

LinkedIn for Business

How Advertisers, Marketers, and Salespeople
Get Leads, Sales, and Profits from LinkedIn



BRIAN CARTER

Praise for *LinkedIn for Business*

“It took me years of trial and error to figure out how to truly leverage LinkedIn to drive sales and revenue for my company. If only Brian Carter had written this book in 2007, I could have fast-forwarded to success. Fortunately, you can. Buy it. Learn it. Do it. You’ll be glad you did.”

—**Jason Falls**, CEO, Social Media Explorer, and author, *No Bullshit Social Media*

“For business-to-business marketers, a million followers isn’t what’s cool in social media. A thousand qualified leads, now that’s what’s cool. Brian Carter explains, convincingly and colorfully, why year-making deals most often trace back to LinkedIn, and he shares what companies need to do to carve off their own chunk of LinkedIn’s revenue opportunity.”

—**Joe Chernov**, VP of content marketing, Eloqua

“Managing LinkedIn detached from your overall strategy is as effective as an arm detached from a body. Zombies can survive this way, but you can’t. Carter supplies a brilliant LinkedIn survival guide.”

—**Erik Qualman**, international bestselling author and speaker

“If you want to generate leads for your business, then you have to read Brian’s new book. It will show you how to best use all the tools that LinkedIn has to offer to grow your business.”

—**Dan Schawbel**, founder, Millennial Branding, and author, *Me 2.0*

“*LinkedIn for Business* is a book that every B2B marketer should read. It shows how B2B businesses can engage communities effectively, generate leads (not just any leads, better leads), and ignite advocacy.”

—**Ekaterina Walter**, global social innovation strategist, Intel

“One thing is certain: Today’s successful sales, advertising, and marketing executives need to acknowledge LinkedIn is more than a modern Rolodex. This book is filled with strategies to generate more leads and sales with LinkedIn. How will social media positively impact your organizational goals? Uncover the answer to this question and more once you read Carter’s definitive guide for generating real business on LinkedIn.”

—**Patrick Dorsey**, vice president of marketing, Avectra

“From strategy to tactics, Brian breaks down LinkedIn so you can finally determine how to best leverage the platform for your business. This book will help you clearly develop a robust plan where LinkedIn fits into your strategy. Developing digital plans around this ever-evolving industry is a challenge, and Brian ensures that you are leveraging LinkedIn to meet your marketing and advertising objectives with best practices in mind.”

—**Brandon Prebyski**, digital and social business strategist (@prebyski)

This page intentionally left blank

LinkedIn for Business

How Advertisers, Marketers, and Salespeople
Get Leads, Sales, and Profits from LinkedIn

BRIAN CARTER

QUE[®]

800 East 96th Street,
Indianapolis, Indiana 46240 USA

LinkedIn for Business: How Advertisers, Marketers, and Salespeople Get Leads, Sales, and Profits from LinkedIn

Copyright © 2013 by Pearson Education

All rights reserved. No part of this book shall be reproduced, stored in a retrieval system, or transmitted by any means, electronic, mechanical, photocopying, recording, or otherwise, without written permission from the publisher. No patent liability is assumed with respect to the use of the information contained herein. Although every precaution has been taken in the preparation of this book, the publisher and author assume no responsibility for errors or omissions. Nor is any liability assumed for damages resulting from the use of the information contained herein.

ISBN-13: 978-0-7897-4968-0

ISBN-10: 0-7897-4968-8

Library of Congress Cataloging-in-Publication Data
Carter, Brian, 1973-

LinkedIn for business : how advertisers, marketers, and salespeople get leads, sales, and profits from LinkedIn / Brian Carter.
p. cm.

Includes index.

ISBN 978-0-7897-4968-0

1. LinkedIn (Electronic resource) 2. Business networks. 3. Internet marketing. I. Title.

HD69.S8C366 2013

658.800285'53--dc23

2012021628

Printed in the United States of America

First Printing: August 2012

Trademarks

All terms mentioned in this book that are known to be trademarks or service marks have been appropriately capitalized. Que Publishing cannot attest to the accuracy of this information. Use of a term in this book should not be regarded as affecting the validity of any trademark or service mark.

Warning and Disclaimer

Every effort has been made to make this book as complete and as accurate as possible, but no warranty or fitness is implied. The information provided is on an "as is" basis. The author and the publisher shall have neither liability nor responsibility to any person or entity with respect to any loss or damages arising from the information contained in this book or from the use of programs accompanying it.

Bulk Sales

Que Publishing offers excellent discounts on this book when ordered in quantity for bulk purchases or special sales. For more information, please contact

U.S. Corporate and Government Sales

1-800-382-3419

corpsales@pearsontechgroup.com

For sales outside of the U.S., please contact

International Sales

international@pearsoned.com

Editor-in-Chief

Greg Wiegand

Senior Acquisitions Editor

Katherine Bull

Development Editor

Ginny Bess Munroe

Managing Editor

Kristy Hart

Project Editor

Betsy Harris

Copy Editor

Bart Reed

Indexer

Erika Millen

Proofreader

Kathy Ruiz

Technical Editor

Marty Wientraub

Publishing Coordinators

Romny French

Cindy Teeters

Book Designer

Anne Jones

Senior Composer

Gloria Schurick

Que Biz-Tech Editorial Board

Michael Brito

Jason Falls

Rebecca Lieb

Simon Salt

Peter Shankman

CONTENTS AT A GLANCE

Part I LinkedIn for Business

- 1 Twenty-first Century Sales and Marketing: LinkedIn Meets Marketing, Advertising, and Sales..... 1

Part II LinkedIn Marketing

- 2 Best Practices: Online Marketing and LinkedIn..... 19
- 3 Impressive Employees: LinkedIn Profile Enhancement, Findability, and Thought Leadership..... 41
- 4 Amazing Brands: Company Pages That Grow Business..... 65
- 5 Generating Leads with Content Marketing and LinkedIn Answers, Events, & Groups..... 77
- 6 Get It All Done: Your Weekly LinkedIn Marketing Routine..... 107

Part III LinkedIn Advertising

- 7 Best Practices: Online Advertising and LinkedIn Advertising..... 115
- 8 Win First with Strategy: Inbound Advertising and Marketing with LinkedIn..... 135
- 9 B2B Advertising: How to Create and Optimize LinkedIn Ads..... 147
- 10 Advanced Strategies and Tactics for High-Impact LinkedIn Ads..... 159

Part IV LinkedIn Sales

- 11 Best Practices: Traditional and Modern Sales..... 175
- 12 Salespeople and Social Sales..... 193
- 13 Social Sales Prospecting and Making Contact..... 201

Part V Conclusions

- 14 How Advertising, Marketing, and Sales Employees Work Together for Extraordinary B2B Results..... 213
- 15 The LinkedIn Advantage: Five Organizational Shifts That Support B2B Success..... 221
- 16 Social Prospects: The Future of B2B Social Media..... 229
- Index..... 241

TABLE OF CONTENTS

PART I LINKEDIN FOR BUSINESS

| | | |
|----------|---|----------|
| 1 | Twenty-first Century Sales and Marketing: LinkedIn Meets Marketing, Advertising, and Sales | 1 |
| | Networking and Business: Face-to-Face and Online..... | 2 |
| | Social Media and Revenue | 4 |
| | The History of LinkedIn | 7 |
| | Why LinkedIn Is Relevant to Your Business | 8 |
| | Why LinkedIn Is More Than a Modern Rolodex | 9 |
| | How Your Advertising, Marketing, and Sales Teams Achieve Goals with LinkedIn | 10 |
| | LinkedIn Marketing Success Stories..... | 11 |
| | Joining LinkedIn Was Worth Nearly Half a Million Dollars..... | 16 |

PART II LINKEDIN MARKETING

| | | |
|----------|--|-----------|
| 2 | Best Practices: Online Marketing and LinkedIn | 19 |
| | The History of Online Marketing and Its Best Practices | 20 |
| | Fifteen Internet Marketing Principles That Apply to LinkedIn..... | 24 |
| | Summary..... | 38 |
| 3 | Impressive Employees: LinkedIn Profile Enhancement, Findability, and Thought Leadership | 41 |
| | Socially Networked Employees Are Influential and Create Valuable Audiences..... | 42 |
| | How to Create Impressive LinkedIn Employee Profiles | 44 |
| | Incorporating Facebook and Twitter | 51 |
| | Adding Apps to Your Profile | 52 |
| | Growing Initial Connections..... | 52 |
| | Making Sure Employee Profiles Are Visible and Findable..... | 53 |
| | Shaping LinkedIn Profiles for Employees | 57 |

| | |
|---|------------|
| Profile Maintenance..... | 63 |
| Summary..... | 63 |
| 4 Amazing Brands: Company Pages That Grow Business | 65 |
| Company Page Setup Tips..... | 69 |
| Promoting Your Products and Services..... | 71 |
| Company Page Analytics | 72 |
| Summary..... | 76 |
| 5 Generating Leads with Content Marketing and LinkedIn Answers, Events, & Groups | 77 |
| Content Marketing and Thought Leadership..... | 78 |
| Leveraging LinkedIn Answers for Inbound Leads..... | 80 |
| Participating, Creating, Growing, and Managing LinkedIn Groups | 89 |
| Leveraging LinkedIn Events to Promote Your Company..... | 97 |
| Summary..... | 104 |
| 6 Get It All Done: Your Weekly LinkedIn Marketing Routine | 107 |
| One-Time Setup Activities..... | 108 |
| Ongoing Marketing Activities..... | 108 |
| Scheduling It!..... | 110 |
| Summary..... | 114 |
| PART III LINKEDIN ADVERTISING | |
| 7 Best Practices: Online Advertising and LinkedIn Advertising | 115 |
| Advertising Approach #1: Media Buying for Branding Purposes..... | 118 |
| Advertising Approach #2: Direct Marketing and Profitability..... | 119 |
| Advertising Approach #3: A Combination of the First Two Approaches..... | 120 |
| Social Media Advertising | 121 |

| | |
|---|------------|
| Online Advertising Best Practices | 122 |
| Comparing Google, Facebook, and LinkedIn Ads..... | 128 |
| Ad Services Through LinkedIn Reps..... | 131 |
| Summary..... | 133 |
| | |
| 8 Win First with Strategy: Inbound Advertising and Marketing with LinkedIn | 135 |
| How Does Inbound Marketing Dovetail with Advertising?..... | 136 |
| The Sales Funnel: Advertising, Marketing, and Sales..... | 136 |
| Why Is Marketing Automation Important?..... | 138 |
| Strategies for LinkedIn Advertising..... | 140 |
| Advertising Goals and Metrics..... | 144 |
| Summary..... | 146 |
| | |
| 9 B2B Advertising: How to Create and Optimize LinkedIn Ads | 147 |
| Creating Your First Campaign..... | 148 |
| Targeting Audiences..... | 149 |
| Campaign Options..... | 154 |
| What Kind of Results Should You Expect?..... | 156 |
| | |
| 10 Advanced Strategies and Tactics for High-Impact LinkedIn Ads | 159 |
| Optimize Your Results by Creating Better Ads..... | 160 |
| Get Better Results with Better Targeting..... | 164 |
| Relevance: Know Your Audience | 169 |
| How to Get Better Ideas..... | 171 |
| Supplementing with Facebook and AdWords Ads..... | 174 |

PART IV LINKEDIN SALES

11 Best Practices: Traditional and Modern Sales 175

| | |
|--|-----|
| Sales All-Time Best Practices..... | 176 |
| Best Practices in Twenty-first Century Sales | 184 |
| How LinkedIn Changes Sales...or Doesn't | 188 |

12 Salespeople and Social Sales 193

| | |
|--|-----|
| Less Interruption, More Discovery..... | 194 |
| What Is “Social Sales”? | 195 |
| What Motivates Salespeople? | 197 |

13 Social Sales Prospecting and Making Contact 201

| | |
|--|-----|
| Finding New Customers with LinkedIn | 202 |
| The Six Steps of Relationship Building..... | 205 |
| More Ways to Contact New Prospects | 209 |
| More Real-world Experiences with LinkedIn Social Sales.... | 210 |

PART V CONCLUSIONS

14 How Advertising, Marketing, and Sales Employees Work Together for Extraordinary B2B Results 213

| | |
|--|-----|
| The Benefits of Teamwork..... | 214 |
| Seven Topics for Team Collaboration | 215 |
| For Advertising People: How to Mesh with Sales and Marketing..... | 215 |
| For Marketing People: How to Mesh with Advertising and Sales..... | 216 |
| For Salespeople: How to Mesh with Marketing and Advertising | 218 |

| | | |
|-----------|--|------------|
| 15 | The LinkedIn Advantage: Five Organizational Shifts That Support B2B Success | 221 |
| | The Internet Changes Quickly and Often | 222 |
| | Adopting New Opportunities at the Right Time | 222 |
| | How Much Change Are We Talking About?..... | 223 |
| | Critical Shifts for Your Organization..... | 224 |
| 16 | Social Prospects: The Future of B2B Social Media | 229 |
| | Ride Every Wave of Opportunity | 230 |
| | Online Marketing Trends | 231 |
| | People Trends | 236 |
| | Summary..... | 239 |
| | Index | 241 |

About the Author

Brian Carter is regarded as one of the elite Internet marketing experts in the world. He is the author of the book *The Like Economy* and co-author of *Facebook Marketing (Third Edition)*. He has 13 years of experience, including Google, Twitter, and Facebook marketing, both as a consultant and marketing agency director.

Brian develops strategies and builds search and social media programs for companies of all sizes, including well-known entities such as Universal Studios, The U.S. Army, Hardee's, and Carl's Jr. He has been quoted and profiled by *The Wall Street Journal*, ABC News, Mashable, *Forbes*, *Information Week*, *U.S. News & World Report*, and *Entrepreneur Magazine*.

Brian writes for several of the most popular marketing blogs, including Search Engine Journal, AllFacebook, and Mashable (which boasts 20 million monthly readers). He has more than 50,000 online fans—and growing—and his content is viewed over 8 million times a month.

Brian is a professional speaker who delivers entertaining, motivational talks on Internet marketing and social media. He has presented to corporations and associations. Audience members include CEOs, business owners, and expert marketers. His hands-on business experience, cutting-edge insights, and background in improv and stand-up comedy culminate in a speaker and trainer who leaves every audience not only entertained, but armed with powerful strategies and tactics.

He is a regular presenter for top marketing conferences such as SEOMoz, SMX, Pubcon, The AllFacebook Expo, Socialize, The South Carolina Society of Association Executives, and The American Marketing Association.

Dedication

Often I see authors dedicate their books to the people who've supported them the most through the writing process, and this is no exception. You don't know how hard writing a book is until you've done it. And writing three in a year is like running a marathon a week, both mentally and emotionally. The people near you have to put up with you, so they deserve your gratitude. I've already acknowledged a couple of them, but the people who helped me the most in the process were my wife, Lynda Harvey-Carter, and my acquisitions editor, Katherine Bull. If I could also dedicate this book to the calming influence of the wind in the trees in my backyard, I would do that, too. Our dogs, Brad Pitt and Serotonin, and our cats, Larry and Little B, were of great personal support in the process. My great friends in the improv and comedy community in Charleston, South Carolina, have been an excellent outlet to balance my stress. Am I allowed to dedicate a book to thirty people, four animals, and nature? Let's do that.

Acknowledgments

I love writing books that teach cutting-edge, repeatable, resulted-oriented marketing systems. This is another such book, and that means it required input and feedback from an army of people who are implementing these ideas on the frontlines, as well as the hard-fought wisdom of other authors and bloggers.

I want to thank Joe Chernov and Elle Woulfe of Eloqua for their infinite generosity explaining their approach to LinkedIn advertising lead generation, lead nurturing, and advanced marketing automation. Joe also connected me with Eloqua's Melissa Madian and Alex Shootman, who answered my questions about "brand armies" and their salespeople's use of LinkedIn.

Super-duper heartfelt gratitude to my editors: Katherine Bull, Romny French, Betsy Harris, Ginny Munroe, Bart Reed, and Marty Weintraub. You guys rock! Oh, yes, and my wife, Lynda Harvey-Carter, who gave invaluable input on everything I wrote before sending it to Pearson!

A third of this book relates LinkedIn to modern sales strategies and processes. Thanks to everyone at Miller-Heiman for your books, whitepapers, and research. This book benefitted from modern sales classics by Jeff Thull, Neil Rackham, Mack Hanan, and Michael Bosworth. Garrison Wynn and Jeff Thacker of Wynn Solutions also contributed unique and powerful perspectives on sales in the Internet lead-generation era.

I held this book to a high standard of referencing, often relying on the outstanding work of organizations such as MarketingProfs, MECLABS, The Content Marketing Institute, LeadFormix, Mashable, Techcrunch, Accenture, SEOmoz, The Bureau of Labor Statistics, ZDNet, eMarketer, comScore, SEER Interactive, Eloqua, Marketo, The Interactive Advertising Bureau, CNET, Marketing Sherpa, The Harvard

Business Review, Miller-Heiman, Cisco, and Search Engine Land. One more thing: I know we don't reference Wikipedia, and I always looked for the primary reference beyond it, but I believe the anonymous, hard-working, misunderstood, under-appreciated civilians who edit Wikipedia deserve a shout-out: Thanks!

Thanks to those who generously shared their sales, marketing, and advertising experiences in response to my questions on LinkedIn Answers, including Jason Croyle of MECLABS, Jeff Lee, Han Mo of Teleperformance, Chris Griffin of Salesforce, William Cooper of ChristiaNet, John Scranton of StartUpSelling, Inc., Dave Maskin, Sahar Andrade, Melissa Galt, Justin Miller, Veiko Herne, Pablo Ruiz of InfinixSoft, Julia Stege, Michael Manthey, Babette Ten Haken, Dallas Moore, Nery Leal, Patrick Hollister, James Gingerich of Sybase, Judy Freeman, Sarah Houston, Beth Avery, Robert Madison of Spiral16, Pat McGraw, Russ Hayman, and Jeff Lee of Optimize Sales.

We Want to Hear from You!

As the reader of this book, *you* are our most important critic and commentator. We value your opinion and want to know what we're doing right, what we could do better, what areas you'd like to see us publish in, and any other words of wisdom you're willing to pass our way.

We welcome your comments. You can email or write to let us know what you did or didn't like about this book—as well as what we can do to make our books better.

Please note that we cannot help you with technical problems related to the topic of this book.

When you write, please be sure to include this book's title and author as well as your name, email address, and phone number. I will carefully review your comments and share them with the author and editors who worked on the book.

Email: feedback@quepublishing.com

Mail: Que Publishing
ATTN: Reader Feedback
800 East 96th Street
Indianapolis, IN 46240 USA

Reader Services

Visit our website and register this book at quepublishing.com/register for convenient access to any updates, downloads, or errata that might be available for this book.



Twenty-first Century Sales and Marketing: LinkedIn Meets Marketing, Advertising, and Sales

This book describes a marketing system whereby advertisers, marketers, and salespeople can leverage LinkedIn to get more leads and sales for their company. The book is divided into five parts:

- 1. This first section and chapter is an overview and introduction to the book.*
- 2. The second section (Chapters 2 through 6) talks about how marketing people can help their companies on LinkedIn. It covers LinkedIn employee profiles, LinkedIn company pages, content marketing, LinkedIn Answers, LinkedIn Events, and LinkedIn Groups, all from the perspective of the marketing department.*
- 3. The third section (Chapters 7 through 10) is focused on helping people in an advertising role. We talk about best practices from the last decade of Internet advertising, how to set up LinkedIn ads, and how to get excellent results from them.*

4. The fourth section (Chapters 11 through 13) is for salespeople. It covers the history of sales, how sales has changed, and what role LinkedIn plays in sales—most specifically, how salespeople can find new prospects and build relationships on LinkedIn.
5. The fifth section (Chapters 14 through 16) is for everyone, including advertisers, marketers, salespeople, executives, and managers. It discusses how the three major roles (advertising, marketing, and sales) must work together to go beyond mediocre social media results and the kind of support these teams will require from company leadership.

How have business and marketing changed in the twenty-first century? What has the Internet changed about the sales process? In the rest of this chapter, we'll look at online versus offline sales, and how introverts and extroverts can work together. Then we'll examine the social media revenue and the history of LinkedIn. We close with a few LinkedIn case studies for inspiration.

Networking and Business: Face-to-Face and Online

LinkedIn is an online social network. Online social networks (especially Facebook, Twitter, and LinkedIn) have become extremely popular and frequently talked about over the last few years. But using LinkedIn to get more business is not fundamentally new, because human beings have been meeting new people and socializing for thousands of years. Social networks have always existed. Business people network to build relationships and generate new opportunities. New friends, partners, and customers come from simply getting to know people on a professional and personal basis.

Historically, much new business has been driven by extroverted salespeople who thrive on social contact, love talking on the phone, and create interaction by talking to clients in person. The cliché, which surely contains some truth, is that sales come from golf outings, Kiwanis meetings, and Chamber of Commerce gatherings. Many purchases involve some sort of social contact, even if it's just the store employee who asks, "Can I help you with something?"

Social networks like LinkedIn and Twitter remove barriers and accelerate the networking process. You can escape the physical boundaries of face-to-face networking and meet people across the globe. You can share white papers, information about your company, pictures, and blog posts instantly without needing to be in the same

place or send a letter. These online networks also offer social advertising, with which you can raise awareness about yourself and your company.

Many Internet marketing and social media experts, who do the majority of their work alone with computers, are introverts. I am one. We aren't the type to go out and socialize with new people constantly. While writing this book, I was also reading *The New York Times* bestseller *Quiet: The Power of Introverts in a World That Can't Stop Talking*.¹ It quotes many studies and repeats one of the best definitions of introversion I've heard: Introverts are people who can be intentionally extroverted but need to recharge afterward. Gandhi, Einstein, Rosa Parks, and Van Gogh were introverts. We get our energy from performing solo activities such as computer work that the extroverted salesperson might find tedious and exhausting.

My personal observation is that many of "geeks" like me who speak at Internet-oriented conferences do a much higher percentage of our socializing via Twitter, Facebook, LinkedIn, blogging, email, and Skype. Socializing online can be incredibly enjoyable, because it's a Mihaly Csikszentmihalyi-style "flow" experience.² We make an art out of multitasking our content consumption, content creation, and networking. We share business opportunities, give each other online media exposure, and create search engine and social media authority that brings us new business. It's not uncommon for us to email, tweet, Facebook, chat, and work all at the same time, interacting with and influencing hundreds or thousands of people per day.

When we meet our online friends in person at conferences or local gatherings, we solidify our bonds further. Some use acronyms for these "face-to-face" meetings (F2F) and real-life experiences (IRL, in real life). When I first started speaking at conferences, I found the extroversion so anxiety-producing that I would use Twitter to schedule meetings with peers because otherwise I would have hid in my hotel room every second I wasn't speaking!

When you combine introverted social marketers with extroverted salespeople, you can achieve online reach and influence *plus* sales-closing ability (see Figure 1.1). Each operates in his or her strengths and complements the other. Think of it the way you'd put two all-stars on the same sports team: a quarterback throwing to a receiver for a touchdown, or a point guard throwing an alley-oop to a power forward. The combination of these two different skill sets leads to championships for sports teams and competitive dominance for companies.

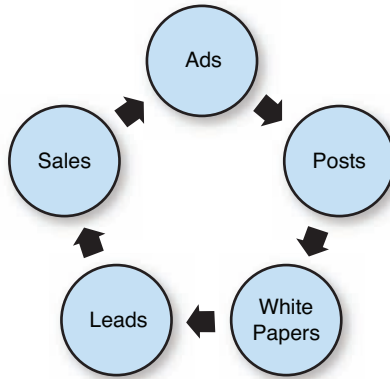


Figure 1.1 *How business is created with LinkedIn, from advertising to marketing to sales.*

This book teaches your team and its role players the following:

- How to improve teamwork among the employees responsible for LinkedIn ads, marketing, and sales
- How to improve and use their skills at advertising, marketing, networking, relationship-building, and sales
- How marketers and salespeople can build relationships that result in more business
- How to raise awareness of your company to new potential customers
- How to convince those prospects that your company is the best one to solve their problems
- How to leverage relationships to close sales and increase revenue

Social Media and Revenue

Over the last several years, social media has grown from novel curiosity to proven revenue generator. In 2008 and 2009, Dell made over \$6.5 million additional revenue from its Twitter accounts.³ Zappos was a start-up whose marketing consisted almost entirely of social media (including hundreds of Zappos employee Twitter accounts) and was acquired by Amazon in 2009 for \$928 million.⁴ Numerous small- and medium-sized businesses made money on Facebook in 2011.⁵

The business-to-consumer marketer took notice. Marketing budgets began to move toward social media. But what about businesses that sell to other businesses (B2B)? Does social media work for them, too? And are they using it?

In 2011, Accenture completed a study demonstrating the following:

- Although five out of six business-to-business executives thought social media was very important, only 8% would say their company was “heavily leveraging” social media. They had started but weren’t at full steam.
- Only 5% of B2B executives reported a strong formal link between their social media activities and their strategic customer initiatives—meaning social media had yet to be integrated with goal planning and tactics. Their social media activities were ad-hoc and not systematized.
- Nearly one-fifth of these executives doubted their company’s ability to make the right social media investment decisions.⁶

Most businesses know social media is important and have begun some kind of social media marketing, but they are not using it to its full potential and aren’t sure they know the best way to do so.

Increased revenue is almost always the ultimate goal, but many steps need to happen along the way to that goal. If you increase awareness of your company and its solutions, you can get more leads for sales. Better thought-leadership and prospect education can increase how many leads decide to buy (making the sales force’s job easier) and how many customers you keep (making customer service’s job easier).

Sometimes you can prove that social media efforts create new sales, especially if you have sophisticated tracking in place. Does your sales CRM (customer relationship management software) show if the lead came from LinkedIn, Facebook, or Google? If not, you’ll have a tough time proving the true value of your Internet marketing. You sometimes hear from customers that they saw you on one website or another, but memory can be unreliable. We’re busy these days, and we consume more advertisements than we even remember. We may not know exactly how we first heard of something or even why we bought it; other times, we’re not capable of being honest with ourselves about why we make certain decisions. Good tracking removes some of these obstacles and can give us clear data about which marketing, advertising, and sales campaigns contribute to the final sale.

In situations where tracking is adequate, social marketers often report impressive results. But of course, it depends on how you’re doing your social media marketing. Slipshod or inconsistent efforts are unreliable. The best thing to do is to find the companies that have been successful and follow their process. These lessons can come from other LinkedIn marketers, social media marketing with Facebook and Twitter (because of the similarities between them), and even other types of online marketing, including Google, AdWords, and email. In Chapter 2, I cover some of the best practices in social and online marketing that can be applied to

LinkedIn marketing. Later in the book, we look at tactics that have been proven successful, specifically on LinkedIn.

Even if you follow best practices, all social media marketing is relatively experimental, with LinkedIn marketing and sales even more so. Our understanding is immature and spread thin across many verticals. Metaphorically speaking, we're at a point in the frontier life where some scouts have barely made it back to safety and others have followed routes that led to riches. Your journey doing advertising, marketing, and sales on LinkedIn will be an adventure and an experiment, but you can ensure that failing tests are quickly recognized and stopped whereas successes are maximized and repeated. The successes will more than make up for the failures.

This is the time. By starting now in social media, you create an advantage for yourself. In the online world, the early adopters gain the lion's share of the spoils. This pattern has repeated itself over the last decade: New technological opportunities create new companies like Netflix and destroy or damage others like Blockbuster. If you're one of the business people who put off creating a website, put off doing Google ads, and put off search engine optimization while your competitors began to eat away at your market share, you know what I mean. Those in business who take a few calculated risks are the ones who win big. Companies that wait are forced to play catch-up in a field of greater competition, more obstacles, and higher prices. The biggest profits are there to be captured now. I realize that often the bigger the company is, the more risk-averse it may be, but I believe the systems and processes taught in this book will help you maximize opportunity while minimizing risk.

Although this book is about LinkedIn, the same lessons can be applied to Facebook, and this pattern won't change in the foreseeable future. Technology moves faster in the twenty-first century, so you don't have a year or two to think about whether you should leverage these social platforms. In fact, they may no longer be a good idea in a couple of years. What if smartphone platforms such as the iPhone and Android release apps that do all this without Facebook and LinkedIn, and people switched to them? Yahoo! has had its peak time and is now, according to sites such as Google Trends and Alexa, half as popular as Facebook.

A number of clients I've worked with find Google AdWords competition and prices to be rising. Some no longer spend money on AdWords, and others have cut back to only the most profitable keywords. Some businesses cannot use AdWords because people aren't aware of their products enough to search for them. A number of companies that use third-party pay-per-click optimization services are doing better than ever with AdWords, but these are companies that have enough money to spend both on agencies and their high-level tools.⁷ Search engine optimization also has become more and more competitive. Companies working on their natural search presence constantly improve their content and increase their inbound links, raising their rankings or solidifying their authority. Every day, a company just starting in the natural search game faces more of a challenge.

The marketing mix decision is different for every company, and your mileage will vary with each marketing and advertising channel. If AdWords is a model, then these opportunities become more expensive for years until third-party companies properly calibrate ways to make them more efficient. While those costs are increasing, you should get involved in LinkedIn and figure out how it can benefit your business. LinkedIn will only become more competitive, so the biggest opportunity is now.

The History of LinkedIn

Here are a few statistics to illustrate the growth of LinkedIn:

- LinkedIn was founded in December 2002 and launched in May 2003—within one month, it had 4,500 members.
- By mid-2011, it had 33.9 million unique visitors, up 63% from 2010.⁸
- As of December 31, 2011, two professionals were newly signing up to join LinkedIn *per second*.
- As of February 9, 2012, LinkedIn operates the world's largest professional network on the Internet, with more than 150 million members in over 200 countries and territories. It is available in 16 languages.⁹
- There were more than 2 billion people searches on LinkedIn in 2010, and close to double that in 2011.

As you can see in Figure 1.2, which shows what people are searching for in Google, interest in LinkedIn has grown steadily, as has interest in Twitter, while interest in MySpace has plummeted.

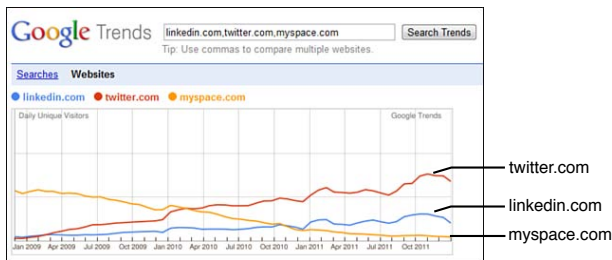


Figure 1.2 As evidenced by Google search data, Twitter has grown to be the most popular of these three social networks, while MySpace's popularity has plummeted.

LinkedIn is widely regarded as the most professional (the least whimsical, least personal, most formal) of the social networks. People don't normally put crazy photos

on LinkedIn the way they do on Facebook. They are less likely to report what they're eating than they are on Twitter. LinkedIn is many people's online resume, and recruiters use it extensively to find viable employees. Many business people use LinkedIn Groups and Answers to network, find, and share facts, develop themselves as professionals, show off their expertise, and secure new business. Some people are thinking ahead about their business futures. As of December 31, 2011, students and recent college graduates were the fastest-growing demographic on LinkedIn. This makes sense because we know Generation Y is bigger than the Boomer Generation, and they continue to move into the workforce.

Why LinkedIn Is Relevant to Your Business

Many marketers believe LinkedIn is a profitable channel. A 2012 poll by MarketingSherpa reported that LinkedIn's effectiveness was supported by 65% of B2B marketers, Twitter's by 53%, and Facebook's by 47%.¹⁰ LinkedIn has executives from all Fortune 500 companies as members. More than 2 million companies have a LinkedIn Company Page.

Who else likes to use LinkedIn? Some interesting answers come from Quantcast, a company that directly measures more than 25 million web audiences around the world. You can use it to check the audience of any website, as shown in Figure 1.3. The following is according to their data:

- Fifty-four percent of LinkedIn members earn more than \$60K per year, and 36% earn more than \$100K annually.
- LinkedIn has 29% more six-figure earners than the average website.
- The 35-to-49-year-old demographic uses LinkedIn, 19% more than the average website.
- Almost one-fourth of LinkedIn visitors come back at least 30 times per month.
- More than half (51%) of LinkedIn users visit at least once per month.¹¹

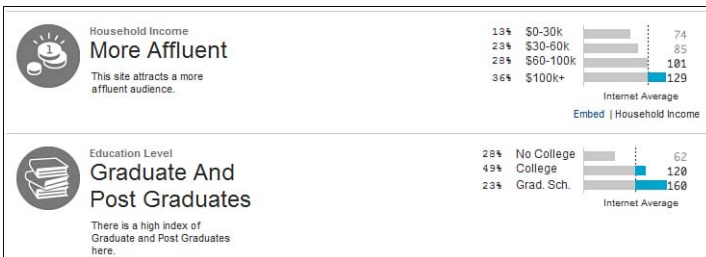


Figure 1.3 According to Quantcast, LinkedIn users are more affluent and more educated than the average website visitor.

In June 2010, LeadFormix, a marketing automation company that offers lead generation and sales-enablement software to enterprises, published a study called “How Effective Is Social Media For B2B Lead Generation?” Their finding was that, of all the social networking sites, LinkedIn was the most effective for getting leads to B2B company websites.

In 2011, LeadFormix conducted a follow-up study focused just on LinkedIn for B2B marketing. They learned that website visitors from LinkedIn were remarkably good prospects. Many times it was these visitors’ first trip to the company website. LinkedIn was raising awareness with new customers and generating leads. Of all the marketing opportunities on LinkedIn, people who came to the site from Groups and Advertising were most likely to fill out a lead form.¹²

If you want for new potential customers to come to your website and become a lead for your sales force, LinkedIn is a great place to find them. What’s more, the data in this study suggests that LinkedIn Groups and Advertising are the *most* effective places on LinkedIn to find them, and having a company page and employee profiles gets potential customers to take your company seriously.

Why LinkedIn Is More Than a Modern Rolodex

If you’re not old enough to know what a Rolodex is, it was a rotating file device used to store contact business info. It debuted in 1958 and was insanely popular with business people (back around the time when people were walking uphill both to and from school). If you think LinkedIn is just a modern version of that, you’re dead wrong. Here’s why:

- LinkedIn contacts stay up to date without your help, especially when people move from one company to another. I’ve had salespeople tell me that if all LinkedIn did for them was keep track of contacts who are switching companies, that feature alone would make it worth using.
- LinkedIn contains a heck of a lot more information about a person than a Rolodex ever could, often including recent tweets, blog posts, and colleagues who’ve recommended them. You can use this information to start interesting conversations and get a sales call off on the right footing.
- You can advertise, start groups and communities, and even market your company on LinkedIn—all obviously beyond the capabilities of a rotating file.

LinkedIn is more than a real-time Rolodex or resume; it gives you an entire marketing and advertising system. Plug it into a CRM such as Salesforce.com or ACT! and you’ve put your sales funnel on steroids.

How Your Advertising, Marketing, and Sales Teams Achieve Goals with LinkedIn

There are a variety of different goals for LinkedIn users, such as the following:

- Increasing your number of leads
- Increasing your lead quality
- Branding and positioning your company
- Capturing your target audience in a group for marketing or market research purposes

All of these are valid goals, and although you might start with just one or two, you may pursue all of them with LinkedIn over time. Regardless of your goal, you need to define how you'll measure your campaign's success, what quantified target you want to hit, and what strategies and tactics you'll use to get there.

For example, if you want to grow a LinkedIn Group for market research purposes, decide how many people you want in that Group. Have your LinkedIn advertising person do some research with the ad creation tool: How many people can you target on LinkedIn who might become your customers? Let's say there are 50,000. You might aim for getting 5,000 or 10,000 in your Group initially. Your strategy for membership growth may be advertising. This gives you quantified goals and a strategy with which to begin this marketing project. On the other hand, if you're going for a small group of extremely targeted folks—say, Fortune 100 CEOs—your Group may not be so large, but both quality (the right people) and quantity (because you won't get them all as customers) are important.

As you'll read later, most companies on LinkedIn use a combination of strategies and tactics to achieve their marketing goals, including contests, awards, polls, advertising, groups, content marketing, blogging, and integrating other social networking websites. And you'll want to base all of this on the Internet marketing best practices we discuss in Chapter 2.

If you're looking for leads, you'll enjoy the conversation in Part III about how LinkedIn Advertising can empower your lead-collection process. You may also have a marketing automation service in place such as Eloqua, which can help qualify and score your leads before they go to the sales force (having that in place actually means you can go for a larger volume of leads without worrying as much about how qualified they are). You may already have a process for salespeople to give marketing and advertising feedback about how qualified the leads are or aren't. They can give you specifics that might help you improve lead quality in your marketing and advertising. We'll cover this sort of team interaction and feedback in Chapter 14.

LinkedIn Marketing Success Stories

LinkedIn features a number of case studies on their website, illustrating a variety of strategies attempted and goals achieved. I've pulled out the more exceptional of those successes that are relevant to B2B sales and marketing. I thought it might be inspirational and motivational for you as you begin to digest the information in this book. I summarize and comment on these case studies in the following sections.

Cisco WebEx as Online Conferencing Leader

Cisco WebEx wanted to raise awareness and position themselves as the leader in online conferencing solutions. So, they created a set of awards and used LinkedIn ads to promote submissions. Their awards site generated 500+ entries and 11,500+ votes from 134,000 unique visitors. Half of their traffic was from word of mouth. Over 900 members joined the LinkedIn Group, and their Twitter account grew by 900. They announced the results at a live event that attracted 1,090 registered attendees. All of this led to 125 articles in the press and online news.

LinkedIn ads allowed Cisco to reach targeted business prospects affordably. Social media networks and shareability doubled their traffic, and the media stood up and paid attention. What do I mean about shareability? If you've tried to get press coverage for your company, you know that just putting out a press release won't cut it anymore. Anyone can put out a press release, and many do. You get lost in the noise and usually don't get major media coverage. But unique and innovative campaigns like this stand out and get the attention of journalists. What's more, anytime you do something new, people in social media are more likely to share it with their networks, thus increasing your exposure and traffic.

Qwest Business Understanding and Influencing IT Decision Makers

Qwest Business wanted to engage IT decision makers in specific geographies to build a community that they could use to do the following:

- Host technology solution conversations
- Influence decisions
- Increase sales

They created a LinkedIn Group, drove membership with LinkedIn Ads and Partner Messages, and then engaged new members with educationally interactive content. Their membership invitations were opened by 18% of the people they sent them to. They grew a 1,400-member community built from scratch and exceeded

their year-end membership goal (1,000 members) by 40%. They also used polls (see Figure 1.4) and discussions to learn more about their audience to increase the effectiveness of their marketing and sales efforts.

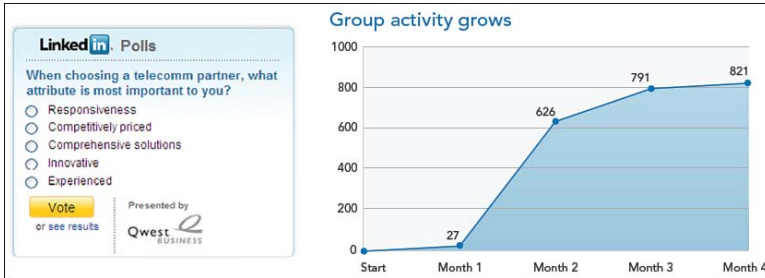


Figure 1.4 Qwest used polls to gain valuable intelligence about their target audience after quickly growing their new LinkedIn Group.

Many businesses have already learned the value of audience “ownership” with email lists and Facebook fan bases. How much more valuable is a group of prospects when it’s highly qualified because you targeted the exact job titles, industries, or companies you serve?

Philips Market Research and Thought Leadership in Lighting and Healthcare

Philips wanted to be seen as an innovative leader in healthcare, lighting, and well-being. Their goal was to build credibility and drive discussion (see Figure 1.5) and awareness with key audiences for their two main B2B offerings: health and lighting. They created two LinkedIn Groups (Innovations in Healthcare and Innovations in Light) and grew them to 38,000+ and 27,000+ members, respectively. Over 60% of their members were manager level or above. They drove this membership through display ads, InMail, and word of mouth. Almost 10% of those who received an InMail went on to join the associated Group. What’s more, their LinkedIn Groups became the go-to communities for their niches.



Figure 1.5 *A widget showing a sample of discussions in Philips' successful Innovations in Light LinkedIn Group.*

Exact Gets 40% of Invited Accountants to Recommend Their Financial Software

Exact is a company in the Netherlands that supplies software to entrepreneurs. Knowing that accountants are influential advisors in the financial process, and that 85% of the accountants in The Netherlands could be reached via LinkedIn, Exact used a Company Page, Recommendations, and Recommendation Ads to get 40% of their customers to recommend their SAAS product. It garnered 281 product recommendations and 5,924 new followers on their Company Page. Exact has 14 product solutions. It lists each one on its LinkedIn company page, and each one can receive recommendations from LinkedIn users.

You may have noticed that people shift where they spend time online much more frequently than they used to. A LinkedIn Group that didn't exist yesterday could be the hottest place in your niche three months later (as it was for Philips, discussed previously). If there's not a great place for one of your target audiences to discuss things, or if the excitement in a forum has faded or it's an older forum that doesn't have up-to-date social sharing capabilities, you can take advantage of that by filling the gap with your own Group, getting people to it, and trying to own that conversation niche with your Group.

Chevron Unifies and Engages Difficult-to-Reach Energy Leaders

Chevron wanted to bring together all those passionate about energy-related issues into one place. As you might imagine, in the energy industry, as in many verticals, there is controversy. It's an ongoing PR challenge to maintain a positive image for some companies. A social media solution that brings dignity and decorum to conversations that might otherwise be ugly is incredibly valuable from a PR and branding perspective.

So, Chevron created a LinkedIn Group (see Figure 1.6) and then used LinkedIn Ads and Partner Messages to target industry professionals, policy makers, academia, and the media. They reached exactly who they wanted to, exceeded their growth goals by 41%, and doubled membership via unexpected word-of-mouth recommendations. Although they worried about potentially contentious debates, they found the discussions on LinkedIn to be respectful and professional. About 90% of members visit the Group repeatedly, 87% read the discussions, and 92% read Group digest emails.



Figure 1.6 This Group ad provides a live snapshot of current Group discussions. These ads can mention specific members in each ad viewer's network.

Vistage Grows Its Business While Reducing Cost Per Lead

Vistage International provides ideas and strategies to business leaders, business owners, and chief executives. The company is looking to grow more members by reaching as many people as possible in highly targeted audiences. Before LinkedIn, they had trouble finding marketing and advertising options that yielded both quality and quantity results. Targeting their audience with LinkedIn Ads, they discovered a way to continuously reach more quality leads at lower costs. In one recent quarter, they increased lead volume by 114% month over month, while cost per

lead decreased 26% (see Figure 1.7). The LinkedIn campaign generated 89% more leads than the same campaign on a leading ad network and at less than a third the cost per lead.

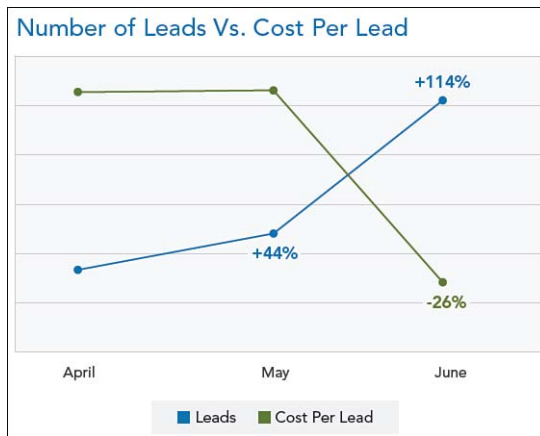


Figure 1.7 *Vistage International was pleasantly surprised to find that LinkedIn Ads performed better over time and dramatically outperformed any other ad network for their business leads.*

Here are the primary factors that affect profitability in B2B marketing and sales:

- **Lead Quality:** Are these the right people for your business?
- **Lead Quantity:** Are you getting enough potential customers to talk to? Can you increase this number without lowering quality?
- **Cost Per Lead:** Can you reduce the cost per lead without lowering lead quality? Usually this is achieved with good audience targeting and exciting or at least appropriate messaging.
- **Closing Ratio:** What percentage of leads turns into sales? If the lead quality is good and sales follow-up is prompt and skilled, this can be maximized.
- **Cost Per Sale:** The cost per lead and closing ratio determine your cost per sale. With your margins, how much can you afford to spend per sale on your sales, marketing, and advertising efforts? Is this cost per sale low enough?

That's the math of profitability. The ways to get more profits are to lower your cost per lead, increase the lead quality, and increase the closing ratio. When you can do two or three of these at the same time, you're a rock star. LinkedIn helped Vistage achieve that.

Joining LinkedIn Was Worth Nearly Half a Million Dollars

Bill Waterhouse is a Regional Director for Technical Innovation, a company that provides audiovisual products, services, digital signage, streaming media, and video conferencing. I spoke with him in 2011 in preparation to train at an event for the association his company belongs to: Professional Systems Network International. Bill has a sales background and was the first person in the company to use LinkedIn. It paid off almost immediately. Shortly after using his email contact database to grow LinkedIn connections, he was messaged on LinkedIn by someone he'd tried—and failed—to get business with before. They invited his response to a new RFP (request for proposal), which led to a \$450,000 contract. Bill was only considered because he popped up on LinkedIn. One employee simply joining LinkedIn was a half-million-dollar payday for his company.

Endnotes

1. <http://www.amazon.com/Quiet-Power-Introverts-World-Talking/dp/0307352145/>
2. <http://www.amazon.com/Flow-Psychology-Experience-Mihaly-Csikszentmihalyi/dp/0060920432>
3. <http://en.community.dell.com/dell-blogs/direct2dell/b/direct2dell/archive/2009/12/08/expanding-connections-with-customers-through-social-media.aspx>
4. <http://techcrunch.com/2009/07/22/amazon-buys-zappos/>
5. <http://mashable.com/2012/01/12/facebook-make-money/>
6. <http://www.accenture.com/us-en/Pages/insight-making-social-media-pay.aspx>
7. <http://insights.marinsoftware.com/analytics/fresh-insights-from-marins-2011-q4-report/>
8. Womack, Brian. "LinkedIn Passes MySpace to Become No. 2 U.S. Social Network". Bloomberg. <http://www.bloomberg.com/news/2011-07-08/linkedin-tops-myspace-to-become-second-largest-u-s-social-networking-site.html>
9. <http://press.linkedin.com/about>. Any other stats not referenced in this section of the book are from this page.

10. MarketingSherpa 2012 Search Marketing Benchmark Survey – SEO Edition, August 18, 2011. <http://www.meclabs.com/training/publications/benchmark-report/2012-search-marketing-seo-edition/overview?9641>
11. <http://www.quantcast.com/linkedin.com>
12. <http://www.leadformix.com/Why-Should-You-Use-Linkedin-For-B2B-Generation/>

This page intentionally left blank

A

- AchieveGlobal, 186
- ACS Ltd, 212
- Ad Age, 141
- ad campaigns
 - creating, 148-149
 - daily budget, 155
 - expected results, 156-157
 - lead collection, 155
 - payment methods, 154-155
 - “Show My Campaign”
 - options, 155-156
 - targeting audiences
 - ad variations*, 153
 - call to action*, 153-154
 - characteristics of LinkedIn ads*, 151-152
 - explained*, 149-151
 - LinkedIn Audience Network*, 151
- ad copy ideas, 173
- ad creative brainstorming grid, 165
- ad variations, 153
- adaptation, empowering, 227-228
- Admin Tool
 - Create New Audience option, 75
 - Promote My Company option, 74
- admins, 69
- Adobe SocialAnalytics, 162
- Advanced Search, 203-204
- advantages of LinkedIn, 9
- advantages of online social networks, 2-3
- advertising, 159, 217. *See also* social media marketing
 - B2B marketing sales funnel, 136-137
 - benchmarks, 127
 - brand awareness, raising, 27
 - branding, 120-121, 126
 - comparison of Google, Facebook, and LinkedIn ads
 - conversion rate*, 131
 - cost*, 130
 - overview*, 128-129, 147-148
 - targeting*, 129-130
 - copywriting, 124-125
 - direct marketing, 119-120
 - generating advertising ideas
 - ad copy ideas*, 173
 - headline ideas*, 172
 - image ideas*, 171-172
 - overview*, 171
 - segmented landing pages*, 173-174
 - goals and metrics, 26, 126-127, 144-145
 - industry-specific advertising, 170-171
 - LinkedIn ad campaigns
 - creating*, 148-149
 - daily budget*, 155
 - expected results*, 156-157
 - lead collection*, 155
 - payment method*, 154-155
 - “Show My Campaign” options*, 155-156
 - targeting audiences*, 149-154

- media buying for branding purposes, 118-119
 - message/target fit, 125
 - premium LinkedIn advertising services, 131
 - relationship with inbound marketing, 136
 - shifts in online advertising, 115-118
 - social media advertising, 121-122
 - strategies, 215-216
 - advertising as part of content marketing*, 141
 - amplifying media coverage of company*, 141
 - existing customers versus new customers*, 144
 - increasing awareness of company*, 140
 - knowing your audience*, 169-171
 - optimizing ads*, 159
 - pre-sales persuasion*, 143
 - segmentation*, 141-142
 - targeting*, 164-169
 - supplementing with Facebook and AdWords ads, 174
 - targeting
 - persona-based advertising*, 167-169
 - targeting LinkedIn Groups*, 165-166
 - targeting relevant job titles*, 167
 - targeting strategy*, developing, 165
 - testing*, 164-165
 - testing, 123-124
 - tracking, 128
 - AdWords ads
 - overview, 6
 - supplementing with, 174
 - affirming, 206
 - agility, 38
 - AIDA (Attention-Interest-Desire-Action), 25-26
 - Amazon, 4, 175, 222
 - amplifying media coverage of company, 141
 - analytical salespeople, importance of, 226
 - analytics, 110
 - ad optimization, 162-164
 - company page analytics, 72-75
 - content marketing and, 224-225
 - Andrade, Sahar, 188
 - answering questions, 84-88
 - Answers. *See* LinkedIn Answers
 - Apple, 79
 - apps
 - adding to profiles, 52
 - Polls app, 52
 - Projects and Teamspaces app, 52
 - SlideShare plug-in, 52
 - Aprimo, 140
 - asking questions on LinkedIn Answers, 81-82
 - attention, competition for, 238-239
 - Attention-Interest-Desire-Action (AIDA), 25-26
 - audience
 - growing
 - with employees*, 42-44
 - importance of*, 36
 - knowing your audience, 169-171
 - advertising copy for job titles*, 170
 - industry-specific advertising*, 170-171
 - stimulating with messages, 30
 - targeting
 - ad variations*, 153
 - call to action*, 153-154
 - characteristics of LinkedIn ads*, 151-152
 - explained*, 149-151
 - LinkedIn Audience Network*, 151
 - segmented audiences*, 75
 - understanding, 29-30
 - Audience Network, 151
 - automation (marketing), 138-140
 - Avery, Beth, 211
 - awareness
 - brand awareness, 27
 - company awareness, 140
- ## B
- B2B (business-to-business sales). *See also* sales
 - email versus social media, 233
 - marketing sales funnel, 136-137, 195
 - marketing spend, 235-236
 - revenue generated by social media marketing, 4-7
 - B2Bbloggers.com, 62
 - Baby Boomers, 237
 - Bacon, Kevin, 202
 - Barger, Chris, 79
 - Beale, Andy, 60
 - benchmarks, 127
 - best practices
 - online advertising
 - benchmarks*, 127
 - branding*, 126
 - copywriting*, 124-125
 - message/target fit*, 125
 - metrics*, 126-127
 - overview*, 122
 - testing*, 123-124
 - sales
 - all-time best practices*, 176-177, 183-184
 - Miller Heiman case study*, 184-186
 - practices of top sales performers*, 186-187
 - twenty-first century best practices*, 184-188

social media marketing, 24
AIDA (Attention-Interest-Desire-Action) process, 24-26
coherent strategy, 31-32
creating value, 32-33
employee empowerment, 38
generosity, 36
goals and measurements, 26-28
growing audiences, 36
messaging, 30
optimizing tactics based on analytics, 29
relationship building, 35-36
shareable content, 34-35
social media policies, 37-38
strategic thinking, 24-26
testing, 31
understanding target audience, 29-30
web analytics, 28

Bezos, Jeff, 175-176

Bing, 235

Blockbuster, 6

bloggers, finding with LinkedIn Answers, 83

blogs, 61, 109-110
 blog post layout, 62
 blog post titles, 61-62
 RSS feeds, 70
 viral blog posts, 63

BlogSearch, 61

Boomers, 237

boring ads, testing targeting against, 164-165

bounce rate metrics, 163-164

brand army, deploying, 227

branding, 118-121, 126
 deploying brand army, 227
 employee brands, 57
 raising brand awareness, 27

Brogan, Chris, 60

BtoB, 141

budget for LinkedIn ad campaigns, 155

building relationships, 35-36, 205-208

business-to-business (B2B) sales. *See* B2B (business-to-business sales)

buyer personas, 167-169

buyers
 buyer personas, 167-169
 Coaches, 178
 Economic Buyers, 178
 pinpointing, 185
 reaching, 185
 Technical Buyers, 178
 User Buyers, 178

C

call to action, 153-154

campaigns. *See* ad campaigns

Careers tab (company pages), 67-68

case studies
 Chevron, 14
 Cisco WebEx, 11
 Exact, 13
 Philips, 12
 Qwest Business, 11-12
 Technical Innovation, 16
 Vistage International, 14-15

Chanel, 236

Chevron, 14

ChristiaNet, 181

Cisco Connected World Technology Report, 238

Cisco WebEx, 11

Clark, Brian, 60

closing ratio, 15

Coaches, 178

coherent strategy, 31-32

Colbert, Stephen, 79

collaboration. *See* team collaboration

collecting leads. *See* lead collection

commenting in groups, 92-94

company blogs, 61
 blog post layout, 62
 blog post titles, 61-62
 RSS feeds, 70
 viral blog posts, 63

Company Page Analytics tab, 72-75

company pages, 65-66
 admins, 69
 analytics, 72-75
 Careers tab, 67-68
 company blog RSS feeds, 70
 company name, 69
 getting connections to follow company, 73-75
 multiple views, creating, 75
 News module, 71
 Products tab, 68
 promoting products/services with, 71-72
 Services tab, 71-72
 specialties, 70
 Statistics page, 66
 status updates, 72

competition for attention, 238-239

complete profiles, 45-46

complex sales, 177-179

connections
 finding new customers through, 202
 getting connections to follow company, 73-75
 growing, 52-53
 in relationship building, 207

consultative sales, 179-181

contacting prospects, 209-210
 InMail, 210
 introductions, 209
 Jigsaw, 210

contacts, inviting to join LinkedIn, 52-53

content marketing, 78-80
 advertising as part of, 141
 creating, 224-225
 rise of, 232

ContentMarketingInstitute.com/blog, 62

Contexo Media, 211

contributors, 59

conversion rates for Google, Facebook, and LinkedIn ads, 131

cookies, 116

Cooper, William T., 181

CopyBlogger, 60

copywriting, 124-125

corporate blogs. *See* company blogs

corporate pages. *See* company pages

Cosmopolitan, 238

cost per click (CPC), 155

cost per lead, 15

cost per sale, 15

cost per thousand (CPM), 117, 155

costs of Google, Facebook, and LinkedIn ads, 130

CPC (cost per click), 155

CPM (cost per thousand), 117, 155

Create New Audience option, 75

critical shifts for your organization, 224
 creating content marketing, 224-225
 creating cross-silo feedback loops, 225-226
 deploying brand army, 227
 empowering adaptation and innovation, 227-228

criticism, encouraging, 226

CRM, 110

cross-silo feedback loops, creating, 225-226

Croyle, Jason, 190, 211-212

Csikszentmihalyi, Mihaly, 3

customers. *See also* prospects
 existing customers versus new customers, 144
 new customers, finding with LinkedIn, 202-205
Advanced Search, 203-204
connections, 202
LinkedIn Groups and Answers, 203
mapping out target company, 204-205
newsfeed and recommendations, 202
reaching decision makers/stakeholders, 205

D

daily budget for LinkedIn ad campaigns, 155

Data.com, 210

decision makers, reaching, 205

Dell, 4

demographics of LinkedIn users, 8-9

deploying brand army, 227

desktop computing, shift to mobile devices, 231-232

differentiating yourself, 190

direct marketing, 119-120

discretion, 37

Do Not Call list, 182

Dorland Health, 211

E

Economic Buyers, 178

effectiveness of LinkedIn marketing, 23

The Elements of Style (Strunk and White), 47

eliminating jargon with LinkedIn Answers, 83-84

Eloqua, 43, 140, 162-163, 198

email marketing, 21

email versus social media, 233

embracing new opportunities, 230-231

employees
 employee brands, 57
 empowering, 38
 influence of, 42-44
 marketing, 58
 profiles
apps, 52
characteristics of effective profiles, 45
complete profiles, 45-46
connections, growing, 52-53
finding, 53
headlines, 48-49
interactivity with Facebook, incorporating, 51-52
keywords, 53-56
maintaining, 63
profile photos, 47-48
profile summaries, 46-47
recommendations, 49-51
specialties, 48
updating, 109
 self-promotion, 58-61
 social media policies, 37-38
 visibility on social media, 41-42

empowering
 adaptation and innovation, 227-228
 employees, 38

encouraging feedback, 226

evaluating LinkedIn ad metrics, 161

Events
 creating, 97-100
 Event marketing, 109
 explained, 78
 marketing, 109
 overview, 97
 promoting, 100-104
before Event, 100-101
during Event, 101
after Event, 101-104

Exact, 13
 existing customers versus new customers, 144
 experimental nature of social media marketing, 6
 expertise, 37

F

F2F (face-to-face), 3
 Facebook ads
 compared to Google and LinkedIn ads, 128-129, 147-148
 conversion rate, 131
 cost, 130
 targeting, 129-130
 expected results, 156-157
 supplementing with, 174
 Facebook interactivity with LinkedIn, 51-52
 Facebook search functionality, 235
 feedback
 cross-silo feedback loops, creating, 225-226
 encouraging, 226
 FHM, 238
 50 Below Sales & Marketing, 189
 filtering newsfeed, 202
 finding
 industry influencers with LinkedIn Answers, 83-84
 new customers with LinkedIn, 202-205
 Advanced Search, 203-204
 connections, 202
 LinkedIn Groups and Answers, 203
 mapping out target company, 204-205
 reaching decision makers/stakeholders, 205

profiles, 53
 prospects on LinkedIn, 189-190
 questions to answer, 84-87
 Flickr photo streams, 102
 Freeman, Judy, 188
 future of social media marketing, 229-230
 embracing new opportunities, 230-231
 online marketing trends, 231-236
 B2B email versus social media, 233
 B2B marketing spend, 235-236
 rise of content marketing, 232
 search versus social, 234-235
 shift from desktop to mobile, 231-232
 social SEO, 233-234
 people trends, 236-239
 competition for attention, 238-239
 Gen Y and Gen Z, 237
 work as state of mind, 236-237

G

Gen X, 237
 General Motors, 79
 generating
 advertising ideas
 ad copy ideas, 173
 headline ideas, 172
 overview, 171
 segmented landing pages, 173-174
 leads. *See* leads, generating
 Generation Y, 237
 Generation Z, 237
 generosity, 36
 Genoo, 198
 Gingerich, James, 181
 Gladwell, Malcolm, 79
 goals
 achieving with LinkedIn, 10
 advertising goals, 144-145
 setting, 26-28
 Godin, Seth, 60, 79
 Google ads, 222
 compared to Facebook and LinkedIn ads, 128-129, 147-148
 conversion rate, 131
 cost, 130
 targeting, 129-130
 expected results, 156-157
 supplementing with, 174
 Google AdWords, 6
 Google Analytics, 21, 162
 Google BlogSearch, 61
 Google Images, 171-172
 Google Plus, 234
 Groups
 building relationships, 92-94
 commenting in, 92-94
 creating, 95-96
 explained, 78
 Groups Directory, 91
 internal social media marketing groups, 109
 joining, 90-91
 membership growth, 10
 networking beyond your industry, 94-95
 ongoing marketing activities, 110
 posting in, 92
 promoting, 96
 targeting, 165-166
 Groups Directory, 91
 growing
 audience
 with employees, 42-44
 importance of, 36
 connections, 52-53
 growth
 of content marketing, 232
 of LinkedIn, 7-8
 of social media opportunities, 222

guest bloggers, finding with
LinkedIn Answers, 83

H

Haken, Babette Ten, 180

headlines (ad), 172

headlines (profile), 48-49

history

of LinkedIn, 7-8

of sales, 177

of social media marketing,
20-24

Holland, Anne, 60

Hollister, Patrick K., 176, 181

HootSuite, 236

Hopkins, Claude C., 117

HotWired, 116

Houston, Sarah, 188

“How Effective Is Social Media
for B2B Lead Generation?”
(LeadFormix), 9

I

image ideas, 171-172

Imperium, 163

importance of LinkedIn
marketing, 23

impressions, 116

inbound marketing, 194-195

B2B marketing sales

funnel, 136-137

explained, 135-136

marketing automation,

138-140

relationship with

advertising, 136

shift to, 181-184

increasing awareness of
company, 140

Indeed.com, 167

industry influencers, finding
with LinkedIn Answers,
83-84

industry-specific advertising,
170-171

InfiniGraph, 62, 225, 236

influence of employees, 42-44

infographics, 80

InMail, 210

innovation, empowering,
227-228

inside sales, 177

interdepartmental coopera-
tion. *See* team collaboration

internal social media market-
ing groups, 109

interruptive marketing,
194-195

introductions, 209

introverts, strengths of, 2-3

inviting contacts to join
LinkedIn, 52-53

IRL (in real life), 3

IT Assurance, 190

J

Jamison, Edward, 189

jargon, eliminating with
LinkedIn Answers, 83-84

Jigsaw, 205, 210

job titles

advertising copy for, 170

targeting, 167

Jobs, Steve, 79

joining Groups, 90-91

K

Kawasaki, Guy, 230

key performance indicators
(KPIs), 26

Keyword Tool, 54-55, 70

keywords, 53-56

adding to profiles, 56

adding to videos, 102-103

checking effectiveness

of, 56

finding questions to
answers, 86-87

importance of, 53

researching, 54-55

knowing your audience,
169-171

advertising copy for job
titles, 170

industry-specific
advertising, 170-171

KPIs (key performance
indicators), 26

L

landing pages, segmenting,
173-174

layout of blog posts, 62

lead collection, 10

closing ratio, 15

cost per lead, 15

lead quality, 15

lead quantity, 15

leadership, thought leadership,
78-80

LeadFormix, studies on
LinkedIn marketing, 9

leads, generating, 77-78

content marketing, 78-80

lead collection from ad

campaigns, 155

lead quality issues, 197-198

with LinkedIn Answers

answering questions,

84-88

asking questions, 81-82

finding industry

influencers, 83-84

overview, 80-81

researching prospects, 82

with LinkedIn Events

creating Event pages,

97-100

overview, 97

promoting Events,

100-104

with LinkedIn Groups

building relationships,

92-94

creating Groups, 95-96

joining Groups, 90-91
networking beyond your industry, 94-95
overview, 89
posting in Groups, 92
promoting Groups, 96
 thought leadership, 78-80

Leal, Nery, 190

Lee, Jeff, 212

Lewis, E. St. Elmo, 25

LiesDamnLiesStatistics.com, 62

LinkedIn Answers

answering questions, 84-88
 asking questions, 81-82
 explained, 78
 finding industry influencers, 83-84
 finding new customers through, 203
 overview, 80-81
 researching prospects, 82

LinkedIn Audience Network, 151

LinkedIn Events

creating, 97-100
 Event marketing, 109
 explained, 78
 overview, 97
 promoting, 100-104
before Event, 100-101
during Event, 101
after Event, 101-104

LinkedIn Groups

building relationships, 92-94
 creating, 95-96
 explained, 78
 finding new customers through, 203
 Groups Directory, 91
 joining, 90-91
 membership growth, 10
 networking beyond your industry, 94-95
 ongoing marketing activities, 110
 overview, 89
 promoting, 96
 targeting, 165-166

LinkedIn Signal, 189

listening, 205

lurkers, 59

M

Madian, Melissa, 43

Madison, Robert, 211

maintaining

profiles, 63
 relationships, 35-36

Manthey, Michael B., 189, 190

mapping out target company, 204-205

marketing. *See* social media marketing

marketing automation, 138-140

Marketo, 140, 162

Maxwell, John, 79

McGraw, Pat, 210-211

measurements. *See* metrics

MECLABS, 190, 211

media buying for branding purposes, 118-119

media coverage, amplifying, 141

messages

message/target fit, 125
 stimulating target audience with, 30

metrics, 26-28

advertising metrics, 126-127, 144-145
 evaluating LinkedIn ad metrics, 161

Miller Heiman, 184-186

Mo, Han, 196

mobile devices, shift to, 231-232

motivation of salespeople, 197-199

multiple views, creating, 75

multitasking, 238-239

N

name of company, entering on company pages, 69

National Association of African Americans in HR, 188

Nestle, 60

Netflix, 6

new customers, finding with LinkedIn, 202-205

Advanced Search, 203-204
 connections, 202
 LinkedIn Groups and Answers, 203

mapping out target company, 204-205
 new customers versus existing customers, 144
 newsfeed and recommendations, 202
 reaching decision makers/stakeholders, 205

new opportunities, embracing, 230-231

News module, 71

newsfeed, finding new customers through, 202

The New Strategic Selling, 178

Nielsen, Jakob, 59

90-9-1 theory, 59

O

offers, 207-208

Old Spice, 171

one-time setup activities, 108

ongoing marketing activities
 analytics, leads, and CRM, 110

blogging, 109-110
 employee profile updates, 109

event marketing, 109

groups, 110

internal social media marketing groups, 109

online advertising. *See* advertising

online marketing trends, 231-236

- B2B email versus social media, 233
- B2B marketing spend, 235-236
- search versus social, 234-235
- shift from desktop to mobile, 231-232
- social SEO, 233-234

optimization

- ad optimization
 - ad optimization cycle*, 160-161
 - analytics*, 162-164
 - evaluating LinkedIn ad metrics*, 161
- tactics based on analytics, 29

outbound marketing, 194-195

outside sales, 177

overselling, 217

P

pages. *See* company pages;

- profiles

Panasonic Electronic Components, 181

participators, 59

Pathfinder, 116

payment methods for LinkedIn ad campaigns, 154-155

people trends, 236-239

- competition for attention, 238-239
- Gen Y and Gen Z, 237
- work as state of mind, 236-237

persona-based advertising, 167-169

Philips, 12

photos, profile photos, 47-48

pinpointing buyers, 185

Pinterest, 32-33, 102

poise, 37

policies (social media), 37-38

Polls app, 52

popularity of online social networks, 2

posting in Groups, 92

post-promotion, 101-104

posts (blog)

- layout, 62
- titles, 61-62
- viral posts, 63

premium LinkedIn advertising services, 131

pre-promoting events, 100-101

pre-sales persuasion, 143

process, AIDA (Attention-Interest-Desire-Action), 24-26

products, promoting with company pages, 71-72

Products tab (company pages), 68

Professional Systems Network International, 16

profiles

- apps, 52
- characteristics of effective profiles, 45
- complete profiles, 45-46
- connections, growing, 52-53
- finding, 53
- headlines, 48-49
- interactivity with
 - Facebook, incorporating, 51-52
- keywords, 53-56
 - adding*, 56
 - checking effectiveness of*, 56
 - importance of*, 53
 - researching*, 54-55
- maintaining, 63
- profile photos, 47-48
- profile summaries, 46-47
- recommendations, 49-51

specialties, 48

Twitter, incorporating, 51-52

updating, 109

profitability

- and direct marketing, 119-120
- factors affecting profitability, 15

Projects and Teamspaces app, 52

Promote My Company option, 74

promoting

- Events, 100-104
 - before Event*, 100-101
 - during Event*, 101
 - after Event*, 101-104
- Groups, 96

prospects. *See also* customers

- contacting, 209-210
 - InMail*, 210
 - introductions*, 209
 - Jigsaw*, 210
- finding on LinkedIn, 189-190
- researching, 82, 185

Q

quality of leads, 15, 197-198

quantity of leads, 15

questions (LinkedIn Answers)

- answering, 84-88
- asking, 81-82

Quiet: The Power of Introverts in a World That Can't Stop Talking, 2-3

Qwest Business, 11-12

R

Radian6, 225

raising brand awareness, 27

reaching buyers, 185

Really Simple Syndication (RSS) feeds, 70

recommendations
 explained, 49-51
 filtering newsfeed by, 202

relational salespeople, importance of, 226

relationship building, 35-36
 with LinkedIn Groups, 92-94
 six steps of online relationship building, 205-208

remote work, 236-237

representatives (LinkedIn), premium advertising services through, 131

researching
 keywords, 54-55
 prospects, 82, 185

respect, 37

revenue of social media marketing, 4-7

RSS feeds for corporate blogs, 70

S

sales. *See also* salespeople
 B2B marketing sales funnel, 195
 basic requirements of, 176-177
 best practices
all-time best practices, 176-177, 183-184
Miller Heiman case study, 184-186
practices of top sales performers, 186-187
twenty-first century best practices, 184-188
 brand awareness, raising, 27
 combining with social marketing, 3
 complex sales, 177-179
 consultative sales, 179-181
 effect of social media on sales model, 189-190
 goals and metrics, 27
 history of, 177

inbound versus outbound marketing, 181-184, 194-195

inside sales, 177

lead quality issues, 197-198

outside sales, 177

overview, 193

prospects. *See* prospects

sales funnel, 136-137, 195

Social Sales
advantages of LinkedIn, 199, 201-202
explained, 195-196
new customers, finding with LinkedIn, 202-205
real-world experiences, 210-212
relationship building, 205-208
 value of social media to, 188-189

Salesforce, 162
 Data.com, 210
 Radian6, 225

salespeople. *See also* sales
 collaborating with advertising and marketing, 218-219
 fostering relational and analytical salespeople, 226
 importance of, 175-176
 motivation, 197-199
 practices of top sales performers, 186-187

Social Sales
advantages of LinkedIn, 199, 201-202
explained, 195-196
new customers, finding with LinkedIn, 202-205
real-world experiences, 210-212
relationship building, 205-208

schedules, weekly LinkedIn marketing schedules, 110-114

Scoble, Robert, 230

search
 Advanced Search, 203-204
 searching profiles, 53
 versus social media marketing, 234-235

search engine optimization (SEO), 22

segmentation, 141-142

segmented audiences, targeting, 75

segmented landing pages, 173-174

self-promotion (employee), 58-61

SEO (search engine optimization), 22

services, promoting with company pages, 71-72

Services tab (company pages), 71-72

shareable content, creating, 34-35

shift to inbound marketing, 181-184

Shimek, Steven, 88

Shoemaker, Jeremy, 60

ShoeMoney, 60

Shootman, Alex, 43

“Show My Campaign” options, 155-156

Sigler, Jay, 190

Signal, 189

silozation, 213

Six Degrees of Separation, 202

Skype, 181

SlideShare plug-in, 52

social media advertising, 121-122

social media marketing. *See also* advertising
 best practices, 19-20, 24
AIDA (Attention-Interest-Desire-Action) process, 24-26
audiences, growing, 36
coherent strategy, 31-32

- creating value, 32-33
- employee empowerment, 38
- generosity, 36
- goals and measurements, 26-28
- messaging, 30
- relationship building, 35-36
- shareable content, creating, 34-35
- social media policies, 37-38
- strategic thinking, 24-26
- tactics, optimizing based on analytics, 29
- target audience, understanding, 29-30
- testing, 31
- web analytics, 28
- collaborating with advertising and sales, 216-218
- combining with sales, 3
- company pages, 65-66
 - admins, 69
 - Careers tab, 67-68
 - company blog RSS feeds, 70
 - company name, 69
 - getting connections to follow company, 73-75
 - multiple views, 75
 - News module, 71
 - Products tab, 68
 - promoting products/services with, 71-72
 - Services tab, 71-72
 - specialties, 70
 - Statistics page, 66
 - status updates, 72
- content marketing. *See* content marketing
- critical shifts for your organization, 224
 - creating content marketing, 224-225
 - creating cross-silo feedback loops, 225-226
 - deploying brand army, 227
 - empowering adaptation and innovation, 227-228
 - fostering relational and analytical salespeople, 226
- effect on sales model, 189-190
- employee profiles
 - apps, 52
 - characteristics of effective profiles, 45
 - complete profiles, 45-46
 - connections, growing, 52-53
 - headlines, 48-49
 - interactivity with Facebook, incorporating, 51-52
 - keywords, 53-56
 - profile photos, 47-48
 - profile summaries, 46-47
 - recommendations, 49-51
 - searching profiles, 53
 - specialties, 48
- by employees, 58
- future of, 229-230
 - embracing new opportunities, 230-231
 - online marketing trends, 231-236
 - people trends, 236-239
- goals, achieving through LinkedIn, 10
- goals and metrics, 26, 161
- growth of, 222
- history of, 20-24
- impact on corporation, 223-224
- inbound marketing, 194-195
 - B2B marketing sales funnel, 136-137
 - explained, 135-136
 - marketing automation, 138-140
 - relationship with advertising, 136
 - shift to, 181-184
- leads. *See* leads, generating
- outbound marketing, 194-195
- profitability, 15
- revenue, 4-7
- sales. *See* sales versus search, 234-235
- success stories
 - Chevron, 14
 - Cisco WebEx, 11
 - Exact, 13
 - Philips, 12
 - Qwest Business, 11-12
 - Technical Innovation, 16
 - Vistage International, 14-15
- tracking value of, 5-6
- value to sales, 188-189
- weekly marketing routine
 - one-time setup activities, 108
 - ongoing activities, 108-110
 - overview, 107
 - scheduling, 110-114
 - when to adopt, 222-223
- social media policies, 37-38
- Social Sales
 - advantages of LinkedIn, 199, 201-202
 - explained, 195-196
 - new customers, finding with LinkedIn, 202-205
 - Advanced Search, 203-204
 - connections, 202
 - LinkedIn Groups and Answers, 203
 - mapping out target company, 204-205
 - newsfeed and recommendations, 202
 - reaching decision makers/stakeholders, 205
 - prospects, contacting, 209-210
 - real-world experiences, 210-212
 - relationship building, 205-208
- social SEO, 233-234
- SocialAnalytics, 162
- SocialMediaB2B.com, 62
- Solis, Brian, 60

Southwest, 57

specialties

- listing on company pages, 70
- listing on profiles, 48

speed of change, 224

Spiral 16, 211

stakeholders, reaching, 205

Statistics page (company pages), 66

status updates for company pages, 72

Stege, Julia, 179

Stewart, Jon, 79

stimulating target audience with messages, 30

strategic thinking

- coherent strategy, 31-32
- explained, 24-26

success stories

- Chevron, 14
- Cisco WebEx, 11
- Exact, 13
- Philips, 12
- Qwest Business, 11-12
- Technical Innovation, 16
- Vistage International, 14-15

summaries (profile), 46-47

support, 206-207

“A Survey of Sales Effectiveness: Global Research on What Drives Sales Success” (AchieveGlobal), 186

Sybase, 181

T

tactics, optimizing based on analytics, 29

target audience

- segmented audiences, 75
- stimulating with messages, 30
- understanding, 29-30

targeting, 121

audiences

- ad variations*, 153
- call to action*, 153-154
- characteristics of LinkedIn ads*, 151-152
- explained*, 149-151
- LinkedIn Audience Network*, 151

comparison of Google, Facebook, and LinkedIn ads, 129-130

LinkedIn Groups, 165-166

message/target fit, 125

persona-based advertising, 167-169

relevant job titles, 167

strategy, developing, 165

testing, 164-165

team collaboration, 185-186

- advice for advertising professionals, 215-216
- advice for marketing professionals, 216-218
- advice for salespeople, 218-219
- benefits of, 214
- importance of, 213-214
- LinkedIn topics for interdepartmental collaboration, 215

Technical Buyers, 178

Technical Innovation, 16

Teleperformance (China), 196

testing, 31

- ad targeting, 164-165
- with advertising, 123-124

theofficialboard.com, 205

thinking strategically, 24-26

thought leadership, 78-80

time management, weekly

- LinkedIn marketing schedule, 110-114

timeliness of social media opportunities, 222-223

time-on-site metrics, 163-164

titles

- advertising copy for, 170
- of blog posts, 61-62
- targeting, 167

tracking, 5-6, 128

trends. *See* future of social media marketing

tweets, incorporating into LinkedIn profile, 51-52

Twitter, 51-52, 222

U

understanding target audience, 29-30

United Health, 189

updating employee profiles, 109

USA Today, 238-239

User Buyers, 178

users (LinkedIn), demographics of, 8-9

V

value

- creating, 32-33, 190
- of social media to sales, 188-189

video

- adding keywords to, 102-103
- event videos, posting to YouTube, 102
- video streaming events, 101

views, creating multiple, 75

viral blog posts, 63

visibility of employees on social media, 41-42

Vistage International, 14-15

W

- Wall Street Journal*, 238
- Walter, Ekaterina, 237
- Waterhouse, Bill, 16
- web analytics, 28, 162-164
- weekly LinkedIn marketing schedule, 110-114
- weekly marketing routine
- one-time setup activities, 108
 - ongoing marketing activities
 - analytics, leads, and CRM, 110*
 - blogging, 109-110*
 - employee profile updates, 109*
 - event marketing, 109*
 - groups, 110*
 - internal social media marketing groups, 109*
 - overview, 107
 - weekly LinkedIn marketing schedule, 110-114
- Which Test Won, 60
- work as state of mind, 236-237
- Woulfe, Elle, 162-163
- Wynn, Garrison, 216

X-Y-Z

- Yahoo!, 6
- YouTube, 222
- event videos, posting, 102
 - keywords, adding to videos, 102-103
- Zappos, 4, 222, 227
- Ziglar, Zig, 79
- Zoho, 162, 198