

How to Govern Social Media ... While Encouraging its Creative Use



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How to Govern Social Media ... While Encouraging its Creative Use



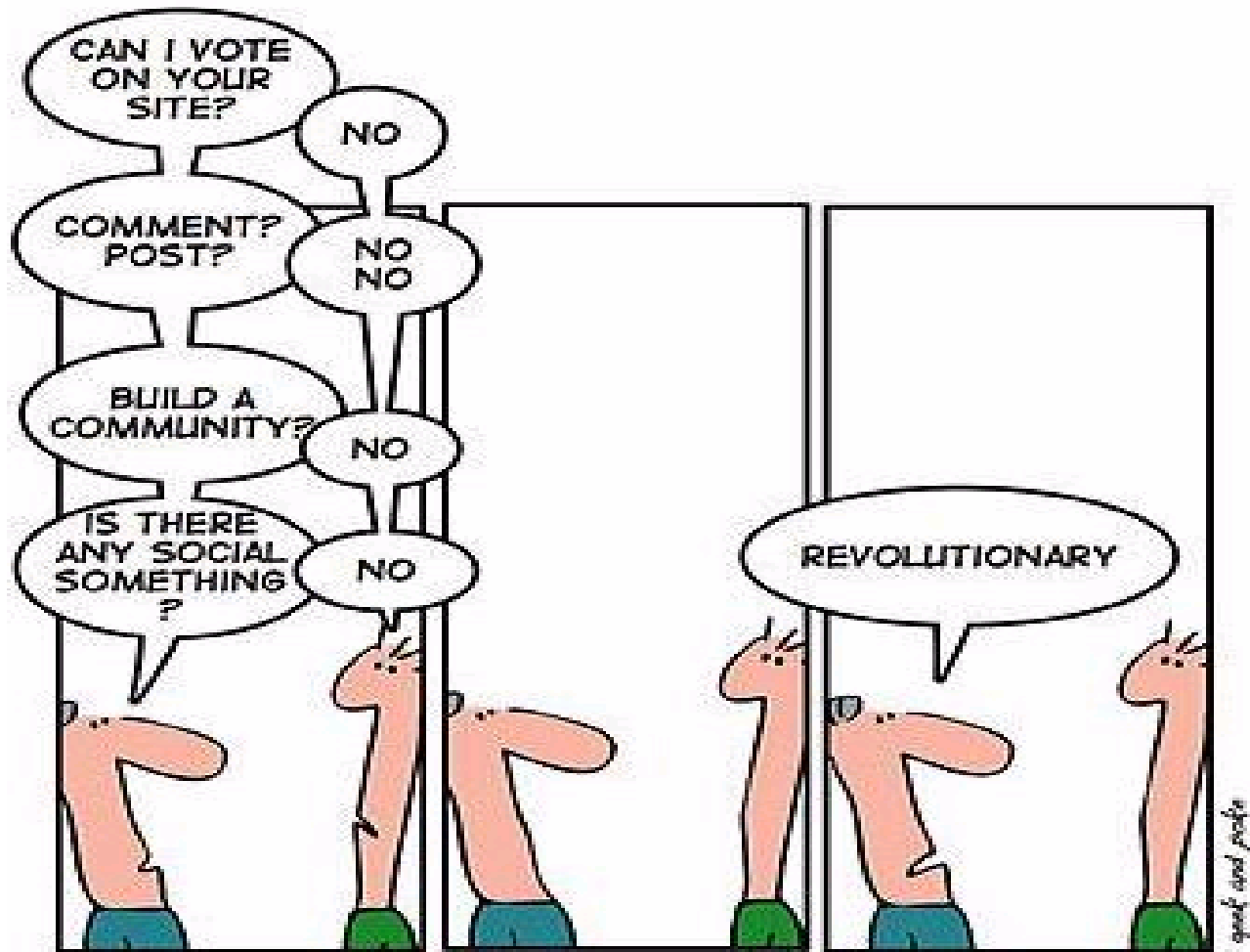
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Before you delete your Twitter accounts... consider social media governance ...



How to Govern Social Media

The lack of control makes CEOs nervous....

And while you cannot completely control the conversations that take place in social media... you can take steps to influence them (whether they occur inside or outside the organization).



It's About Influence

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How to Govern Social Media

Key findings from the research

A majority of surveyed marketing executives said it's important to have social media guidelines in place, even though only 28% had them. (2010 Social Media survey from the Institute of Direct Marketing).



Why the Dichotomy?

How to Govern Social Media

Applying too much mgmt control can compromise social media's inherent value.

Did The Washington Post go too far with its social media ban? As with everything in life, it's about striking the right balance.



Strike the Right Balance

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How to Govern Social Media

Agenda

“How to Govern Social Media While Encouraging its Creative Use” shows marketing executives how to minimize social media’s risk while reaping its rewards.

- 1. Put someone in charge**
- 2. Create purpose-specific documentation**
- 3. Educate**
- 4. Monitor, Listen, Engage**



Step 1: Put Someone in Charge

Dedicated or Part Time?

For companies that are aggressively pursuing social media this is often a dedicated role. For others, it is part time. But it may even disappear as social media channels seamlessly integrates into the communications mix.



Step 1 (cont.): Put Someone in Charge

Define the Role of Your Social Media Lead

In addition to governance, this role helps manage related software purchases, sets policies, forms guidelines, helps educate employees and creates escalation scenarios and processes.



More than Governance

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Step 1(cont.): Put Someone in Charge

Get someone with online marketing experience

Make sure your candidate has exposure to advertising, general marketing and public relations (since these areas are exploiting social media rapidly). You don't want this person tackling too many learning curves at once.



Learning Curves

Step 1 (cont): Put Someone in Charge

This is not a junior role ...

*This is a role for a seasoned professional with experience in all aspects of marketing, politics and cooperation.
Examples: Oracle, EMC, Xerox...*



Assign a Veteran



Step 2: Create Role-Specific Documentation

Marketers use social media differently from other employees. Purpose-specific documentation makes it easy for staff to find guidelines most appropriate to them. Provide guidelines; avoid stern rules.



Velvet Glove vs. Iron Fist

Step 2 (cont): Create Role-Specific Documentation

Provide a Special Section for Bloggers

If your thought leadership program uses the blogosphere in its implementation, engineers, product managers, and sales people need to know how they should represent your firm's capabilities.



Educate

Step 2 (cont): Create Role-Specific Documentation

Guide Your Thought Leaders

Promotion should be minimal (even absent) when people in thought leadership positions comment on blogs. Nonmarketing people may not be aware of this.



Avoid Posting 'Ad Copy'

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Step 3: Educate people in the “Art of Influence”



Some companies use internal webinars to educate their people on the difference between ‘control’ and ‘influence.’ Draw on people in sales, PR, AR and communications to help (since they influence people every day).



***Conversational Media* Changes Everything.**

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Step 3 (cont): Educate people in the “Art of Influence”

Leverage new employee orientations

Every HR manager should include a special section on social media in new employee orientations. At Xerox, employees register through a social media hub to get accounts on Twitter, FB and video sites after acknowledging acceptance of the firm’s social media policies.



Step 3 (cont): Educate people in the “Art of Influence”

Address the use (or non-use) of brand assets

80% organizations fail to govern the use of trademarks or other brand assets. Limit the use of corporate identity assets to authorized people in marketing and communications.



In this case, iron fist is okay

Step 4: Monitor What's Being Said about You

Have a dedicated listening station that searches for brand mentions and hashtags about your company. There are hundreds of programs and applications to help you do this.



**You
Should**



Already be Doing This!

Step 4 (cont): Monitor What's Being Said about You

Use social media monitoring and analytic services

This is a fast-growing service category that automates the extraction of actionable information (offered as social metrics services, custom reports and advisory services – or configurable SaaS programs)



Many are free

Other Advice

Don't fight fire with fire

Avoid countering negative posts with other negative posts. Advise employees to seek help in defusing these types of situations if they are unsure how to handle them. Have an escalation process.



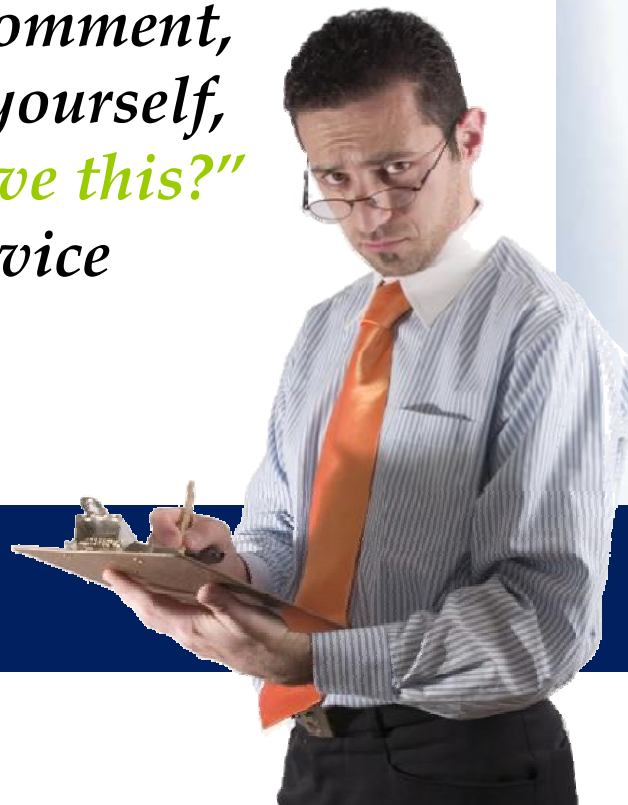
Craft Escalation

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Other advice

Consider this “Policy shortcut”

*Tell bloggers, “Before you post anything, whether a comment, a tweet or video, ask yourself, **would the CEO approve this?**” This single piece of advice works every time.*



Conclusions

Why governance is critical

As we rapidly move into a conversational style of marketing, which has moved to the World Wide Web, marketing executives must take charge.



Governance Provides a (Partial) Solution

Conclusions

Adopt the Velvet Glove vs. the Iron Fist

Too much control could lead to being left out of the conversation altogether; something that backfires marketing's intent to gain more awareness, sales leads – and revenue.



e.g., Oracle, EMC, Xerox.

Conclusions

**Today is about
conversational marketing ...**

...and while you can't control what others say, you can control what you say – and how you participate in the conversation.



But existing Codes of Conduct aren't enough

Conclusions

See how your peers are approaching governance

In the spirit of transparency, many companies are making their social media guidelines available for you to see.

<http://www>



Consult <http://socialmediagovernance.com/>

Best Buy's social media policy..

Be Smart, Be Respectful. Be Human

If you talk about matters related to your job, disclose your affiliation with Best Buy.

Honor our differences. We do not tolerate discrimination.

Don't disclose nonpublic financial or operational information about pending promotions.

Don't disclose personal information about customers.

If you're pondering whether or not you can talk about something you learned at work – don't.

Remember: Protect the brand, protect yourself.



Consult <http://socialmediagovernance.com/>

Acknowledgements

*Chris Boudreaux of **Accenture***

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Appendix

Definitions

Communities

Communities of interest and communities of practice (CoP) exhibit more structure and more purpose than open social-networking sites. As with their precedents (bulletin boards or list servers) it has identified members and expects to produce a deliverable or result.



More formal than blogs

Definitions

Governance

A policy that administers something. Governance documents can contain a set of processes, guidelines and policies that guide and affect the direction of an organization's behavior or the management of its assets (for example IT governance, HR governance or social media governance)..



Definitions

Social media

Refers to communities of people who actively network, share content and discuss common interests over conversational media – with links to the physical world ...



e.g., Meetup

Definitions

Conversational media

Refers to communities of people who actively network, share content and discuss common interests over media that facilitates interaction and conversations.



WordPress, Slideshare, BlogTalkRadio ...

Definitions

Social networking sites

Such as LinkedIn, Facebook or MySpace provide open membership where people congregate to share information. Participants remain members unless they do something that offends the sensibility of the network.



Emergent behavior

Definitions

Social software

Consists of products for teaming, communities and social networking, such as Atlassian, bluekiwi, SixApart, MindTouch, Lithium Technologies, Jive, SelectMinds, Socialtext and TWiki.



Definitions

Social media tools

Tools that facilitate social media such as RSS, blogs, video logs, widgets, tags, forums, location based services, Web chats, instant messaging, podcasts and microblogging services.



Many are free

Definitions

Social network analysis

“The mapping and measuring of relationships and flows between people, groups, organizations, computers, websites and other information/knowledge processing entities.”



Valdis Krebs

Gartner

Definitions

The Social Network

A social network refers to its participating nodes – the people and groups in the network – and the links, which show relationships between the nodes. When practitioners conduct an analysis of a social network, they often call it an organizational network analysis.



Also a major motion picture

Recommended Reading

How to Govern Social Media While Encouraging its Creative Use

ID G00205028

Many CEOs appreciate social media's potential marketing contribution - and they want their companies to engage in the conversations (about their organization and their industry) taking place across social networks. But they pull back when they realize they must cede some control of the conversation. In this research, we share how marketing executives are stepping up to address these seemingly conflicting behaviors

Key Findings

- In a recent survey 74% of the respondents said it was important to have overall social media guidelines in place even though only 28% had them (The 2010 Social Media in Business Census from the Institute of Direct Marketing).
- You cannot control the conversations that originate outside the organization in social media but you can take steps to influence them. Business leaders in communications, analyst and public relations have honed their skills in influence for years, hence are a valuable, collaborating resource for marketers.
- Applying too much management control over social media participants in your organization can compromise its contribution and inherent value, hence it's important to find the right balance. Marketers who have figured this out are taking the advice of communications executives: adopt the velvet glove versus the iron fist.



Recommended Reading

CMO Perspectives. An Interview with Peter Allen of CSC

ID:G00200767

Gartner's CMO interviews explore the marketing strategies that help technology and service providers succeed. High-tech marketers can apply these insights to their own business, regardless of company size, technology or vertical focus.

In this interview, CSC's newly appointed President of Global Sales and Marketing, Peter Allen, services industry veteran, makes a passionate case for quantifying your commitment to the customer relationship. He also explains why CMOs and CIOs should have lunch together.

Key Findings

- The client experience creates brand value. Compelling and relevant promises are essential, but it's the delivery on those promises that counts.
- The shifts in technology capabilities and markets are now so rapid that you need to take some risks and make some bets, which means you must know your customer's appetite for change and risk.
- CMOs need to partner with CIOs to create the channels to distribute content in a flexible and secure manner that still preserves the brand identity that is at the heart of any marketing agenda.
- Clients buy commitment, and that commitment has to take the form of tangible, measurable business value.



Recommended Reading

CMO Perspectives. An Interview with Bruce Kornfeld of Compellent

ID:G00175460

Gartner's CMO interviews explore the marketing strategies that help technology and service providers succeed. High-tech marketers can apply these insights to their own business, regardless of company size, technology or vertical focus.

In this interview, Compellent's chief marketing officer talks about customers as marketers, his experience applying social media to an all-indirect sales channel, and how to use company profitability as an indicator of marketing influence and effectiveness.

Key Findings

- Effective marketing depends on capturing quantitative and qualitative data: "You can't manage what you can't measure."
- A clear brand strategy helps buyers connect your selling proposition to their business need. But it takes time to build a brand, especially if you need to raise your profile in groups outside your traditional buying center, such as the C-suite.
- Social media is an inexpensive and direct way to get a message out and to gauge the market's response. It's a great option for midmarket providers that can't compete with "megavendors" on blanket advertising.
- There's no better marketing than enthusiastic referrals from your customer community. But building such loyalty takes great products, service and a truly consultative attitude.



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