

Social Media Management

社會媒體管理

Strategy of Social Media Service

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課程大綱 (Syllabus)

| 週次 | 日期 | 內容 (Subject/Topics) |
|----|-----------|---|
| 1 | 100/09/09 | Course Orientation for Social Media Management |
| 2 | 100/09/16 | Web 2.0, Social Network, and Social Media |
| 3 | 100/09/23 | Theories of Media and Information |
| 4 | 100/09/30 | Theories of Social Media Services and Information Systems |
| 5 | 100/10/07 | Paper Reading and Discussion |
| 6 | 100/10/14 | Behavior Research on Social Media Services |
| 7 | 100/10/21 | Paper Reading and Discussion |
| 8 | 100/10/28 | Midterm Project Presentation and Discussion |
| 9 | 100/11/04 | 期中考試週 |

課程大綱 (Syllabus)

- 10 100/11/11 Business Models and Issues of Social Media Service
- 11 100/11/18 Paper Reading and Discussion
- 12 100/11/25 Seminar
- 13 100/12/02 Strategy of Social Media Service
- 14 100/12/09 Paper Reading and Discussion
- 15 100/12/16 Social Media Marketing
- 16 100/12/23 Social Network Analysis, Link Mining, Text Mining, Web Mining, and Opinion Mining in Social Media
- 17 100/12/30 Project Presentation and Discussion
- 18 101/01/06 期末考試週

Strategy

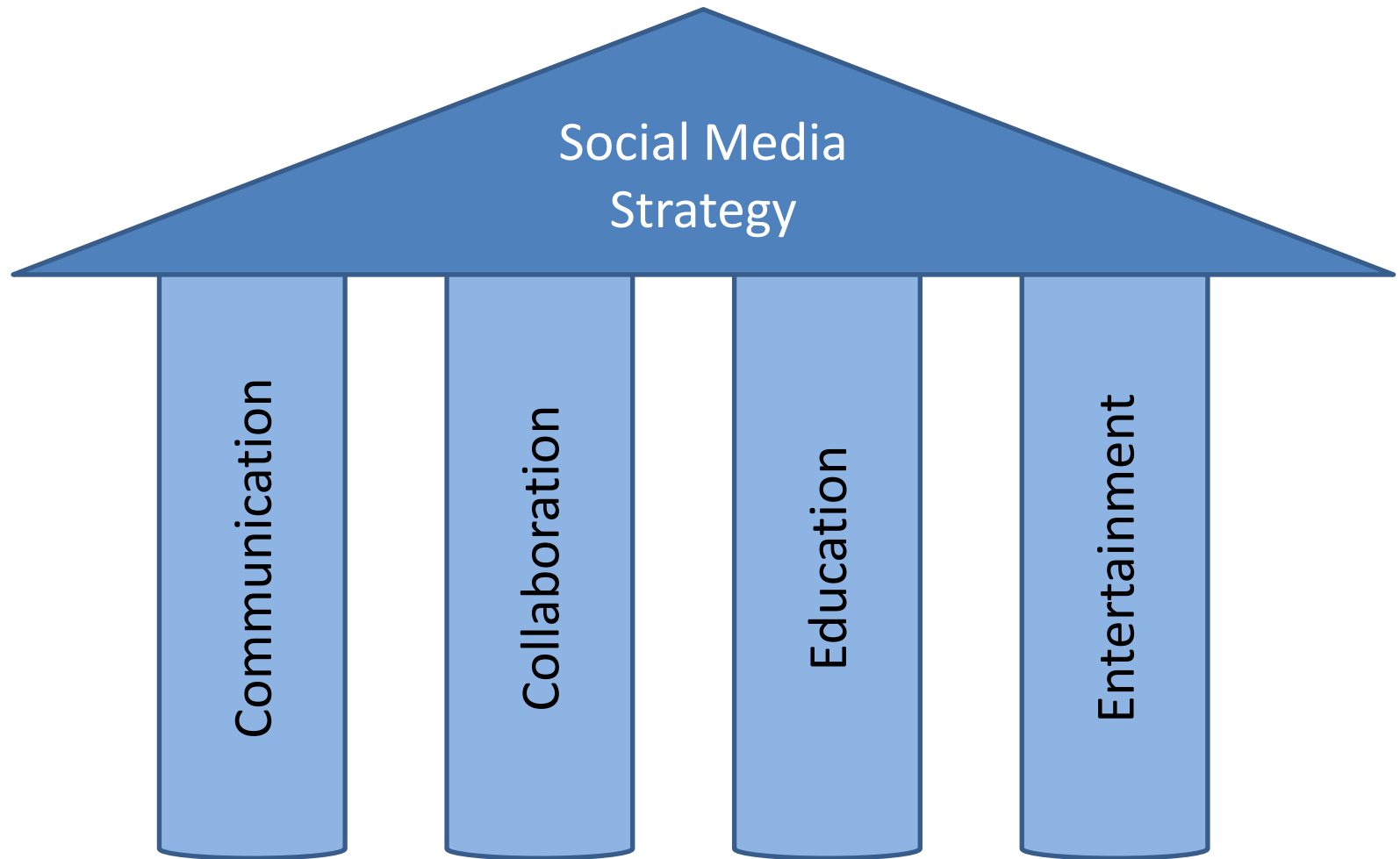
- “An elaborate and systematic plan of action”
(WordNet)

Strategy of Social Media Services

- Four Pillars of Social Media Strategy
- Social Media SWOT Analysis
- ACCESS Model
- Evaluate and Organize Existing Resources
- Implementation Plan of Social Media Strategy

Four Pillars of Social Media Strategy

Four pillars of social media strategy



Understanding social media strategy

- Understand how the four pillars of social media strategy apply to your business and the creation of successful online communities.
- Define your business in the context of content.
- Generate initial ideas for creating a successful community around your content.
- Make your content “sticky.”

Four pillars of social media strategy

- Communicate, Collaborate, Educate, Entertain
- Each pillar supports a platform for engaging your customers, prospects, and employees.
- Your platform will depend on the tools and applications you valued the most on your tool scorecards.

What Are You Really Communicating?

- Every company already does something to communicate with its audience.
- How is your communication perceived by your audience?
- How do you measure the effectiveness of your communication strategy?
- Which particular strategy triggers the most beneficial action, response, or behavior from your audience?
- One of the problems with many traditional means of communicating with your audience is that you cannot accurately measure the impact of your communication strategy.
- You may have a general, even fuzzy, sense that something is working or not working, but you can't always articulate a cause-and-effect relationship.

Communicating

- If e-mail strikes you as too traditional a communication strategy, consider the value of measuring traffic on your own YouTube channel or your blog.
- Whatever content or message you post, the number of views, visits, or subscriptions can be measured.
- More importantly, you can get feedback on “what” you are communicating because your audience can comment on your communication.
- You can even measure the number of comments.
- The take-home message is that social media facilitates immediate and measurable two-way and group communication.

In Celebration of Collaboration

- social media tool that allows you to collaboratively create and edit content.
- Assume for a moment that the content you want to create is a best practices manual for a process or procedure that is a core part of your business.

Engagement through Education

- Several social media tools and applications can be used to engage people through education.
- Big Tony would certainly endorse YouTube as an ideal venue for posting educational videos that engage your audience and enhance your brand or image.
- With Flickr, the photo sharing program you can organize photos around themes, include captions, and enable discussion boards, producing a very effective and visual educational tool.
- Embed both of these applications into your web site

Now That's Entertainment

- If kitchen blenders can find a starring role on YouTube, there's reason for just about any business to be optimistic about the prospects of entertaining your audience by finding those attributes of your product or aspects of your company that others might consider entertaining.

Giving Up Some **Control** and Seeking **Influence**

- Rule One: Social media is all about enabling conversations among your audience or market.
- Rule Two: You cannot control conversations with social media, but you can influence them.
- Rule Three: Influence is the bedrock on which all economically viable relationships are built.

Determining How Your Content Defines You

- Products and services you promote on the Internet
- Expertise you package, often to complement your products and services
- Things you allow or encourage your audience to contribute; and
- Conversations about your content that you enable, influence, and archive.

Creating a Community around Your Content

- Can You Compete with Millions of Communities?
- The Relationship between Sticky Content and a Strong Community.

Five Behaviors That Make or Break a Community

1. They will become active co-producers or content contributors, playing an active role in your community..
2. They will comment on content that you or someone else in the community has created, or they will post reviews, feedback, or links to other content that they believe your community might find helpful.
3. They will refer your content to friends or colleagues.
4. They will simply view your content, not unlike tourists passing through town who stop at a local shop, browse a bit, and then get back on the road.
5. They will ignore your content

Five Kinds of Communities

1. Metropolis Communities
2. Affinity Communities
3. Intracompany Communities
4. Vertical Communities
5. Horizontal Communities

Establishing and Managing Your Community

- What functions and features do I want to have available to my community?
- What will be the expense of building and maintaining the community?
- Will I need internal human resources to build and maintain the community, or can I outsource the work?
- How long will it take to get the community launched?
- What are my competitors doing in this space, and what tools do they appear to be deploying?

4 Tips for Managing Your Community

- Appoint a Community Manager
- Identify Community Evangelists
- Align Your Content with Audience Needs
- Encourage User-Generated Content

Social Media SWOT Analysis

Social media SWOT analysis

- SWOT analysis
 - help you take a critical look at your organization, assessing strengths, weaknesses, opportunities, and threats from a macro perspective and in the context of the social media tools that are the most practical and valuable.

Your Social Media SWOT Analysis

- Complete and evaluate your Social Media Awareness Index.
- Complete and evaluate your Social Media Tool Scorecard
- Complete a social media SWOT analysis
- Prepare to experiment with social media micro strategies.

SWOT

- Strengths
- Weaknesses
- Opportunities
- Threats

Social Media Awareness Index

In total how many tools did you place a check next to? (Familiar with) _____

In total how many tools did you circle (Used) _____

Indicate how many checks and circles you had in each category:

| Category Title | Checks (Familiar With) | Circles (Have Used) |
|------------------------------|-------------------------------|----------------------------|
| 1.Social networking | | |
| 2.Publish | | |
| 3.Photo | | |
| 4.Audio | | |
| 5.Video | | |
| 6.Microblogging | | |
| 7.Livecasting | | |
| 8.Virtual Worlds | | |
| 9.Gaming | | |
| 10.Productivity applications | | |
| 11.Aggregator | | |
| 12.RSS | | |
| 13.Search | | |
| 14.Mobile | | |
| 15.Interpersonal | | |

Social Media Tool Scorecard

Rate each social media tool on the basis of how valuable it might be to the internal and external operations of your company.

4 = Extremely Valuable; 3 = Very Valuable; 2 =Somewhat Valuable;

1 = Not Very Valuable; 0 = No Value

| Category Title | Application or Tool (List Separately) | 4 | 3 | 2 |
|---------------------|---------------------------------------|---|---|---|
| 1.Social networking | 1. 2. 3. | | | |
| 2.Publish | 1. 2. 3. | | | |
| 3.Photo | 1. 2. 3. | | | |
| 4.Audio | 1. 2. 3. | | | |
| 5.Video | 1. 2. 3. | | | |
| 6.Microblogging | 1. 2. 3. | | | |

Social Media Tool Scorecard

| Category Title | Application or Tool (List Separately) 4 3 2 |
|------------------------------|---|
| 1.Social networking | 1. 2. 3. |
| 2.Publish | 1. 2. 3. |
| 3.Photo | 1. 2. 3. |
| 4.Audio | 1. 2. 3. |
| 5.Video | 1. 2. 3. |
| 6.Microblogging | 1. 2. 3. |
| 7.Livecasting | 1. 2. 3. |
| 8.Virtual Worlds | 1. 2. 3. |
| 9.Gaming | 1. 2. 3. |
| 10.Productivity applications | 1. 2. 3. |
| 11.Aggregator | 1. 2. 3. |
| 12.RSS | 1. 2. 3. |
| 13.Search | 1. 2. 3. |
| 14.Mobile | 1. 2. 3. |
| 15.Interpersonal | 1. 2. 3. |

Initiating the SWOT Analysis

- Strengths and Weaknesses
 - Strengths and weaknesses are internal conditions, factors, or attributes.
 - Your recognized expertise in your market space would be a definite strength.
 - Not having a method for employees to collaborate would be a weakness
- Opportunities and threats
 - Opportunities and threats are external conditions, factors, or attributes

Strengths and Weaknesses

- What does your company do well?
- What does it not do well?
- In what ways does your company use technology to its advantage?
- How familiar and agile are your employees with technology?
- Are there people at your company who already use social media applications in their personal lives?
- In what ways do you currently communicate with your employees?
- Does your company encourage and facilitate collaboration among employees? If so, how?

Strengths and Weaknesses

- What role does continuing education and training play inside your company?
- Are the managers, owners, or others in your business effective trainers and teachers? How often do they train or teach? What methods do they use?
- Would you characterize your company as a fun place to work? On a 1 to 10 scale, with 10 being the highest score, what would you say is your company's Fun Quotient (FQ)?
- What constitutes entertainment at your company?

Strengths and Weaknesses

- Would you characterize your company as a creative company? On a 1 to 10 scale, with 10 being the highest score, what would you say is your company's overall creative score?
- Are there people or groups within your organization who would rank especially high on the creative scale, say a 9 or 10? Do your most creative people tend to work in the same department or area?
- Are you able to describe your business in the context of its content? Please explain.

Strengths and Weaknesses

- What is your personal expertise? Do you believe that expertise is understood and recognized within your organization? What about the expertise of others at your company?
- How many social media tools were you familiar with when you completed the Social Media Awareness exercise? How does this compare to others at your company?
- How many social media tools listed in the Social Media Awareness exercise have you used or do you currently use? How does this compare to others at your company?

Strengths and Weaknesses

- Are you using social media tools for business or personal reasons? How does this compare with others at your company?
- With respect to internal value, how many social media tools did your rate as a 3 or 4 on the Tool Scorecard Chart? How does this compare with others at your company?

Opportunities and Threats

- What do your customers value most about your company? How do you know this? Do you have a way of measuring it?
- What do your customers value the least about your company? How do you know this? Do you have a way of measuring it?
- How familiar and agile are your customers with technology? If there is a gap between those who use technology effectively and those who don't, what might explain the gap?
- Do you have customers who already use social media applications in their personal lives? If you're not sure about this, how difficult will it be to find out?
- Do you have customers who use social media tools and applications to do their jobs?

Your Social Media SWOT Analysis

| | |
|---------------|------------|
| Strengths | Weaknesses |
| Opportunities | Threats |

The ACCESS model

The ACCESS model

- Audience
- Concept
- Competition
- Execution
- Social media
- Sales viability

The ACCESS Model

- Incorporate the ACCESS model into your strategic plan.
- Create audience personas for your community.
- Develop and validate the concept behind your content.
- Assess your competition.
- Validate the execution of your concept.
- Make social media a part of your success formula.
- Assess your concept's sales viability.

Evaluate and Organize Existing Resources

Evaluate and Organize Existing Resources

- Introduce the Social Media Awareness Index to others at your company.
- Aggregate the numbers based on your colleagues' social media tool scorecards.
- Locate your social media starting point.
- Determine your company's social media readiness from a technology standpoint.

Your Implementation Plan of Social Media Strategy

Your Implementation Plan

- Define your personal social media strategy.
- Define a 12-month social media macro strategy for your business.
- Work through a six-step process for implementing your strategy.

Your Social Media Personal Strategy

- Create and send a basic newsletter using an e-mail marketing service.
- Find at least two blogs in your area of interest or expertise. Read several of the more recent posts for each blog and join the conversation by offering your perspective and comments.
- Start your own blog with the goal of educating people about something you know a lot about.
- Create your own YouTube account and upload a video.
- Get daily intelligence on a competitor, an industry, or a topic of interest by creating a Google Alert account.
- Join a social network such as LinkedIn or Facebook. Complete your profile, and engage.

6 steps for implementing Social Media Strategy

1. Define a 12-Month Social Media Macro Strategy
 - Select Your 12 Tools
2. Engage Your Employees
3. Get Closer to Customers and Prospects
4. Think Like a Publisher
5. Create a Community
6. Measure What's Most Important

Social Media Business Strategy

Your Company

| Month | Tool | Strategic Purpose | Engagement Outcome |
|-------|----------------------|--|---|
| 1 | Blogger or WordPress | Create two quick communities via (1) and intracompany blog and (2) a customer-facing blog. | Increase Communication and Collaboration with employees and customers |
| 2 | Skype | Improve internal communication. | Better communication and collaboration within the company |
| 3 | Facebook | Establish a company persona within a social networking environment | Increase awareness among customers and prospects. |
| 4 | YouTube | Package and promote expertise and content with a company YouTube Channel | Communicate, collaborate, and educate |

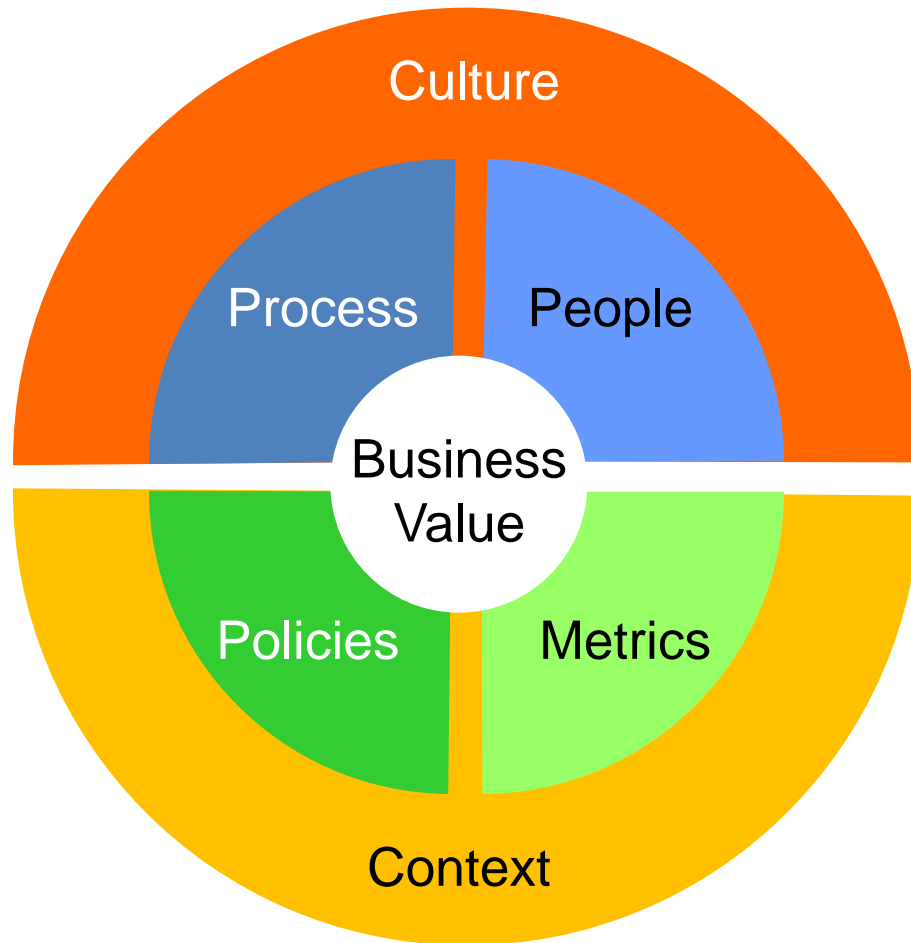
Principal Steps in Developing a Social Media Strategy

1. Identify an **initial business domain** (e.g., marketing).
2. Understand the existing business **goals** for the business domain (e.g., marketing goals for the current fiscal year).
3. Identify **ways** that social media could support those goals, to determine which goals to focus the social media strategy.
4. Identify the business **processes** that achieve the selected goals (e.g., lead management)
5. **Engage appropriate stakeholders** to help and to participate.
6. Understand the **metrics** used to define **success** of the business **processes** (e.g., average cost per converted lead), their **current values**, and **target values** that would demonstrate a successful social media strategy.

Principal Steps in Developing a Social Media Strategy

7. Hold a **kick-off meeting**.
8. Interview all stakeholders to identify the current **challenges**, **opportunities**, and **options**. Use the Social Media Management Framework as a checklist to understand current **content**, **culture**, **processes**, **people**, **policies**, and **metrics**.
9. Hold a **workshop** to review the data gathered in the interviews, discuss the **themes** revealed, and **jointly prioritize the themes for action**. Again apply the Social Media Management framework as a checklist to ensure that each element that will be required for success is considered.
10. Identify **capabilities** that should be centralized or shared.
11. Begin working on the themes in priority order.

Social Media Management Framework



Develop a Social Media Strategy in 7 Steps

Develop a Social Media Strategy in 7 Steps

1. What's Your Pitch?
2. What's the Point?
3. What's Your Relationship with Your Audience?
4. How Does Your Audience Use Social Media?
5. What's Your One Thing?
6. How Will You Be Human?
7. How Will You Measure Success?

1. What's Your Pitch?

- The elevator pitch is dead. Can you describe what your company does in 120 characters or less?

2. What's the Point?

- What type of program is this? Awareness, Sales, or Loyalty? Pick one.

3. What's Your Relationship with Your Audience?

- What does your audience know about you today?
 - * Nothing
 - * Aware of you, but never acted
 - * Acted once
 - * Repeat actions/enthusiasts
 - * Advocates
- Pick up to two of these segments to focus upon, but make sure they are adjacent on this scale. It's too confusing to have a strategy that targets advocates AND people that have never heard of you. That would be two strategies, not one.

4. How Does Your Audience Use Social Media?

- Using the Forrester Social Technographics Ladder, understand how your target audience (as defined by gender, age, and geography) uses social media. If your audience skews older, you may not want to engage in a lot of “make a video” contests, since that segment indexes low on the “Creator” scale.

5. What's Your One Thing?

- What's the soul of your brand. What's the one thing that defines you – and it's not features and benefits.
 - Volvo = Safety.
 - Apple = Innovation.
 - Disney = Magic.
 - What's on the other side of your = sign?
- Note: This is not easy to figure out. You may need to engage in some brand anthropology, and have an agency help you find your one thing.

6. How Will You Be Human?

- Social media is about people, not logos.
- How will you let down your guard?
- If you're a small company, congratulations, this should be pretty easy.
- If you're a big company, how can you act small again?

7. How Will You Measure Success?

- Lots of ways to measure social media success, so make sure you determine your key metrics **BEFORE** you get started.

Summary

- Four Pillars of Social Media Strategy
- Social Media SWOT Analysis
- ACCESS Model
- Evaluate and Organize Existing Resources
- Implementation Plan of Social Media Strategy

References

- Robert Wollan, Nick Smith, Catherine Zhou, The Social Media Management Handbook, John Wiley, 2011.
- Lon Safko and David K. Brake, The Social Media Bible: Tactics, Tools, and Strategies for Business Success, Wiley, 2009
- Jay Baer, Develop a Social Media Strategy in 7 Steps, August 20, 2009, <http://www.convinceandconvert.com/social-media-marketing/develop-a-social-media-strategy-in-7-steps/>