

KDPaine & Partners

Using Social Media to Make Better Decisions Effectively During Major Change

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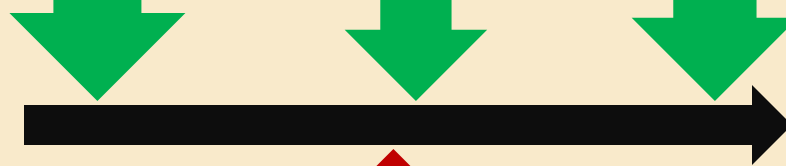
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KDPaine & Partners

Social Media Disrupts the Marketplace

Internal Comms CRM Mktg/Ads/POS
/DM



Disgruntled former employees
Customer complaints
Activist boycotts
Competitors agenda
Negative experiences

Social Media renders everything you know about communications obsolete



Old School



The definition of timely has changed

The definition of reach has changed

⊗ GRPs & Impressions are impossible to count (and irrelevant) in social media

The definition of success has changed

⊗ The answer isn't how many you've reached, but how those you've reached have responded



21st Century

10 Signs that it's the end of the world as we know it



1. AT&T responds to angry posts, rationally and kindly. “People don't really expect a response when they do leave some obscene kind of comment like that. But you want to see why that person really said what they said.”
2. Dell has 1000 people trained to listen to customers on line
3. 1 person --Dave Carroll ([United Breaks Guitars](#)) cost United \$180M—the cost of more than 51,000 replacement guitars.
4. The CEO of a hospital won a union battle via blogging.
5. Sodexo cut \$300K out of its recruitment budget using Twitter
6. HSUS generated \$650,000 in new donations from an on-line photo contest on Flickr
7. A company in Utah used Social Media to reconnect ex-employees and tap into their expertise.
8. State Farm got its CEO to blog & measurably increased job satisfaction
9. Employees with extensive digital networks are 7% more productive than their colleagues
10. When announcing a major change, Disney used bloggers to by-pass main-stream media and get its story out

The ultimate CEO blog

RUNNING A HOSPITAL

THIS IS A BLOG STARTED BY A CEO OF A LARGE BOSTON HOSPITAL TO SHARE THOUGHTS ABOUT HOSPITALS, MEDICINE, AND HEALTH CARE ISSUES.

TUESDAY, OCTOBER 19, 2010

Tactical update on SEIU

It's been a while since I have provided an update on SEIU's [corporate campaign](#) against BIDMC and on its attempts to organize the health care workers in this city. For those who were away on Labor Day, you might have missed [this interview](#) by Bob Oakes on WBUR with the local head of the union. The blog post to which Mr. Oakes refers is [this one](#).

What is striking about the interview is to compare the broad agenda set forth with actual actions by SEIU. Whereas the past several years have been characterized by spending hundreds of thousands of dollars disparaging BIDMC; there has been virtually no activity with regard to the other hospitals mentioned, those in the Partners Healthcare System.

There has been a theory circulating around town that this tactical decision to avoid MGH and Brigham and Women's Hospital might have its origins in the personal relationship between the former head of the SEIU and the Chief Operating Officer of PHS, who served as an Deputy Secretary of Labor under President Clinton.

ABOUT ME

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Myth vs Reality



I'll only hear the bad stuff



There's no point (aka ROI) to it



We'll lose control of our
message



If you don't want to hear the bad stuff, you don't want to change.



You never had control.



If you're ready for change, you're ready for social media



Using social media implies that you value the opinion of your employees. "If I can't trust my airmen, who can I trust?"



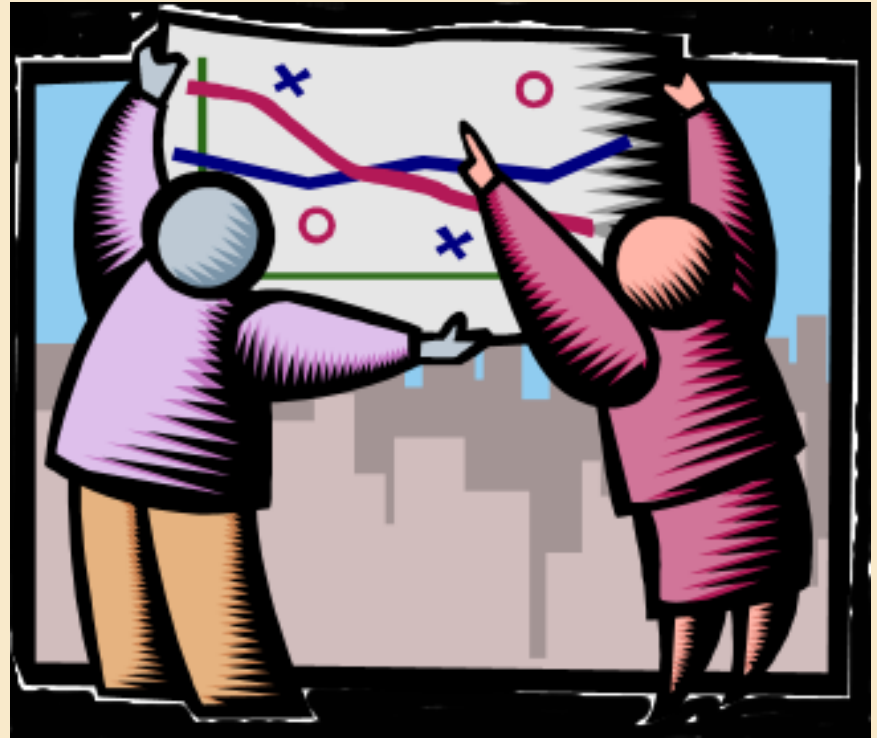
Social media has been shown to increase trust, engagement, advocacy, satisfaction, cooperation. AND, reduce complaints, resolution times, negative sentiment

The immutable laws of 21st Century Communications

1. Enable the conversations—it's going on, with or without you.
2. There is no market for your message, there's just clutter.
3. It's not how many eyeballs, it's the right eyeballs, and what they do afterwards.
4. Fake will be found out. Don't try to please everyone. Be who you are and see who is pleased.
5. HITS = How Idiots Track Success: Size doesn't matter so stop screaming, start listening.
6. Spin is dead, long live transparency and if you want to increase trust, you must increase transparency.
7. You become what you measure, so match your measures to your objective
8. Crowd sourcing will beat outsourcing every time.

7 Steps to data-based decisions making during times of change

1. Define your desired business outcome
2. Listen to all stakeholders
3. Establish benchmarks
4. Define your Kick Butt Index
5. Be transparent, or at least translucent
6. Be real
7. Measure success



Step 1: Set clear measurable objectives



What problem do you need to solve



Don't do it if it doesn't add value



You can't manage what you can't measure, set measurable goals

Step 2: Check in with your stakeholders



Should you blog or Twitter?



Don't ask me, ask your customers



What's important to them?



Where do they go for information?



What do you want them to know?



Tools: Twitter, Yammer, Facebook, Blogs



Step 3: Establish benchmarks



A peer group



Control groups vs other departments



Over time



Step 4: Establish your Kick-Butt Index



Get clarity about what to measure



You decide what's important



Benchmark against peers and/or competitors



Track activities against KBI over time



Understand the cost of perfection vs. good enough



Step 5: Be transparent



The more you tell, the more they trust



Be as transparent as you can be and if not, at least try for translucency



Step 6: Be real



The more real you are, the more likely that are to believe



They can spot fake a mile away.



The don't trust PR or Marketing or Sales



Be consistent



7. Measure success



Outcomes/Behavior

- ☀ % increase in productivity (\$/employee)
- ☀ % increase in job performance, eligibility for promotion
- ☀ Productivity



Outtakes/Perceptions

- ☀ Do they buy it?
- ☀ Do they recommend?
- ☀ Do they believe?
- ☀ Has the relationship changed?




Outcomes/Activities

- ☀ Do they see it/read it/participate



New School Metrics

 Influence = The power or ability to affect someone's actions.

 Engagement = Some action beyond zero

 Advocacy = engagement driven by an agenda


 Sentiment = contextual expression of opinion — regardless of tone

 ROI: Return on Investment — no more no less. End of discussion

 Lower recruitment costs compared to adv.

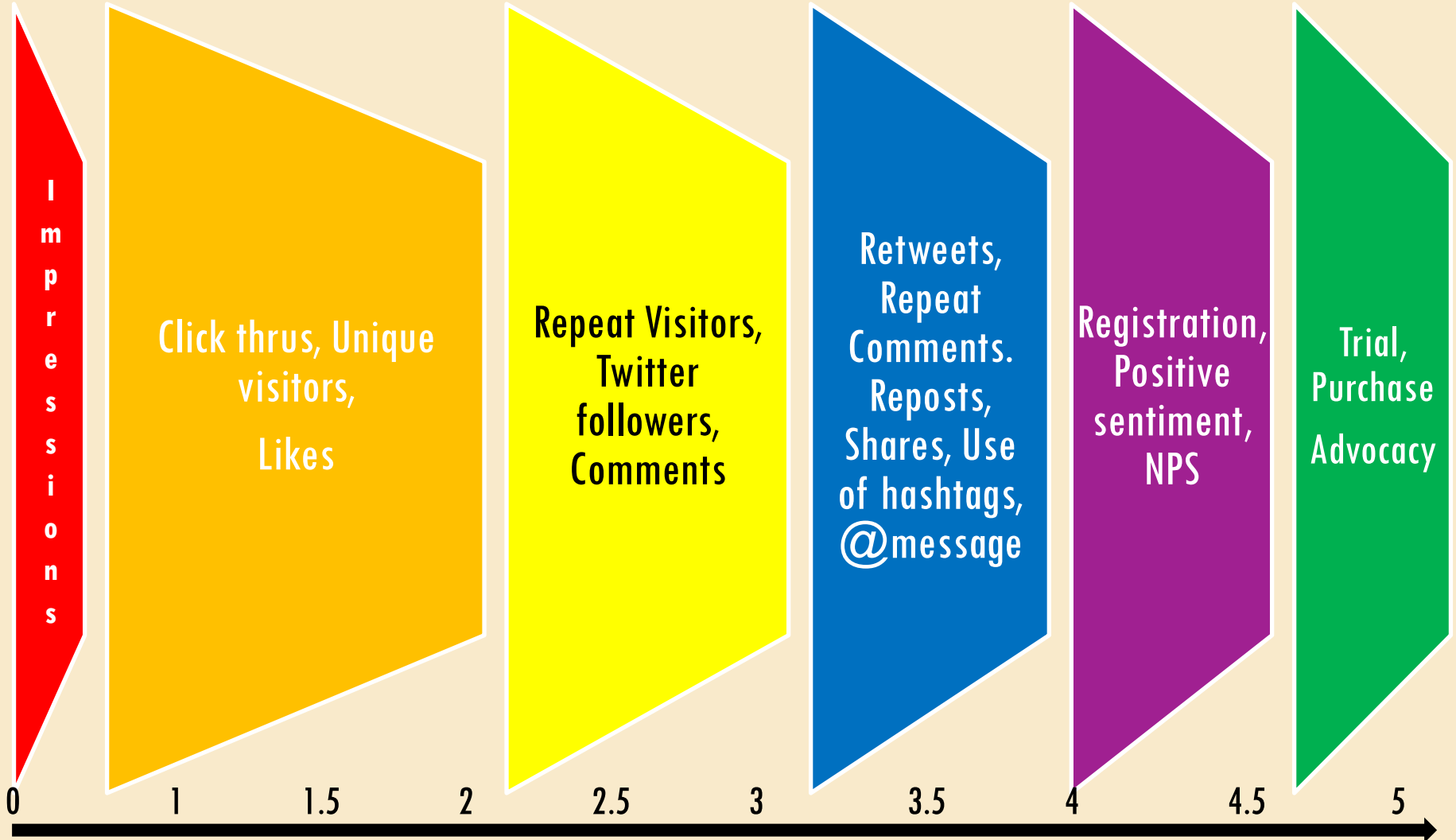
 Higher retention rate

 Higher productivity

 Greater efficiency



The Phases of Engagement



Case study: Ikea



Prioritize types of co-worker content and/or conversations to establish levels of participation



Evaluate co-worker sentiment and initiatives relative to IKEA including the sentiment, tone, positioning and message content of those conversations.



Advise IKEA on best practices and policies to guide the organization's engagement in social media conversations



Key Findings



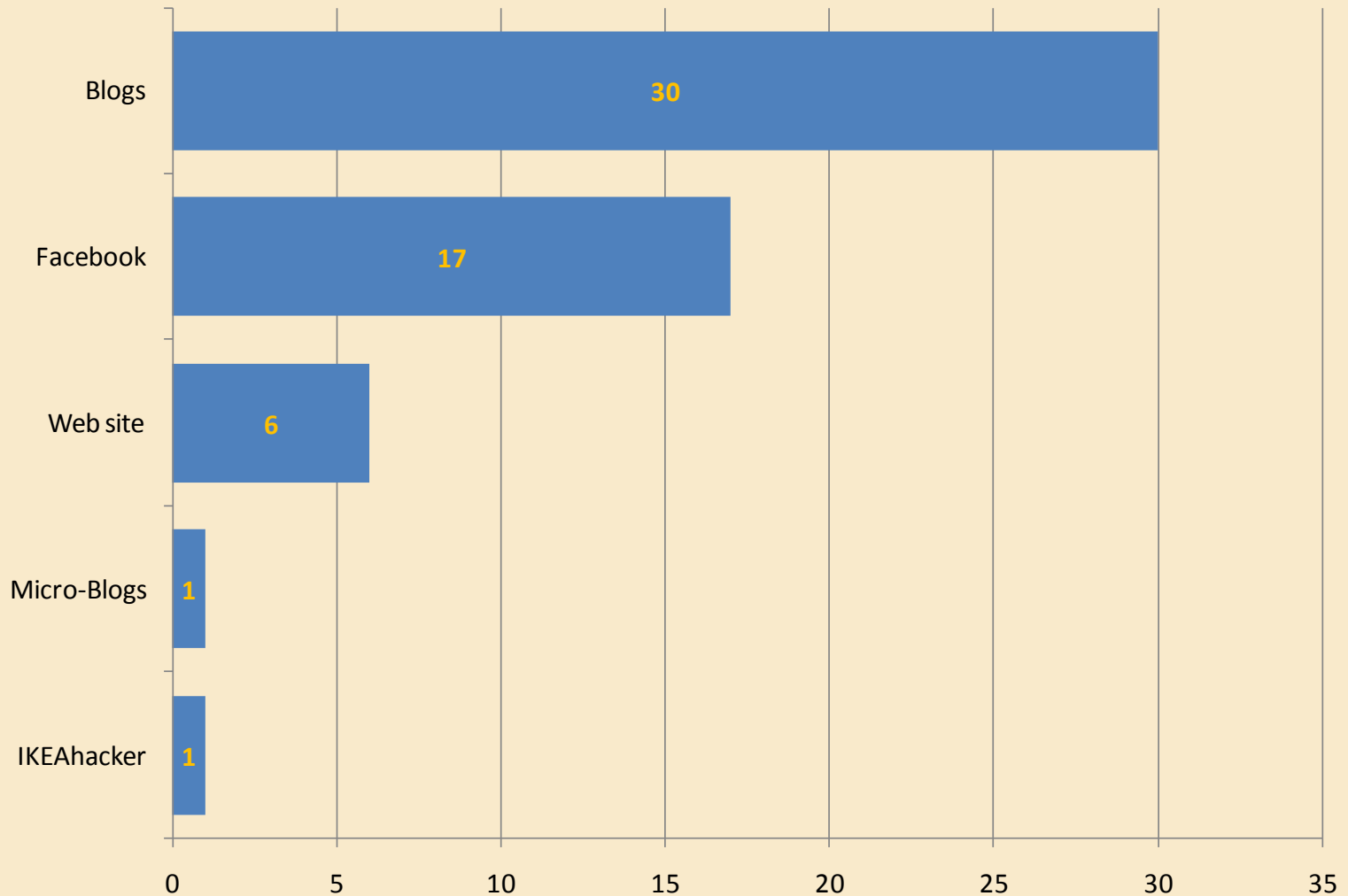
In general, IKEA Co-workers that a) identified themselves *as* a co-worker and b) openly discussed working at IKEA were kind to IKEA online. Nearly half of all co-worker conversations portrayed IKEA positively. Additionally, two-thirds of all Co-workers that talked about IKEA communicated at least one of IKEA's key messages in some way. For example, Co-workers were often inclined to state that IKEA is a *Good Place to Work* and that it *Offers Good Benefits*.



The overall Co-worker perception of IKEA appears to be positive and voicing those opinions should be encouraged. Establishing Corporate Facebook and Twitter accounts with testimonials and membership inclusion would likely be beneficial to IKEA and its Co-workers, and, perhaps potential Co-workers as well.

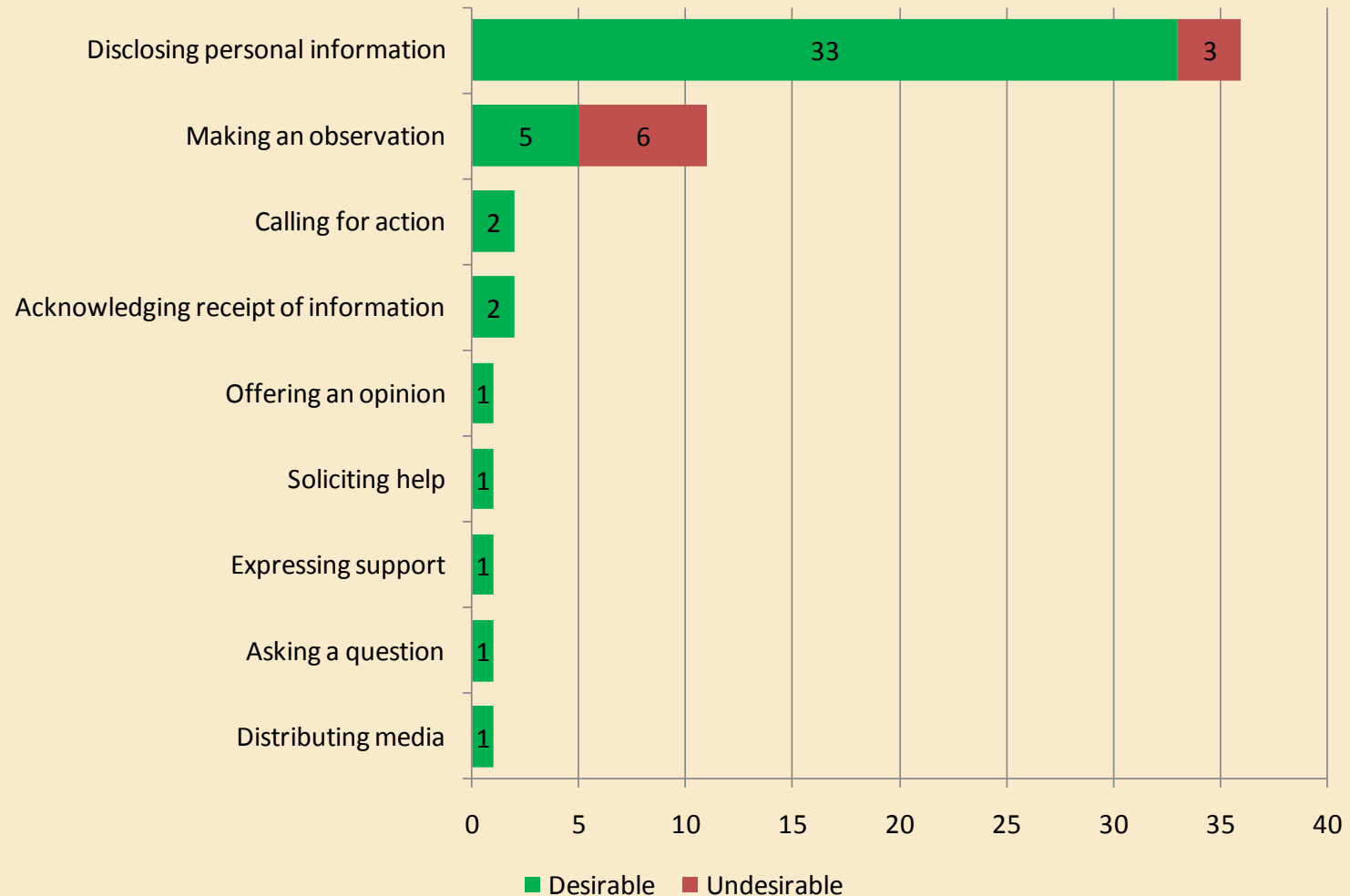
Nearly half of all Co-Worker Conversations appeared on personal blog sites

Co-Worker Conversations by Media Channel



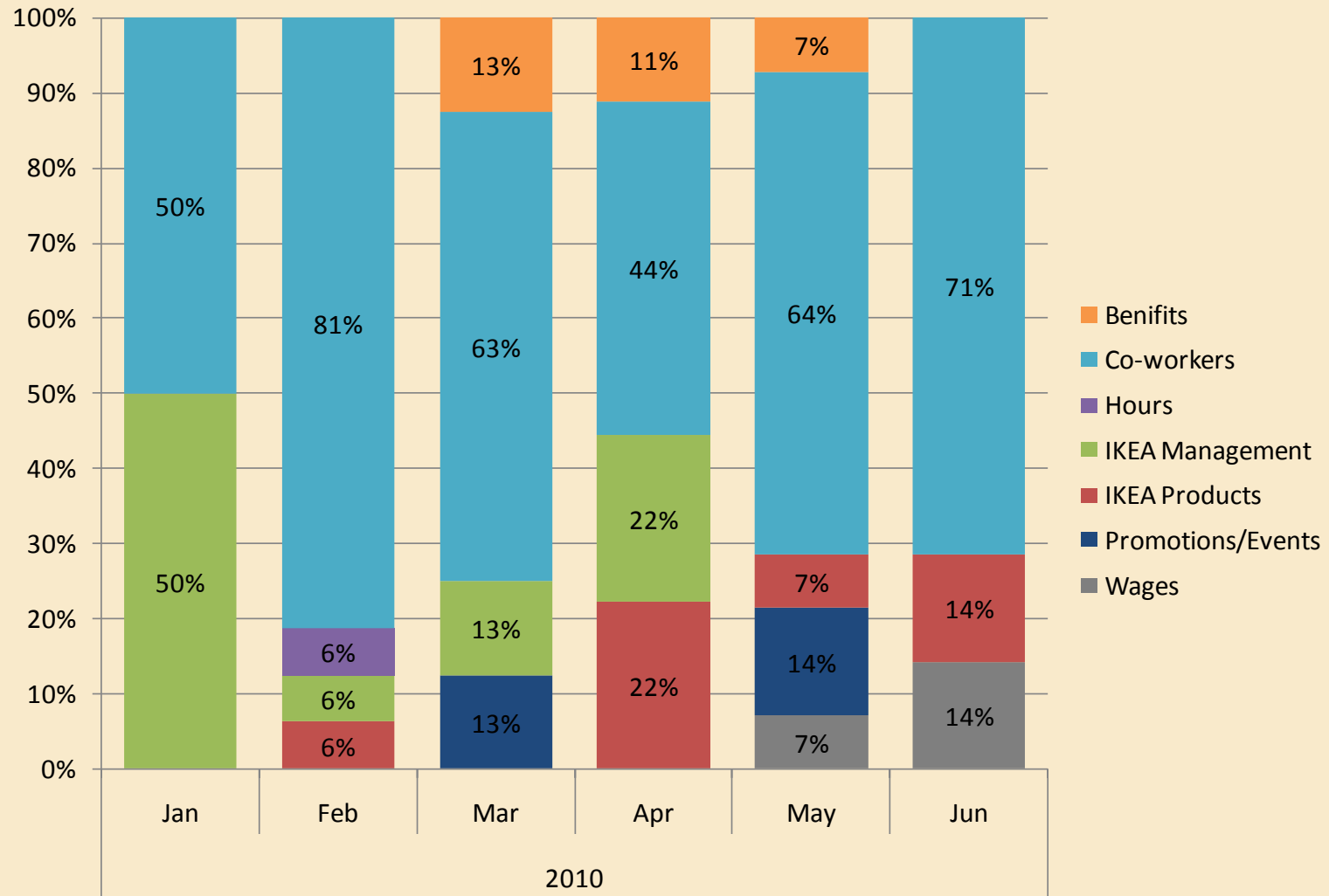
The majority of all conversations were desirable, most relative to first-hand experiences- Disclosing Personal Information

Conversation Type by Sentiment



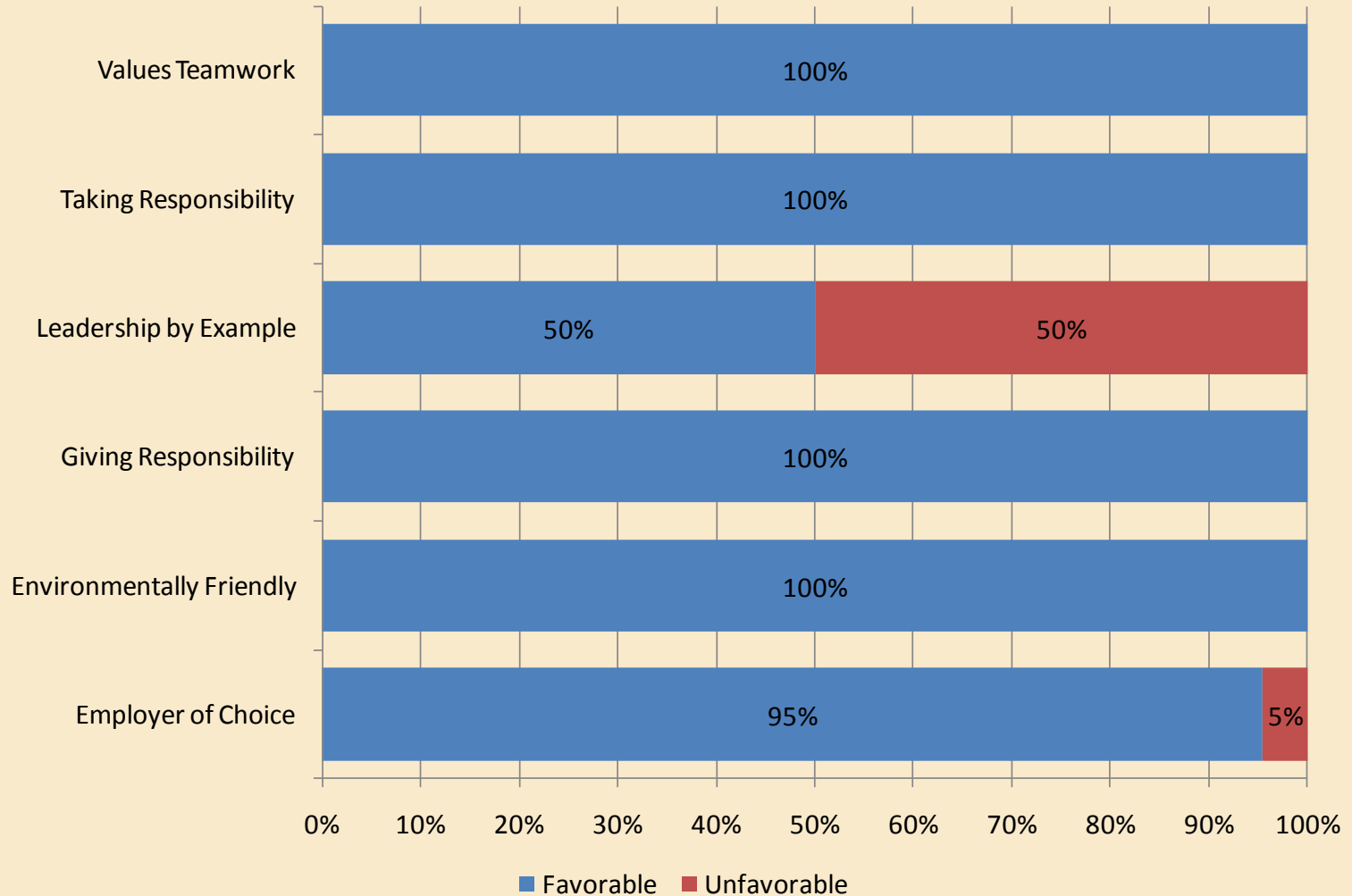
Nearly half (45%) of all Co-workers discussed IKEA positively, 9% negatively

Co-worker conversations by subject



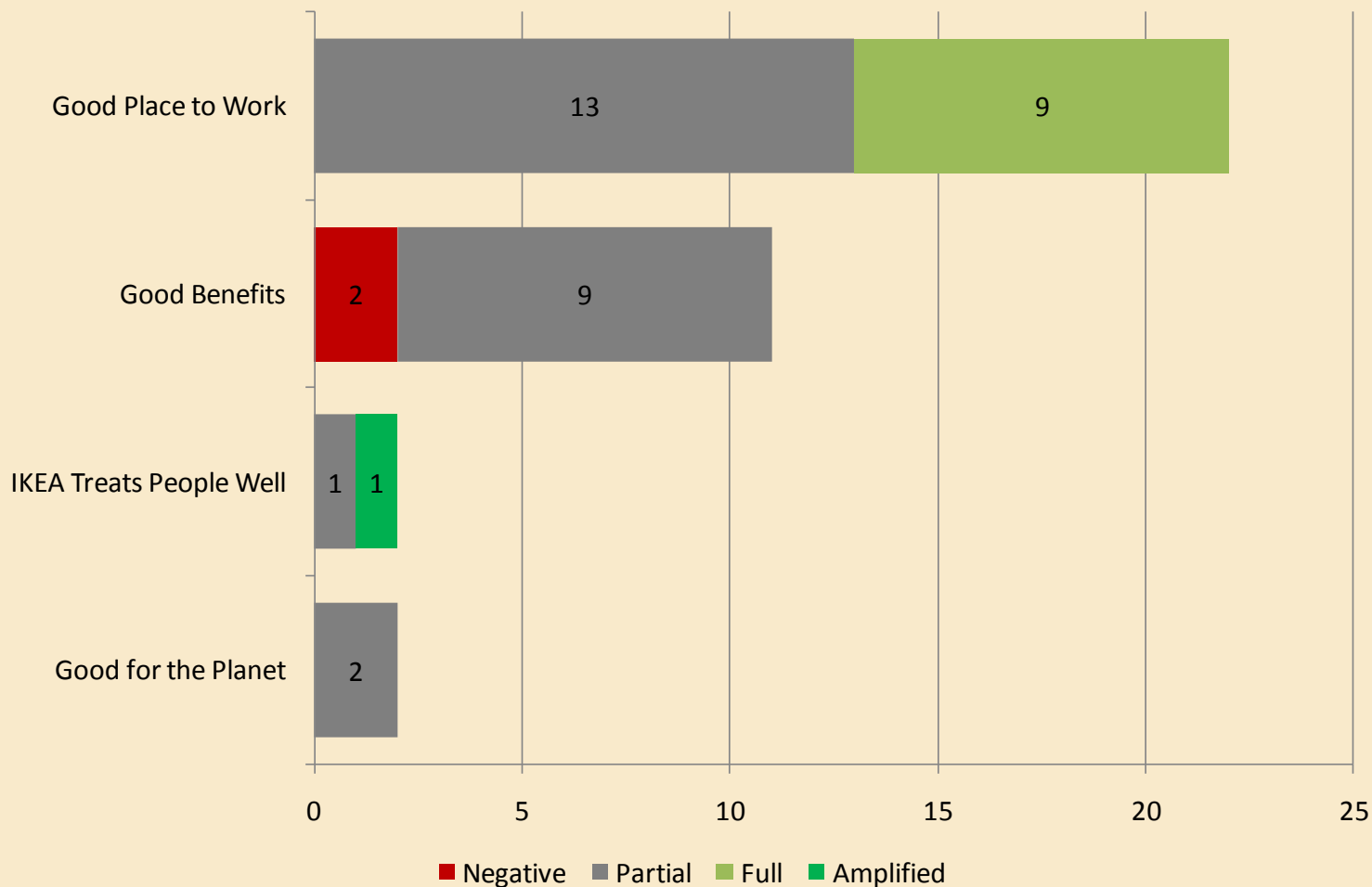
IKEA was positioned unfavorably on an issue just three times out of 32

Positioning on Industry Issues



Two out of three IKEA Co-workers communicated a key message when discussing their place of employment

Key Message Communication
Jan-Jun, 2010



Tips from the crowd



Communicate early and often!



Encourage open discussion of fears and anxieties and discuss the psychology of making decisions.



Private groups SM may be best



Most important communication skill during change is LISTENING, so use SM to keep pulse on stakeholders, not just to share info.

Thank You!



For more information on measurement, read my blog: <http://kdpaine.blogs.com> or subscribe to The Measurement Standard:

www.themeasurementstandard.com



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