Danny Brown • Sam Fiorella

Influence Marketing

How to Create, Manage, and Measure Brand Influencers in Social Media Marketing

que

FREE SAMPLE CHAPTER

SHARE WITH OTHERS

Influence Marketing

How to Create, Manage, and Measure Brand Influencers in Social Media Marketing

DANNY BROWN
SAM FIORELLA

Que®
800 East 96th Street
Indianapolis, Indiana 46240 USA

Influence Marketing

Copyright © 2013 by Que Publishing

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: 978-0-7897-5104-1
ISBN-10: 0-7897-5104-6

Library of Congress Cataloging-in-Publication Data is on file.

Printed in the United States of America

First Printing: May 2013

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 authors 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 the 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@pearson.com

Editor-in-Chief
Greg Wiegand

Sr. Acquisitions Editor
Katherine Bull

Peer Reviewer
Tonia Ries

Development Editor
Karen E. Klein

Managing Editor
Kristy Hart

Project Editor
Andy Beaster

Copy Editor
Geneil Breeze

Indexer
Heather McNeill

Proofreader
Sheri Replin

Publishing Coordinator
Cindy Teeters

Cover Designer
Anne Jones

Compositor
Nonie Ratcliff

Que Biz-Tech Editorial Board
Michael Brito
Jason Falls
Rebecca Lieb
Simon Salt
Peter Shankman

CONTENTS AT A GLANCE

1 Logic and Reason (or How We Learned to Love Influence Marketing) 1
2 Influence and the Human Psyche 21
3 The Rise of Social Media 37
4 The Current Influence Model and Social Scoring 55
5 Situational Influence: A New Model for a New Era 73
6 The Consumer Decision-Making Process 95
7 Reversing the Social Influence Model 113
8 Managing Social Influence Paths 131
9 The 4Ms of Influence Marketing 151
10 The Future of Influence Marketing 173
11 The Business of Influence Marketing 197

TABLE OF CONTENTS

1 Logic and Reason (or How We Learned to Love Influence Marketing) 1

Introducing MV-1 Canada 3
Driving the Mission 5
The 90-9-1 Rule 7
A (Not So) Surprising Discovery 11
Focusing on the Customer, Not the Influencer 13
Winning Strategy: Charting Influence Paths 17
Thinking Forward 19
Endnotes 20

2 Influence and the Human Psyche 21

Emotion, Logic, and Success Above Criticism 22
The Emotionally Connected Consumer 1: The IKEA Effect 23
The Emotionally Connected Consumer 2: 12for12k and Emotional Guilt 24
The Intelligence Behind Emotional Marketing 26
The Search for Emotional Loyalty 27
  Once You Go Mac... 27
  More Than Just a Game 27
The Manifestation of Emotional Marketing 28
  Emotions in the Purchase Cycle 29
  Measuring Online Emotion 29
  Emotional Resonance Versus Controversial Disconnect 30
Emotion and Its Role in Influence Marketing 31
Endnotes 34

3 The Rise of Social Media 37

Logic, Branding, and Influence 38
Project 1998—The Content Creators 39
A Question of Two Cultures 40

Social Media Dads Can Cook, Too 41

The Shift to Social Media and the Rise of Citizen Influencers 42

Lebanon Ford, Lebanon, Ohio 43

The CNN iReport Fail 46

The Nate Silver Phenomenon 46

The New Personal Relationship Dynamic 47

Degree of Separation 48

The Five Degrees of Social Relationships 50

The Degree of Publicity—Online Networks 51

When Everyone Is an Influencer 52

Endnotes 53

4 The Current Influence Model and Social Scoring 55

The Carnegie Principle 56

The Marketing Shift from Brand to Consumer 57

The People Paradigm 58

Audience 60

Acceptance 60

Application 60

Amplification 61

The Power of One 62

Klout 64

Kred 65

PeerIndex 67

Empire Avenue 67

eCairn Conversation™ 68

The Domino Effect of Social Influence 70

The Looming Storm Clouds of Social Scoring's Effect on the Conversation 71

Endnotes 72

5 Situational Influence: A New Model for a New Era 73

Trend Currents 74

Gravity 76

Repositioning the Customer at the Center 77

Situational Influence 83
- Communities 84
- Economic 84
- Social and Cultural Groupthink 85
- Personal Ideology 87

Situational Factors 88
- Personal Situational Factors 88
- Environmental Situational Factors 89
- Emotional Situational Factors 89
- Life Cycle Situational Factors 90

Micro-Influencers 90

Geofencing 91
- Step One: Community Identification 91
- Step Two: Situational Analysis and Factors 92
- Step Three: Identification of Customer and Micro-Influencer 92

Applying Situational Factors 93

Endnotes 94

6 The Consumer Decision-Making Process 95

Situational Factors Disrupting Purchase Decisions 96

Missing Data Inputs 97

Conflicted Decisions 97

Psychological Factors Disrupting Decision-Making Processes 100
- Motivations Disrupt Decision-Making Processes 100
- Personality Disrupts Decision-Making Processes 101
- Learned Reactions Disrupt Decision-Making Processes 102
- Attitudes Disrupt Decision-Making Processes 103
- Social Proof Disrupts Decision-Making Processes 104
- Lifestyle Disrupts Decision-Making Processes 105
- Perception Disrupts Decision-Making Processes 106
- Family Influence Disrupts Decision-Making Processes 107

Cognitive Dissonance 108

Purchase Life Cycles 109

References 112

7 Reversing the Social Influence Model 113

Importance of Text Analytics to Reverse Engineering Influence 115

Identifying the Purchase Life Cycle 119

Creating Linguistic Maps 121

Charting Relationships 124

Identifying Situational Factors 127

Managing Influence Paths Through Social Customer Relationship Management Software 129

8 Managing Social Influence Paths 131

Emotional Contagions 133

Rethinking Macro-Influencers 134

Mapping the Influence Paths 137

Predicting Influence Paths 140

Purposeful Influence Marketing 142

  Building Awareness 144

  Competitor or Trend Disruption 145

Adaptive Influence Marketing 146

Measuring Influence Marketing 148

Endnotes 150

9 The Four Ms of Influence Marketing 151

The Changing Nature of Predictive Influence 152

  Understanding the Four Ms 154

  Managing the Influencer 162

  Monitoring Influencer Campaigns 165

  Measuring an Influence Marketing Campaign 167

The Complementing Arc of Consumers and the Four Ms 170

Endnotes 171

10 The Future of Influence Marketing 173

Tellagence 174

Appinions 177

  Earned Media 179

  Paid Media 180

  Owned Media 180

Traackr 180
  Bottom Line Impact 181
  Increased Potential for Advocacy 182
  Faster Influencer Identification 182
  Actionable Insights 182
  Traackr Features 183
TrendSpottr 184
  Internal Influence 185
  External Influence 186
Squeeze 187
oneQube 189
  The oneQube Twitter Influencer Connector 189
The Future of Influence Is Fluid 195
Endnotes 195

11 The Business of Influence Marketing 197

Connecting Influence to Sales Revenue 198
  Case Study 198
Impact on Customer Lifetime Value 199
Influencers Versus Advocates 201
Creating Brand Advocates 203
  Awareness 206
  Nurturing 206
  Conversion 206
  Satisfaction 206
  Loyalty 207
  Advocacy 207
  Case Study 208
Customizing Influence 209
Stop Scoring Influence, Start Creating Influence Paths 211
Conclusion 212
Endnotes 215

Index 217

About the Authors

Danny Brown is Chief Technologist at ArCompany, a business intelligence consultancy helping organizations adapt to the changing communications landscape, allowing for more meaningful dialogue with customers and stakeholders. He is a multiple award-winning marketer, who has worked with leading consumer, technology, and digital companies including IBM, LG, FedEx, Ford Canada, Microsoft Canada, Scotiabank, Vodafone, Dell, BT, Orange, and BlackBerry. He has spoken at TEDx as well as numerous business conferences, and his blog is recognized as the #1 marketing blog in the world by HubSpot.

Sam Fiorella is Partner at Sensei Marketing, a customer experience consultancy based in Toronto and New York. Over the past 20 years, Sam has developed the strategy and led the execution on over 1800 Web projects for clients and marketing agencies around the world including Morgan Stanley, AOL, Snyder's of Hanover, Deutsche Bank, Hyatt Gaming Management, and Intrawest Resorts. These experiences—and the proven results—have made Sam a highly sought-after strategist and public speaker on the importance of customer experience and measurement in social media marketing.

Dedication

For all those who refuse to be defined by a score.

Acknowledgments

The ideas, strategies, and methodologies shared in this book were born from years of dialogue, debate, and professional work with a very large community. As such, there's no way we could mention everyone by name; however, a few people must be given special mention.

From Danny:

To my amazing wife, Jacki, and my awesome kids, Ewan and Salem—you are the true influencers of me every single day. Thank you for putting up with me more than usual for the last 12 months. I love you.

To my wife's mother, Traci, for your support and belief in Jacki and me from the very first day. I know we couldn't have done half the things we have without you. Thank you.

To Hessie Jones, Amy Tobin, and Andrew Jenkins of ArCompany, for allowing me to be around your smarts each day and showing that integrity and honesty in business aren't just a sound bite, and for shouldering my work while I was buried in book edits. Dinner is on me.

To Faheem Rauf, an influencer of the truest kind when it comes to the definition of leading by example and staying true to your morals. You inspire me.

Huge thanks to the PVSM Punks. From an idea borne out of frustration, our little group has become an area where I know I can go to laugh, cry, cheer, and be amazed, all at the same time. I'm indebted to you for letting me be part of such an amazing collective.

To the community I've been incredibly fortunate to grow with around my blog and across social media, thank you for taking the time out of your day to visit my little part of the Web. My online adventures would be very mundane without you.

And to my coauthor, Sam, a special thank you. I can't think of another person I'd rather have written this book with, and your support when the words wouldn't quite flow helped more than you could know. You're a good man and someone I'm proud to call friend.

From Sam:

To Susan, Lucas, and Vanessa, thank you for your patience, understanding, and support during the past year as I dedicated every free moment to planning and writing this book. I appreciate your sacrifices, love, and encouragement.

To my team at Sensei Marketing and clients like Nick and Peter Grande at MV-1 Canada, many thanks for your willingness to take this ride with me and for your roles in testing various influence marketing campaigns.

Thanks to Ric Dragon, Jure Klepic, Fred McClimans, Alan Berkson, Steve Woodruff, Lee Bogner, Dr. Natalie Petouhoff, Rebel Brown, and Judi Samuels for debating the issue of influence marketing with me over the past few years. Thanks also to all those who have exchanged ideas on this subject during my weekly #bizforum debates on Twitter. You pushed me to not accept the status quo and to envision what's possible.

My section of this book was written almost entirely at the Starbucks located at the intersection of Dundas and Trafalgar in Oakville, Ontario. Gratitude to the entire team there including Erika, "the smitten kitten" barista who kept me well caffeinated and alert!

Finally, thanks to my coauthor, Danny Brown, who, between the laughs, beers, jabs, and brainstorming, turned out to be the perfect writing partner in this endeavor and an even better friend.

From both of us:

Many companies engaged in influence marketing were generous with their time and insights through the many interviews and work sessions we conducted during the writing of this book work. We want to thank each of them: Eric Weissman from oneQube, Robert Moore from Internet Media Labs, Andrew Grill from Kred, Azeem Azhar and Ferenc Huszar from PeerIndex, Pierre-Loic Assayag and Evyenia Wilkins from Traackr, Larry Levy and Dave Fausel from Appinions, Jason Weaver from Shoutlet, Jon Ferrara from Nimble, Susan Emerick from IBM, Mark Fidelman from Evolve!, Brian Vickery from Mantis Technology Group, Matt Hixson from Tellagence, Mark Zohar from TrendSpottr, Jen Evans from Squeeze, Johnny Miller from Manumatix and Yoram Greener from Salorix.

Their support and feedback were invaluable.

To our peer editor Tonia Ries and development editor Karen E. Klein, for taking our raw words and actually making them sound smart. We hope we left some of your sanity intact!

To our amazing production team at Que—Andy Beaster, our production editor, our copy editor, Geneil Breeze, our proofreader, Sheri Replin, and our cover designer, Alan Clements. Thank you all for helping us through the scary process of authoring a book for the first time. We couldn't have done it without you.

Finally, a special thank you to Katherine Bull, our acquisitions editor. You believed in the book we wanted to write and kept us sane when the real work began. Thank you.

Online Files

Additional online resources can be found at www.influencemarketingbook.com.

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.

As an associate publisher for Que Publishing, I welcome your comments. You can email or write me directly to let me 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 I cannot help you with technical problems related to the topic of this book. We do have a User Services group, however, where I will forward specific technical questions related to the 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: Greg Wiegand
Editor-in-Chief
Que Publishing
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.

5

Situational Influence: A New Model for a New Era

The end result of any good marketing effort is to identify, engage, and nurture the most qualified prospects, ensuring the leads generated drive the highest customer acquisition rate—or at least it should be. There's been a backlash against the marketing industry, marketing professionals, and even some marketing software platforms because of what many see as their inability to measure the direct result of their efforts vis-à-vis the business's bottom line.

The study of marketing—and social media in particular—is often criticized for being a soft science. Critics point to exercises such as branding, community building, and social engagement as examples of efforts that may raise awareness of the brand name but are rarely able to link directly to the specific sales or profits generated by those activities. The need to measure the return on investment (ROI) of social media activities—and by extension marketing—has become a rallying cry of business executives and pundits alike.

Others claim that many modern social engagement programs are ineffectual due to their focus on short-term strategies instead of long-term value. Here critics point to the trend in acquisition of simple measures of success such as followers, "Likes," and shares. Others cite the use of social influence scoring platforms to identify brand advocates as short-cuts driving poor and inaccurate results because they avoid the real work required to drive long-term business value and bottom-line results.

Criticisms aside, the practice of influence marketing must be restrategized if it's going to become an effective marketing tactic for businesses and gain the favor of executives who control marketing budgets. The advent and use of today's popular social influence platforms and scores is not influence marketing. These platforms are a good exercise in product and brand amplification, whereas true influence marketing is about measurable customer acquisition and lead conversion. This chapter lays the foundation for an influence marketing blueprint that demonstrates how the practice of influence marketing may return to driving measurable sales instead of just broad brand awareness.

Trend Currents

Business models and methodologies are constantly evolving to adapt to consumer trends, technological advances, and socio-economic changes. It's a common occurrence; in fact, evolving business thinking, strategy, and process is essential for corporate growth. The key, of course, is to stay ahead of consumer needs and preferences so that your product, operations, and marketing are ready when consumers make the shift. Better yet, influence them to shift toward your product. Today we have the advantage of Big Data, a term used to describe the increasing amount of unstructured business and consumer data being collected and stored by organizations. However, the term is also associated with the fact that real insights from this collection of data are difficult to ascertain due to the current limitations of commonly used software tools that capture, manage, and process that data. Ironically, technology has created an environment where we produce and collect data faster than technology permits us to effectively store and intelligently analyze it. This fact hasn't stop marketers from basing decisions on such data, however.

Steve Woodruff, president and founder of Impactiviti, a professional pharmaceutical and health-care industry referral network, states that too few marketers pay attention to the *trend currents*, which he defines as unstoppable forces (social, technological, economic, etc.) inexorably shaping the cultural landscape. He warns that the *current trends* most businesses focus on are merely metrics that contribute to much larger *trend currents*. He argues that a business's quest to mine data and manage current trends blinds them to the long-term shifts in communication; they do not see the proverbial forest for the trees. His views are an astute observation, as we're seeing more and more businesses crippled under the weight of Big Data and more and more marketers—faced with so much online data—jumping on the bandwagon of quick-fix social media solutions instead of doing the requisite work for success.

For many years now, Apple Computers has been the go-to case study of a business that stays ahead of the curve, with some arguing that its real success comes from creating the curve that people subsequently follow. Whichever you believe, the late Steve Jobs, founder of Apple, was the epitome of someone who saw only trend currents. For example, in 2000 when the music industry was focused on fighting individuals sharing copyrighted music for free across peer-to-peer networks like Napster, Apple was monitoring the trend currents. What others saw as a copyright or financial issue, they saw as a fundamental change in how people purchase and consume music. The music community was trying to manage the current trend while Apple focused on the trend current. Jobs set out to create a solution that leveraged the Napster revolution to create an entirely new business model. Less than a year later, he introduced iTunes to the world, and within a few months was boasting a million downloads. Later that year, it launched the next iPod featuring a brand-new version of iTunes that seamlessly integrated with the songs and playlists stored on Mac computers. Within a year, Apple reinvented the industry, identifying and adapting to the trend current, not the current trend.

Arguably, at least in modern times, technology has had the biggest impact on consumer habits, business operations, and the economy in general. Social scientist Everett Rogers outlined an adoption life cycle of technology in his book *Diffusion of Innovations*, shown in Figure 5.1, which explains how technology is first embraced by a few innovators and early adopters before the majority of the public embraces it. These innovators who tend to jump on a trend quickly to gain the first-to-market advantage often fail to understand the trend current. The crossroad is typically traversed by the "early adopters" who are equally quick to jump on new technologies, but whether the path chosen leads to "early majority" adoption is based on how well the innovators understood the trend currents.

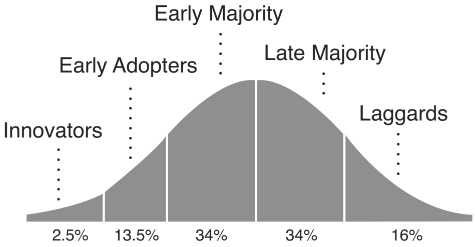

Figure 5.1 *Innovation adoption life cycle*

We're at just such a crossroads today with influence marketing; what is the current trend and what are the trend currents? Innovators, such as PeerIndex, Klout, and Kred, witnessing the change caused by social technologies, pervasive communication, and the disruptive impact they had on word-of-mouth and influence marketing practices, developed first-to-market technologies to leverage the Big Data available across social networks to identify influencers through their level of social activity, the size of their network, and how much other social media users engage with them. They sought to provide marketers a new tool that could once again effectively identify influencers within their communities. Marketers, or the innovators and early adopters using social scoring platforms as the basis for influence marketing campaigns, are embracing current trends. However, if we suspend our focus on the current trend, we might see where we're missing the opportunity to truly create, manage, and measure brand influencers in the future. We're not suggesting that social scoring platforms are useless, only that basing influence marketing campaigns on them is shortsighted. To measurably and effectively generate business value from influence marketing, we must first understand and navigate the disruptive forces created by social media and the pervasive technologies previously outlined in Chapter 4, "The Current Influence Model and Social Scoring." In addition, consideration for how consumers make decisions at different stages of the purchase life cycle adds a new dynamic to influence marketing strategy.

Gravity

In 1610, Galileo Galilei, an Italian scientist and philosopher, helped start the Scientific Revolution, in part, by expressing his belief that the sun, not the earth, was the center of our universe. He was branded a heretic by the church and his peers for challenging widely believed—and church-sanctioned—doctrine. Through fear, ignorance, or public pressure, his peers were comfortable with the status quo, and challenging it was unthinkable. Rebel Brown, author of *Defying Gravity*, updates this theory: "We are humans in business and humans don't like change, yet our markets, buyers and competitors are changing as we speak." Business leaders and marketers tend to seek the path of least resistance and when given the choice, opt to do what's always been done or take advantage of services offering shortcuts for jobs that require more consideration and manual work. Why do the work when others offer the tools to do that work for us? It's easy to become complacent. Throughout history, those who have benefited most from the status quo have proven to be the most resistant to different points of view, no matter how logical or how many countering views are offered. "It's this gravity that prevents business leaders and marketers from innovating," argues Brown.

Today, the media, businesses, and software vendors seem stuck on the notion that social network amplification is an effective baseline for influence marketing strategies. The conversations around influence marketing have typically been debates over the accuracy of the numerical scores assigned to individuals based on their social reach and engagement or the merits of one platform over the other. Elsewhere, heated arguments erupt over whether social media engagements can, in fact, measure any form of influence at all; they're stuck in their own gravitational pull, propelling the status quo. If we were to break free of this gravity, we'd gain the required altitude to view the trend currents and strategize how influence will eventually be used in social media marketing.

If social influence scoring platforms are the gravity preventing us from seeing the trend currents in influence marketing strategies, how do we break free?

Repositioning the Customer at the Center

The current paradigm of influence marketing places the influencer at the center of the marketing universe. The popularity of social influence scoring platforms listed in Chapter 4 has helped propagate this belief. The scientific truth that the status quo is hiding is that the customer, not the influencer, is at the center of the marketing universe; ultimately, it's the customer who makes the purchasing decision, not the influencer. Our strategies must be dictated by that truth, not the fanfare over current technologies. Influencers, along with business brands and their marketing messages, are simply planets circling the customer, vying for his attention.

Let's break down both theories. With influencers at the center of the influence marketing strategy, as shown in Figure 5.2, marketers must identify people who have a wide reach and/or a deep reach within communities focused on specific interests or keywords. To be effective, they must then attempt to understand the nature of each community and the role that the influencer has within that community. Brand messages and campaign tactics are then crafted in such a way as to piggy-back on that relationship. Influencers amplify the brand's message or offer recommendations to a wide cast of characters in hopes that some will embrace the message and, in turn, share it with their audience.

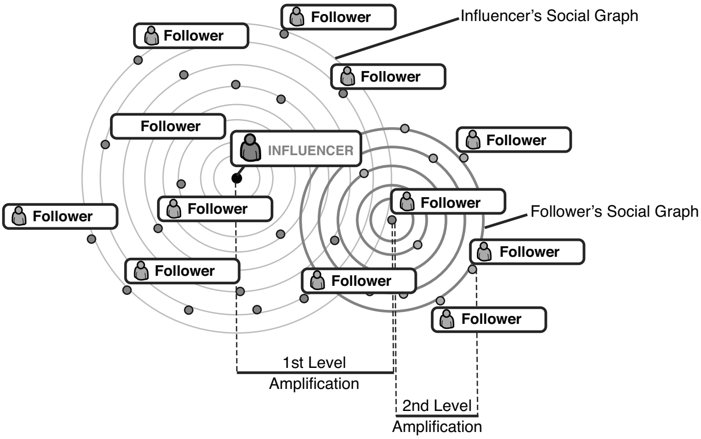
Follower
Influencer's Social Graph
Follower
Follower
Follower
INFLUENCER
Follower
Follower
Follower
Follower's Social Graph
Follower
Follower
Follower
Follower
Follower
1st Level Amplification
2nd Level Amplification

Figure 5.2 *Fisherman's Influence Marketing Model*

Even with a great deal of research and preparation, such campaigns are always a gamble because the basic tenet of the campaign is amplification with little knowledge or design toward converting a prospect to a customer. It's what we call the Fisherman's Influence Marketing Model: Identify the fish you're trying to catch; choose the right body of water; and then cast the widest net possible and hope for the best.

Fisherman's Influence Model

> Applying the concept of "casting a wide net to catch the most fish" to Influence Marketing strategies, which suggests that leveraging those with the largest following and reach among large social communities will drive the greatest brand awareness and, eventually, a purchase.

Good marketers may choose to use the Fisherman's Influence Marketing Model as a first step only. The model can help identify potential influencers and their communities, which in turn may be used as the basis for further research and analysis into those relationships and their context. That additional insight and data may help create a more targeted customer acquisition campaign to fill the sales funnel with better leads. This is certainly a better strategy than sending product samples to a mass of loosely qualified followers; however, the campaign life cycle is long and still based on a faulty foundation: the influencer.

Now let's consider what happens when we shift this universe, as illustrated in Figure 5.3, to position the customer at its center. The first thing we notice from our *Customer-Centric Influence Model* is that it's not a direct reversal of the former. When influencers are at the center, the orbiting planets are their various followers. When the customer is placed at the center, an entirely new universe opens up. In this universe, the people, institutions, technologies, and communities that impact purchase decisions orbit the customer.

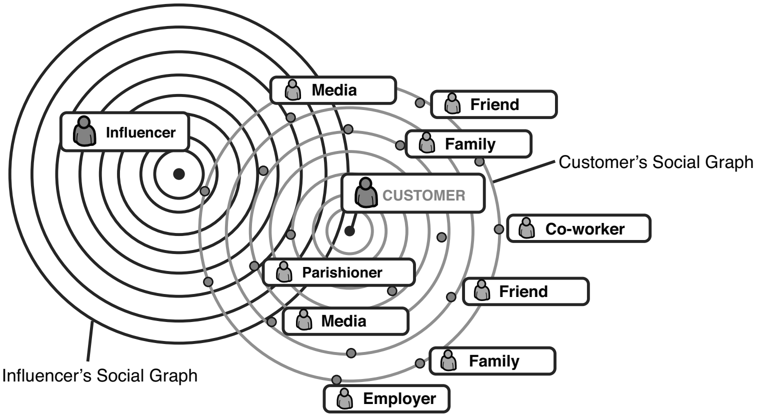

Figure 5.3 *Customer-Centric Influence Marketing Model*

Customer-Centric Influence Model

Identifying product or service decision makers, the micro-influencers in their social graphs, and aligning influence marketing campaigns around their interactions throughout the decision-making process.

When marketers orient their campaigns and technologies around the influencer, the focus becomes their attempt to drive awareness or possibly even sway purchase decisions, instead of addressing the decision-making process. Placing the customer at the center forces us to look at the decisions he or she makes and what impacts those decisions. Referencing the pervasive communication theory discussed earlier in this book, we can visualize the many interconnected factors that impact those purchase decisions. This model enables us to drill down to the people that directly interact with decision makers when they are making decisions. In this model, influencers can be seen as contextual relationships, not just broadcasters. In fact, the very flow of communication is different. In the Fisherman's Model above, the focus of the strategy is outbound or push-communication to the influencer's social graph. In the Customer-Centric Model, the focus is on identifying the context and impact of the influence flowing in from the various players in the customer's social graph.

To better illustrate this concept, consider a mobile phone provider that wants to introduce a new phone model to the market. The manufacturer could choose the Fisherman's Model, in which case it would seek the favor of individuals and communities perceived as influential across their target market.

The first step involves the identification of the target audience's demographics and the communities they engage in most often both online and offline. Typically, experienced brand marketers will invest in analyzing the subject matter and tone of the conversations occurring in those communities to identify the opportunities and challenges in promoting the new product. Individuals with the greatest reach and perceived authority are identified in hopes of converting them to brand ambassadors or, if they're current customers, to advocates. These are *macro-influencers*, people with a large, general audience made up of communities with whom they have varying levels of relationship. Today's trend has marketers turning to social influence scoring tools discussed in Chapter 4 to help quickly identify these macro-influencers or to help further segment them into specialized groups.

Once the communities and their influencers are identified, the manufacturer's marketing team attempts to educate, encourage, and incentivize the chosen influencers to broadcast encouraging brand messages through the influencer's media channels (radio shows, magazine columns, etc.) and social channels (blogs, Twitter, Facebook, etc.). Leveraging gamification strategies, they further engage the audience with awards and status gimmicks to encourage them to rebroadcast and share those same interactions with their own social graphs.

Gamification, the use of addictive game mechanics in nongaming scenarios, has proven effective in many marketing campaigns.[1] Marketers create tactics and leverage technologies to motivate specific behaviors in selected influencers by appealing to various human needs and senses. Some of the common tactics are the use of badges awarded in exchange for a required action, an achievement status bar demonstrating progression along a desired path, or virtual currency earned and exchanged for other products, services, or future considerations.

Gamification

> The use of addictive game mechanics in nongaming scenarios to encourage greater participation and use.

When completed, the Fisherman's Influence Marketing campaign is typically measured by the earned media it acquired for the product. Earned media is the free, favorable publicity gained through promotional efforts as opposed to paid media, which is publicity gained through paid promotion and advertising.[2] Success is also gauged by the increased website traffic, volume of online discussions, and positive sentiment in those discussions. More sophisticated marketers and software may track sales volumes to the amplification created by their chosen influencers; however, in most cases these measures are unreliable.

If the manufacturer chooses the Customer-Centric Influence Model, the first step is the same: Identify the target audience's demographics and the communities they engage in most often; however, that's where the similarities end. The subsequent study of the subject and tone of conversations within those communities take on a different meaning. This analysis isn't undertaken to identify keywords and sentiment to fuel influencers' amplification but to identify the individuals and categories of individuals who are engaged with the target customer on specific subjects.

By using social monitoring technologies, the marketing team first looks at trending topics and sentiment of conversations within the target communities. Once grouped, they can drill down to the individuals engaged within those conversations. By applying user profile filters or by appending third-party data, they can tag customer profile types to the individuals engaged in those discussions. As shown in Figure 5.4, this provides the phone manufacturer in this case study a unique insight into who is talking to whom.

Our experiences support this scenario and point to the fact that true influence—that which impacts a purchase decision—is based on dyadic relationships. A dyad is a group of two people, the smallest possible social group. A dyadic relationship refers to discussions or communication between two people involving their mutual ideas, thoughts, behaviors, or ideals. A chance meeting between two persons at a trade show or between the host and participant within an online webinar, for example, that does not continue after the initial event does not have a lasting effect on each other. The theory suggests that the impact of personal interactions between two people with shared culture, ideals, or circumstances is greater than the looser interactions such as someone reading another's blog. Because of the dyadic relationship between coworkers, for example, a product recommendation is more likely to be acted upon than a recommendation by a well-respected journalist in a trade publication. The power in these relationships is based on the time the individuals spend together and the emotional intensity of their connection.

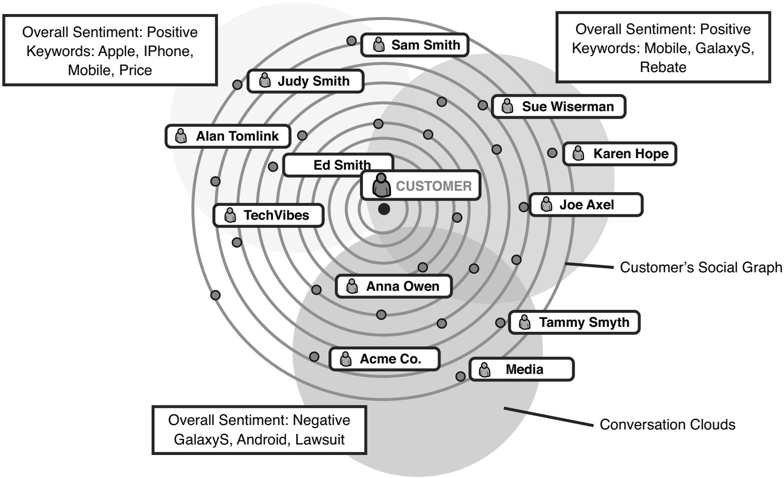
Overall Sentiment: Positive
Keywords: Apple, IPhone, Mobile, Price
Sam Smith
Overall Sentiment: Positive
Keywords: Mobile, GalaxyS, Rebate
Judy Smith
Sue Wiserman
Alan Tomlink
Karen Hope
Ed Smith
CUSTOMER
Joe Axel
TechVibes
Customer's Social Graph
Anna Owen
Tammy Smyth
Acme Co.
Media
Overall Sentiment: Negative
GalaxyS, Android, Lawsuit
Conversation Clouds

Figure 5.4 *Conversation/influencer profile segmentation*

Identifying dyadic relationships among a brand's audience is not easy, especially for larger organizations with many prospective customers and followers. However, the goal is not to identify each individual and all those they speak with most. Instead, we identify user profiles and formulate models that can be extrapolated across the entire audience, as illustrated previously in Figure 5.4.

This study allows us to plot connections around specific individuals' profiles. For example, instead of knowing that John is talking to Karen, Sue, Joe, Acme Co., and TechVibes, this model allows us see that a prospect is having conversations with peers, a coworker, parishioners, and a blogger. Overlaying the roles of the people engaged in this conversation begins to apply context to the conversation, which, in turn, allows us to establish the context of the relationships.

Extending this exercise across other discussions and communities creates a powerful, contextually oriented database of users. The lesson learned by applying this filter in the Customer-Centric Model is the identification of user profiles and relationships that most influence other decision makers in specific conversation types (subject matter, tone, and sentiment of conversation). In contrast to the Fisherman's Influence Model, we can narrow the prospect's social graphs and apply a new, more accurate metric for the identification of influencers. Much research has been done on the greater impact of one's close social circle over celebrity dating back as early as 1944. That year, Paul Lazarsfeld published his book *The People's Choice* in which he outlined his study of women in Decatur, Illinois. Lazarsfeld's study proved the women's decision-making processes were more influenced by interaction with personal contacts over prominent media personalities.[3]

Marketers Kevin Casey and Ed Roche, owners of The Idea Factory, a full-service marketing agency, shared a case study that demonstrates this fact is still true today, even in our highly social world. This popular marketing firm boasts many national clients including Corby Distilleries Limited, which produces and distributes many popular brands of spirits, liqueurs, and wines across the world. The agency was tasked with the promotion of one of Corby's brands: Lamb's Rum. Market research identified that the product was mostly popular within the Canadian Province of Newfoundland and Labrador, so the campaign created sought to capitalize on its local popularity. The campaign titled, "Lamb's Nation," featured endorsements by celebrities and well-known citizens. When initial results fell short of expectations, the agency surveyed customers and learned that its sales growth was attributed to the brand's die-hard fans not speaking about their love of the product publicly but among their "buddies" at in-person gatherings. Lamb's Nation, the sentiment behind the campaign's theme, was accurate and on-target, but the product's growth was based on a one-on-one personal experience between friends—who wanted to keep it that way. The resulting shift in tactics from online influence strategies to traditional, offline word-of-mouth ground-swell campaigns proved successful at driving up sales.

Understanding that prospects are engaged in direct conversations with specific types of social contacts such as peers, coworkers, family members, journalists, or bloggers is more meaningful to the purchase decision-making process than identifying individuals who have a large online following. Today's influence marketing strategies are typically based on identification of influencers, including social celebrities, popular bloggers, or any individual with high scores on social influence scoring platforms. While this model might be quicker and require less effort, it's also less effective. The value of broad amplification and recommendations is lessened by the unidentified quality of relationship, context of conversations, or accuracy of the target audience, all leading to a lower conversion and purchase rate. Forrester analyst Michael Speyer confirms this analysis in a published report[4] where he states that to be successful, "vendors need to identify and characterize the influencers in their specific market...which requires a comprehensive influencer identification program." Determining the characteristics of influencers within a community becomes critical to success.

Robert Axelrod, professor of political science and public policy at the University of Michigan, produced another study on social influence, which claimed that people are more likely to interact with others who share many of their cultural attributes and that these interactions tend to increase the number of cultural attributes they share (thus making them more likely to interact again).[5] In our model, these people are called *micro-influencers*, meaning they're individuals with whom prospective customers are more closely engaged at the time a purchase decision is being made. Because of the dyadic nature of their relationships, these people are the key to a successful influence marketing effort in our hyperconnected digital world. But before we discuss micro-influencers, we need to better understand the situations that impact those relationships and our decision making.

Micro-Influencers

Individuals within a consumer's social graph, whose commentary, based on the personal nature of their relationship and communications, has a direct impact on the behavior of that consumer.

Situational Influence

Understanding the profiles of consumers and those they engage with more personally in their social graphs is only step one in the Customer-Centric Influence Model. Be they online or in person, personal interactions are affected by external factors that impact—positively or negatively—the reception of a recommendation from any influence. Known as "situational influence," they're factors that exist independent of the communication between influencer and prospective customer but also impact the customer's decision-making process. The theory is deep rooted in the study of psychology and sometimes referred to as *situationism*, which has proven that people are as influenced by external, situational factors as they are by their internal traits or motivations, if not more.[6] These situations act as a disruptive force in the brand and influencer communications, which further derail current amplification-based influence models.

Situational Influence

The external or societal factors that surround a community and consciously or subconsciously influence the nature of their interpersonal interactions such as geography, religion, or economics.

Four types of external situations may impact the influence that macro- or micro-influencers exert over their social connections, discussed in the following sections.

Communities

The nature of the relationship or conversation between people morphs when they are experienced in different communities, even when it's the same two people engaging in different communities. A conversation about mobile phones, for example, between a person and a coworker will take on a different meaning, and potentially result in a different outcome, than if that same conversation occurred between the person's spouse or friends on social networks. The community situation coworkers find themselves in skews the conversation toward the mobile phone's use in a professional environment, such as its capability to easily sync to the corporate email exchange server or how it meets security requirements. The same conversation with a spouse might focus on the monthly costs, availability of family call-free plans, or connectivity with home computers. When discussing the choice with friends on social networks, branding and status enter the discussion with specific groups advocating for the brand they believe is "coolest." The coworker, the spouse, and the social networking friend are all micro-influencers that directly impact the decision-making process, but in different ways based on the micro-community they belong to.

Economic

Economic forces, defined as personal, business, or national financial considerations—real or perceived—that affect purchase decisions made by consumers, also interfere with the normal communication path between influencers and consumers. This is a broad category that can be impacted by something as specific as the individual's credit card debt to something more generic such as the international debt crisis that most countries are struggling with currently. In either case, consumers weigh the impact of their needs and desires, regardless of the recommendations and social pressures, against their comfort level at spending money in the face of financial pressures. Economic uncertainty is a powerful force in the decision-making process and in most cases effectively halts influence marketing messages from converting to purchases.

What should be of further concern to marketers is that economic situations don't need to be as overt as the U.S. "debt-cliff" crisis of 2012. They can be more subtle and personal. For example, in the spring of 2011 Apple, Inc., and Samsung Electronics, two of the world's biggest mobile device manufacturers, went to war. Apple struck the first blow with a multinational lawsuit against Samsung, claiming it infringed on many of Apple's technology patents. Devices listed in the lawsuit included some of Samsung's most popular and high-profile devices, such as the Galaxy S2, Galaxy S, and Nexus S, as well as the Galaxy Tab 10.1 tablet.

In July 2012, a U.S. judge awarded Apple a preliminary injunction pending the outcome of the trial that could have forced Samsung to remove its Galaxy Tab 10.1 tablet from stores. News of the injunction spread like wildfire through blogs, social networks, and news channels. Influencers speculated that by being served an injunction, Samsung devices would start disappearing off store shelves and/or technical support would not be provided to those who managed to scoop up one of the extremely popular Android-based tablets. Fear and uncertainty was echoed by the journalists, bloggers, and analysts who publicly predicted that a successful suit could lead to higher costs and diminished user experiences on Android-based phones from all makers. "Consumers may pay more for these devices. Consumers may have a device that solves the same issues in a less elegant feature set," predicted Jefferson Wang of IBB Consulting Group. According to Anthony Scarsella of Gazelle, a popular phone trade-in company, "consumers seem to be jumping ship [and] we expect this trend to continue." Regardless of the initially fast-paced sales of the Samsung mobile products, fueled by the positive advocacy of influencers across social channels and the fact that no final court verdicts were in, consumers were fearful and making decisions based on that fear.

On April 24, 2012, a federal jury in San Jose ruled that Samsung infringed on multiple Apple patents, awarding the Cupertino, California, maker of the iPhone and iPad more than $1 billion in damages. However, during the same time period other jurisdictions such as South Korea, Japan, and the United Kingdom ruled in favor of Samsung. Regardless of the rulings in favor of Samsung, the market was still concerned; the uncertainty was deep rooted, especially since the one jurisdiction that favored Apple's suit was in the large U.S. market. Gazelle reported that the company had seen a 50% increase in the number of customers looking to unload Samsung devices during this period, regardless of the continuing positive product reviews shared by Samsung advocates.

Social and Cultural Groupthink

Another disruptor in the influencer's amplification path is social or cultural groupthink that consciously or subconsciously contradicts technical influencers. Groupthink is a psychological phenomenon that describes how the need for harmony within a social group forces its members to assume a belief, opinion, or attitude, even when some leaders provide a genuine evaluation of the virtues of the alternative. Originally explored by Irving Janis, a research psychologist from Yale University[7] in the early 1970s, the concept has been given renewed importance due to the mass adoption of social media communication by the global community. A modern application of Janis' groupthink is the "wisdom of crowds," which represent the sentiment: If enough people post something online—regardless of whether or not you know them—what they say must be true. Crowdsourced opinion has become fact. Consumers are almost blindly accepting commonly shared opinion (via online posts) without seeking alternative viewpoints or assessments.

Keeping with the theme of mobile device manufacturers, let's consider the case of Research in Motion (RIM), maker of the landmark BlackBerry smartphone. RIM, credited for inventing the smartphone industry, was once the most valuable company in Canada and essentially owned the world's smartphone market share. In 2011, reported profits were more than $1 billion, but RIM's fortunes reversed almost overnight; it recorded a net loss of $753 million in the first half of 2012. While technology analysts continued to advocate for the vastly superior phone, email, security, and instant messaging (BBM) service available on the BlackBerry, the once dominant mobile phone manufacturer lost its market share to rivals Apple and Samsung in meteoric fashion. Pundits argued that the decline in market share was a result of the company's fixation on the phone's business function, resulting in a small ecosystem of personal and gaming apps and the lack of innovation in the device's graphical user interface, two areas where the company's rivals excelled. Eventually, even security-concerned IT managers bowed to the pressure of their employees demanding they adopt Apple's iPhone or the plethora of Android-based mobile devices by Samsung, Motorola, and others.

The one certainty is that the public perception of the Blackberry's brand declined even faster—and with more verve—than its stock price. BlackBerry owner Rachel Crosby, in an interview with the *New York Times*[8] in October 2012, referenced her BlackBerry phone the way someone might speak of an embarrassing relative. "I'm ashamed of it," claims Crosby, a Los Angeles sales representative who acknowledges she no longer publicly uses her BlackBerry at cocktail parties or at conferences. In business meetings, she admits to hiding it behind an iPad so that clients won't judge her. This was not a case isolated to individuals but businesses as well. To upgrade Yahoo's failing public image, the newly appointed CEO, Marissa Mayer, offered employees the option to trade in their BlackBerrys for iPhone and Android devices.[9] Owning a BlackBerry or publicly praising the device's functions branded you a social outcast and the butt of everyone's jokes.

In some cases, the need for harmony isn't about the group publicly sharing the group's belief but not talking about it. During her 2005 tour of Japan, worldwide music superstar Madonna publicly praised Japan's "Washlet," an "intelligent" toilet that provides—among other features—posterior-cleaning water jets, hot air dry function, ambient background music, and odor-masking technology. "I've missed the heated toilet seats," the pop-diva promoted upon leaving the country. She was not alone in her praise, many famous and well-connected people have gone on record promoting the virtues of the ultra-modern toilet.

It's the earned media and public advocacy that brand marketers would die for, the type of public promotion many try to emulate when accessing social celebrities and socially active people with high Klout scores. Find people who are perceived to have a popular voice and get them to talk about your product, and their audience will beat a path to your door, open wallets in hand.

Yet, while the ingenuous toilets are found in 70% of Japanese homes, hotels, and businesses, they're one of world's best kept secrets. Hiromichi Tabata, head of the international division at Washlet-maker TOTO does not hide the company's desire to become a major player in international markets. The company has attempted to crack foreign markets, including the lucrative U.S. market, for more than 10 years with little success despite the volunteer endorsements by many internationally known celebrities (such as Madonna) and business executives. "It's because of the cultural taboo over talking about toilets," reports Tabata. "Americans avoid talking about those kinds of things so we can't expect success from word-of-mouth, even if they recognize our products are excellent."

Psychologists and social scientists continue to explore this phenomenon by demonstrating how groupthink impacts collective avoidance as well as collective advocacy.[10] Interestingly, there is growing evidence that groupthink's impact is moving beyond publicly shared beliefs and impacting the decisions people make.[11] Clearly, this is a critical consideration in planning influence marketing strategies.

Personal Ideology

Ideology, such as political and religious affiliation, is becoming an increasingly disruptive role in influence marketing. This is not a new concept: Politics and religion have always been divisive forces in society; however, as with social and cultural groupthink, social media and pervasive communications have increased our ability to both amplify and share personal views. In fact, it has emboldened people to share those views more than ever before across social channels and, more to the point, reject and rebel against the views others share.

Consider the comments made by Dan Cathy, the chief operating officer of fast-food chain Chick-fil-A, opposing same-sex marriage in the middle of 2012. Cathy publicly opposed gay marriage rights in an attempt to influence his followers in the months leading up to the November 2012 U.S. presidential election. The buzz around his comments escalated when it was reported that his company's family-run charitable foundation donated millions of dollars to political parties that opposed same-sex marriage. His attempt to influence voters was seen as a "line in the sand," and people gathered on both sides based on religious and political affiliations. Protesters called for a permanent boycott of the restaurants. In reaction, counterprotesters organized mass "eat-ins," encouraging supporters to purchase more of Chick-fil-A's food and more frequently.

The effects of ideological disruption can be calculated and planned as part of an influence marketing strategy designed to earn much desired viral marketing effect and earned media. In the case of Chick-fil-A, the public reaction was definitely a disruption in consumers' purchase decisions as evidenced by the company's statement in July 2012, which stated "Going forward, our intent is to leave the policy debate over same-sex marriage to the government and political arena." However, ideological disruption can work in a brand's favor, as exemplified by the Kraft Oreo campaign in June 2012, which saw a picture of the iconic Oreo cookie posted on Facebook with the typical white cream center replaced with rainbow colored cream layers as a show of support for the lesbian, gay, bisexual, and transgender events being held later that week. The post received 150,000 likes and 20,000 comments on the company's Facebook page; most were positive comments with a few negative ones calling for boycotts of the popular cookie. Analysts called the threats by would-be boycotters "empty threats" and reported no negative impact on sales.[12]

Situational Factors

Just as influencer communications are impacted by community, economic, sociocultural groupthink, and ideological situations, these universal situations are further impacted by local "situational factors;" they represent the personal factors in the consumer's life that interact with the universal situations outlined previously to further impact the purchase decision-making process.

Situational Factors

Personal circumstances such as household finances, lifestyle, and relationships that influence the decision-making process of individuals within communities.

Situational factors are discussed in the following sections.

Personal Situational Factors

The consumer's familial situation is a key disrupter to a marketer's brand messaging and call to action. Personal situational factors are typically dictated by proximity, intimacy, and nature of the consumers' personal relationships. For example, a woman who is the mother of three young children makes purchase decisions differently than a woman without children. If the three children, for example, are grown and off to college instead of young and at home, purchase decisions take a different form yet again.

Thousands of women may actively follow a popular Mommy-blogger, reading and even commenting on her every post. Yet, for example, when the blogger recommends a particular game system, the age and sex of the reader's children will dramatically impact her decision to purchase that product or not. If a business' audience is mothers, simply broadcasting recommendations to all of them through popular bloggers without an understanding of their personal situational factors will miss the mark with most of them.

Environmental Situational Factors

The environments, both physical (geography) and digital (devices), where brand messages and recommendations are received are yet another disrupter of the brand's messaging path. Brand messages received on mobile devices while in a store versus a desktop computer when at work are interpreted in vastly different ways. For example, a positive rating on a restaurant by a friend is more impactful on the consumer's purchase decision if received on Yelp or Zagat's mobile app while walking down the street searching for a place to eat, than if they viewed a positive brand mentioned by that same person when reviewing their random positive comments or pictures on social sites such as Facebook or Instagram.

Consider the decision-making process of this same consumer looking for a restaurant when travelling in a new city while using the geolocation social networks such as FourSquare or Facebook's Places. They see who of their friends or colleagues have "checked in" in that city or at a specific restaurant in the city and choose a location based on their need to connect with a friendly face.

Emotional Situational Factors

Emotions or the emotional state of a consumer might have the most effect on a consumer's final decision-making process. For example, consider the state of mind of auto workers in December 2008, when the three major U.S. auto industry companies—GM, Chrysler, and Ford—asked the federal government for a $34 billion bailout to avoid bankruptcy. The emotional state of the millions of workers associated with the industry was decisively negative in the months after this presentation. Or, on a more micro level, consider the emotional state of the possible consumer of a wheelchair or other accessibility device in the weeks after an accident that gave them a permanent disability? The emotional state of prospective customers have a significant impact on their motivation to embrace or ignore an advocate's recommendation.

Life Cycle Situational Factors

The final localized factor to consider is where the customer is in the purchase life cycle of a product. A consumer who is in the *needs identification* or *awareness* stage of the purchase life cycle will react differently to an influencer's message than someone at the decision stage. Similarly, if the audience receiving the message is already a customer, are they at the loyalty stage where they're willing to buy more from you or are they at the advocacy stage where they're willing to voluntarily advocate your brand to their audience?

This is the blueprint that we use when servicing our clients, moving people along the customer life cycle to build business value and profit by improving the customer experience. As part of that methodology, we recognize that not all customers are—or will be—advocates. Once they become a customer, there's a period of "satisfaction" where customers look to have their purchase decision justified by good customer service, product utility, and so on. Once proven, they move toward "loyalty," which is represented by their willingness to buy more from the business based on its continuing good service, utility, and possibly recognition or rewards for continued patronage. Some, but not all of those within the loyalty stage of the life cycle, become so happy that they choose to voluntarily advocate the product and service to their business.

Micro-Influencers

When we apply the situational influences and situational factors that interfere with our brand message, we can visualize how these influence disruptors impact the communication path. It becomes evident that a host of factors can conspire to derail an influencer's intended conversion. Or are they opportunities?

Adequately identifying prospective customers, and further segmenting them based on situations and situational factors, enables us to identify the people and businesses—or technologies and channels—that are closest to them in each scenario. We call these *micro-influencers* and see them as the business's opportunity to exert true influence over the customer's decision-making process as opposed to macro-influencers who simply broadcast to a wider, more general audience. In short, it's the difference between a branding exercise among a loosely defined audience and a formal lead capture and conversion strategy.

Geofencing

When collected, these contextually based dyadic relationships form what we call *geofenced communities*. Geofencing is the influence marketing tactic of identifying where the prospective customer is in the purchase life cycle, and the profiles and roles of micro-influencers who impact their decision-making process as filtered in various situations and situational factors. Charting customers in this manner allows us to identify true influencers and create influence marketing campaigns that are less likely to be disrupted by situational influences and factors. Further, it helps define the content marketing strategies and highly targeted calls-to-action that are more likely to convert prospects into customers in each scenario.

Geofencing

Segmenting decision makers and their personal social graphs, including micro-influencers, based on specific situations and situational factors as applied to a specific stage in the decision-making process.

To illustrate this concept, let's explore the case study of a computer manufacturer that sought to increase its sales of laptops to college students. Having identified a growth opportunity in this category, the marketing and R&D departments developed a product at the right price point with the features and software most applicable to this audience. The following sections explain the steps taken in the Customer-Centric Influence Marketing Model.

Step One: Community Identification

Social media monitoring and analytics software was used to identify communities engaged in discussions around the keywords: "laptops," "college applications," "college tuition," and "student loans." User profiles were displayed around the keywords in a tag cloud along with other keywords that the software identified as related to the main terms. A social graph was drawn using the connected people around the chosen terms and both community and user profiles were saved. A thorough vetting process that scrubbed each audience group included clearing out the fake or little used profiles and the identification and categorization of user profiles within each group.

For example, in the discussion community that formed around "college tuition," the marketing team identified profiles that included college applicants/high school seniors, college applications/adults, parents of high school seniors, the business's employees, competitors' social media accounts, competitors' employees, official brand accounts for colleges, college alumni, media and blogger profiles, and so on.

Step Two: Situational Analysis and Factors

Next, contextual analysis was performed to identify the nature of the conversations occurring among each community to identify the situational influence that might be at play. For example, within the "college tuition" discussion community, two situational influences were identified: economic (associated to cost of tuition in a tightening economy) and cultural-socio groupthink ("cool-factor" associated with certain brands). Next, marketing analysts applied the localized situational factors (or combinations of factors) that might impact a purchase decision. These included, among others, personal factors, such as the household income and availability of funding; emotional factors, such as the distance college was from parents' home; environmental factors, such as the location where discussions were occurring (e. g., on school forums or on social networks); physical location (geography) of those identified; and so on.

Step Three: Identification of Customer and Micro-Influencer

This analysis allowed the marketing team to understand, among those in the online community, who the decision makers were, such as parents of teens applying for college or adult students returning to college. With each group profiled, the community social graph was reoriented around the decision maker to help identify who their micro-influencers were, as illustrated in Figure 5.5. Profile data pulled from data suppliers such as Kred and PeopleBrowsr, collected data such as degrees of separation, relationship status, sentiment of discussions, and traditional analysis including past knowledge, experience, and market research were used to further segment the profiles of the micro-influencers.

However, to develop the correct influence marketing strategy and corresponding communication and promotional tactics, they went one step further. As highlighted by the situation formulas denoted in each quadrant of Figure 5.5, the marketing team matched the situation(s) with the situational factor(s) that might impact the purchase decision.

As an example, in Figure 5.5 the formula for the top-left quadrant breaks down like this:

> Situation A: Economic Situational Analysis: Cost of tuition was unaffordable by those in the community identified.
>
> + Factor 3: Personal: Household income of parents below national average.
>
> + Factor 4: Environmental: The availability of funding for students, geography of students and available colleges.

+ Factor 7: Timeline: More than 12 months from college application due date.

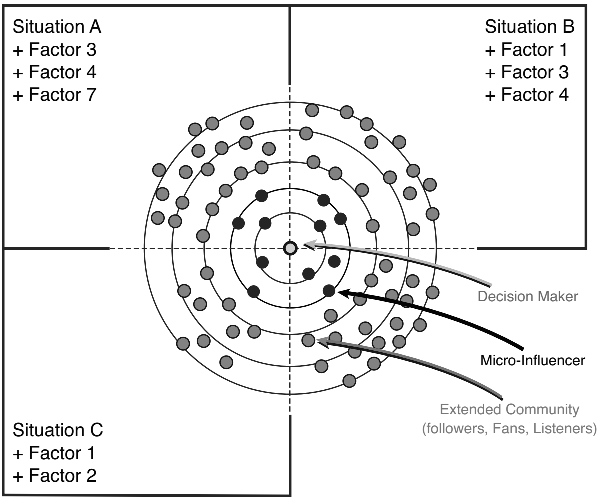
Situation A
+ Factor 3
+ Factor 4
+ Factor 7
Situation B
+ Factor 1
+ Factor 3
+ Factor 4
Situation C
+ Factor 1
+ Factor 2
Decision Maker
Micro-Influencer
Extended Community
(followers, Fans, Listeners)

Figure 5.5 *Geofenced communities*

With decision makers identified and each social graph filtered by the possible situations that impact their decision making, the marketing team was able to craft the appropriate influence marketing campaigns that targeted the micro-influencers at key moments in the online conversation. Situational forces determined the urgency of influencers' recommendations and impacted the conversion ratio from those same recommendations. In the end, the geofencing exercise increased the number of warm leads and the overall sales of the product within the target audience.

Applying Situational Factors

It's important to note that the situations and factors outlined within this chapter don't necessarily apply to every business. Different industries and geographies are each impacted by different combinations of factors. Further, as our society, technologies, and the manner in which people communicate change, so too will the situations and situational factors that impact influence marketing change. However, all businesses can use the customer-centric influence model and geofencing to identify, chart, and track the situations their customers find themselves in when making purchase decisions.

Pervasive communications combined with these situations and situational factors impact the business-influencer-customer communication flow and have changed the nature of influence marketing forever. The key consideration is no longer an influencer's reach and amplification but who and what influences their followers to make purchase decisions. One more area of study is required before we can look at leveraging this new model: the actual purchase decision. Understanding the factors that impact the purchase decision is important, but we cannot predict what path influence will take, without a strong understanding of the consumer's actual decision-making process. The next chapter will explore this process.

Endnotes

1. Woods, D. 2012. "Gamification Grows Up to Become a CEO's Best Friend." *Forbes*. http://www.forbes.com/sites/danwoods/2012/05/14/gamification-grows-up-to-become-a-ceos-best-friend/.
2. McFedries, P. *Word Spy*. 2008. New York: Broadway Books.
3. Lazarsfeld, P. 1944. *The People's Choice*. McFadden Publications.
4. Speyer, M. 2007. "Identifying IT Buyers' Hidden Influencers: Finding and Nurturing Your Brand Presence Beyond Your Formal Channels." Forrester Research.
5. Axelrod, R. 1997. *The Complexity of Cooperation*. Princeton, New Jersey: Princeton University Press.
6. Krahe, B. 1993. *Personality and Social Psychology: Towards a Synthesis*. London: Sage.
7. Janis, I. L. November 1971. "Groupthink." *Psychology Today*.
8. Perloroth, N. (2012). The BlackBerry as Black Sheep, *New York Times*, Business Today/Technology.
9. Ibid.
10. Hart, P. 1998. "Preventing Groupthink Revisited: Evaluating and Reforming Groups in Government." *Organizational Behavior and Human Decision Processes.*
11. McCauley, C. 1989. "The Nature of Social Influence in Groupthink: Compliance and Internalization." *Journal of Personality and Social Psychology*.
12. Ford, Z. 2012. "ABC News Invents Anti-Gay Oreo Boycott." thinkprogress.org. http://thinkprogress.org/lgbt/2012/06/27/507005/abc-news-invents-fictional-anti-gay-oreo-boycott/?mobile=nc.

This page intentionally left blank

Index

12for12k charity project, 24-26
90-9-1 rule
  defined, 7
  influencers, identifying, 7-9
  MV-1 Canada results, 11
  primary markets, 10
  secondary markets, 10

A

acceptance (WOM marketing), 60
acquaintance relationships, 51
actions, monitoring, 167
activating influencers, 158-162
  consumer relevance, 161
  demographics, 159
  platforms, 160-161
  reaction history, 161
  timescale, 159
adaptive campaigns
  prospects in presales life cycle, managing, 147
  PURLs, 148
  real-time response management, 147
  recommendation predictive models, creating, 147
  trigger-based email/text alerts, 147
advocates
  brand influencers becoming, 162
  case study example, 208-209
  creating
    Tellagence, 175
    Traackr, 182
  customer experience management, 205
  customer life cycle continuum, 204-208
    advocacy role, 207-208
    awareness, 206
    conversion, 206
    loyalty, 207
    nurturing, 206
    satisfaction, 206
  emotional resonance, 31-34
  influencers, compared, 201-203
alternatives, managing, 165
American Apparel emotional resonance example, 30-31
American Express Be Inspired campaign, 153
American Life Project (Pew Research Center), 49
amplification (brand), 61-62, 133
Appinions, 177-180
  costs, 180
  Four Ms applications, 180
  influence paths, managing, 139
  Influencer Gap, 178
  influencer rank public display, 212
  marketplace metric areas
    earned media, 179
    owned media, 180
    paid media, 180
  measurements, 177-178
  website, 177
Apple
  iPhone loyalty, 27
  Samsung Electronics lawsuit, 85
  trend currents example, 75
application (WOM marketing), 60-61
Ariely, Dan, 24
attitudes (customers), 103-104
audience. *See* customers
awareness
  building, 144-145
  life cycle continuum, 206
  monitoring, 166
Axelrod, Robert, 83

B

bandwagon effect, 47
baseball predictions (Silver, Nate), 46-47
Big Data
  defined, 74
  leveraging across social networks, 75
BlackBerry groupthink example, 86
Blanchard, Olivier, 38
blogs
  commenting tools, 52
  content benefits, 39
  first personal, 39
  two-way communication, 40
brands
  amplification, 61-62, 133
  customer connections, growing, 195
  messages
    application, 60-61
    disruptions, 84-90
    managing, 164
  metric, measuring, 168
    investment, 168
    product, 168
    resources, 168
Brown, Rebel, 76
business operations integration
  customer life cycle
    continuum, 204-208
    prepurchase, 203-204
  customer lifetime value (CLV), 199-201
    calculation, 200
    loyalty, 200
    maintenance, 200
    NVP, 200
    referrals, 201
  influence formulas based on community circumstances, customizing, 209-211
  sales connections, 198-199

C

calendars, mapping out, 163-164
campaigns
  adaptive
    prospects in presales life cycle, managing, 147
    PURLs, 148
    real-time response management, 147

        - *recommendation predictive models, creating, 147*
        - *trigger-based email/text alerts, 147*
    - content, mapping out, 163-164
    - managing, 162-165
        - *alternatives, 165*
        - *calendars, 164*
        - *defined, 155*
        - *feedback, 165*
        - *knowledge, 163*
        - *messages, 164*
        - *platforms, 164*
        - *product, 163*
    - measuring
        - *actions, 167*
        - *awareness, 166*
        - *brand metric, 168*
        - *defined, 155*
        - *influencer metric, 168-170*
        - *reactions, 166*
        - *social influence and actual sales figures, connecting, 149-150*
        - *Squeeze program, 187-189*
        - *Tellagence, 176-177*
        - *traditional marketing, 167*
    - monitoring
        - *actions, 167*
        - *awareness, 166*
        - *effort versus results, 165*
        - *goals, 165*
        - *reactions, 166*
    - personalizing to communities, 209-211
    - purposeful
        - *awareness, building, 144-145*
        - *competitor/trend disruptions, 145-146*
        - *NPS, 143*
        - *target prospect summary example, 143*
- Carnegie, Dale, 56, 173
- Carnegie Principles, 56-57
- Cast of Dads website, 41
- Cathy, Dan (Chick-fil-A), 88
- celebrity endorsements, 32, 131-132
- center of marketing strategies
    - customers as
        - *communities, identifying, 80*
        - *conversations/influencers profiles, segmenting, 80*
        - *dyadic relationships, 81*
        - *overview, 78*
    - influencers as
        - *communities/influencers, identifying, 79*
        - *gamification, 80*
        - *overview, 77-78*
        - *results, measuring, 80*
- Chapman *versus* Ragu social media campaign, 41-42
- Chick-fil-A ideology situation, 88
- Chobani example, 33-34
- Chrysler “Whole Again” Super Bowl ad, 23
- citizen influencers, rising
    - CNN iReport example, 46-47
    - Lebanon Ford dealership example, 44-45
    - Silver, Nate, 46-47
- citizen journalism, 46
- CLV (customer lifetime value), 199-201
    - calculation, 200
    - loyalty, 200
    - maintenance, 200
    - NVP, 200
    - referrals, 201
- CNN iReport social media failure, 46
- cognitive dissonance, 108-109
- communication
    - celebrity endorsements, 131-132
    - crisis, 186
    - disrupters
        - *communities, 84*
        - *consumer personal factors, 88-89*
        - *economic, 84-85*
        - *emotional, 89*
        - *environmental, 89*
        - *groupthink, 85-87*
        - *personal ideology, 87-88*
        - *purchase life cycle, 90*
        - *situational factors, 127-129*
    - peer-to-peer, 131-132
    - shifts
        - *degree of publicity, 50-52*
        - *degrees of separation, 48-50*
        - *everyone as influencers, 52-53*
        - *five degrees of social relationships, 50*
    - social media roles, 213-214
        - *listening, 213*
        - *magnification, 214*
        - *relationships, building, 214*
        - *sales, driving, 214*
    - social scoring effect, 71-72
    - trend connections, creating, 20
- communities
    - how information moves across. *See* Tellagence
    - identifying
        - *Customer-Centric Influence Model, 80*
        - *Fisherman's Influence Model, 79*
        - *geofencing, 91*
    - influence, customizing, 209-211
    - ranking matrix, 7
    - ratio to followers, 169
    - situational influences, 84
- competitor disruption, 145-146
- conflicts (decision-making), 98
    - assessing value, 99-100
    - buying value, 100
    - perceiving a need, 99
    - seeking value, 99
- connections
    - communication/ technological trends, 20
    - emotional
        - *12for12k charity project, 24-25*
        - *brand advocacy, creating, 31-34*
        - *Chrysler “Whole Again” Super Bowl ad, 23*
        - *GoDaddy Super Bowl ad, 22-23*
        - *IKEA Effect, 24*
        - *loyalty, 27-28*
        - *online emotions, measuring, 30*
        - *physical involvement, 26-27*
        - *purchase cycle, 29*
        - *rational, compared, 22*
        - *resonance versus controversial disconnect, 30-31*
        - *short-term ad connections, 32*
        - *surroundings, 29*
    - sales, 198-199
- Consoli, Domenico, 28

- content
  - social media, 39-40
  - mapping out, 163-164
- converting customers, 206
- Corby Distilleries Limited, Lamb's Rum example, 82
- costs
  - Appinions, 180
  - oneQube, 195
  - Squeeze, 189
  - Tellagence, 177
  - Traackr, 184
  - TrendSpottr, 187
- crisis communications, 186
- cruise-vacation retailer customer advocacy example, 208-209
- current trends *versus* trend currents, 75-76
- Customer-Centric Influence Model
  - communities, identifying, 80, 91
  - conversations/influencers profiles, segmenting, 80
  - customer identification, 92-93
  - dyadic relationships, 81
  - micro-influencer identification, 92-93
  - overview, 78
  - situational analysis, 92
  - social influence
    - *micro-influencers, 83*
    - *personal contacts versus media personalities, 82*
    - *social contacts versus traditional influencers, 82*
- customers
  - active follower survey, 12-13
  - attitudes, 103-104
  - behaviors
    - *conflicts, 98*
    - *ELM, 97*
    - *stages, 99-100*
  - brand connections, growing, 195
  - center of marketing strategies
    - *communities, identifying, 80*
    - *conversations/influencers profiles, segmenting, 80*
    - *dyadic relationships, 81*
    - *overview, 78*
  - cognitive dissonance, 108-109
  - decision-making. *See* decision-making
  - e-commerce experience, 40-41
  - emotional connections
    - *12for12k charity project, 24-25*
    - *brand advocacy, creating, 31-34*
    - *Chrysler "Whole Again" ad, 23*
    - *GoDaddy Super Bowl ad, 22-23*
    - *IKEA Effect, 24*
    - *loyalty, 27-28*
    - *online emotions, measuring, 30*
    - *physical involvement, 26-27*
    - *purchase cycle, 29*
    - *rational study, compared, 22*
    - *resonance versus controversial disconnect, 30-31*
    - *short-term ad connections, 32*
    - *surroundings, 29*
  - everyone as influencers, 52-53
  - experience management, 205
    - *advocacy, 207-209*
    - *awareness, 206*
    - *conversion, 206*
    - *loyalty, 207*
    - *nurturing, 206*
    - *satisfaction, 206*
  - family influence, 107-108
  - group prospect profiles, creating, 115-116
  - identifying, 92-93
  - inactive/fake profiles, 11
  - learned reactions, 102-103
  - lifestyles, 105-106
  - lifetime value, 199-201
    - *calculation, 200*
    - *loyalty, 200*
    - *maintenance, 200*
    - *NVP, 200*
    - *referrals, 201*
  - loyalty, 200, 207
  - maintenance, 200
  - margin of error, 11
  - matching to purchasing life cycle stages, 120-121
  - motivations, 100-101
  - perceptions, 106-107
  - personalities, 101-102
  - referrals, 201
  - satisfaction, 206
  - segmenting by purchase life cycle, 110-111
  - social graph value, 215
  - social influence
    - *micro-influencers, 83*
    - *personal contacts versus media personalities influencers, 82*
    - *social contacts versus traditional influencers, 82*
  - WOM marketing, 60
- customizing influence based on communities, 209-211

D

- dating site social scoring example, 70
- Dawes, William, 59
- deciding now prepurchase stage, 119
- decision-making (customers)
  - cognitive dissonance, 108-109
  - conflicts, 98
  - ELM, 97
  - emotional connections, 29
  - Four Ms, complementing, 170-171
  - life cycle, 109-111
    - *continuum, 204-208*
    - *customer profiles, matching, 120-121*
    - *existing customer development, 204*
    - *identifying, 119-121*
    - *linguistic maps, creating, 121-124*
    - *marketing, matching, 119*
    - *prepurchase stages, 119, 203-204*
    - *prospects, segmenting, 110-111*
  - process, identifying, 13
  - psychological disruptions, 100
    - *attitudes, 103-104*
    - *family influence, 107-108*
    - *learned reactions, 102-103*
    - *lifestyles, 105-106*
    - *motivations, 100-101*
    - *perceptions, 106-107*
    - *personalities, 101-102*
    - *social proof, 104-105*

- situational factors
  - *disruptions, 96*
  - *identifying, 127-129*
- situational influences. *See* situational influences
- social influence
  - *micro-influencers, 83*
  - *personal contacts versus media personalities, 82*
  - *social contacts versus traditional influencers, 82*
- stages
  - *assessing value, 99-100*
  - *buying value, 100*
  - *engagement, 109*
  - *perceiving a need, 99*
  - *seeking value, 99*
- variables, 13-16

Defying Gravity (Brown), 76
degree of publicity, 50-52
degrees of separation, 48-51
demographics filter (influencers), 159
Digital Dads website, 41
disruptions
- brand messages
  - *communities, 84*
  - *economic, 84-85*
  - *emotional, 89-90*
  - *environmental, 89*
  - *groupthink, 86*
  - *personal factors, 88-89*
  - *personal ideology, 87-88*
  - *purchasing life cycle, 90*
- competitors/trends, 145-146
- customer purchasing decisions
  - *psychological, 100-108*
  - *situational factors, 96*
- situational factors, identifying, 127-129

Dooley, Roger, 21-22
dyadic relationships, 81

E

earned media, 80, 179
eCairn Conversation, 68-70
e-commerce, 40-41
- advertising regulatory guidelines, 41
- consumer relationships, 40-41
- Europe/United States sales, 40

economic situational influences, 84-85
Edelman, Daniel, 32, 131
effectiveness, measuring, 170
ELM (Elaboration Likelihood Model), 97
email alerts, sending, 147
“Emotional Ads Work Best” (Dooley), 21-22
emotions
- connections
  - *12for12k charity project, 24-25*
  - *brand advocacy, creating, 31-34*
  - *Chrysler “Whole Again” ad, 23*
  - *GoDaddy Super Bowl ad, 22-23*
  - *IKEA Effect, 24*
  - *loyalty, 27-28*
    - *iPhones, 27*
    - *Nintendo, 28*
  - *online emotions, measuring, 30*
  - *physical involvement, 26-27*
  - *purchase cycle, 29*
  - *resonance versus controversial disconnect, 30-31*
  - *short-term ad connections, 32*
  - *surroundings, 29*
- contagions, 133-134
  - *defined, 134*
  - *macro-influencers, 134*
  - *micro-influencers, 134*
- rational purchases study, compared, 22
- situational factors, 89-90

Empire Avenue, 67-68
environmental situational factors, 89
existing customer development, 204
external influences, 186
- communities, 84
- economic, 84-85
- groupthink, 86-87
- personal ideology, 87-88

F

Facebook
- friendships, degrees of separation, 49
- Places, 52

family influence, 107-108
feedback, managing, 165
Ferrara, Jon, 130
Fidelman, Mark, 198
Field, Andy, 153
filters, 159-161
- consumer relevance, 161
- demographics, 159
- platforms, 160-161
- reaction history, 161
- timescale, 159
- Twitter followers, 190-191

Fisherman's Influence Model
- communities/influencers, identifying, 79
- gamification, 80
- overview, 77-78
- results, measuring, 80

five degrees of social relationships, 50
focus groups, 57-58
followers
- colleague relationships, 51
- competitive relationships, 51
- ratio to community, 169

Ford Social hub website, 44
Four As (WOM marketing), 59
- acceptance, 60
- amplification, 61-62
- application, 60-61
- audience, 60

Four Ms
- customer purchase decisions, complementing, 170-171
- making influencers
  - *activating, 158-162*
  - *defined, 155*
  - *persona path, identifying, 157-158*
  - *problems, 156*
- managing influencers
  - *alternatives, 165*
  - *brand advocates, 162*
  - *content, mapping out, 163-164*
  - *defined, 155*
  - *feedback, 165*
  - *knowledge, 163*
  - *messages, 164*
  - *platforms, 164*
  - *product support, 163*
  - *promotion calendars, mapping out, 163-164*
- measuring campaigns
  - *brand metric, 168*
  - *defined, 155*
  - *influencer metric, 168-170*
  - *traditional marketing, 167*

- monitoring campaigns
    - *actions, 167*
    - *awareness, 166*
    - *defined, 155*
    - *effort versus results, 165*
    - *goals, 165*
    - *reactions, 166*
  - overview, 154-156
  - program applications
    - *Appinions, 180*
    - *oneQube, 195*
    - *Squeeze, 189*
    - *Tellagence, 177*
    - *Traackr, 184*
    - *TrendSpottr, 187*
- Four Ps of marketing, 151-152
- Foursquare, 52

G

- Galilei, Galileo, 76
- gamification, 80
- geofencing
  - community identification, 91
  - customer identification, 92-93
  - defined, 91
  - micro-influencer identification, 92-93
  - situational influences and factors, 92
- geonetworking sites, 52
- Gilovich, Thomas, 21
- Gladwell, Malcolm, 59
- goals (campaigns), monitoring, 165
  - actions, 167
  - awareness, 166
  - reactions, 166
- GoDaddy Super Bowl ad, 22-23
- Goldfarb, Howie, 33-34
- Green Mountain Coffee Roasters, Inc. example, 106
- group prospect profiles, creating, 115-116
- groupthink situational influences, 86-87
- Gurevich, Michael, 49

H

- Hall, Justin, 39
- hashtag tracking, 193-194
- hiring process social scoring example, 70
- history
  - influence marketing
    - *brand amplification, 133*
    - *celebrity endorsements, 131-132*
    - *connections and relationships, 133*
    - *peer-to-peer recommendations, 132*
    - *social media influencers, identifying/scoring, 132*
  - WOM marketing, 59
- Hixson, Matt, 175
- *How to Win Friends and Influence People* (Carnegie), 56

I

- ideology situational influences, 87-88
- IKEA Effect, 24
- influence paths
  - adaptive
    - *prospects in presales life cycle, managing, 147*
    - *PURLs, 148*
    - *real-time response management, 147*
    - *recommendation predictive models, creating, 147*
    - *trigger-based email/text alerts, 147*
  - based on community circumstances, customizing, 209-211
  - defined, 113
  - emotional contagions, 133-134
    - *defined, 134*
    - *macro-influencers, 134*
    - *micro-influencers, 134*
  - monitoring/managing
    - *Appinions, 139*
    - *Nimble, 140*
    - *oneQube, 138-139*
  - optimum, identifying, 176
  - predicting, 140-142
  - purposeful
    - *awareness, building, 144-145*
    - *competitor/trend disruptions, 145-146*
    - *NPS, 143*
  - real-time response management, 147
  - reversing, 17-19, 114
    - *linguistic maps, creating, 121-124*
    - *micro-influencer and prospective customer relationships, charting, 124-127*
    - *purchasing life cycle, identifying, 119-121*
    - *situational factors, identifying, 127-129*
    - *step-by-step process, 118*
    - *text analytics, 115-118*
  - social contacts *versus,* 82
  - social CRM programs, 129-130
  - success, measuring, 148-150
  - traffic action/reactions, tracking, 187
- Influencer Gap, identifying
  - Appinions, 178
  - Traackr, 183
- influencers
  - advocates, compared, 201-203
  - center of marketing strategies
    - *communities/influencers, identifying, 79*
    - *gamification, 80*
    - *overview, 77-78*
    - *results, measuring, 80*
  - circle, 158
  - connections, creating, 190
  - criteria, customizing, 209-211
  - effectiveness, measuring, 193-194
  - identifying, 7-9, 79
    - *contextual (Twitter), 191-192*
    - *personalizing, 209-211*
    - *Tellagence, 175-176*
    - *Traackr, 181*
  - making
    - *activating, 158-162*
    - *defined, 155*
    - *persona path, identifying, 157-158*
    - *problems, 156*
  - managing
    - *alternatives, 165*
    - *brand advocates, 162*
    - *content/promotion calendars, mapping out, 163-164*
    - *defined, 155*
    - *feedback, 165*

        knowledge, 163
        messages, 164
        platforms, 164
        product support, 163
    metric, measuring, 168-170
        effectiveness, 170
        ratio of community to followers, 169
        sentiment, 169
    micro, 18
    optimum paths, identifying, 176
    personal contacts *versus* media personalities, 82
    reach, 181
    resonance, 181
inner circle relationships, 51
Instagram, 52
internal influence, 185-186
investment metric, 168
iPhone loyalty, 27
IZEA, 33

J

Janis, Irving, 86
Japanese toilet groupthink example, 87

K

Klout, 33, 64-65
knowledge (influencers), 163
Kochen, Manfred, 49
Kred, 65-67

L

Lamb's Run example, 82
Lazarsfeld, Paul, 82
learned reactions (customers), 102-103
Lebanon Ford dealership (Lebanon, Ohio) social media example, 44-45
Lee, Ivy, 59
life cycles (purchasing), 109-111
    continuum, 204-208
        advocacy, 207-208
        awareness, 206
        conversion, 206
        loyalty, 207
        nurturing, 206
        satisfaction, 206
    customer profiles, matching, 120-121
    existing customer development, 204-208
    identifying, 119-121
    linguistic maps, creating, 121-124
    marketing, matching, 119
    prepurchase, 119, 203-204
    prospects, segmenting, 110-111
    situational factors, 90
    stages of engagement, 109
lifestyles (customers), 105-106
linear customer life cycles, 203-204
linguistic maps, creating, 121-124
    example, 123-124
    search keywords, 122-123
    sentiment analysis, 123
    social graph overlay, 125-126
    specific combinations of words, volume, 123
LinkedIn, 52
listening to social media conversations, 213
Livefyre, 52
local situational factors
    emotional, 89-90
    environmental, 89
    personal, 88-89
    purchasing life cycle, 90
loyalty
    emotional, 27-28
        iPhones, 27
        Nintendo, 28
    maintaining, 200
    transitioning to advocacy, 207

M

MacArthur, Amber, 38
macro-influencers
    communication disrupters
        communities, 84
        consumer personal factors, 88-89
        economic, 84-85
        emotional, 89
        environmental, 89
        groupthink, 85-87
        personal ideology, 87-88
        purchase life cycle, 90
        situational factors, 127-129
    defined, 114
    digital profiles, creating, 138-139
    emotional contagions, 134
    identifying, 79, 135-137
magnification, 214
making influencers
    activating, 158-162
        consumer relevance, 161
        demographics, 159
        platforms, 160-161
        reaction history, 161
        timescale, 159
    defined, 155
    persona path, identifying, 157-158
    problems, 156
managing
    campaigns
        alternatives, 165
        calendars, 164
        defined, 155
        feedback, 165
        knowledge, 163
        messages, 164
        platforms, 164
        product, 163
    customer experience, 205
        advocacy, 207-209
        awareness, 206
        conversion, 206
        loyalty, 207
        nurturing, 206
        satisfaction, 206
    influence paths
        Appinions, 139
        Nimble, 140
        oneQube, 138-139
    influencers
        alternatives, 165
        brand advocates, 162
        content/promotion calendars, mapping out, 163-164
        defined, 155
        feedback, 165
        knowledge, 163
        messages, 164
        platforms, 164
        product support, 163
"Marketing is Everything" (McKenna), 167
Mayande, Nitin, 175
McCarthy, Jerome, 151
McKenna, Regis, 167
measuring
    campaigns
        actions, 167
        awareness, 166
        brand metric, 168
        defined, 155
        earned media, 80

        - *influencer metric, 168-170*
        - *reactions, 166*
        - *social influence and actual sales figures, connecting, 149-150*
        - *Squeeze program, 187-189*
        - *Tellagence, 176-177*
        - *traditional marketing, 167*
    - influence. *See* social scoring platforms
    - influence paths, 148-150
    - influencer effectiveness, 193-194
    - online emotions, 30
    - social media success, 213-214
- media personalities *versus* personal contacts, 82
- messages (brand)
    - application, 60-61
    - disruptions, 84-90
    - managing, 164
- metrics
    - brand, 168
        - *investment, 168*
        - *product, 168*
        - *resources, 168*
    - customer lifetime value (CLV), 199-201
        - *calculation, 200*
        - *loyalty, 200*
        - *maintenance, 200*
        - *NVP, 200*
        - *referrals, 201*
    - influencer, 168-170
        - *effectiveness, 170*
        - *ratio of community to followers, 169*
        - *sentiment, 169*
    - Influencer Gap, identifying
        - *Appinions, 178*
        - *Traackr, 183*
    - marketplace promotion areas
        - *earned media, 179*
        - *owned media, 180*
        - *paid media, 179*
    - sales and social influence, connecting, 149-150
    - Squeeze, 188-189
- micro-influencers, 18
    - awareness, building, 144-145
    - communication disrupters, 84
        - *consumer personal factors, 88-89*
        - *economic, 84-85*
        - *emotional, 89*
        - *environmental, 89*
        - *groupthink, 85-87*
        - *personal ideology, 87-88*
        - *purchase life cycle, 90*
        - *situational factors, 127-129*
    - defined, 114
    - digital profiles, creating, 138-139
    - emotional contagions, 134
    - identifying
        - *geofencing, 92-93*
        - *oneQube, 192-193*
    - influence paths, managing, 129
    - prospective customer relationships, charting, 124-127
    - situational influences/factors for, identifying, 90
    - social influence, 83
- Mochon, Daniel, 24
- monitoring campaigns
    - actions, 167
    - awareness, 166
    - effort *versus* results, 165
    - goals, 165
    - reactions, 166
- Moore, Robert, 189
- motivations (customers), 100-101
- MV-1 Canada example
    - 90-9-1 rule, 7
        - *influencers, identifying, 7-9*
        - *primary markets, 10*
        - *results, 11*
        - *secondary markets, 10*
    - audience reach
        - *active follower survey, 12-13*
        - *decision making variables, 13-16*
        - *decision-making process, identifying, 13*
        - *inactive/fake profiles, 11*
        - *margin of error, 11*
    - challenges, 5
    - influence reverse engineering process, 17-20
    - on-the-road strategy, 6
    - origins, 3-4
    - overcoming public perceptions, 6

N

- needs, perceiving, 99
- “A New Concept of Marketing: The Emotional Marketing” (Consoli), 28
- Nimble, 130, 140
- Nintendo loyalty, 28
- NLP (Natural Language Processing), 117-118
- no current need prepurchase stage, 119
- Norton, Michael I., 24
- NPS (Net Promoter Score), 143, 202
- nurturing customers, 206
- NVP (Net Present Value), 200

O

- Ogilvy, David, 133
- oneQube, 189-195
    - contextual influencers, identifying, 191-192
    - costs, 195
    - external data set, 190
    - Four Ms applications, 195
    - hashtag tracking, 193-194
    - influence paths, managing, 138-139
    - influencer connections, 190
    - micro-influencers, identifying, 192-193
    - recommendation predictive models, creating, 147
    - Twitter followers, filtering, 190-191
    - website, 189
- on-the-road campaigns, 6
- ontology, 117
- Oracle social media example, 61
- owned media metrics, 180

P

- paid media metrics, 179
- PECOTA (Player Empirical Comparison and Optimization Test Algorithm), 46
- PeerIndex, 67, 149
- PeerPerk program, 149
- peer-to-peer endorsements, 132
- people (Four Ps), 151
- *The People's Choice* (Lazarsfeld), 82
- perceptions (customers), 106-107

performance marketing, 143
  awareness, building, 144-145
  competitor/trend disruption, 145-146
  defined, 143
  NPS, 143
  results, 143
  target prospect summary example, 143
personal contacts *versus* media personalities, 82
personal ideology situational influences, 87-88
personal situational factors, 88-89
personal URLs (PURLs), 148
personality disruptions (customers), 101-102
PEW Research Center American Life Project, 49
photo sharing networks, 52
physical evidence (Four Ps), 151
physical involvement (emotional connections), 26-27
Pinpuff, 71
Pinterest social scoring example, 71
place (Four Ps), 151
platforms. *See also* technologies
  content outreach across, optimizing, 187-188
  filters, 160-161
  managing, 164
  social scoring. *See* social scoring platforms
  support, 177
Player Empirical Comparison and Optimization Test Algorithm (PECOTA), 46
political predictions (Silver, Nate), 46-47
post-sale customer engagement, 204
power of one person, 62-63
predicting influence paths, 140-142
prepurchase stages (customer life cycle), 119, 203-204
price (Four Ps), 151
Price, Vincent, 132
primary markets, 10
private social network access, 212
process (Four Ps), 151
products
  Four Ps, 151
  metric, 168
  support, 163
professional networking sites, 52
programs. *See* technologies
promotion (Four Ps), 151
promotion calendars, mapping out, 163-164
psychological disruptions, 100
  attitudes, 103-104
  cognitive dissonance, 108-109
  family influence, 107-108
  learned reactions, 102-103
  lifestyles, 105-106
  motivations, 100-101
  perceptions, 106-107
  personalities, 101-102
  social proof, 104-105
public perceptions, overcoming, 6
publicity, degrees, 50-52
PulseAnalytics, 118
purchasing decisions
  cognitive dissonance, 108-109
  conflicts, 98
  customer lifetime value, 199-201
  ELM, 97
  emotional connections, 29
  Four Ms, complementing, 170-171
  life cycle, 90, 109-111
    continuum, 204-208
    customer profiles, matching, 120-121
    existing customer development, 204
    identifying, 119-121
    linguistic maps, creating, 121-124
    marketing, matching, 119
    prepurchase, 119, 203-204
    prospects, segmenting, 110-111
    stages of engagement, 109
  process, identifying, 13
  psychological disruptions, 100
    attitudes, 103-104
    family influence, 107-108
    learned reactions, 102-103
    lifestyles, 105-106
    motivations, 100-101
    perceptions, 106-107
    personalities, 101-102
    social proof, 104-105
  situational factors
    disruptions, 96
    identifying, 127-129
  social influence
    micro-influencers, 83
    personal contacts versus media personalities, 82
    social contacts versus traditional influencers, 82
  stages
    assessing value, 99-100
    buying value, 100
    perceiving a need, 99
    seeking value, 99
  variables, 13-16
PURLs (personal URLs), 148
purposeful campaigns
  awareness, building, 144-145
  competitor/trend disruption, 145-146
  NPS, 143
  target prospect summary example, 143

Q–R

Quora, 174

Ragu dads social media campaign, 41-42
"Ragu Hates Dads" blog post, 53
ratio of community to followers metric, 169
rational *versus* emotional purchases study, 22
reach (influencers), 181
reactions
  history filter, 161
  monitoring, 166
real-time response management, 147
referrals (customer), 201
Reichheld, Fred, 143
relationships
  building with social media, 214
  degrees of social, 50
  micro-influencer and prospective customer, charting, 124-127
relevance (influencers), 181
Reppify, 70
Research in Motion (RIM), 86
researching options (prepurchase stage), 119
resonance (influencers), 181
resources metric, 168
results, measuring. *See* measuring
Revere, Paul, 59

- reversing social influence, 114
  - linguistic maps, creating, 121-124
    - *example, 123-124*
    - *search keywords, 122-123*
    - *sentiment analysis, 123*
    - *social graph overlay, 125-126*
    - *specific combinations of words, volume, 123*
  - micro-influencer and prospective customer relationships, charting, 124-127
  - purchasing life cycle, identifying, 119-121
    - *customer profiles, matching, 120-121*
    - *marketing, matching, 119*
    - *prepurchase stages, 119*
  - situational factors, identifying, 127-129
  - social CRM programs, 129-130
  - step-by-step process, 118
  - text analytics, 115-118
    - *defined, 116*
    - *goals, 116-117*
    - *NLP, 117-118*
    - *ontology, 117*
- RICS Retail POS Software, 161
- RIM (Research in Motion), 86
- Ripple Phases, 157
- Rogers, Everett, 75

S

- sales
  - connections, 198-199
  - driving, 214
  - social influence, connecting, 149-150
- Samsung Electronics *versus* Apple lawsuit, 85
- satisfaction (customer), 206
- scoring platforms. *See* social scoring platforms
- secondary markets, 10
- sentiment, measuring, 123, 169
- Seward, Andrew, 153
- short-term emotional ad connections, 32
- Shoutlet, 210
- Silver, Nate predictions, 46-47
- situational factors, 88
  - brand messages
    - *applying, 93-94*
    - *emotional, 89-90*
    - *environmental, 89*
    - *micro-influencers, 90-91*
    - *personal, 88-89*
    - *purchasing life cycle, 90*
  - effect on influence paths, 140-142
  - geofencing
    - *community identification, 91*
    - *customer identification, 92-93*
    - *defined, 90-91*
    - *micro-influencer identification, 92-93*
    - *situational influences/factors, 92*
  - purchase decisions, 96, 100
    - *attitudes, 103-104*
    - *cognitive dissonance, 108-109*
    - *family influence, 107-108*
    - *identifying, 127-129*
    - *learned reactions, 102-103*
    - *lifestyles, 105-106*
    - *motivations, 100-101*
    - *perceptions, 106-107*
    - *personalities, 101-102*
    - *social proof, 104-105*
- situational influences
  - applying, 93-94
  - communities, 84
  - defined, 83-84
  - economic, 84-85
  - geofencing
    - *community identification, 91*
    - *customer identification, 92-93*
    - *defined, 90-91*
    - *micro-influencer identification, 92-93*
    - *situational influences and factors, 92*
  - groupthink, 86-87
  - micro-influencers, 90-91
  - personal ideology, 87-88
- SlideShare, 174
- social CRM programs, 129-130
  - *See also* technologies
  - influence paths, managing
    - *Appinions, 139*
    - *Nimble, 140*
    - *oneQube, 138-139*
  - prospects in preslaes life cycle, managing, 147
  - real-time response management, 147
  - recommendation predictive models, creating, 147
  - social influence and actual sales figures, connecting, 149-150
  - trigger-based email/text alerts, 147
- social graphs
  - linguistics map overlay, 125-126
  - mapping, 139
  - value, 215
- social influence
  - domino effect, 70-71
  - emotional contagions, 133-134
    - *defined, 134*
    - *macro-influencers, 134*
    - *micro-influencers, 133-134*
  - evolving towards customization, 209-211
  - macro-influencers, identifying, 135-137
  - micro-influencers, identifying, 83, 90-91
  - personal contacts *versus* media personalities, 82
  - private network access, 212
  - relationships, 51
  - reversing, 114
    - *linguistic maps, creating, 121-124*
    - *micro-influencer and prospective customer relationships, charting, 124-127*
    - *purchasing life cycle, identifying, 119-121*
    - *situational factors, identifying, 127-129*
    - *social CRM programs, 129-130*
    - *step-by-step process, 118*
    - *text analytics, 115-118*
  - sales figures, connecting, 149-150
  - scoring platforms, 2, 173
    - *appending data to user profiles, 136*
    - *criticisms, 211-212*
    - *current trends, 76*
    - *customizing based on communities, 209-211*
    - *eCairn Conversation, 68-70*
    - *effects on communication, 71-72*

        - *Empire Avenue, 67-68*
        - *influencer rank public display, 212*
        - *Klout, 64-65*
        - *Kred, 65-67*
        - *limitations, 137*
        - *PeerIndex, 67*
        - *private social network access, 212*
        - *problems, 173*
        - *specialty niches, 70-71*
        - *success measurement, 148-150*
    - situational factors, 88
        - *effect on influence paths, 140-142*
        - *emotional, 89-90*
        - *environmental, 89*
        - *personal, 88-89*
        - *purchasing life cycle, 90*
    - situational influences
        - *communities, 84*
        - *economic, 84-85*
        - *groupthink, 86-87*
        - *personal ideology, 87-88*
    - social contacts *versus* traditional influencers, 82
    - social graphs, mapping, 139
- social media
    - advertising regulatory guidelines, 41
    - bandwagon effect, 47
    - Big Data, leveraging, 75
    - CNN iReport failure, 46
    - communication roles, 213-214
        - *listening, 213*
        - *magnification, 214*
        - *relationships, building, 214*
        - *sales, driving, 214*
    - communication shifts
        - *degree of publicity, 50-52*
        - *degrees of separation, 48-50*
        - *five degrees of social relationships, 50*
    - content, 39-40
    - e-commerce, 40-41
        - *consumer relationships, 40-41*
        - *Europe/United States sales, 40*
    - emotions, measuring, 30
    - everyone as potential influencers, 52-53
    - experts
        - *Blanchard, Olivier, 38*
        - *MacArthur, Amber, 38*
    - impact, 42-43
    - integration, 43
    - Lebanon Ford dealership (Lebanon, Ohio) example, 44-45
    - Nate Silver predictions, 46-47
    - Oracle example, 61
    - platforms, managing, 164
    - Ragu dads campaign, 41-42
    - status quo
        - *accepting, 76*
        - *challenging, 76*
    - success, measuring, 213
    - Twitter engagement software. *See* oneQube
    - viral content, predicting, 184
    - word-of-mouth communication, 47-48
- social proof, 104-105
- social scoring platforms, 2, 173. *See also* technologies
    - appending data to user profiles, 136
    - criticisms, 211-212
    - current trends, 76
    - customizing based on communities, 209-211
    - eCairn Conversation, 68-70
    - effects on communication, 71-72
    - Empire Avenue, 67-68
    - influencer rank public display, 212
    - Klout, 64-65
    - Kred, 65-67
    - limitations, 137
    - PeerIndex, 67
    - private social network access, 212
    - problems, 173
    - specialty niches, 70-71
    - success measurement, 148-150
- Social Switchboard, 210
- Speyer, Michael, 83
- Sprout Social, 169
- Squeeze, 187-189
    - content outreach across platforms, optimizing, 187-188
    - costs, 189
    - Four Ms application, 189
    - influencer traffic action/reactions, tracking, 187
    - metrics, 188-189
- status quo
    - accepting, 76
    - challenging, 76
- Stewart, Jon, 105
- success measurement. *See* measuring
- Super Bowl emotional ads
    - Chrysler "Whole Again," 23
    - GoDaddy, 22-23
- Sysomos, 130, 169

T

- Tawkify, 70
- technologies
    - adoption life cycle, 75
    - Appinions, 177-180
        - *costs, 180*
        - *earned media, 179*
        - *Four Ms applications, 180*
        - *influencer rank public display, 212*
        - *measurements, 177-178*
        - *owned media, 180*
        - *paid media, 179*
        - *website, 177*
    - connections, creating, 20
    - influence formulas based on community circumstances, customizing, 209-211
    - Influencer Gap, 178
    - oneQube, 189-195
        - *contextual influencers, identifying, 191-192*
        - *costs, 195*
        - *external data set, 190*
        - *Four Ms applications, 195*
        - *hashtag tracking, 193-194*
        - *influencer connections, 190*
        - *micro-influencers, identifying, 192-193*
        - *Twitter followers, filtering, 190-191*
        - *website, 189*
    - Shoutlet, 210
    - social CRM
        - *prospects in preslaes life cycle, managing, 147*
        - *real-time response management, 147*
        - *recommendation predictive models, creating, 147*
        - *social influence and actual sales figures, connecting, 149-150*
        - *trigger-based email/text alerts, 147*
    - social scoring. *See* social scoring

- Squeeze, 187-189
    - *content outreach across platforms, optimizing, 187-188*
    - *costs, 189*
    - *Four Ms application, 189*
    - *influencer traffic action/reactions, tracking, 187*
    - *metrics, 188-189*
- Tellagence, 175-177
    - *analytics, 176-177*
    - *costs, 177*
    - *Four Ms application, 177*
    - *optimum influencer paths, identifying, 176*
    - *platforms supported, 177*
    - *targets versus advocates, 175*
    - *variables, measuring, 175*
    - *website, 175*
- Traackr, 181-184
    - *actionable insights, 182-183*
    - *advocacy potential, 182*
    - *bottom line impact, 181-182*
    - *costs, 184*
    - *features, 183-184*
    - *Four Ms applications, 184*
    - *influencers, identifying, 181-182*
    - *website, 181*
- TrendSpottr, 184-187
    - *costs, 187*
    - *crisis communications, 186*
    - *external influence, 186*
    - *Four Ms applications, 187*
    - *internal influence, 185-186*
    - *viral content, predicting, 184*
    - *website, 184*

Tellagence, 175-177
- analytics, 176-177
- costs, 177
- Four Ms application, 177
- optimum influencer paths, identifying, 176
- platforms supported, 177
- targets *versus* advocates, 175
- variables, measuring, 175
- website, 175

text
- alerts, sending, 147
- analytics, 115-118
    - *defined, 116*
    - *goals, 116-117*
    - *NLP, 117-118*
    - *ontology, 117*
    - *step-by-step process, 118*

three Rs, 181

timescale filter (influencers), 159

The Tipping Point, (Gladwell), 59

Traackr, 181-184
- actionable insights, 182-183
- advocacy potential, 182
- bottom line impact, 181-182
- costs, 184
- features, 183-184
- Four Ms applications, 184
- influencers, identifying, 181-182
- website, 181

traffic action/reactions, tracking, 187

trend currents
- Apple example, 75
- current trends, compared, 75-76
- defined, 74
- status quo
    - *accepting, 76*
    - *challenging, 76*
- technology adoption life cycle, 75

TrendSpottr, 184-187
- costs, 187
- crisis communications, 186
- external influence, 186
- Four Ms applications, 187
- internal influence, 185-186
- viral content, predicting, 184
- website, 184

Trickle Phases, 157

trigger-based email/text alerts, sending, 147

TripIt.com, 52

Twitter engagement software. *See* oneQube

U

Ugander, Johan, 49

"Using Neuroscience to Understand the Role of Direct Mail," 26-27

V

value (products)
- assessing, 99-100
- buying, 100
- seeking, 99

viral content, predicting, 184

W–Z

War Child Canada charity project, 25

The War of the Worlds radio broadcast, 62-63

websites
- Appinions, 177
- Blanchard, Olivier, 38
- Cast of Dads, 41
- Digital Dads, 41
- Empire Avenue, 67
- Ford Social hub, 44
- geonetworking, 52
- IZEA, 33
- Klout, 33, 64
- Kred, 65
- Lebanon Ford dealership (Lebanon, Ohio), 44
- LinkedIn, 52
- MacArthur, Amber, 38
- oneQube, 189
- PeerIndex, 67
- photo sharing, 52
- Pinpuff, 71
- Quora, 174
- "Ragu Hates Dads" blog post, 53
- Reppify, 70
- SlideShare, 174
- Sprout Social, 169
- Sysomos, 169
- Tawkify, 70
- Tellagence, 175
- Traackr, 181
- tracking. *See* Squeeze
- TrendSpottr, 184
- TripIt.com, 52
- Yelp.com, 52

Welles, Orson, 62-63

West Jersey and Seashore Railroad train derailment, 59

WOM (word-of-mouth) marketing, 2, 37
- Four As, 59
    - *acceptance, 60*
    - *amplification, 61-62*
    - *application, 60-61*
    - *audience, 60*
- pioneers, 59
- power of one person, 62-63
- social media, 47-48

WOMMA (Word of Mouth Marketing Association), 62

Woodruff, Steve, 74

Woods, Tiger, 132

Wu, Dr. Michael, 161

Yelp.com, 52