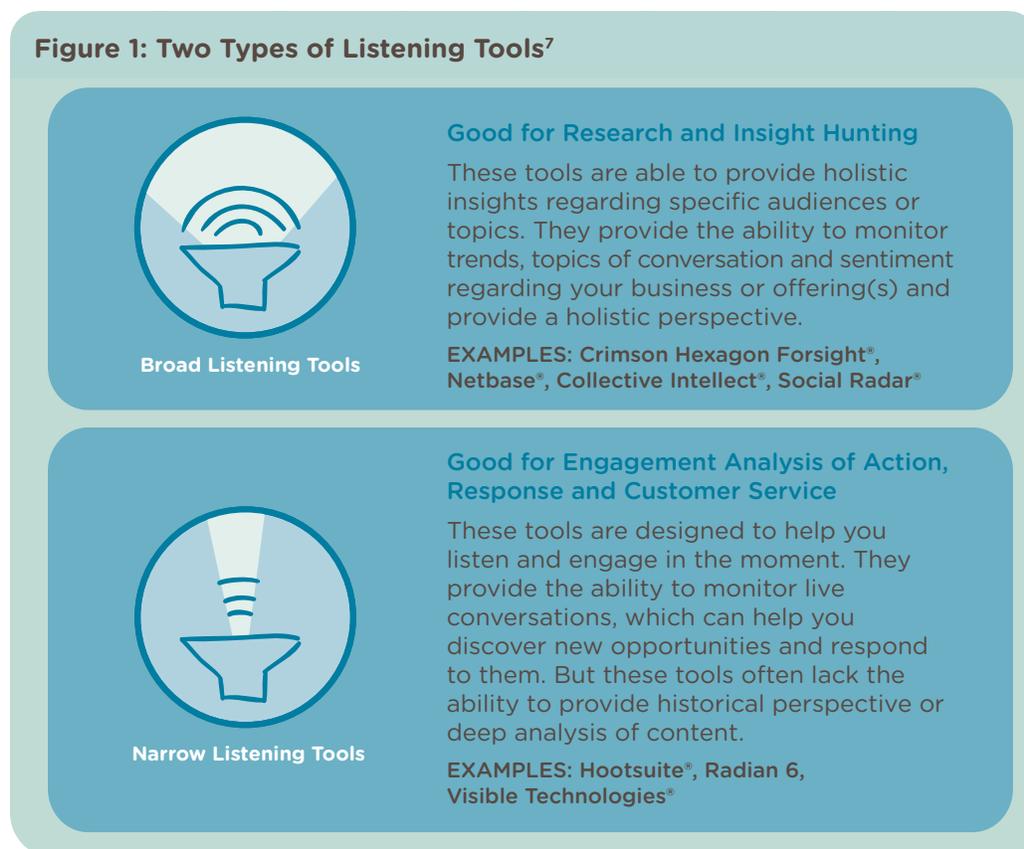
Affirming and articulating your business' professional identity in the social web is an essential part of understanding your professional social role. But you must also have a strong understanding of your current and prospective employees (salaried and hourly) so you know what part of your company/ cultural identity will resonate best with them.

STEP 2 Listen and Learn; Discover Your eReputation

Knowing your business and its mission and values is essential when developing an internal strategy. But knowing what others think of your business and company culture is just as important if not more important. There is already buzz about you on the social web—whether you know it or not—generated by various groups including former employees and industry peers. Together, they are creating an online reputation; i.e., an eReputation. By listening to that buzz, you can understand how much of your identity is already known, gauge your strengths and weaknesses and expose possible areas of opportunity to engage with all types of professionals.

There are simple ways to listen, but to gain a deeper level of insight about your eReputation (and expose possible professional social roles for your business), you need to employ proper listening tools. There are two fundamental types of listening tools outlined in the following figure.

Figure 1: Two Types of Listening Tools⁷



7 The Integer Group. (2012). Expert Interviews.

A combination of broad and narrow listening tools should be used to discover your eReputation. The following exercises outline simple and low-cost means of gauging your eReputation using narrow listening tools. But if your primary objective is to help identify and clearly define your professional social role, it is best to use broad listening tools and vendors intended for research and insight. These tools will provide a greater depth of information about your business' eReputation.

HOW-TO TIP: Continue to use narrow listening tools as you activate your internal strategy. These tools will be reviewed and discussed in Section 2, when it is time to set up tools that monitor activity to help you respond, engage and provide customer service.

The following exercises use free or moderately priced listening resources that are good for aggregating information, but they often require staff to sort, analyze and interpret the data. Some of these platforms will run analysis or provide more in-depth information for a fee.

Exercise 2: Gauge Your eReputation Using Keyword Search

KEYWORD SEARCH EXPLORATION: Search your business on the following websites to understand your business' presence and reputation on the social web.

LINKEDIN/FACEBOOK/TWITTER (FREE)

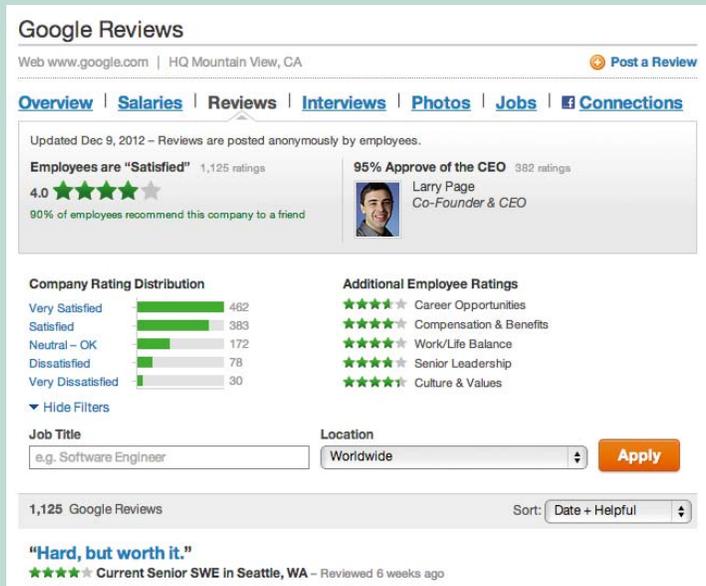
- Even if you do not have an account, you could already be on these sites. Search for your business to see if there are any pages, feeds, groups or discussions that have been established about your business that were/were not set up by you.
- THEN ASK YOURSELF: What is being said? How is your business positioned? What would you like to change about this?

GLASSDOOR® (FREE)

- This website allows users (e.g., current and former employees) to post anonymous reviews of companies much like a product review. It is a resource most used by those in the hiring process to gauge a business' culture and employee sentiment.
- THEN ASK YOURSELF: What is your overall business rating? What is surprising or expected of the comments? What would you like to change about the reviews?

Figure 2: Google® on Glassdoor⁸

Based on this example of Google, you can see the range of content that can be viewed on Glassdoor, including overall company ratings, CEO rating, salaries and even Facebook connections to help professional networking.



Exercise 2: Gauge Your eReputation Using Keyword Search, cont.

BRANCHOUT®/BEKNOWN® (FREE)

- These professional Facebook apps allow you to search and follow the professional side of your Facebook connections. You are able to search by company, job title and name and discover more connections.
- THEN ASK YOURSELF: How active are your connections? What do they tout about their jobs or the company?

GOOGLE BLOG SEARCH (FREE)

- This tool allows you to search blog posts.
- THEN ASK YOURSELF: Do you appear in any blogs? Where are you being mentioned and what do the posts mean for your business?

KLOUT® (FREE)

- This website gauges your influence on the social web based on your Twitter and/or Facebook activity. Simply log in using your business' Twitter or Facebook account and the site will rate your influence and interactions. Note: You can also search other companies or individuals and see their Klout scores.
- THEN ASK YOURSELF: How strong is your influence? How does it compare to competitors?

8 Glassdoor. (December, 2012). Retrieved from: <http://www.glassdoor.com/Reviews/Google-Reviews-Eg079.htm>

Figure 3: Klout Scores⁹

Though strategies or your current reputation should not be gauged from just this one tool, it is interesting to see the variance in Klout scores between well-known retailers. What do you think Walmart® and Target® do that makes them more influential than Piggly Wiggly® and Carrefour®?



Exercise 3: Gauging Your eReputation Using Data-Feed Listening

DATA-FEED LISTENING: Use the following tools to assess presence and sentiment across a larger set of data feeds. This exercise uses free or moderately priced listening resources that are good for aggregating information, but they often require staff to sort, analyze and interpret the data. Some of these platforms will run analysis or provide more in-depth information for a fee.

HOOTSUITE (MONTHLY FEE), ADDICT-O-MATIC (FREE), TWEETDECK® (FREE), TWEETBEEP (FREE)

- These tools aggregate feeds from LinkedIn, Twitter, Facebook and other social media platforms and let you post to the platforms as well (which is helpful when it comes to engaging).
- THEN ASK YOURSELF: Are you mentioned more or less than expected? What type of content is being tweeted vs. posted? What types of comments are being said about your business? Are they conversations you feel you could contribute to or affect?

HOW-TO TIP: It is best to sign up for moderately priced narrow listening tools like Hootsuite because they are helpful when you begin to engage and monitor activity. These tools will be reviewed and discussed in Section 2.

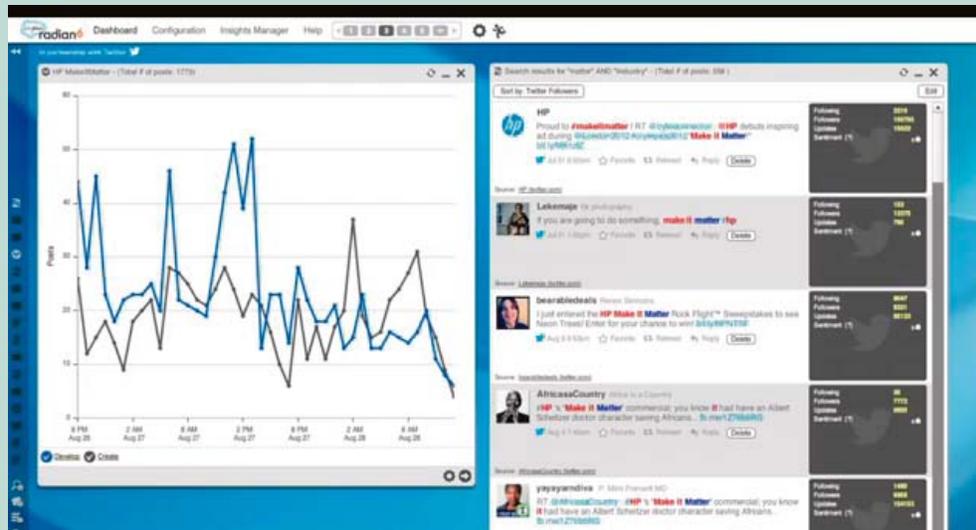
RADIAN 6 (MONTHLY FEE), TWITRATR (FREE)

- These tools not only aggregate feeds but gauge sentiment of the content. Note: Tools like Radian 6 and Collective Intellect gather input from a range of feeds while Twitratr only gathers from Twitter.
- THEN ASK YOURSELF: Is the overall sentiment positive or negative? What is surprising? How does this compare to competitors?

9 Klout. (October, 2012). Retrieved from: Klout.com

Figure 4: Radian 6 Sentiment Monitoring¹⁰

Radian 6 is one of several services that not only aggregates various data feeds but gauges sentiment of the content. You can view specific comments that are positive and negative, see overall trends and track sentiment over time.



Broad listening options including Hexagon Crimson and Netbase offer customized listening services with support staff that will aid and/or conduct a listening study on your behalf using a suite of sophisticated listening tools and analysis programs. These studies often yield more specific insights and learnings that are helpful when developing your professional social web vision. Unlike narrow listening (engagement) tools, this type of listening can be done as a one-off or intermittent project rather than an on-going practice, which helps to manage the cost. Exercise 4 outlines how to select a vendor and execute a more in-depth listening study.

¹⁰ Radian Six. (November, 2012). Demo. Retrieved from: <http://www.radian6.com/see-demo/>

Exercise 4: Select a Broad Listening Vendor to Deepen Knowledge of Your eReputation

If you opt to enhance and deepen your listening research using a broad listening tool, it is important to clearly define your objective with regards to understanding your eReputation. To do so, it might be help to ask yourself the following questions:

- What did you learn in your narrow listening that you want more detail around?
- What can this effort expose that your narrow listening did not?

Once your objective is clear, consider the following questions when selecting a vendor:¹¹

- What is their value vs. their capabilities?
- What are their analysis methods and services?
- What data feeds do they use?
- What type of reporting tools do they offer?
- What is their processing time?
- Can these efforts be scaled?
- What is their pricing?

NOTE: See the Appendix Item 1 for a full list of questions.

HOW-TO TIP: It is important to discuss your expectations, requirements and goals for this listening practice. Consider how much involvement and engagement you want with the researcher/vendor and what type of product you expect (raw data, presentation etc.). Also assess your needs regarding timing and cost if you have parameters in place.

HOW-TO TIP: We recommend using any established vendor-selection practice you have in your organization to engage vendors and ease the process.

STRATEGIC RECOMMENDATION: Consider Step 3 before engaging a third-party listening vendor. You might be able to conduct one listening study that fulfills the objectives of Steps 2 and 3.

Activating the right listening plan to discover your eReputation is an essential step. But it is only one of several pieces of information that help to identify your professional social role. Next, we will ask you to examine how your current and prospective employees use the social web and what they expect from it professionally.

¹¹ The Integer Group. (2012). Expert Interviews.

STEP 3 Listen and Learn; Get to Know Your Professional Connections

While you likely know your employees inside and out, the social web is a domain driven by larger professional forces and cultural dynamics that live outside the office or the store. The social web is where your employees can investigate their niche interests (professional or personal), explore industry trends or engage in discussions with fellow industry participants. In addition, it is the starting point for many on the job hunt.¹²

Though some of their actions are professionally based, the social web is innately more casual and social. Therefore, to build a strong and valuable connection with your current and prospective employees in the social web, it is important to get to know them. Learn what makes them tick, what interests them, where they hang out and how they engage and interact with others.

There are several types of professional social connections—your current employees, your prospective employees and other industry participants, including former employees. It is important to understand all of them through observation and secondary analysis.

Figure 5: Types of Professional Social Connections

There are several types of professional social connections—your current employees, your prospective employees and other industry participants, including former employees.



¹² CCRRC/The Integer Group. (2012, April). Untangling the Social Web: Insights for Users, Brands and Retailers, Part 5: The Effectiveness of Professional Social Networking.

HOW-TO TIP: This type of research can be undertaken by internal staff using tools provided by social platforms as well as publicly available secondary research. Companies that cannot perform this step internally can use a third-party researcher. Guidance on how to select a listening vendor was outlined in Exercise 3 of Step 2.

To fully understand your professional connections, it is necessary to conduct research on and off the social web in a professional and legally appropriate manner. Privacy laws apply to the social web, and it is important to observe activity on the social web without invading people's privacy. Proper observation exposes the current activity of connections and opportunities to engage with today. But primary and secondary research conducted outside the social web will help you understand the larger scope of social networking (professional and personal) and how to build connections and attract talent by understanding what is working and what is not in today's professional social web.

HOW-TO TIP: It is best to conduct some form of primary research among current employees as outlined in Exercise 5. This will help you learn about those who are not actively engaged professionally on social sites (e.g., hourly employees who might be on Facebook but not LinkedIn).¹³

Exercise 5: Observe Professional Connections on the Social Web

Different learnings can be derived from different platforms. LinkedIn will give you professional viewpoints of users while Facebook will expose you to niche passions and interests (personal and professional) that might help you connect. Though your Facebook activity is not exclusively professional, it is still fruitful to observe because those who 'like' your page might be current or prospective employees.

STRATEGIC RECOMMENDATION: Skim social web content to initially observe connections. More robust and accurate learnings will be found via offline primary research and secondary studies. Publicly available resources like Mashable™ and Jobvite® offer coverage of professional social networking trends.

The following outlines some tips for observing on various platforms using the quantitative analytics of each platform.

LINKEDIN ANALYTICS¹⁴

- Analytics are limited without having a paid recruiter or company seat, which offer personal services that provide deeper analytics regarding connection demographics, job application activity and a Talent Brand Index (measures how attractive your brand is to the talent you want to hire).

^{13, 14} The Integer Group. (2012). Expert Interviews.

Exercise 5: Observe Professional Connections on the Social Web, cont.

- Group operators can get insight into group growth, demographics and interactions.
- See Appendix for details about the LinkedIn Talent Brand Index and Group analytics.

STRATEGIC RECOMMENDATION: Join groups on LinkedIn. Social media experts interviewed for this study note that LinkedIn groups are a helpful forum to discuss and learn how professionals use the social web.

FACEBOOK ANALYTICS

- Company pages and groups are able to measure demographics, engagement levels and how people become fans of your page.
- See Appendix for details about Facebook's analytic capabilities.

HOW-TO TIP: General-audience learnings can also be extracted by using the same tools outlined in Exercise 3 including Tweetdeck and Hootsuite.

Exercise 6: Assess Professional Connections Outside the Social Web

More robust insights about your employees can be learned via primary research.

HOW-TO TIP: There are several free online survey providers like SurveyMonkey® or Kwik Surveys. These services allow you to design online surveys with qualitative and quantitative questions, email to select groups of people and capture responses in an easy-to-analyze format.

To learn about your current employees' offline behaviors, use the questions below as a starting place to build an employee opt-in survey (making it optional might help you avoid any legal issues). Include room for employees to provide honest feedback. This will help guide what the company is doing and might help open up employee acceptance and communication.

CURRENT-EMPLOYEE SURVEY QUESTIONS:

- Are you currently on any social media platforms? If, yes which ones (Facebook, Pinterest, Twitter, LinkedIn, Google+™ etc.)?
- How much time do you spend on social networks?
- How do you typically access social networks? Why?
- What is your primary motivation for being on social media? On Facebook? On LinkedIn? On Twitter?
- What type of activity do you do most on social networks (e.g., observe, post, comment etc.)?
- Are you connected to fellow employees, former coworkers or your employer?

Exercise 6: Assess Professional Connections Outside the Social Web, cont.

CURRENT EMPLOYEE SURVEY QUESTIONS, CONT.

- Do you interact with any of them? If so, how (e.g., comment, post messages, provide recommendation etc.)?
- Who/what do you enjoy following most besides your personal friends (e.g., brands, other businesses, news organizations, celebrities etc.)? What makes engaging with them enjoyable? Do you find that these connections have some relevance to your job? How so?
- How have you used the social web for work/your career (e.g., follow industry news, follow company happenings, connect with coworkers/get advice, job hunting or joined industry/interest groups)?
- What would you like your employer to do/not do on the social web for you (e.g., provide company updates and news, comment on my posts and pictures etc.)?

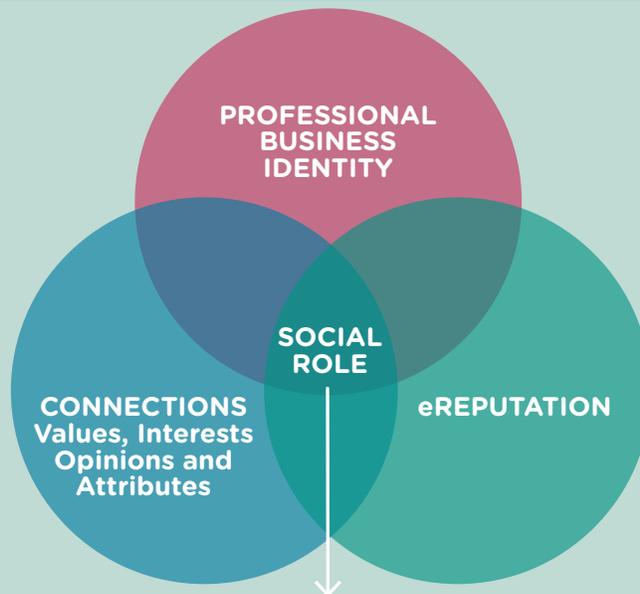
ONCE YOU HAVE SURVEYED YOUR EMPLOYEES, CONSIDER:

- Their interests on the social web. Are they discussing or commenting on industry trends and content? What non-work-related content do they enjoy?
- What are they looking for on their various devices? What do they use their computers for vs. their phones?
- How socially professional your employees are. Do many list where they work? To what extent do they describe or talk about work?
- What groups or discussion boards they have liked/joined? Are they industry-specific? Social or professional (alumni mixers vs. industry discussions vs. personal interest)?

STEP 4 Identify Your Professional Social Role

Now that you have an understanding of your identity/eReputation and your current and prospective social connections, you can identify your professional social role. It is the sweet spot where your professional identity (internally perceived and external eReputation) as a business overlaps with values, attributes and interests of your connections.

Figure 6: Finding Your Professional Social Role



Your social role is the sweet spot where your identity as a business overlaps with values, attributes and interests of your connections.

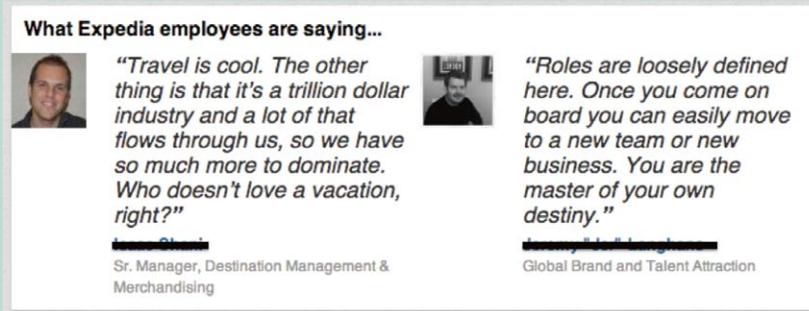
Your social role might be very similar to your overall internal mission and company cultural values. But it is important to consider a more narrow focus that truly taps in to the social web interests of your current and prospective employees (personal and professional)—allowing you to be relevant and show your best assets.

In addition, having a narrow focus that is rooted in continually aligning your business culture and professional mission with that of your connections helps to guide the development of effective engagement and create more meaningful connections and build a strong eReputation. Brands like Expedia® and VMWare® demonstrate this well and have been identified by LinkedIn as branding success stories. (See examples on the following page.)

EXAMPLE 1: EXPEDIA¹⁵

To attract the best talent with the right cultural fit, Expedia plays up its fun, energetic brand and showcases its employees' own testimonials on its LinkedIn Career Page.

Figure 7: Expedia LinkedIn Career Page



EXAMPLE 2: VMWARE¹⁵

VMWare, a virtualization software company, attracts engagement by alternating company status updates between product, industry and career-oriented posts that keep things fresh and fun for its connections.

Figure 8: VMWare LinkedIn Page



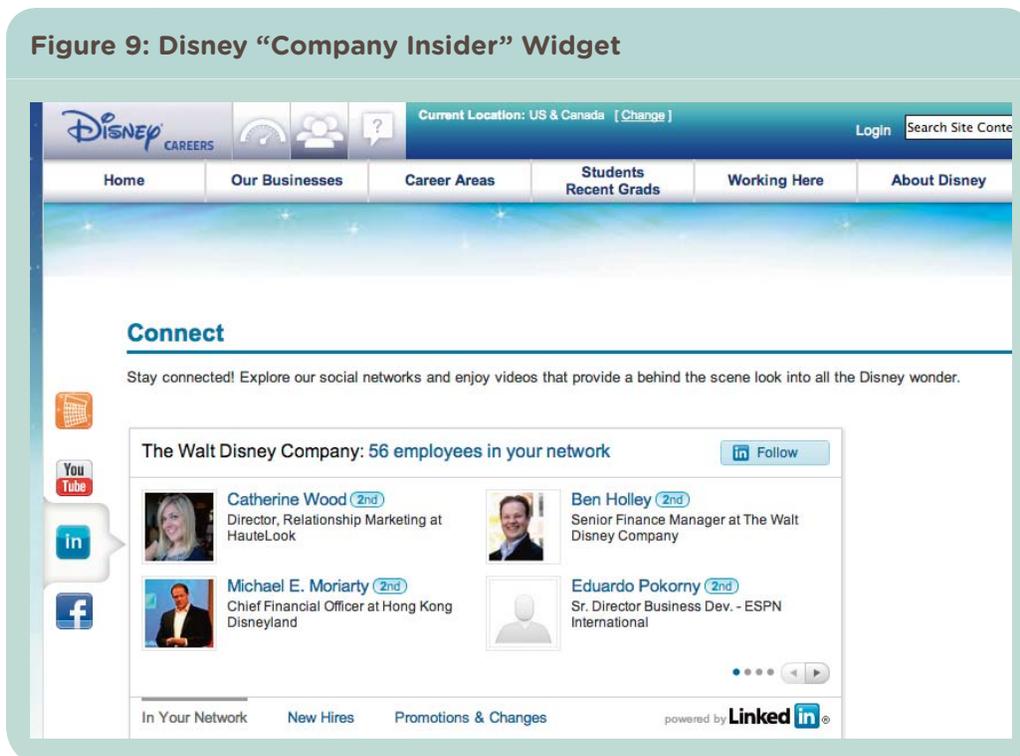
15 LinkedIn Talent Solution. Employer Branding Success Stories. Retrieved from: http://talent.linkedin.com/employer-brand/?trk=tlc_tbi

Finding your professional social role not only helps to create a stronger link between your business and connections in the social web, but it also provides the opportunity to differentiate yourself from competitors, become more visible to prospective connections/hires and create lasting relationships. For example, Disney® differentiates itself from the competition by establishing itself as an online community leader as well as a thought leader in the social web. As a result, Disney is listed as a top “In-Demand Employer” on LinkedIn.

EXAMPLE 3: THE WALT DISNEY® COMPANY¹⁶

Disney has a suite of groups and pages on multiple social platforms for every aspect of its business (culture, products, alumni and careers). Disney is deemed a best-in-class professional social networker because it provides insight into its company in a range of ways including the “company insider” widget, which gives an inside scoop on the business. Embracing its character while being authentic and transparent allows Disney to connect on all levels.

Figure 9: Disney “Company Insider” Widget



16 LinkedIn Talent Solution. Employer Branding Success Stories. Retrieved from: http://talent.linkedin.com/employer-brand/?trk=tlc_tbi

Remember, your professional social role should be unique to your character and aspirations. Keep it simple and keep it clear. The dimensions of your role will be further developed as you frame your social voice in Section 2 and determine the type of content and means of engagement that make sense for your vision in Section 3.

Use the following exercise to help you define your social role.

Exercise 7: Defining Your Professional Social Role

- Step back, digest and analyze the learnings from Steps 1 through 3.
- Examine popular content that would attract connections/applicants, and assess how that overlaps with your identity to expose social role opportunity areas.
- Examine which opportunities support, correct or advance your brand positioning, culture and identity/eReputation.
- Examine which opportunities drive the most volume/reach/buzz.
- Consider the following exercise to help articulate your social role:

MOTTO

- If you (your business) had a motto or mantra, what would it be? (E.g., Work hard, play hard and When the going gets tough, the tough get going)

TOMBSTONE

- If you (your business) died tomorrow, what would the tombstone say? (E.g., Here lies a supportive business who was always willing to lend a helping hand to make life's little tasks enjoyable)

STRATEGIC RECOMMENDATION: Reconnect with upper management and engage a cross-functional team when assessing options and developing your social role internally. Experts interviewed for this study feel this is important because it helps to develop internal advocates for your social engagement and ensures that the chosen space will be nimble and dynamic enough to fulfill the needs of the entire business—HR, recruiting, marketing, merchandising, PR, customer service and more. Consult with Part 6 for reference on how marketing might approach developing a social role.¹⁷

¹⁷ The Integer Group. (2012). Expert Interviews.

STEP 5 Narrow Your Sights, Identify a Professional Social Web Objective

The first four steps have given you a sense of your professional positioning and role in the social web. But your social role is one element of your larger vision. To round out your professional social web vision, it is necessary to identify the primary objective(s) you aim to achieve and then, ultimately, what success looks like in the social web (Step 6).

While your business/department likely has many internal objectives, it is important to narrow your sights to a select few for the social web. Dependent on your business and current company culture, social web objectives vary, but at a fundamental level, there are four territories that lend themselves to the professional social web: employee culture, employee/company relations, recruiting and business perception(s).

Consider the following objective territories and exercises to define your own objective(s).



Exercise 8: Competitive Intelligence Audit

Knowing how other businesses and organizations use the social web might help you select and/or deselect relevant objectives.

- Using many of the tools previously outlined in Exercise 2 and 3, examine your competitors' activity on the social web as well as that of best-in-class businesses both in and out of your industry (e.g., Disney, Target and Whole Foods®).
- Assess their strengths, weaknesses and opportunities where you could differentiate or benefit from their activity.
- Does this narrow your objective options or clarify your long-term vision?

Exercise 9: Objective Territory Exploration

Considering your eReputation, identity, culture and competition, ask yourself:

- What are the biggest challenges and/or opportunities I discovered during Steps 1 through 4?
- Do any of these territories have synergies with my professional social role?
- Do any of these territories provide the opportunity to be different from the competition?
- What is not being addressed elsewhere in my current operations?

Though many HR social objectives typically aim to increase or improve recruiting, it is also important to consider how the social web can impact current employees' sentiments, employee retention, operations, communication and your eReputation. Think of how you project your culture and how that can be used to attract more of the right types of candidates.

Now ask yourself:

- What am I trying to achieve that only social can help with?

After you have chosen a few objectives, use the following exercise to ensure that they work with your social role:

Exercise 10: Status Update

TWEET IT:

- Using less than 140 characters, write a Tweet (can include photos, video, promotions or other tactics) that addresses an objective while demonstrating your role. Are some territories easier to write posts for than others?

HOW-TO TIP: Continue to work with upper management and other departments to create advocacy for your efforts and ensure your objectives will work with other disciplines using the social web (e.g., marketing, PR and merchandising).¹⁸

Once you have determined your business objective, consider what success could be. The final part of this guide explores various ways to measure success, but it is important to understand basic success measures at the outset so you can create a vision, execute, listen and monitor its activity with a goal in mind.

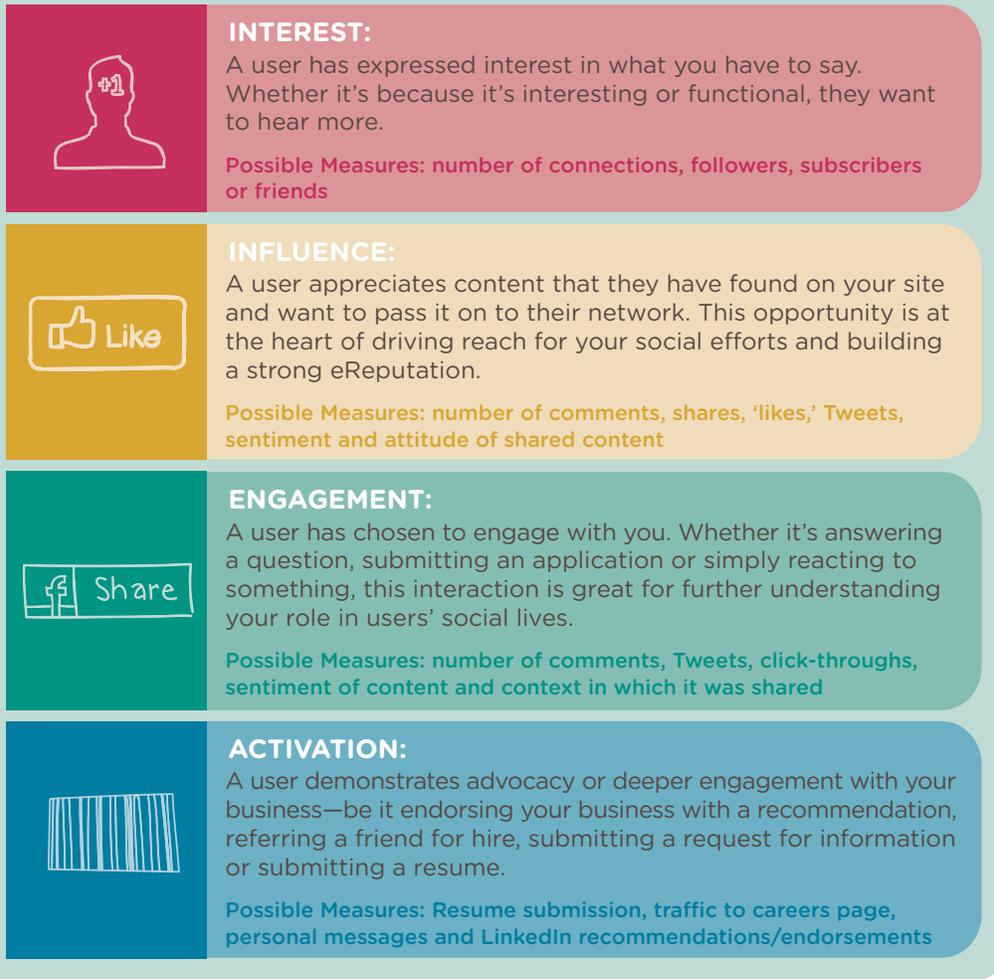
STEP 6 Envision and Track Success

Identifying success and knowing how to gauge it is the final piece needed to develop a holistic professional social web vision. It is important to know that success in the social web means many things—connections, ‘likes,’ Tweets, positive comments, applicants etc. Some of these things can be measured more easily than others.

Simplistically, there are either hard or soft success metrics. One is not better than the other. In fact, soft metrics are often the most revealing when it comes to gauging success in the social web. So rather than thinking about success in terms of numbers, consider what each gauge is telling you about your activity—generating greater interest, influence or engagement. Consider the four dimensions of success outlined on the following page.

¹⁸ The Integer Group. (2012). Expert Interviews.

Figure 11: Four Dimensions of Success



Defining success relies on your objectives and social role as well. Examine all your inputs when envisioning success to ensure that they work together seamlessly and create a seamless vision. Consider the example below to see how your objectives and role affect and partly dictate what success looks like in the social web.

Figure 12: The Elements of a Social Vision in Action

EXAMPLE 1			
OBJECTIVE	ROLE OF SOCIAL	DIRECT SOCIAL MEASURES	DIRECT RETAIL MEASURES
Increase brand awareness	Engage users by offering industry-relevant content that creates thoughtful discussion	Increase in interest and influence metrics Positive comments and sentiment in engagement behaviors	Rise in sentiment and PR coverage

EXAMPLE 2			
OBJECTIVE	ROLE OF SOCIETY	DIRECT SOCIAL MEASURES	DIRECT RETAIL MEASURES
Drive quality applicant volume	Create a social environment where users can learn about and interact with the brand to keep it top of mind	Long-term positive trends in interest and influence metrics Increased engagement and positive sentiment Increased traffic to careers website	Long-term rise in quality candidates and referrals

Once you have determined how you are going to envision success and understand the dynamics of your social role, objective(s) and metrics as a whole, you have generated a complete social web vision.

HOW-TO TIP: Capture and share your internal social web vision as if it were a new mission statement. Keep it on hand so that, as you progress in your strategic development and engagement, you can stay on track and generate internal advocates.

STRATEGIC RECOMMENDATION: It is important to remember to revisit your internal social web vision and all its elements because pieces might evolve over time. In addition, consider revisions if and when your external (marketing) social web vision changes (Part 6).

CONCLUSION

Having completed this first section, we hope that you have both established a strong, focused vision for your presence and participation in the professional social web and learned the value of listening. It's imperative to listen to your employees—current, former and prospective—your competitors and your industry. Listening is a foundational element of being in the social web, and you should continue to listen and learn. The next section outlines, among other things, how to set up on your social platforms, on-going listening tools and staff to succeed in the social web.

SECTION 2: SET UP YOUR SOCIAL WORLD

HOW TO IDENTIFY PLATFORMS, ASSESS RESOURCES AND POSITION YOUR BUSINESS

OVERVIEW: Section 2 consists of eight steps that will help you set up your resources and operations for engaging on the social web.

STEP 1: Understand Where Social Fits In: outlines how social media can work with and enhance other HR efforts.

STEP 2: Pick a Social Platform: explains the various platform options and how to use your knowledge from Section 1 to select the best platform for your vision.

STEP 3: Set Up Your Social Platforms: provides best practices on how to set up platforms.

STEP 4: Account for Legal and Adjust Policies: outlines tips for not only updating company policies but implementing them as well.

STEP 5: Assess Your Staffing Capabilities and Needs: offers guidance on how to determine your staffing needs and considerations for using internal and external staff.

STEP 6: Train and Inform Others: gives tips on how to train employees on social-conduct policies while also inviting and encouraging them to be part of the community and process.

STEP 7: Set Up Monitoring Tools: digs into what to consider when setting up narrow listening tools that will monitor your professional social web activity.

STEP 8: Establish Your Social Voice: provides exercises that shape your social role into a true personality that will help you engage effectively across platforms.

STEP 1 Understand Where Social Fits In

You've had a chance to establish a clear professional social role and strategic vision. Now it's time to set up the infrastructure and processes for executing your internal social media strategy. It is important to remember that the social web is a new tool, but not a replacement for traditional communication or other HR practices.

We acknowledge that one of the primary roles of the HR department is to create and foster relationships, be they internal or external (when recruiting). The social web is able to enhance and compliment communication efforts and connections due to its large reach and functionalities. Consider the following chart and start to consider the information in it with respect to your objectives and professional social role.

Figure 13: How Social Fits Into HR Practices¹⁹

TOPIC	COMMUNICATION		
	EXTERNAL AUDIENCES		INTERNAL AUDIENCES
	RECRUITING	INDUSTRY	BUSINESS AND CULTURE
Traditional HR Tools	Job Boards, Referrals, Website, Phone, Conference and Job Fairs	Press Release, Website and Conferences	Email, Phone, Meetings and Announcements
Social Tools	LinkedIn/Facebook Posts, Branchout Posts, Tweets and LinkedIn Groups	LinkedIn/Facebook Posts, Industry Groups/Pages and Tweets	Yammer®, LinkedIn/Facebook Posts, Tweets and Groups/Pages
Social Benefit	<ul style="list-style-type: none"> • Greater Reach • Able to Search Those “Not Looking”/Passive Seekers • Cost Efficiencies 	<ul style="list-style-type: none"> • Real-Time Response • Two-Way Communication • Able to Communicate Less or More Frequently 	<ul style="list-style-type: none"> • Encourages Two-Way Conversations • Gets More Eyeballs (Becomes Part of Employees’ Daily Routine/Reduces Inbox Clutter) • Time Efficiencies

STEP 2 Pick a Social Platform

To select the appropriate social platform(s), consider what you learned and defined in Section 1 as well as the functionality and positioning of each platform. These insights will aid you in determining which platform(s) to use. (See Appendix for overview of platforms.)

For example, depending on your objective/role, you might choose one platform for recruiting (LinkedIn) and another to build your eReputation or communicate with employees (Facebook). Or you could decide to simply create different feeds, tabs or pages within one platform. Experts note that having a professional presence on Facebook can help to connect and/or attract with hourly workers and lower-level management.¹⁹

STRATEGIC RECOMMENDATION: If you opt to use Facebook, we recommend that you embed your careers tab within your Facebook brand page unless you have the budget and media to drive people to a separate site/page, like in the case of Macy’s® (see the following example). Regarding internal relations on Facebook, you might want to consider a private Facebook page or group for employees.

¹⁹ The Integer Group. (2012). Expert Interviews.

EXAMPLE 4: JOBS PAGES ON FACEBOOK²⁰

Dollar General® uses its Facebook brand page to link to its career page. Larger corporations such as Macy's often have a separate Facebook page that is dedicated solely to recruitment.

Figure 14: Dollar General and Macy's Job Pages



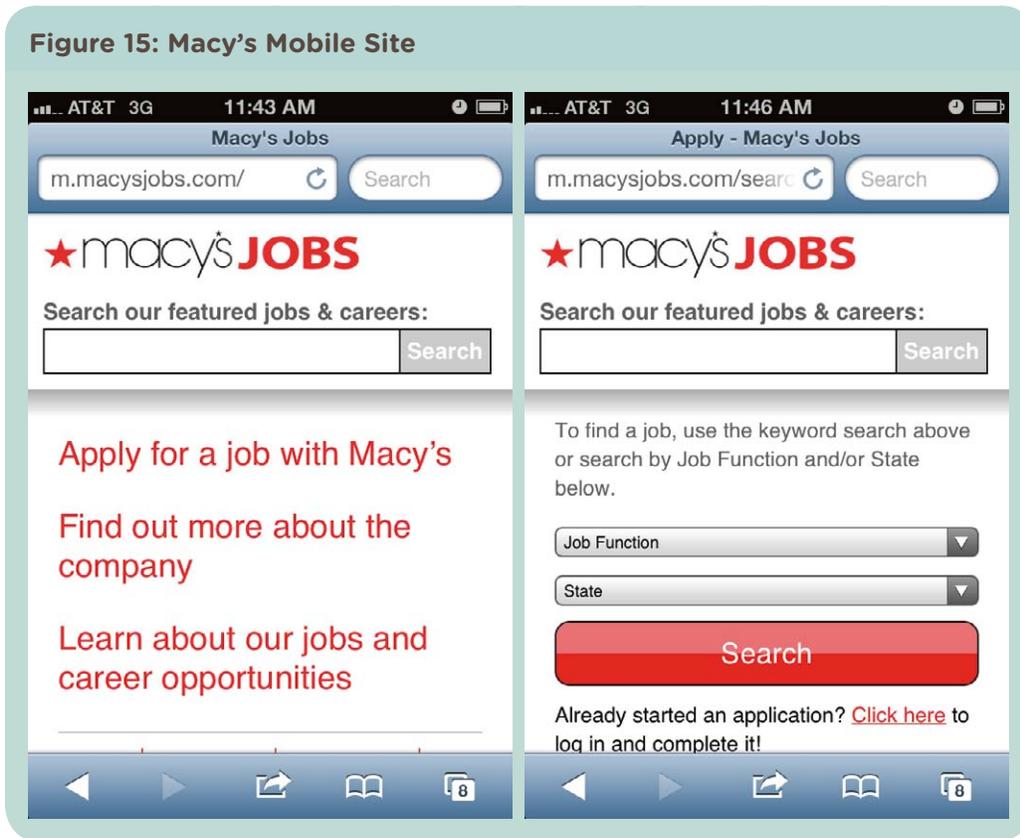
When assessing platforms, is it also important to discern how your employees will access them most effectively. Will links to your social media sites be made available via a business intranet site? Will employees/prospective employees be able to access them via mobile? Today, 45% of businesses conduct some form of mobile communications with mobile websites (70%) and mobile applications (55%) being the most common tactics.²¹ Macy's has a sophisticated mobile site. Prospective employees can search jobs, learn more about career opportunities within various departments and even apply for jobs directly through their smartphones.

20 Facebook. (October, 2012). Dollar General and Macy's Jobs pages. Retrieved from: Facebook.com

21 Strongmail. (2012). Mobile Marketing Survey 2012. Retrieved from: http://www.strongmail.com/pdf/SM_MobileSurvey2012

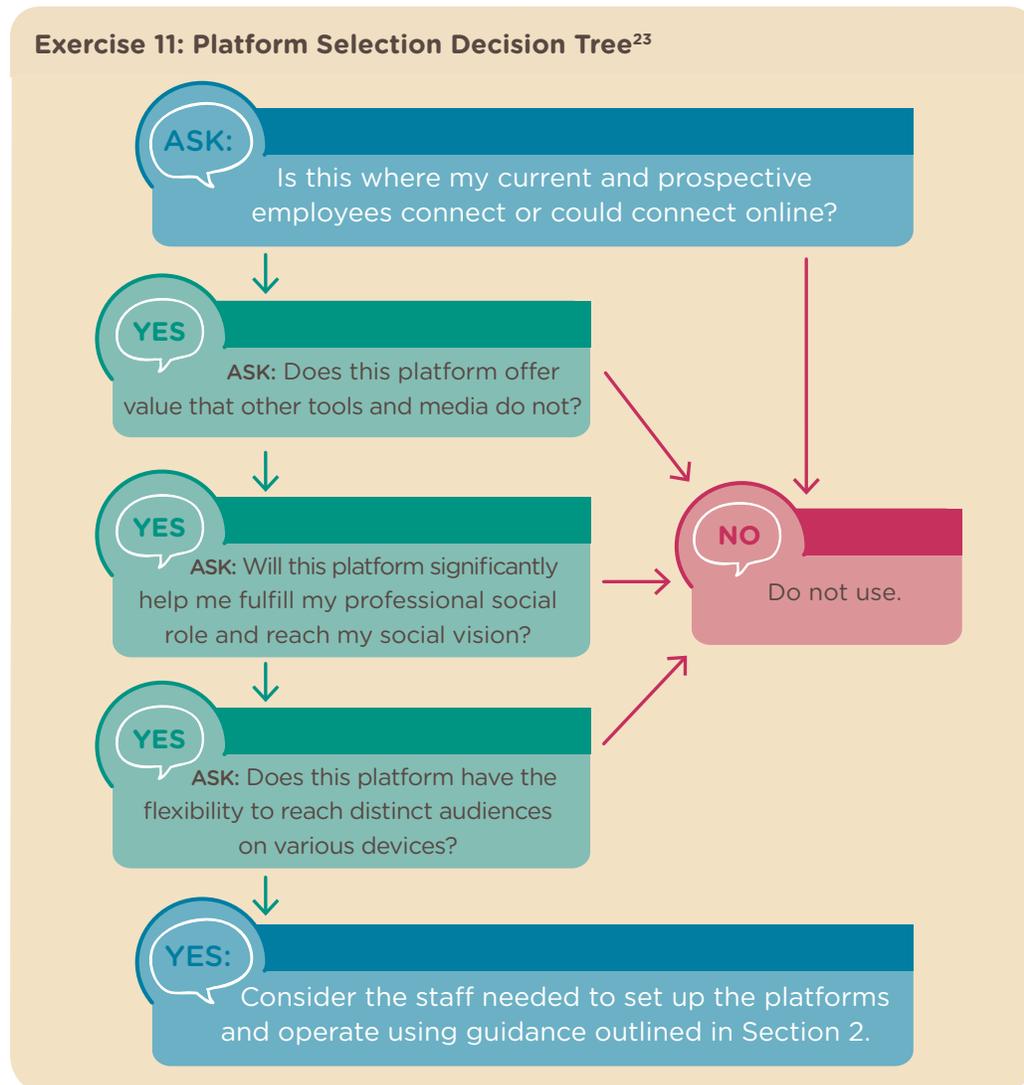
EXAMPLE 5: MACY'S JOBS MOBILE SITE²²

Figure 15: Macy's Mobile Site



22 Macy's Jobs Mobile Site. (November, 2012). Retrieved from: m.macysjobs.com

With many inputs, it might be helpful to consider the following exercise when selecting a platform(s).



STEP 3 Set Up Your Social Platforms

Although setting up a LinkedIn profile or a Facebook page might seem cut and dry, responses from our social media expert panel indicate that you should take the time to set up each platform properly to maximize success. There are more options than you think. Exercises 12 and 13 outline some step-by-step guidelines to set up your social platform and build your network.

²³ Debra Askanase (2011, July 1). Social Media Decision Trees:When to Dive Deeper. Message Posted: www.communityorganizer20.com/2011/07/01/social-media-decision-trees-when-to-dive-deeper/

HOW-TO TIP: As you begin to set up your social world, it's vital to keep in mind the rules and regulations set forth from employment law agencies such as the National Labor Relations Board (NLRB) and government entities such as the Federal Trade Commission (FTC). We'll expand on this a bit later.

Exercise 12: Set Up Your Profile

To set up each profile properly means completing it with as much relevant and current information as you can as well as joining groups, liking pages and making connections. You want your profile to be a vital source of information for employees and potential candidates. Below, you will find a list of best practices to set yourself up correctly from the beginning.

- Create a clear and recognizable name. This is especially important if you have more than one page on a specific platform. For example, it's important to distinguish your business' Facebook page from your recruiting Facebook page.
- Determine a photo or logo that will best represent your professional role and business culture. This will be the "face" of your business. It might be helpful to use it across all platforms as well to create consistencies.
- Be sure all your pages are interconnected. Ensure each platform can "talk to" the others and update based on your other sites/profiles, post updates, links and job posts. For example, LinkedIn offers a recruiter package that offers these benefits.
- Connect with everyone you know, follow pages/feeds and join groups.

HOW-TO TIP: Conversations with Integer's social media expert panel indicate that you should consult with your IT department as you set up your social infrastructure. Ensure that any and all content is flexible for the various devices that could be used including computers, tablets and smartphones.

Exercise 13: Build Your Network

Integrate and keep things fresh across all your sites. Constantly update your content so it's current; this shows people what your business is up to and gives candidates an up-to-the-moment snapshot of what positions you are looking to recruit for.

- Accept everyone's connection request and always seek new connections.
- On Facebook, continue to 'like' other pages/businesses. This will help you stay abreast of social networking trends, industry happenings and news.
- On LinkedIn, continue to join groups that are relevant to your industry. Read their content and contribute. This will help you learn, make a presence, broaden your reach and connect with relevant candidates.
- On Twitter, immediately start to follow those who follow you, and follow companies that are relevant to your connections and will give you more recruitment prospects.

While setting up your platform(s) profile correctly the first time is important, it is also important to stay abreast of platform changes and evolve with them. For example, Facebook's Timeline format changed the way individuals and businesses express themselves—allowing them to have a visual banner and more customization and storytelling features. Stay alert to changes like these and reach out to the platform with questions, because they often have guidelines and recommendations for using new platform configurations and features.

STEP 4 Account for Legal and Adjust Policies

Now that you are set up, it is imperative to create a company policy that takes into account the unique dynamics of the social web before you engage. This protects your business and employees against potential liabilities. It is likely that the majority of your employees are already using social networks. In fact, 91% of online adults already use social media regularly.²⁴ But how does this translate to the workplace? When it comes to engaging via social media in a business setting, you want your employees to act with integrity and represent the business in a professional manner. So how do you delineate between personal and professional social media usage in the workplace? To what degree should you restrict or monitor your employees' social media usage? Limiting your employees' social media usage at work is a fine line, and it can drastically impact your business.

Before drafting your policy, know that you must account for both federal and state laws. For example, when it comes to how much you should monitor or restrict your employees' social media usage, you can look to the National Labor Relations Board (NLRB), which is the agency responsible for creating the National Labor Relations Act (NLRA). The NLRA states that employees have a right to engage in “protected concerted activity,” which includes being able to convene and discuss workplace dynamics, such as wages and working conditions.²⁵ If a few employees are communicating about a workplace issue via social media, this might fall within the scope of the NLRA's rules. Taking uneducated action against those employees could potentially initiate an investigation of your company and its business practices. Section 3 outlines legal considerations when it comes to interacting with prospective employees during the hiring process.

The Federal Trade Commission (FTC) is another government entity that oversees fair practice among business policies and behavior. Many laws that exist to protect consumers and employees in the real world also relate to the social web. For example, the FTC was involved in the oversight of the online advertising industry and its practice of behavioral targeting. In 2011, the FTC allowed Internet users to opt-out of behavioral targeting by proposing a “Do Not Track” mechanism.²⁶ Government entities are constantly updating and reevaluating policies to meet the ever-changing advancements of technology that affect businesses and consumers.

24 Experian. (2012). The 2012 Digital Marketer: Benchmark and Trend Report. Retrieved from: <http://www.experian.com/simmons-research/register-2012-digital-marketer.html>

25 Oneupweb. (2012). Social Media: The Guide to Creating a Kick-A\$\$ Company Policy.

26 Federal Trade Commission. (2012, August 28). Do Not Track Option: Giving Consumers a Choice. Retrieved from: <http://www.ftc.gov/opa/reporter/privacy/donottrack.shtml>

It is apparent that there are many considerations and variables when it comes to creating a social media policy. And though there is no one right way, the exercise below outlines some considerations and an approach for creating a simple, yet effective, policy.

Exercise 14: Creating a Social Media Policy²⁷

When creating a social media policy, consider the following.

CONFIDENTIAL OR PROPRIETARY INFORMATION—your policy should clearly ban employees from disclosing top-secret company information and prohibit egregious conduct such as using profane language. It should also outline the procedure for reporting negative comments or creating new accounts.

CLEARLY DEFINE OWNERSHIP OF YOUR SOCIAL MEDIA PROPERTIES—corporate accounts, such as company Facebook or Twitter pages, should remain the property of the business, even if the employee managing those accounts leaves the business.

PROVIDE CORPORATE GUIDELINES FOR SOCIAL CONDUCT TO ALL EMPLOYEES—ensure that all employees are aware of the proper usage of language, images and references on your social platforms. This is vital to upholding your company’s public image. Usually, this is something HR manages and reinforces.

TAILOR THE POLICY TO MEET THE NEEDS OF YOUR CULTURE—gather input from your social media-savvy employees. This helps create solidarity between employees and management while creating a mutually beneficial policy.

LEAVE ROOM FOR IMPROVEMENT—the world of technology is ever-changing and new problems and solutions pop up every day. A fully comprehensive policy might not be necessary or even possible. Think of it in stages that cover certain aspects of social web activity such as “Employee Posting Policy” and “Procedure to Respond to Negative Comments.”

HAVE YOUR SOCIAL MEDIA POLICY REVIEWED—be sure you have your policy reviewed by a legal professional to ensure that it complies with all employment and labor laws.

MAKE IT TANGIBLE—in addition to having a complete company policy available online, distill all of your rules and regulations into an easy-to-use document. Be creative. For example, you could create a pamphlet or flash cards to hand out to employees for easy reading and retention.

REMIND OTHERS—post it in common staff areas like boardrooms, meeting areas, lunch rooms, intranet etc. Anywhere employees socialize.

27 Oneupweb. (2012). Social Media: The Guide to Creating a Kick-A\$\$ Company Policy.

Exercise 14: Creating a Social Media Policy²⁸, cont.

Then be sure you are covering all these areas within your policy.

PROVIDE AN OVERVIEW—begin by explaining your business philosophy and the reasons you are implementing a social media policy.

GUIDELINES—this section should outline what the business' expectations are in regards to its employees' social media behaviors. It should include a list of acceptable behavior—stress the importance of confidentiality—and emphasize the importance of being truthful and transparent.

UNACCEPTABLE BEHAVIOR—you also need to clarify what behaviors you will not tolerate. Explain the potential liabilities involved with damaging the business reputation or exposing confidential legal or financial information.

CREATION AND OWNERSHIP OF NEW ACCOUNTS—if you plan to allow employees access to your company's social media accounts, you must clearly explain the procedures for creating and managing accounts. This includes ownership, passwords and destruction of these accounts.

SECURITY AND PROTOCOL—this section should address your company's privacy policy including password protection, how to handle personal information and how and to whom to report negative commentary.

ADDITIONAL RESOURCES—use this section to point employees toward other resources (for example "Best Practices" documents) they can use to better understand how to interact via social media platforms.

STEP 5 Assess Your Staffing Needs and Capabilities

It is important to take inventory of your company's human resources, capabilities and tools for your professional social media efforts. This includes employee capabilities/talents for managing your professional social tools and how your staff or new staff will monitor social media responsibilities.

STRATEGIC RECOMMENDATION: Social media experts within HR recommend that all HR employees be versed in social, but that only a few trusted people "own" the company's professional social voice. This helps with consistency and efficiency.

Having internal staff to manage things to some degree is necessary, but there's also an opportunity for consultants and third-party agencies to assist with content and strategy and execution. Experts report that it is common to have limited resources (staff, cost etc.) to execute and maintain social efforts but know it's needed for success. The following chart lists the pros and cons of tapping in to internal versus third-party resources. Ultimately, the decision should be based on the resources you currently have and the amount of time and money that it will take to achieve the business goal you've defined.

28 Oneupweb. (2012). Social Media: The Guide to Creating a Kick-A\$\$ Company Policy.

Figure 16: Staffing Resource Considerations²⁹

Internal Resource (HR)	PROS	CONS
	<ul style="list-style-type: none"> • Experts in your business/ company specifics • Provide an authentic company voice • Embedded in the teams to aid collaboration 	<ul style="list-style-type: none"> • Potential lack of experience in the social web • Not experts in social web • Variable bandwidth
Third-Party Resource	PROS	CONS
	<ul style="list-style-type: none"> • Experts on the social web • Little training required • Fresh perspective and forward thinking • Success record of managing effective company programs 	<ul style="list-style-type: none"> • Cost • Physical location could inhibit their ability to integrate and work with internal teams • Do not live and breathe the business, risk of providing an inauthentic voice

STEP 6 Train and Inform Others

After you have your policy and staff in place, it is important to be sure it's known and implemented throughout the company while, at the same time, getting people excited about participating.

HOW-TO TIP: When implementing and training your staff, make it fun, approachable and invitational. Staff will be more likely to adopt it if it's an exciting addition versus strict rules.

There are a few ways you can approach this:

BEYOND TRADITIONAL:

This method uses traditional means of communicating and training staff including emails and company meetings. But you can also consider using new social tools to convey the same content. A creative example of this is when Rob Sharpe, Sales Trainer at Black & Decker®, used YouTube® to create staff training videos to ensure that everyone knew about the products. He transformed training into an engaging, collaborative experience while also managing to cut training time in half! The IT staff at Black & Decker have also learned from Rob's example and are now using videos for their own training.³⁰ This is a great way to have fun with sharing new information while also helping your employees have a better chance at retaining it.

²⁹ Integer. (2012). Expert Interviews.

³⁰ Aaron Pearson. (2011, April 11). Book Review: Empowered Is More Than Empty Words. Retrieved from: <http://www.b2bvoices.com/tag/black-decker/>

Figure 17: Black & Decker Training Videos³¹



TRICKLE-DOWN METHOD:

This method asks you to distribute the new policy to senior managers first to get them on board. In the retail world, this applies to your regional managers and store managers. In turn, they will then go back to their teams and spread the updates. When your new policy is distributed this way, it should encourage the managers to walk the walk first, they can be implemented as helpers to exemplify and manage the new rules among their teams. Eventually, adhering to the new policy becomes a self-governing issue as employees begin to take on being a part of the social web by participating and reporting issues as they come up.

This trickle-down method accomplishes two things: it educates the people who need it most and uses them to bring the policy into the company. As a reminder, Parts 1–5 of *Untangling the Social Web* are great tools to help understand the social web and get excited about this new world.

31 You Tube. (November, 2012). Black & Decker (Est 1910) Power Tool Training Video Safety. Retrieved from: <http://www.youtube.com/watch?v=eVl4rvOtKFM>

GRASS-ROOTS APPROACH:

Alternatively, you can take more of a grass-roots approach and seek out your social media key players (early advocates) within the business to start using your social platforms while adhering to the new guidelines. These trusted influencers can be at any level within the business, but must be people who are excited and knowledgeable about social media. These people will set an example for the business by modeling the new behavior that will then trickle up, down and sideways throughout the business. Once you get some traction, more people will want to be a part of something new, exciting and something that promotes their business in a positive way.

There may be more of a knowledge base at your company than you might think. Remember, people aged 35 and older are fast becoming dominant on Facebook and other social media platforms.

STRATEGIC RECOMMENDATION: As a formality, you should also provide a copy of the policy to each employee and have them sign an acknowledgement form that shows they understand and will comply with the new rules and regulations. It might be helpful to assign one employee or part of a department to monitoring your business' social media activity. This is something that can also be outsourced to a third party if you do not have the resources to do so internally.

STEP 7 Set Up Monitoring and Engagement Tools

To help direct yourself toward your vision, it is important to have tools set up to monitor progress and chatter so you can respond accordingly. There are free tools on each platform that can provide some level of monitoring. But experts advise that you use proper narrow listening tools or paid functionalities of each platform like LinkedIn's recruiter seat analytic, which allows for very detailed search options among all members of LinkedIn (not just those in your network) and lets you flag/share candidates to view within your HR department.

Several narrow listening tools were introduced in Section 1, including Hootsuite and Radian 6. These types of tools are intended to assess in-the-moment engagement, making them an essential resource as you engage. These tools will allow you to monitor live conversations, which can help you gauge engagement effectiveness, discover new opportunities and adjust strategically to advance your business' social role and achieve your internal social goals.

To help you select additional tools, consider the following nuances:

MULTIPLATFORM ANALYSIS: Are you operating on multiple social platforms? If so, there are vendors and tools that create dashboards to show you what is happening across all platforms at all times. Remember to assess the capabilities of each platform before deciding on the best option for your business. Sites such as Google Analytics pull information from all websites, whereas Hootsuite and Tweetdeck only pull from social media sites.

CROSS-DEPARTMENT SHARING: Will you be monitoring other sites you are not actively engaging on? Will your marketing team use similar sites as you? If so, can the tool flag chatter that might be pertinent to your department and vice versa to ensure that all chatter is addressed by the appropriate people?

AUTOMATIC RESPONSE: Automatic responses fulfill the requirement of responding, but miss the opportunity to really provide a personal engagement with a social connection. The social web is personal and so should be the approach. We recommend using automatic response only when necessary.

HOW-TO TIP: Use Exercise 4 from Section 1 to help determine the right vendor for you.

STEP 8 Establish Your Social Voice

The next element to tackle before you engage is establishing your social voice—the tone, syntax and style in which you bring your professional social role to life on the social web. The common misconception is that you have to be very professional everywhere, but you can be more friendly on the social web. You should consider how to talk to people on each platform based on who your audience is and what your objectives are. Regardless of your objective, you need to be prepared to have real conversations in more of a free-form manner. In the words of one expert respondent, “It’s a media for real connections and real dialogue, and businesses need to be prepared to have real conversations. Don’t overthink, just jump in and be genuine.”

HOW-TO TIP: Your professional social voice should have synergies with your external (marketing) social voice but embody your company’s culture and a more professional tone.

The following chart outlines some fundamentals to consider when establishing parameters for your social voice:

DO

Talk with your current and prospective employees, not at them

Consider this to be a distinct voice that only lives online

Communicate frequently

DO NOT

Pretend to be something or someone you are not

Stray too far from the voice of your business culture

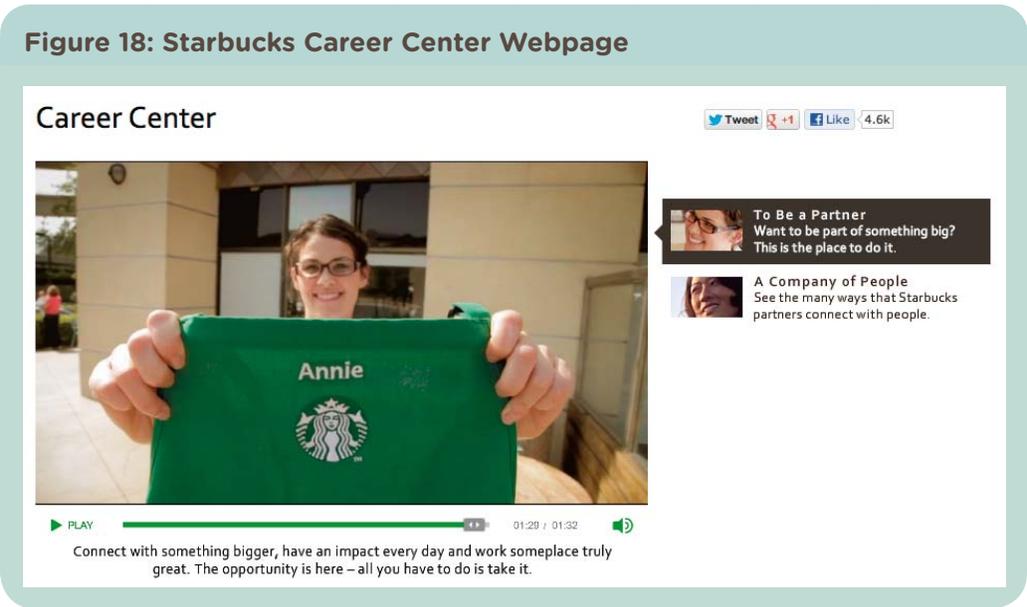
Overload your current and prospective employees with excessive posts

Use the following examples and exercises to help you articulate your social role as a social voice.

EXAMPLE 6: STARBUCKS® SOCIAL VOICE³²

Below is a picture from Starbucks Career Center webpage, which is linked to Twitter, Google+ and Facebook. Notice that the content voice connects employees (“partners”) to something bigger—impacting the community through a strong individual contribution. Starbucks knows that the people who engage with them care about making a difference in the world, ethical business practices and being a part of a company that shares their values. As the opening line of the video states, “We aren’t employees of Starbucks, we are Starbucks.” It’s a professional, yet colloquial, means of conveying their role. In addition, they use playful and friendly visuals to bring it to life.

Figure 18: Starbucks Career Center Webpage



32 Starbucks Career Center. (November, 2012). Retrieved from: <http://www.starbucks.com/career-center>

Exercise 15: Finding Your Social Voice

WHAT IT IS. WHAT IT ISN'T.

- This exercise is used to direct the creation of your voice and to identify possible pitfalls. Ask yourself: Is your business culture extremely approachable? Is it oftentimes witty? Are you not trendy, but still up on trends? These differentiators will be very helpful not only in establishing who you are in this new space, but they also will lend themselves to continuity with the company's voice moving forward.

WORD CLOUD

- Make a collage of the things that your business is. Include all things that describe and portray your business and its culture. Things like how you would use punctuation or what types of words you would use to describe something. These things will all lead you to creating a defined persona for your business.

HOW-TO TIP: Above all, the voice must be approachable and transparent, so whether it comes from your mascot, HR, your CEO or your employees, people will want to engage with this voice. And it must add value in some way.

CONCLUSION

In this section, we have outlined the necessary steps in setting up a successful internal social media strategy. It is vital to remember that the social web is constantly evolving. Try to be flexible and remember that your platforms, resources, Handbook/Policy Guide and voice can be changed to meet the requirements of being a part of this ever-changing space. Incorporate a test-and-learn mind-set when looking for what approach works best. Your actions and efforts in the social web should be continuously optimized based on your performance and wins/losses against your business' overall goals.

SECTION 3: ENGAGE BY CREATING AND EXCHANGING CONTENT

OVERVIEW: Section 3 consists of two steps that outline ways to effectively engage with your current and prospective employees as well as your industry colleagues.

STEP 1: Know the Rules of the Road: outlines six best practices for engaging in the social web regardless of your role or objective.

STEP 2: Activate Your Social Role: explains several fundamental means of engaging with your connections.

STEP 1 Know the Rules of the Road

Before engaging and immersing your business in the social web, it's important to understand the basic rules of conduct—things that most companies abide by within the social web, despite their roles or visions.

A. BE APPROACHABLE

If the social space could be described in one word, it would be “conversational.” That is why people use this space—there is an innate desire to connect and communicate. But to be effective in conversation, you must be approachable, sociable, responsive and welcoming while still maintaining a professional voice. Consider social web interactions to be like taking a colleague/candidate to coffee vs. chatting with a friend or a formal meeting. Employees who are already engaging in the space are looking for friendly encounters, not business meetings. Be sure to enter the space like everyone else does; be informal, open and honest.

This could mean posting questions that invite conversation or responding to a recruiting question. People are behind the connections a business builds. Consider giving these people a more personal voice that can help them better connect with their intended audience, be they current employees, candidates or industry players. An expert within the space reported that giving personality to a professional identity can be effective, especially for recruiting (e.g., signing a post: Brian@Retailer ABC Recruiting versus just Retailer ABC.)³³ This reiterates the fact that people like to connect with people. Putting your people at the forefront of social interactions can help make your business more approachable.

HOW-TO TIP: Be more approachable and put a face on your brand. Have recruiting employees sign posts and responses to candidates with their names as demonstrated in the following figure.

33 The Integer Group. (2012). Expert Interviews.

Figure 19: Bank of America® Twitter Account³⁴

The Bank of America Twitter account actually showcases its talent-acquisition team.



B. BE CONSISTENT

In the social web, nothing is hidden. Like PR, it is important to be consistent in what you say and do across all touch points. In addition to having a united voice in the social web, one expert reported that it is also essential to be sure everyone knows the social web vision and policy so they are able to effectively respond with consistent timing, authenticity and intent.³⁵

“Companies should build their own social media policy to provide peace of mind and direction to those managing the content and employees that are in the social web.”³⁵

Below are a few guiding principles for creating social media policy that will generate a consistent voice as more people engage in conversation outside the usual HR personnel. (A more thorough outline of a comprehensive policy was outlined in Section 2.)³⁵

- Try to keep your policy simple and approachable. (Expert interviewees said their policies were typically a page and a half.)

³⁴ Bank of America Careers Twitter page. (November, 2012). Retrieved from: https://twitter.com/BofA_Careers

³⁵ The Integer Group. (2012). Expert Interviews.

C. BE TRANSPARENT

The professional web offers even more information than it does connections. Given this, it is even more critical to be open and honest about business happenings. Whether it's listing specific job requirements or discussing layoffs, transparency is key. For better or worse, social media has changed communications.

“Gone are the individual meetings where HR travels to one location at a time, announcing terminations and restructures. A single tweet or Facebook update serves as public notice to any type of corporate change throwing a wrinkle in the corporate communication process.”³⁸

The professional social web amplifies word of mouth and expands its reach. “No longer are your strategies and tactics a secret from those outside the business—they are fair game for criticism, even by the candidates themselves.”³⁹ Therefore, to mitigate problematic communication, it is important to preemptively be open to talking about it.

38 Jessica Miller-Merrell. How Social Media Changes HR. Retrieved from: www.smartrecruiters.com/blog/how-social-media-changes-hr/

39 Sajjad Masud. (2012, June 3). 5 Ways Social Media is Revolutionizing Talent Acquisition. Retrieved from: <http://mashable.com/2012/06/03/talent-acquisition-social/>

D. BE SHAREABLE

To truly be part of the professional social web community, you must contribute in a way that is not only valued but also shareable, spurring more engagement and connections—a fundamental motivator of users on the social web. Social networks have equipped you with the means to share and be shared—a simple share or retweet button. But it is up to you to create content worth sharing.

This is typically easier said than done. Being shareable is like telling a good joke. You need to know your audience and select your joke accordingly. The same goes for social. You must understand your audience and your surroundings. Use the research in Section 1 to consider what your connections would share and to gauge the vibe of each space.

Creating shareable content can help you address your social web vision, be it to engage in conversations and solicit feedback from employees, showcase a new side of your business or recruit talent—and they often work hand in hand. For example, if your current employees love the content you, as their employer, deliver that causes them to share and that helps the business externally. In fact, “Employees on Twitter, LinkedIn, and Facebook are contributing to the efforts of recruiting through their own posts and tweets. Not only are open positions getting distributed as pieces of content to vast networks of people, but it’s also facilitating the use of social referrals—one of the best sources of quality candidates.”⁴⁰ Because employee referrals often produce great candidates, posting shareable content and encouraging employees to share might help your business in a 360-degree effort. This helps retain employees by giving them a meaningful reward, aids in recruiting efforts and can be seen as great marketing for your business.

40 Sajjad Masud. (2012, June 3). 5 Ways Social Media is Revolutionizing Talent Acquisition. Retrieved from: <http://mashable.com/2012/06/03/talent-acquisition-social/z>

The figure below outlines some tips for creating shareable content.



41 Jennifer Burnham. (2012, September 7). 10 Easy Tips to Make Your Content More Shareable. Retrieved from: <http://blogs.salesforce.com/company/2012/09/tips-for-getting-your-content-shared.html>

42 The Integer Group. (2012). Expert Interviews.

E. HAVE A PLAN (BUT BE FLEXIBLE)

The social web is constantly moving and shape-shifting. Without a social plan of action, your business might be left in the dark or faced with a problem that it is unsure how to address. Therefore, it is helpful to have a tactical plan that helps you achieve your vision and objectives (as outlined in Section 1) while also being nimble enough to bend and flex with unexpected events.

As with PR and marketing, many HR professionals are developing content calendars that outline expected communications based on their objectives over the course of the year. When developing a content calendar, consider how it works with the other HR efforts (e.g., company parties, health plan enrollment, career fairs, job postings etc.).⁴³

Aside from developing a content calendar, your plan should include a process for responding to real-time issues—both positive and negative in nature. This will also help ensure that you are delivering a consistent message.

HOW-TO TIP: Create a content calendar with a variety of editorial content that helps you achieve your vision and objectives.

F. LISTEN AND RESPOND

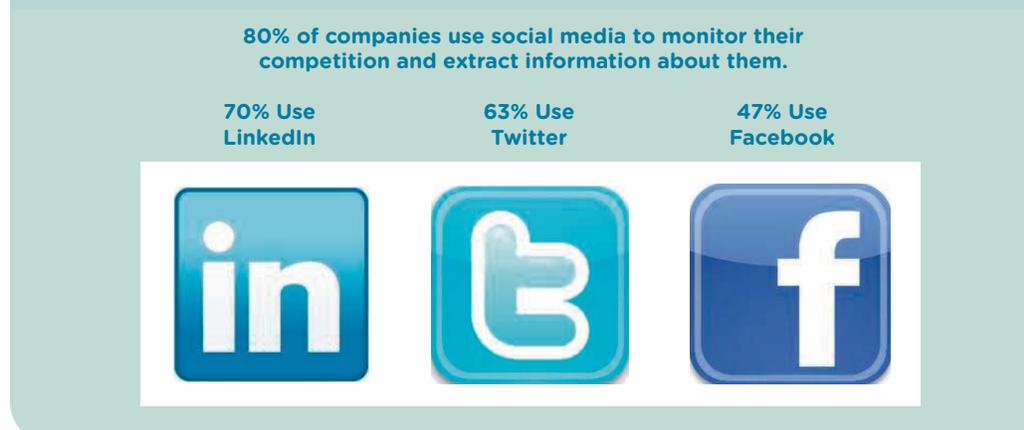
Feedback from the expert panel interviewed for this study notes that it is important to continually listen as you engage. As discussed in Section 2, there are various narrow listening tools that you can use to monitor conversations. These tools, in addition to your personal participation, not only help you find opportunities to engage effectively, they can mend a crisis and move toward your vision. Listening can also help you understand what an effective response is—one that fosters connections, enhances your corporate culture or attracts new connections.

Having a social presence puts industry and competitive information at your company's fingertips. It is important to listen to your industry and competitors as well as your other connections. In fact, 80% of companies use the social web to better understand their competition, more often using Twitter and LinkedIn (see the following figure). Engage with them and understand what they are doing on various platforms, what buzz is getting attention and how they are attracting talent. This can help you understand how your role and vision might adjust as the space evolves.⁴⁴

43 Dan Schawbel. (2012, September 13). Using Social Media to Recruit Gen-Y Workers. Retrieved from: www.openforum.com/articles/using-social-media-to-recruit-gen-y-workers

44 The Integer Group. (2012). Expert Interviews.

Figure 22: Competitive Monitoring and Social Listening⁴⁵



STEP 2 Activate Your Social Role

With your platforms set up, your staff in place and knowledge of the rules of the road, it's time to activate your professional social role and engage in the social web. Successful activation requires appropriate tactical execution as well as strategic thinking that leverages the knowledge you discovered in Section 1.

During this step, you will learn how to activate your business' professional presence within the social web through conversations and content as well as the fundamentals for using the social web for recruiting and localized messaging.

1. ADDING VALUE WITH CONTENT

It's important to give your current and prospective employees content that helps build and sustain your network—things that start conversations, discussions and create a dynamic dialogue. The following are tactics that will help your business engage and add value to various types of connections and audiences.

ADDING VALUE WITH CONTENT WITHIN THE WORKPLACE

Working is a way of life, and it doesn't hurt to give your employees a few more reasons to love their jobs or your business. The social web is a great place to provide value-add content that educates and/or provides your employees with ideas that keep them happy, make your business more valuable and supportive and build stronger company/employee relations. Think of things like "Do-It-Yourself office feng-shui" or "10 ways to eat better at work." Integer primary research found that Facebook is a more personal space and allows your business to be friendlier with people and show your company culture.⁴⁶

45 Michelle Frome. (2012, July 18). 80% of Companies Use Social Media to Track Competitors [STUDY]. Retrieved from: <http://www.c2intel.com/blog/2012/07/18/80-of-companies-use-social-media-to-track-competitors-study/>

46 The Integer Group. (2012). Expert Interviews.

Below are some thought-starters for developing value-add content for the workplace.^{47,48}

A DAY IN THE LIFE. Do your employees know what other departments or locations are really like? Give them an inside glimpse. Share employee interviews, tours of the building and team profiles. (See example 8 about Lululemon Athletica®.)

DON'T TELL PEOPLE—SHOW PEOPLE. The social web is very visual. Pictures and video help enhance any post.

COMMUNITY NEWS. What do you want employees to get involved with? What are they doing that they would like to extend to others? Share what's happening at your company, and invite others to participate.

INDUSTRY NEWS. Make it easy for employees to know what is happening in your industry and how it might affect them.

HOW-TO INFORMATION. Quick tips and tricks are entertaining and beneficial. Share things like: how to set up an ergonomic workstation, how to become a better leader or how to exercise in the office.

ASK QUESTIONS. Ask people to participate. Ask them a question like: What are your plans for the holiday weekend? What's your favorite lunch spot? Who has been doing a great job and deserves a shout-out?

JOB OPENINGS. Referrals are king. Have a job opening? Let people know about it.

47 Chris Ferdinandi. (2012). Recruitment Using Social Media: How to Turn Connections Into Candidates. Retrieved from: <http://hiring.monster.com/hr/hr-best-practices/recruiting-hiring-advice/attracting-job-candidates/recruiting-via-social-media.aspx>

48 The Integer Group. (2012). Expert Interviews.

EXAMPLE 8: LULULEMON® CULTURE⁴⁹

Lululemon’s localized Denver Facebook page—Lululemon Athletica Cherry Creek—introduces its new employees via Facebook posts and gives its fans a taste of the local store’s culture. This same day-in-the-life approach can be used in your business to introduce new employees, announce promotions or just help employees get to know each other.

Figure 23: Lululemon® Culture



ADDING VALUE WITH CONTENT—EMPLOYEE ADVOCACY

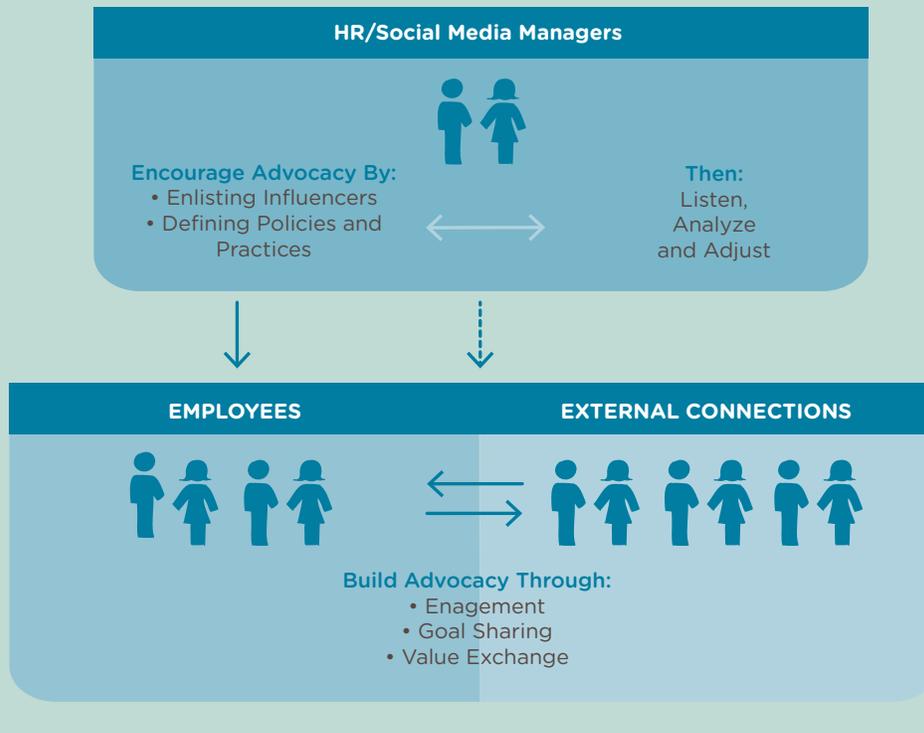
Your business’ content and presence within the social web should ultimately engage your employees and enhance employee advocacy. Social media blog writer Michael Brito states, “General employee engagement will serve as the foundation of advocacy, whether the objectives are to increase company morale, improve productivity or just getting employees excited for the company they work for. Employee engagement is smart business.”⁵⁰ With this in mind, the value-add content you distribute to employees should be purposeful and meaningful to create advocacy.

49 Lululemon Athletica Cherry Creek Facebook Page. (October, 2012). Retrieved from: <http://www.facebook.com/lululemonCherryCreek?fref=ts>

50 Michael Brito. (2012, June 10). Social Business Enables Employee Advocacy. Retrieved from: <http://www.britopian.com/2012/06/10/social-business-enables-employee-advocacy/>

Figure 24: Managing and Optimizing Employee Social Engagement⁵¹

Build employee advocacy and use this to your company's advantage. Your employees know the company the best, they have a vested interest in good outcomes for the organization and they're the most scalable resource the company has directly in hand.



ADDING VALUE WITH CONTENT—SHOWCASE EMPLOYEE CULTURE

Each company is unique, and social media is a great vehicle to highlight your company's best attributes.

“The biggest opportunity for brands is to showcase their corporate culture for the world to see through images, video and text. Allow your current employees to talk to perspectives about what it's like to work at your company, the perks and the daily routines. When you put your culture online, you end up attracting the right candidates and repelling the wrong ones.”⁵²

51 Dion Hinchliffe. (2012, June 1). How to Accelerate Social Business Using Employee Advocates. Retrieved from: <http://www.dachisgroup.com/2012/06/how-to-accelerate-social-business-using-employee-advocates/>

52 Dan Schawbel. (2012, September 13). Using Social Media to Recruit Gen-Y Workers. Retrieved from: <http://www.openforum.com/articles/using-social-media-to-recruit-gen-y-workers>

Displaying your company culture allows potential candidates to relate and better understand if they will fit in. A powerful company culture also helps increase current employee advocacy—those who are proud of where they work. To help get the word out about culture, employees and companies have been testing new ideas. Deloitte® effectively uses Twitter to showcase its company culture. Each week, a different Deloitte employee tweets about the company from their own perspective. Similarly, GE® has a blog (the ITLP Blog) that showcases the different projects they are currently working on and Google has a Twitter feed dedicated to tweeting about “Life at Google.” (See the following example.)

EXAMPLE 9: LIFE AT GOOGLE⁵³

Google has created a job-specific page on Twitter, titled “Life at Google.” The page shares messages about what it’s like to work at Google and what the company culture is like. They typically share photos, videos and open jobs at the company.



53 Life at Google Twitter page. (October, 2012). Retrieved from: <https://twitter.com/googlejobs>

ADDING VALUE WITH CONTENT WITHIN RECRUITING

Ninety-two percent of recruiters currently use or plan to use social media to recruit employees, and 73% have hired a candidate identified through the use of social media.^{54,55} Social recruiting is successful in part because you as a business can show a bit of your personality and give your candidates more depth, insight and value than a job board. Many of the same types of value-add content outlined for those within the workplace are appealing to job hunters as well (e.g., day-in-the-life videos, company news etc.). But it is important to understand what value you can add and where. When it comes to job hunters, they might not know about you until you pop up in their newsfeed. Therefore, it is important to be where your talent is and add value there.

The following outlines ways to connect with and add-value to your prospective employees.

BE WHERE THEY ARE AND DEEPEN YOUR CONNECTIONS

- Join relevant clubs, groups and discussions that you identified during your research in Section 1.
- This will help you be where talent is and broaden your network.

LEARN FROM YOUR CONNECTIONS

- Listen with an open mind to what they have to share with you.
- Read posts, track discussion boards and watch videos using the tools and practices outlined in Section 2.

POST, ENGAGE WITH AND CONTINUE TO ADD VALUE TO YOUR NETWORK

- Post, comment and continue to make connections every week to get your name out to more people.
- Get the word out! When you have an open position, make it known in as many places as you can that will have the most impact—even Facebook (see the following example on Disney and Lululemon).
- Don't just tell people, show people. Use visuals or video where appropriate to create dynamic posts.
- Stop and ask—would an actual person talk this way? Use an authentic, personable voice that is consistent with your business.
- Always respond. Let them know there is a person behind the screen who cares about what they have to say, and respond appropriately. Embrace all types of discussions and respond accordingly.

54 Jobvite Survey. (2012). Social Job Seeker. Retrieved from: <http://recruiting.jobvite.com/resources/social-recruiting-reports-and-trends/>

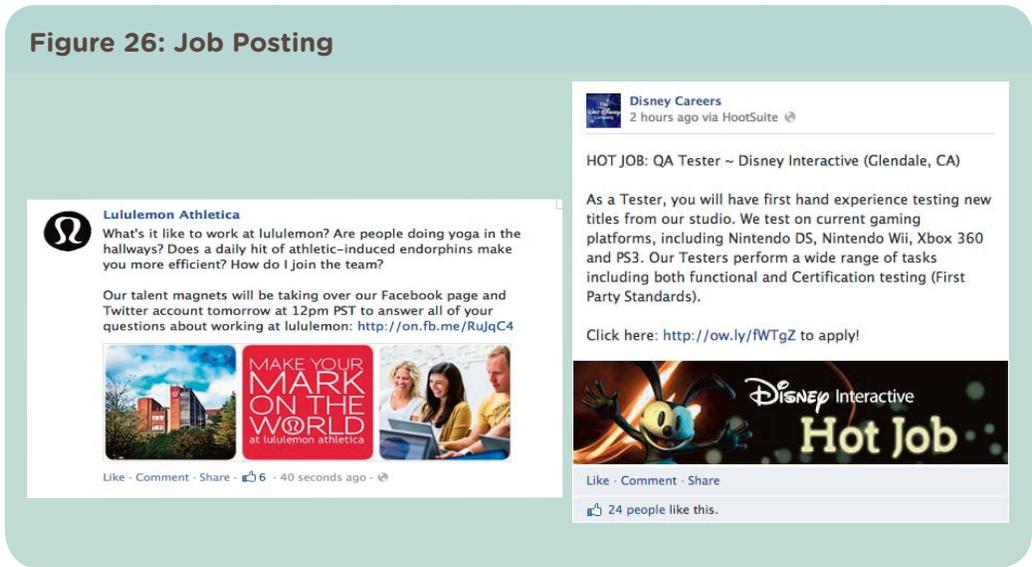
55 Susan M. Heathfield. (2012, July 9). Are You Using Social Media for Recruiting? Retrieved from: <http://humanresources.about.com/b/2012/07/09/are-you-using-social-media-for-recruiting.htm>

HOW-TO TIP: Posting jobs on your branded Facebook page could help widen your reach (referral network) and provide consumers with a sense of the overall health of your company. (See the following example.)

EXAMPLE 10: DISNEY CAREER AND LULULEMON FACEBOOK CONTENT^{56,57}

While some companies like Disney have separate Facebook pages for careers, there are opportunities in posting on your brand page like Lululemon does. Lululemon encourages fans to learn about great employment opportunities.

Figure 26: Job Posting



2. USING SOCIAL TO RECRUIT

Social media should be viewed as a complement to traditional recruiting—one that amplifies and enhances the process, particularly candidate identifications and preliminary screening. Recruiting in general takes a lot of time, but social media has made it easier and cost effective and, most important, it has broadened your reach. You can find and learn a lot about prospective hires on the social web. LinkedIn, Facebook and Twitter have over a billion combined users, which means a lot of potential talent for your company.⁵⁸ Many potential candidates are already in the space, and even if they aren't actively searching for a new job, they could be a great fit.

56 Disney Careers. (2012). In Facebook. Retrieved from: <http://www.facebook.com/DisneyCareers>

57 Lululemon Athletica. (2012). In Facebook. Retrieved from: <http://www.facebook.com/lululemon>

58 Tiffany Black. (2010, April 22). How to Use Social Media as a Recruiting Tool. Retrieved from: <http://www.inc.com/guides/2010/04/social-media-recruiting.html>

The social web can not only help you to identify candidates but also screen them—considering the same screening and privacy laws one would normally abide by when screening. The social web has changed how you find and engage with prospective hires. As one expert said,

“Resumes are dead....social media lets you learn about the candidate and save time in the long run. Plus, it can help candidates learn about you so only those truly interested apply.”⁵⁹

HOW-TO TIP: Encourage all employees to get involved, post job openings and refer candidates. Social media talent acquisition allows for hourly workers and CEOs alike to find candidates. This type of recruiting is direct, quick and helps reduce cost-per-hire.

The social web and social media are constantly moving and changing. As mentioned earlier, it is great to recruit within the space because of the cost and time savings. However, before entering the space, you should have a clear understanding of what is the right approach to achieve your goals. The following are some basics to remember while recruiting on each platform (these can be used for both hourly and salaried candidates).

LINKEDIN

- Ideal for posting jobs for salaried, managerial and C-level positions
- Posting a job costs about \$195 for 30 days

TWITTER

- Ideal for quick content that will inspire followers to pursue more—be it a job posting or company announcement
- Make your job posting tweets stand out by using hash tags (e.g., #chicagjob)

59 The Integer Group. (2012). Expert Interviews.

FACEBOOK

- Ideal for posting jobs for seasonal and/or hourly positions
- Your company can post a job for free in the Facebook Marketplace
- Facebook also has a job app, Branchout, that is geared toward job hunters

HOW-TO TIP: For recruiting purposes, consider phrasing your job posts differently depending on the platform. Think of LinkedIn like your “office,” Facebook like “the bar,” and Pinterest like “your home.”⁶⁰

SCREENING YOUR APPLICANTS

“In the past, companies tried to determine candidate fit through their résumés. Today, employers perform web searches on candidates, learn more about them from social media and examine their work samples.”⁶¹

With so much information on the social web, it’s no surprise that it is of great help in recruiting practices. Businesses now have an abundance of applicant information and data at their disposal. The screening process used to be quite lengthy and involved a lot of time and work to understand whether a candidate was a good fit for the position and company. While there are some potentially risky legal implications, companies have started investing in proprietary technologies that help remove noise. Information sources such as Protected Class Data help ensure the privacy of a job seeker while helping the employer get a better perspective on the best candidates for the position. The following figure outlines some tips for using the social web to legally screen applicants.

60 The Integer Group. (2012). Expert Interviews.

61 Lisa Quast. (2012, May 21). Recruiting, Reinvented: How Companies are Using Social Media in the Hiring Process. Retrieved from: <http://www.forbes.com/sites/lisaquast/2012/05/21/recruiting-reinvented-how-companies-are-using-social-media-in-the-hiring-process/>

LEGAL TIPS FOR SCREENING APPLICANTS USING THE SOCIAL WEB⁶²

DOS

- Establish internal procedures for making employment decisions based on social media and web research to avoid running afoul of federal and state antidiscrimination and privacy laws.
- Use a person separate from the hiring process to review social media sites, to filter out any information regarding membership in a protected class (for example, race, religion, and national origin) and to only forward information that might be lawfully considered in the hiring process.
- Be aware that pre-employment social media background checks may give rise to liability under the Fair Credit Reporting Act (FCRA).
- Remember to keep records of information reviewed and used in any employment decision, and be sure that any information learned from social media sites in the employment decision process is used consistently.
- Require all job applicants to authorize you to perform background checks under the FCRA as part of the hiring process, as well as at other times during employment.
- Require that any third party providing you with social media background checks warrant that no laws—FCRA, privacy, copyright or other intellectual property laws—have been violated in gathering the information from social networking sites.

DON'TS

- Attempt to bypass a person's privacy settings in collecting social media information—for example, by impersonating a “friend” or creating a profile with the same city and/or alma mater of an applicant, in an attempt to see information restricted by geographical or university network.
- Conduct social media background checks on applicants/employees for any employment purpose without first obtaining their written authorization.
- Assume that your managers are staying clear of social media to screen applicants or employees, even if your company does not, as a matter of policy, conduct such background checks. Be sure to train your managers regarding the FCRA and its requirements.
- Make employment decisions based upon an applicant's “off-duty” lawful conduct (such as tobacco or alcohol use), which most states prohibit employers from considering.

62 Robert McHale. (2012, July 20). Using Facebook to Screen Potential Hires Can Get You Sued. Retrieved from: <http://www.fastcompany.com/1843142/using-facebook-screen-potential-hires-can-get-you-sued>

3. LOCALIZATION

A great aspect about the social web is its ability to be big and small at the same time. Whether you are looking to engage employees, industry peers or recruits or build your industry thought-leadership, there is a benefit in tailoring and localizing your messages to make your posts more effective. Facebook and Twitter make this pretty easy. Localization is helpful for businesses with differing regional needs or those wanting to hone in on a specific audience.

In the following example, you'll find Digitas®, a digital advertising company, that has created individual Facebook pages for each office region. The company communicates about local events, local organizations and even wishes employees Happy Birthday. Providing local information to current employees that is directly impactful and meaningful is a great way to provide value.

EXAMPLE 11: DIGITAS BOSTON EMPLOYEE FACEBOOK PAGE⁶³

Digitas takes a very local approach to its internal Facebook page by providing its employees in each office region a page.

Figure 27: Local Employee Facebook Page



63 Digitas Boston. (2012). On Facebook. Retrieved from: <https://www.facebook.com/DigitasBoston>

In addition to local Facebook pages and Twitter feeds, which target general regions, businesses are also able to push targeted messages to specific locations like the entrance of your store using geo-fencing.

Geo-fencing allows businesses to take over a user's mobile app when they enter a specific fenced area (like your storefront) to provide a unique experience or content. Today, it is primarily being used for marketing purposes, but it might a viable option for HR departments to alert people about company announcements or job postings.

CONCLUSION

Armed with a solid plan and different ways to activate your presence in the social media space, you're ready to engage in a meaningful way online. Express your point of view and remember to stick with your professional voice across all social media platforms. Have the resources and diligence to respond in real-time, and keep the conversations going. This is an ongoing process; stick with it and you will reap the rewards.

Next, we will tackle the complex world of measuring activity in the social web. It is vital to have measurement tools in place to know what engagement strategies work and to set yourself up for success.

SECTION 4: ASSESS AND EVOLVE YOUR ROLE AND GOALS

HOW TO DEFINE AND MAINTAIN SUCCESS

OVERVIEW: Section 4 consists of three steps that outline ways to understand social metrics and translate them into measures that will help you gauge success.

STEP 1: Translating the Data: recaps the direct measures of success and the importance of translating these metrics.

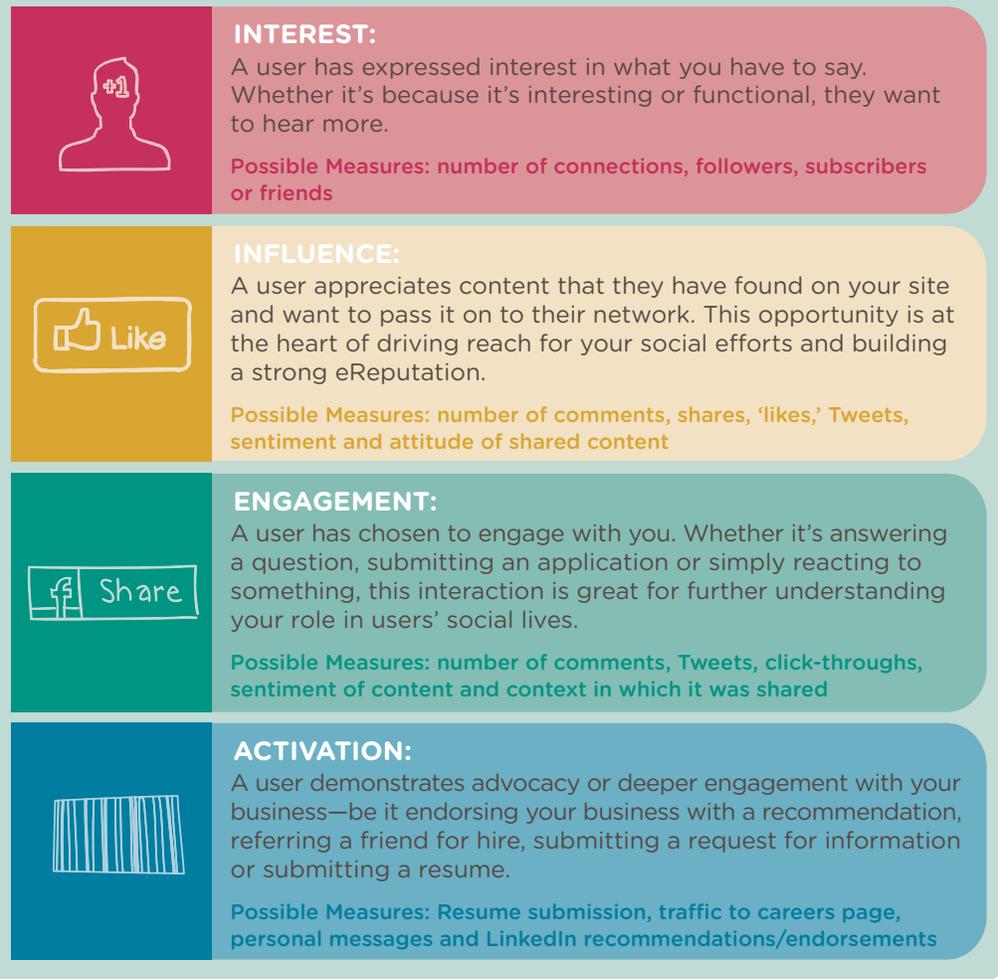
STEP 2: Measuring Success vs. Measuring Activity: outlines three models for measuring success using a combination of activity metrics.

STEP 3: Evolve Social Efforts: reminds you of the importance of monitoring and adjusting your activity as you progress to ensure you are on track for success.

STEP 1 Translating the Data

The social web provides so much opportunity to engage with many types of professionals on many types of platforms. But on Facebook, Twitter and even on LinkedIn, activity is not solely professional in nature, making it challenging to measure success against your professional social web vision. However, as discussed in Section 1, different social metrics can be tied to basic user behaviors and dimensions of success, which present ways to decipher activity. Further, by looking at the underlying user intent behind each metric, you can translate the meaning of actions and connect them to your objectives.

Figure 28: A Reminder of the Four Dimensions of Success



HOW-TO TIP: Having this framework to understand user intent behind their online actions will prove helpful as new platforms emerge and we try to understand its application for professional marketing.

STEP 2 Measuring Success vs. Measuring Activity

While standard measures exist for employee morale and satisfaction, there is also an art to interpreting the results and gaining true insight and understanding of the data and results. Similarly, there are social web measures, but the confusion often lies in how to effectively measure success vs. activity as we are not as intimately exposed to social networkers like we are employees. Direct measures like interest, influence, engagement and activation (as outlined above) are measurements of activity; however, they do not necessarily translate to or represent success. This is why it is

necessary to translate activity measures into an understanding of underlying behavior and their effect on your objectives. That is where we can begin to understand whether or not efforts have been successful.

From a professional social web standpoint, there are three primary reasons to enter the space; building an eReputation, recruiting or employee relations. We will use these three territories to frame several models for assessing success in the professional social web.

SOCIAL ENGAGEMENT TO BUILD YOUR eREPUTATION

- A social presence built to advance your eReputation and build your positioning.

SOCIAL ENGAGEMENT TO DRIVE RECRUITMENT

- A social presence built to connect with users looking for employment opportunities.

SOCIAL ENGAGEMENT TO ENHANCE EMPLOYEE RELATIONS

- A social presence built as a means to engage with employees as well as connect them to each other in an effort to improve communication and camaraderie.

1. SOCIAL EFFORTS TO BUILD YOUR eREPUTATION

Managing your company's eReputation is an important part of internal social efforts. Whether it's showing off your company culture or demonstrating thought leadership, your engagement on the social web can build your presence in the industry in a way that can ultimately attract potential candidates or invigorate your employees.

To understand the effects of your engagement with regard to your eReputation, we will look at the various activity measures discussed earlier and how they work together to gauge how well your engagement is working.

First, consider the percentage of your industry with whom you are building a relationship. While activity in the social web is not meant to simply stop at your social connection, knowing the number of your connections in relation to the size of your industry base can give a sense of potential impact your activities could have. The formula is:

$$\text{Reach of Your Social Connections} = (\text{CONNECTIONS} \div \text{INDUSTRY MEMBERS})$$

HOW-TO TIP: LinkedIn's Talent Brand Index allows you to calculate your brand's attractiveness by measuring your LinkedIn reach (people who are familiar with you) and your engagement (people who show interest in you via following, viewing jobs etc.). The higher the score, the better.

The next part of the equation requires looking across the social channels and understanding the relationship between those who are interested in your company and those who are influenced by your company. While a company might have 10,000 followers on LinkedIn, if only 6 of them tend to share content the company posts, the actual influence of the company is relatively small. By this standard, the ratio of interest to influence is relatively low. The formula is:

$$\text{Engagement Level of Your Social Connections} = (\text{INFLUENCED} \div \text{CONNECTIONS})$$

Next, examine the type of interactions that happen around the social web. Are people following/joining groups only so that they can promote themselves, or are they, in fact, interested in your business? This is where it is important to look at the type of sentiment (positive or negative) of conversations going on in social web. The formula is:

$$\text{Relationship With Social Connections} = (\text{INTERACTIONS} \times \text{SENTIMENT})$$

Building a strong eReputation is ultimately driven by affinity. The culmination of these various measures, including reach, engagement and relationships, attempts to quantify your business' affinity. The formula is:

$$\text{Affinity} = (\text{CONNECTIONS} \div \text{INDUSTRY MEMBERS})(\text{INFLUENCED} \div \text{CONNECTIONS})(\text{INTERACTIONS} \times \text{SENTIMENT})$$

Understanding affinity can also help to gauge your success with respect to recruitment and employee relations because they are often interrelated.

2. SOCIAL ENGAGEMENT TO DRIVE RECRUITMENT

You can track and measure a host of things when it comes to recruiting activity. But success is generally defined as getting better candidates in less time and for less money. The average cost per hire at companies in the U.S. is \$3,479.⁶⁴ Do you know your cost? How does it differ with and without social media? Understanding how social reduces the cost of recruiting or improves quality will help you gauge success.

64 O'Leonard, Karen. (November, 2011). The Talent Acquisition Factbook®.

Exercise 16: Recruitment Effectiveness

- What is your business' average cost per hire without the help of the social web? How does this compare to the average with the use of social media? How does your cost-per-hire average compare to your industry?
- How would you rate your business' recruitment quality? For one position, how many candidates need be interviewed? Does this number go up or down when using social media?
- How much time would you estimate is invested to recruit one candidate without the use of social media? How does this compare to recruitment using social media?

3. SOCIAL ENGAGEMENT TO ENHANCE EMPLOYEE RELATIONS

Similar measurement techniques regarding your company's eReputation noted on the previous page can be deployed for efforts within your company as well, because affinity for your organization remains the desired outcome. However, a deeper understanding of employee affinity (and activity) can be tracked by using an opt-in employee satisfaction survey. Inquiries should be made about company communication as well as specific social web programs and any resulting employee activity. Indirect questions about communication might reflect the overall sentiment within your business, which is influenced by current social activities. Direct questions about social activities can give tactical feedback about specific actions your business has taken.

Exercise 17: Employee Satisfaction Survey

To build an employee-satisfaction survey, consider the following questions.

- How would you rate your company's communication? Has this changed since the business became active on the social web?
- Do you feel like the company makes efforts to keep you informed about what's going on in the organization?
- What is the most effective way they communicate with you? Why?
- Would you say your organization fosters a sense of community among employees? Has this changed since the business became active on the social web?
- Do you follow your company on any social platforms?
- How do you feel about your company's activity on that/those social platform(s)?
- Has their social web presence caused you to do anything differently?
- Do you think there is a change in company culture due to your company's social web activity?

HOW-TO TIP: There are several free online survey providers like Survey Monkey or Kwik Surveys. These services allow you to design online surveys with qualitative and quantitative questions, email to select groups of people and capture responses in an easy-to-analyze format.

STEP 3 Evolve Social Efforts

The very nature of the social web is organic. It will not stand still. How people view it and use it will continue to change. Further, because this is a technology-driven environment, new tools will develop constantly. Therefore, the most critical element of success on the social web is evolution and measurement needs to be seen as a tool for evaluating success and as a device for constant calibration.

Throughout this section, much attention was paid to translating data from activity to behaviors. This practice will serve you well as a means to take a constantly evolving environment and decipher what users are really doing when they take a social action.

CONCLUSION

Measurement is the last of our sections in this paper, but it is still an important element of building and executing an effective internal web strategy. The social web is constantly evolving, so it's important to have measurement tools in place to know what is working and to provide input into the evolution of your social web strategy.

APPENDIX

Item 1: Questions to Consider When Evaluating Listening Vendors

THEIR VALUE VS. THEIR CAPABILITIES

- Beyond functionalities, what value can they offer your business that will help you achieve your goals and objectives?
- Can they offer consulting services for areas like question phrasing?

THEIR ANALYSIS METHODS AND SERVICES

- Do they have people or computers running the analysis?
- How can they slice data? Do they have the capabilities to view analysis based on gender? Location? Psychographics?
- How do they gauge sentiment? What scale do they use? (Sentiment is typically gauged based on a polar scale of positive or negative. Some measure positive, negative and neutral.)
- Can they offer sentiment analysis beyond polarity? Can they classify content beyond positive and negative?

THEIR DATA FEEDS

- Where do they get their data? (Most vendors collect data from blogs, forums, social networks and ratings and review sites.)
- Do their data sources align with where you think your shoppers are active?
- How much of the social web does the data tap in to?
- How far back does the data set reach?

THEIR REPORTING TOOLS

- How do they deliver data? (PDF, CSV, XLS, PPT etc.)
- How flexible is their output?
- Can you customize reports as needed?
- Do they provide dashboard options?

THEIR PROCESS TIME

- How long does it take to set up the process?
- How long does in-field research take to meet your objectives?

THEIR SCALABILITY

- Can you leverage their services in the future for other purposes?

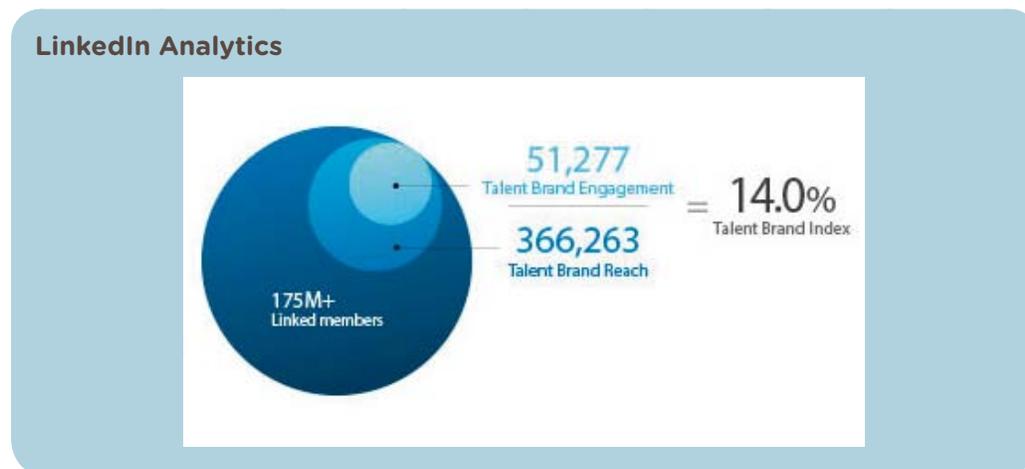
THEIR PRICE

- What are their pricing options? (annual fee, per initiative?)
- Can you get scalable discounts if you want to use the service for various banners?

Item 2: Examine Social Web Activity on LinkedIn⁶⁵

For a charge, recruiters and companies can have a “seat” that gives them access to a LinkedIn relationship manager who will work with them to get more detailed analytics including a Talent Band Index.⁶⁶

- The Talent Brand Index measures how attractive your brand is to the talent you want to hire. Simplistically, it measures your LinkedIn reach (people who are familiar with you) and your engagement (people who show interest in you via following, viewing jobs etc.). The higher the score, the better.
- Your score can be compared to your peers or viewed by region, over time or by industry/job position.



Group pages can view member demographics, activity and more.⁶⁷

- The summary tab provides an overview of performance in terms of current size, comment frequency and demographics.
- The demographics, growth and activity tabs provide more in-depth analytics regarding reach, discussions and connections.

⁶⁵ LinkedIn Talent Solutions. (November, 2012). Retrieved from: <http://talent.linkedin.com/talentbrandindex>

⁶⁶ The Integer Group. (2012). Expert Interviews.

⁶⁷ Corliss, Rebecca. (November 11, 2012). LinkedIn Launches Analytics Tools for Groups. Retrieved from: <http://blog.hubspot.com/blog/tabid/6307/bid/28736/LinkedIn-Launches-Analytics-Tool-for-Groups.aspx>

LinkedIn Analytics



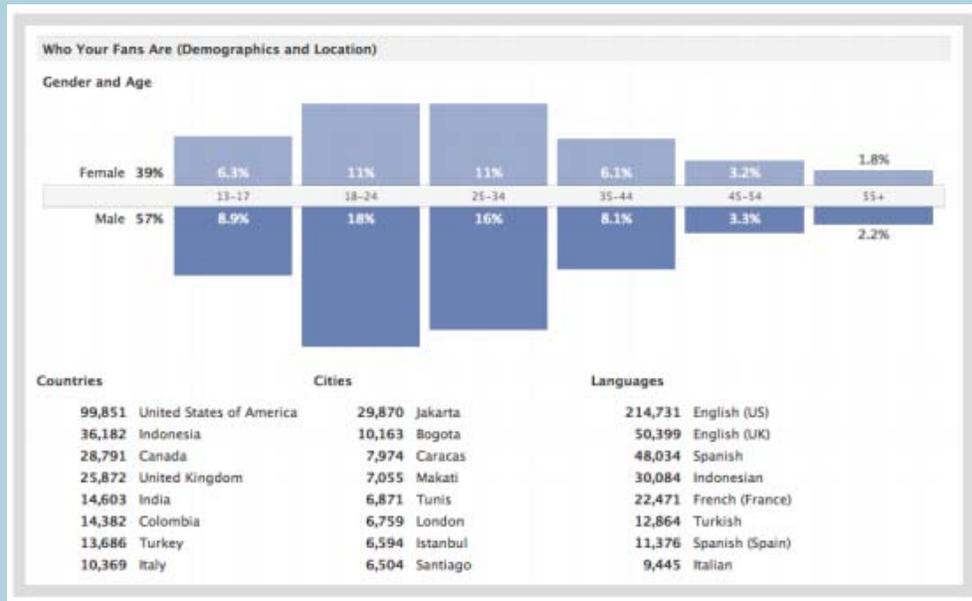
Item 3: Examine Social Web Activity on Facebook⁶⁸

Through Facebook's Insights page, you can examine the demographic composition of your fans (those who have 'liked' your page) as well as any Facebook user who has seen content from your page.

- The Fans Tab on Facebook breaks down your Facebook fans by gender, age, location and language. You can examine composition over various time frames.
- The Reach Tab allows you to view the same breakdowns, but it represents the population that has seen any of your page's content in the past seven days.

68 Facebook. Facebook Page Insights Product Guide for Facebook Page Owners.

Facebook Demographic Analytics⁶⁹



Facebook monitors many dimensions of connections (and their fluctuations over time) including:

- Total Likes: number of 'likes' (friends and fans)
- Friends of Fans: the number of unique people who are friends with your friends (essentially, the potential reach of your connections)
- Weekly Total Reach: the number of unique people who have seen any content from your page
- People Talking About Your Brand: the number of unique people who have created a story about your brand (this includes 'likes,' comments, shares, event responses, check-ins, tags and mentions)

⁶⁹ Facebook. Facebook Page Insights Product Guide for Facebook Page Owners.

Facebook Connections Analytics⁷⁰

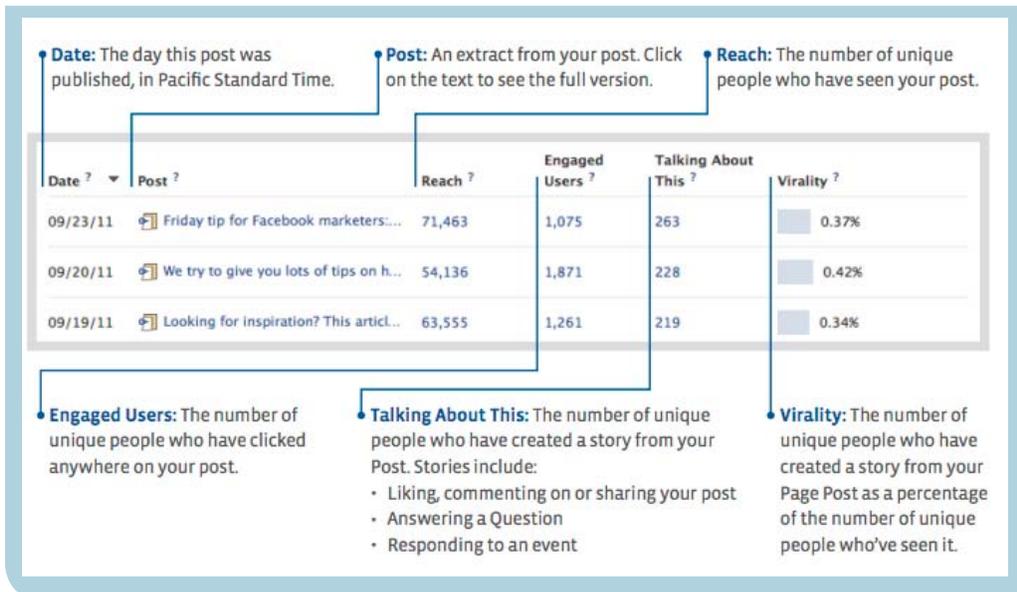


HOW-TO TIP: Facebook has analytic capabilities that break down engagement type and put numbers to it (see example below).

HOW-TO TIP: You can tell a lot about your connections (current and prospective) by observing daily activity on your wall or the walls of competitors. Remember to consider both the content and the media provided (video, picture) and even the time of the post when assessing. Consider the following exercise before digging into your own posts and tweets.

Facebook allows you to examine engagement beyond ‘likes,’ shares and comments, including “virality,” or the reach of the post. However, it is important to read the content that is generated to truly understand your connections and successful post content, media and more.

Facebook Engagement Analytics⁷⁰



70 Facebook. Facebook Page Insights Product Guide for Facebook Page Owners.

Item 4: Platform Overview^{71,72,73,74,75}

Social Web Platform Overview				
				
	Facebook	Twitter	LinkedIn	Pinterest
How the Platform Is Used	<ul style="list-style-type: none"> • Users connect with those with whom they share strong or weak ties • Users communicate via updates, messages and the sharing of videos and photos 	<ul style="list-style-type: none"> • Users post status-like updates • Tweets must be 140 characters or less • Typically, news updates and macro information 	<ul style="list-style-type: none"> • Used to connect with others professionally to exchange knowledge, ideas and job opportunities • Establish your professional profile, stay in touch with colleagues and find experts and ideas 	<ul style="list-style-type: none"> • People use it to save, categorize and share images and videos of their favorite things online • Top interests are crafts, gifts, hobbies/interests, interior design and fashion
Size and Demographics	<ul style="list-style-type: none"> • 1 billion active users • 57% female/ 43% male 	<ul style="list-style-type: none"> • 517 million active users • 59% female/ 41% male 	<ul style="list-style-type: none"> • 187 million unique registered users • 57% female/ 43% male 	<ul style="list-style-type: none"> • 21 million unique visitors • 82% female
Devices and Technology	<ul style="list-style-type: none"> • Available on desktop computer web and mobile web • Have mobile and tablet apps 	<ul style="list-style-type: none"> • 54% of tweeters are on mobile devices • Mobile by nature, with restrictions to character count • Available on desktop computer web and mobile web • Have mobile and tablet apps 	<ul style="list-style-type: none"> • Available on desktop computer web and mobile web • Have mobile and tablet apps • 23% of LinkedIn users access the site through the mobile app 	<ul style="list-style-type: none"> • Available on desktop computer web and mobile web • Have mobile app
What Differentiates It?	<ul style="list-style-type: none"> • Largest social platform • Scalability • Brand-specific accounts and products 	<ul style="list-style-type: none"> • Very fast paced • Mobile by nature • Fewer brand restrictions • Brand-specific accounts and products 	<ul style="list-style-type: none"> • Largest professional social network • Over 2 million companies represented 	<ul style="list-style-type: none"> • A captive audience • On average, people spend over 16 minutes per visit (that's more than Twitter or Facebook)

71 Alissa Skelton. (2012, March 8). Social Media Demographics. Message Posted:<http://mashable.com/2012/03/09/social-media-demographics/>

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ABOUT THE AUTHORS

About the Coca-Cola Retailing Research Council of North America

The Coca-Cola Retailing Research Council of North America (www.ccrcc.org) conducts studies on issues that help retailers respond to the changing marketplace. The unique value of these studies rests with the fact that retailers define the objective and the scope of each project and “own” the process through the release of the study and dissemination to the broader retail community.

Members of the eighth Coca-Cola Retailing Research Council of North America:

- *David Ball, Ball's Food Stores Inc.*
- *Jonathan Berger, The Consumer Goods Forum*
- *Chris Coborn, Coborn's Inc.*
- *Mike Donnelly, The Kroger Co.*
- *Randy Edeker, Hy-Vee, Inc.*
- *Cathy Green Burns, Food Lion LLC*
- *Jerry Golub, Price Chopper Supermarkets*
- *Mark Irby, Publix Super Markets*
- *Jay Lawrence, MAL Enterprises, Inc.*
- *John Lucot, Giant Eagle, Inc.*
- *Tim Mason, Tesco U.S.*
- *Jason Potter, Sobeys*
- *Leslie Sarasin, Food Marketing Institute*
- *Carlos Smith, Bodega Latina Corporation*
- *J.K. Symancyk, Meijer Inc.*
- *Todd Vasos, Dollar General Corporation*
- *Lauri Youngquist, Knowlan's Super Markets, Inc.*

About The Integer Group—@IntegerGroup

The Integer Group (www.integer.com) is one of the world's largest retail, promotional and shopper marketing agencies and a key member of the TBWA\ Marketing Services portfolio. The Integer Group resides At the Intersection of Branding and Selling® and creates strategic marketing solutions for clients in categories that include beverage, packaged goods, telecommunications, retail, fast food, home and shelter and power sports. Join Integer in a conversation on shopping culture and brand strategy at www.shopperculture.com or on Twitter @shopperculture.

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