

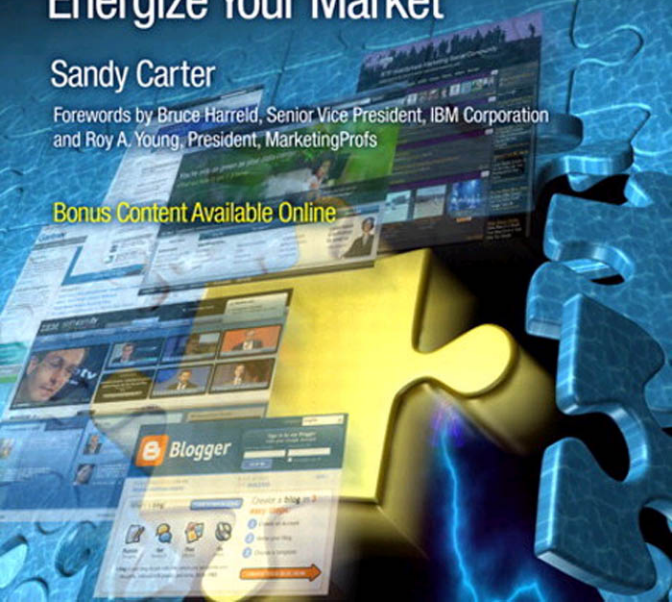
# The New Language of Marketing 2.0

How to Use ANGELS to Energize Your Market

Sandy Carter

Forewords by Bruce Harreld, Senior Vice President, IBM Corporation and Roy A. Young, President, MarketingProfs

Bonus Content Available Online



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# Foreword

by Bruce Harreld

**A**s I write this foreword, we are facing changes of epic proportions. A global economic slowdown seems imminent, rapidly rising energy and commodity prices are forcing global citizens to alter how we conduct our everyday lives, financial markets are in turmoil, and socio-political unrest has many countries in gridlock.

Yes, the world is changing, but what else is new? Change is a constant in today's world just as it was when first written in hieroglyphics by an ancient Egyptian several millennia ago. The bigger news is that we are learning from the past and are, thus, more capable of dealing with change than ever before.

Constructively embracing change is what separates winning marketing executives from the losers. Winning marketers look upon change as an opportunity to reposition offerings to meet shifting customer needs. Simply put, change is something great marketers seize. As Winston Churchill once remarked, "To improve is to *change*; to be perfect is to change *often*." Hence, the most important challenge for today's marketer is how to keep pace with and take advantage of change.

This book is all about helping you do just that...successfully deal with change. If you want to be a winning marketer you must read it. Ignore it at your own peril! It offers insights into the most recent developments in marketing as well as how to adapt more traditional marketing approaches to today's changing environment. Inside you'll find new perspectives on how to develop creative marketing strategies. Plus, it is full of real-life examples of how to successfully execute winning marketing plans.

In writing this book, Sandy Carter conducted interviews with many of today's most successful marketing leaders. She presents their insights in a

crisp, easy-to-read style and offers many new ideas, tools, and practices for enabling companies to succeed, change, and thrive in the 21st century.

Equally important are the insights Sandy gleans from our experiences within IBM. The global shifts mentioned earlier have required us to augment our bag of old tricks with new ones. For example, in the past we might have relied merely upon direct mail or e-mail to announce a new offering. Today, while we will still do a mailer, we'll also post our announcement via viral marketing sites, blogs, social networks Google News, and videos on YouTube. Another example is our 2008 IMPACT conference for which we created Google blogs and YouTube video "Sneak Previews" to create enthusiasm and interest well before the event actually kicked off. While we held the conference in real-time in Las Vegas we also broadcast the conference in Second Life to another audience via the Internet. Thus, while 6,500 attendees listened to our executives and customers at the convention hall, thousands more listened to the conference from the convenience of their homes or offices via video streaming on the Internet. We then followed up with MySpace, Facebook, and AOL pages to continue marketing the conference well after it was over. These new Marketing 2.0 techniques expanded our reach and extended the life of the conference well beyond the few days of the actual event. All this enabled more customers, business partners, and IBM'ers all over the world to participate in the conference than ever before. Over and over again we have learned that effective syndication of our marketing messages through these new Web 2.0 media maximizes our reach and responsiveness.

As I have witnessed first hand, Sandy Carter is truly a remarkable marketing executive. Sandy has excellent insights into all elements of marketing from strategic planning to tactical execution. Thus, it is no surprise she has written such an excellent guide on how the emerging Web 2.0 techniques can help marketers dynamically and successfully use change to their advantage. It's a pleasure to recommend her book and work with her organization within IBM. Enjoy!

—Bruce Harreld, Senior Vice President, IBM Corporation

# Foreword

by Roy A. Young

**A**s we close out the first decade of the new millennia, business has entered a revolutionary age in marketing, one in which the traditional strategies and rules no longer apply. Largely because of the overwhelming power and influence of the Web and other electronic communications, consumers are now in control. They can easily research all available choices through dialogues with suppliers, vendors, experts, and other consumers; they can ignore your irrelevant communications and turn their attention elsewhere; and they can often quickly switch to the competition to get their needs met. Consequently, marketing is no longer about pushing messages to convince prospects to take action, but instead, it's about conducting *conversations* to engage prospects with relevant content that will ultimately lead them to take the action you need for business impact.

Service Oriented Architecture (SOA), Web 2.0, mash-ups, “green” technologies, and even video games are part of the new rules of marketing, and it is essential that all business professionals have a command of these and other new tools if they want to continue to generate demand for their companies' products and services.

In her new book, Sandy Carter weaves the new tactics and technologies of this new age in marketing with real-world examples of their successful implementations. As a practitioner who works in the trenches to generate business results—not an ivory tower academic or consultant who merely tells companies what to do without having to implement strategies or projects—she skillfully breaks down the modern marketing process into its base components, and then she shows the best means to *execute* each of these.

As a leader of MarketingProfs, today's largest publisher of actionable know-how to keep marketers effective and current, I know our readers worldwide will find value from Carter's insights. Her new book opens my eyes to the ways businesses use what she calls industry "influencers" to drive key performance indicators. This key group—including groups such as investors, industry experts, thought leaders, students, and teachers—should be the focus of targeted marketing efforts. By connecting with the industry influencers, you illuminate a willing audience on the use and capabilities of your products and new technologies while at the same time constructing a pipeline of future business leaders, customers, and investors.

I was fascinated to read about one example of how this is executed successfully in the new "serious video game" developed by IBM known as INNOV8. This technology appeals to a generation raised on Nintendo, Playstation, and Xbox by providing an interactive graphic interface that actually teaches real-world business scenarios. These scenarios can be updated and modified to meet the needs of business and can—for example—show how student x would deal with a resource action at a phone bank or construct a datacenter to ensure that it has the lowest possible carbon footprint...along with other skills that are in high demand by today's employers.

Filled with practical case studies and best practices, *The New Language of Marketing 2.0* shows practitioners, consultants, academics, and students how the new rules of marketing can drive business impact. If you study and apply the lessons in the book, you will become a champion in your organization.

—Roy A. Young, president, MarketingProfs, and coauthor of *Marketing Champions: Practical Strategies to Improve Marketing's Power, Influence, and Business Impact* (John Wiley, 2006)

# Preface

**T**here are hundreds of books on marketing in stores today. Why this book and why now? The answer has to do with global megatrends that drive marketing today, as well as a technology-driven revolution in the world of marketing. This preface explains the context that helped shape this book by surveying these megatrends. We touch on the Web 2.0-related changes that quarter by quarter change how to define what marketing can do and how companies execute marketing tactics. This Web 2.0 revolution has reshaped consumer behavior and redefined the relationship between the enterprise and its customers.

The most effective marketers today employ a rigorous marketing methodology across both traditional and recently developed techniques. I call this approach “hybrid marketing.” My team and I at IBM execute hybrid marketing via a methodology called ANGELS, which is described in the introduction. The essential goal of this book is to provide a blueprint for effective hybrid marketing in a changing world. Following are the megatrends that deem this new marketing essential.

## Change as a Way of Life—Experiment

Given the quickness with which markets change, to retain its value, marketing must evolve. According to the BM Global CEO Study: The Enterprise of the Future (IBM, 2008), since 2006, the *change gap tripled*. More CEOs than ever before—eight out of ten—anticipate significant change in the next three years, up from six out of ten in 2006. What this means is that change is becoming more difficult, the pace of change is quickening, and many companies struggle to keep up.

The capability to be nimble and move quickly in the market is *the* key element in successful marketing. Organizations must have the capability to literally “turn on a dime” to keep pace with change. Marketing organizations need to ensure they are not reactive to change, but driving and leading change in a proactive way. Web 2.0 enables companies to be more nimble. It encourages free-flowing experimentation. Think about it: You can test an idea online at breakfast, and by lunch, you can see the response.

## Technology Rules

At least two major trends in technology will impact the marketing profession in the future: experience and personalization. The basic question is, “How do you leverage technology and innovation to provide people with the most compelling quality of experience possible?”

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### **Evolution of New Marketing Enablers**

**Web 1.0:** Access information, purchase online

**Web 2.0:** Share and collaborate

**Web 3.0:** Experience, participate, and co-create

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Yesterday’s Web 1.0 world brought the capability that helped customers access information and purchase online. Today, Web 2.0 pushes sharing and collaborating, whether that is product reviews or asking for help on LinkedIn for how to market a product. For those leaders, today is also the day of Web 3.0. It is a world of a visual, immersive experience, and its goal is participation and co-creation. It will have elements of 3D and will offer to those bold marketers a way to create an experience that is a breakthrough.

The recent National Retail Federation (NRF) gave a glimpse into the future with an exhibit at which you stand in front of a mirror while shopping and your friends rate your outfit. The digital generation loved it. The common theme among the online, mobile, and physical environment—the 3D Internet—will continue to evolve into a community-like setting. Web 3.0 comes alive.

The second technology change is about the ability to personalize. The concept of individualism will evolve, and technology will enable products to be customized to your company or to a consumer.



What is exciting are the brands that are already starting to get this trend. They do not think only in terms of integration, but they think in terms of optimization. They view every interaction with a customer as an opportunity to learn from those interactions to make customers' experiences more personal, whether it be B2B or B2C. Ron Williams, an adjunct professor at the University of North Carolina in the entrepreneur department, highlights Best Buy as a great experience-based company. Per Williams, "What Best Buy did was to break its store model before it was broken. They went out and began building stores around customer experience."

Marketing organizations need to imagine their companies' experiences either in 2D or 3D. They need to ask, "What is the experience my clients have today and what do I want that experience to be?" Successful marketers deliver service, cater to customers, and position their products to meet customer needs; but they will do so in an experiential mode. Implications for marketers are a segmentation that is not based on the size of a company or even the role. It is a segmentation based on required experience in the marketplace. Successful marketers revolutionize the "customer experience" with dynamic marketing, whether through the Web, face-to-face contact, or traditional marketing mechanisms.

Web 2.0 is driving change in the marketing world. It changes how you listen to your customer. Blogs, for instance, enable you to listen to water-cooler discussions you never had access to before. Change occurs in how you communicate to the customer; communication is more of a dialogue versus a broadcast message. Messages meant for one type of audience are being read by all audiences, so authenticity and focus must change. Influencers are evolving so that one wiki post or viral tactic can impact your brand, which is now jointly managed by the customers and you as marketer. Both groups are now brand facilitators, not owners.

## Globalization Is Here

The Internet has leveled the playing field for companies of all sizes in all geographies. A small company in Cambodia can get attention in the United States using the right tactics, whereas five or ten years ago, this would have been impossible.

Ray Hammond, a world-renowned futurologist and author of more than 19 books, comments about the challenge, "Companies have to learn to be both global and local. An understanding at a local level about the culture and

about the way people react is absolutely vital to international strategy. Advertising teams have known this for a long time because most advertising needs to be tailored for local consumption. In marketing, there has been less attention paid to it, but the most competitive companies will figure it out and pay attention to it strongly.” According to the IBM Global CEO Study: The Enterprise of the Future, IBM, 2008, 75 percent of CEOs are actively entering new markets around the world in pursuit of new customers and scarce talent. Marketing now must agilely balance the local and global concepts.

How do you take advantage of this trend? First, examine and explore your global opportunities. Is your company ready to take your product or offering across borders? Are you ready to market effectively and with a unique approach, nation by nation, to the BRIC countries—Brazil, Russia, India, and China? If your answer is yes, then select specific global initiatives. If you are not ready, get ready now!

## **The Collaborative and Informed Customer**

The customer is continually changing, and marketers need to constantly reevaluate customer needs to best influence their decisions. In addition to traditional shifts in taste and style, customers change in more fundamental ways, such as how they prefer to gather information, how they make decisions, and who they trust as influencers and advisors. With the rise of the Internet and social connectivity, there is now a more informed and demanding customer who is capable also of influencing peers’ buying decisions. According to the IBM Global CEO Study: The Enterprise of the Future, IBM, 2008, more than 75 percent of the survey respondents see these savvy customers not as a threat but as an opportunity to differentiate.

These shifts in customers need to be factored into the marketing plans. To achieve success in the future, companies need to develop collaborative relationships and capabilities (B2B as well as B2C) to create innovative services, products, and experiences. Some are getting sophisticated at collaborative development as well; one CEO uses the term “prosumer,” a consumer who is a coproducer of your product or service. The tried and true marketing and the new marketing 2.0 approaches must reach this new prosumer. This hybrid marketing approach is one that must be leveraged.

## Corporate Social Responsibility (CSR)

One common trend is the growing focus on corporate responsibility. Why? First, the climate crisis is taking priority across the world. Incentives, government regulations, and cultural expectations are increasing the consciousness about the environment. According to IBM Global CEO Study: The Enterprise of the Future, IBM, 2008, more than 66 percent of CEOs see rising corporate social responsibility (CSR) expectations among their customers as an opportunity to differentiate themselves against their competitors, to grow market share, and to gain access to new markets and geographies.

Marketing must conduct business in an environmentally conscious way. In fact, any marketing in the next few years that does not pay attention to energy and environmental needs will be at a disadvantage. Joining the CSR trend is a part of the new-world marketing, which is here to stay. Make your CSR marketing strategy a genuine one.

## The Fundamentals Are Still Critical

As a professional marketer (and reader of this book!), now is the time to embody and understand the new world. The bar has been raised. To perform, you must understand the Marketing 2.0 world. Education and experimentation are the name of the game because there are no rules, and breakthrough thinking and techniques will separate the winners from the losers. Because the bar is now raised, people need to execute on a hybrid model that mixes old and new approaches with both approaches united under a consistent framework for execution. This hybrid model is ANGELS.

You might not find books about marketing in this hybrid world. You might find books on new marketing techniques, but they neglect the tried-and-true marketing methods. You might find books on foundational elements that neglect recent innovations. This book reflects the complexity of the marketing world as it truly is today, and it includes case studies of companies that are experimenting successfully today. These companies combine new and old techniques. This book is the result of the new language of marketing, which leverages the learning of more than 14 marketing awards based on Marketing 2.0 best practices and the learning from our customers and partners. See Figure Preface.1.

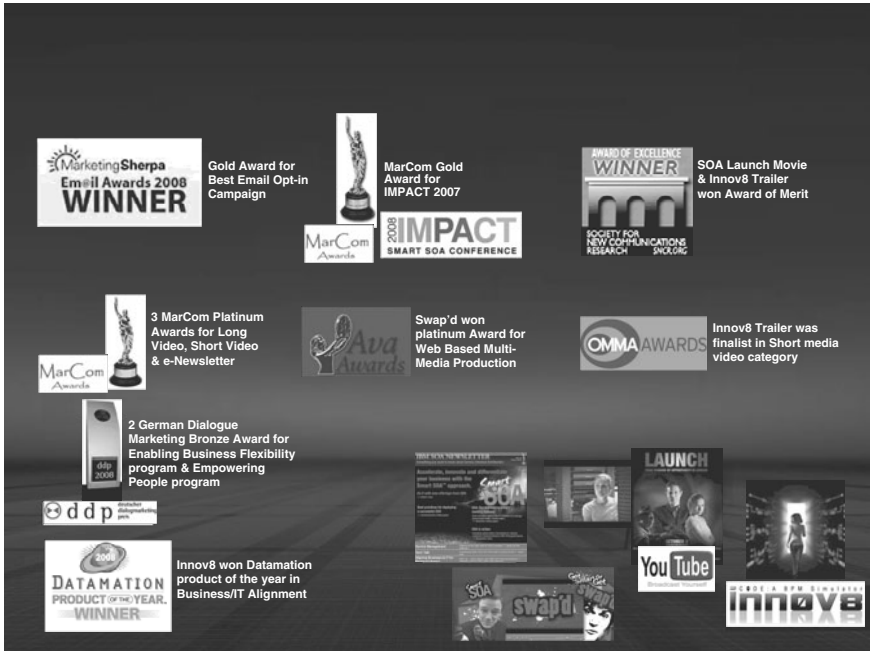


Figure Preface 1 Fourteen marketing awards for marketplace innovation.

The new language of Marketing 2.0 is born!

For an additional CEO study on factoids, go to [ibmpressbooks.com/angels](http://ibmpressbooks.com/angels).



# Introduction

*In matters of style, swim with the current; in matters of principle, stand like a rock.*

*—Thomas Jefferson*

What is marketing? For me, it is the heart and soul of every business. Marketing is a game changer for competitive advantage and helps companies make better decisions, create and drive better strategies, and have better execution. In today's world, in which CEOs are focused on growth and profit, marketing can be one of the winning ingredients that help to propel a company forward. As Peter Drucker, management expert and author, wrote, "Because its purpose is to create a customer, a business has two basic and critical functions: marketing and innovation. Marketing and innovation produce results; the rest are "support."

Marketing has evolved, and the Thomas Jefferson quote is applicable today—marketing requires marketers to swim in the "current" of social networking and other new techniques and to focus on some of the basics. The old world is the marketing basics such as customer-requirements management, value-based pricing, segmentation, value propositions, and measurements. The new world brings in new media, new channels, and new markets. In today's environment, the combination of the two worlds win, and the help of technology strengthens both of those worlds. Throughout this book, we talk about when to adopt new techniques, when to hold firm on the basic principles of marketing, and when to combine the two!

The following introduces you to the ANGELS marketing framework and the key trends that you need to understand before we start on the concepts that combine both worlds.

## Focus on the ANGELS Framework

Today’s market is fast, challenging, and energizing. You have to fight for your place in the information overload. As I look at the way to do great marketing that truly adds client value, I find myself working with my team on six steps: Analyzing the market, Nailing the strategy, Go-to-Market execution, Energizing the channel and community, and of course, focusing on the Leads and revenue. Finally, last but not least, leverage technology to Scream your message to the market. (See Figure 0.1.) This ANGELS model allows the combination of traditional and Marketing 2.0 techniques. I believe it is this hybrid approach that leads to success.



**Figure 0.1** The ANGELS model—this is the model we use throughout the book!

## **A = Analyze and Ensure Strong Market Understanding**

Analyzing and ensuring market understanding helps in the process of making the best decisions possible by understanding the marketplace and your customers. In the new world, listening and analyzing has become a function of not only market research, but of the online dialogues as well. We can now peek into customers' conversations, thoughts, and feelings expressed in blogs, wikis, virtual environments, and other new arenas. The more you know about your customer, the more market-focused your strategy.

Obtaining customer insight is best done by combining the proven methodologies with the new-world techniques. The facts are needed, and the process that you use is shown in Chapter 1, "Listening and Analyzing in the Global World."

In this section, the process of traditional + Marketing 2.0 techniques, or hybrid marketing, is shown through a combination of discussion and case studies on this topic including

- Listening and Analyzing in the Global World and traditional research methods
- Segmentation
- Globalization

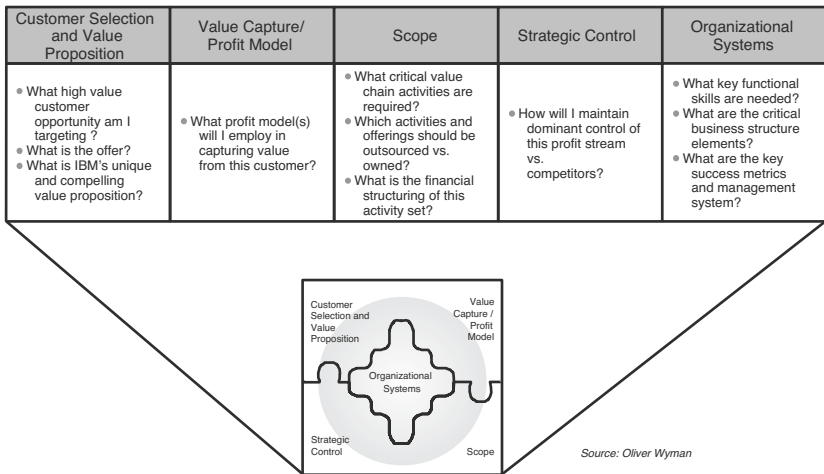
## **N = Nail the Relevant Strategy and Story**

Innovation-centric marketing is about establishing the right strategy—one with sufficient focus—and then innovatively telling a story that matters. An old Indian proverb states, "Tell me the facts and I'll learn. Tell me the truth and I'll believe. But tell me a story and it will live in my heart forever." Marketing is about affecting the emotions of the buyer. It is about creativity and about connecting powerfully with your customers through value that matters to them. Marketing enables innovation through collaboration and agility. Think of agility as responsiveness to change—the heart of innovation—and the ability to move fast, with all the requisite first-mover advantages.

Business strategy and vision are part of a continuous process that one might call the strategic cycle. The strategy needs to be supported by levels of detail so that the strategy can be executed. Properly managed, the strategic cycle enables communication throughout your company or division about your direction. This, in turn, supports coordination of all the elements needed to be successful, including marketing. You might have multiple strategies depending on your size of business. At IBM, for example, we

have business-unit plans, segment-business plans, and offering/solution business plans.

The strategy cycle, of course, is driven by the marketing discipline but cannot be done in isolation. In Figure 0.2, the framework from Oliver Wyman Consulting shows how to view the whole picture, from framing of customer selection and the value proposition, to the value capture and understanding of how marketing can help drive profit. In addition, it enables for a discussion of how your culture and organization structure will support your strategic shifts and advances.



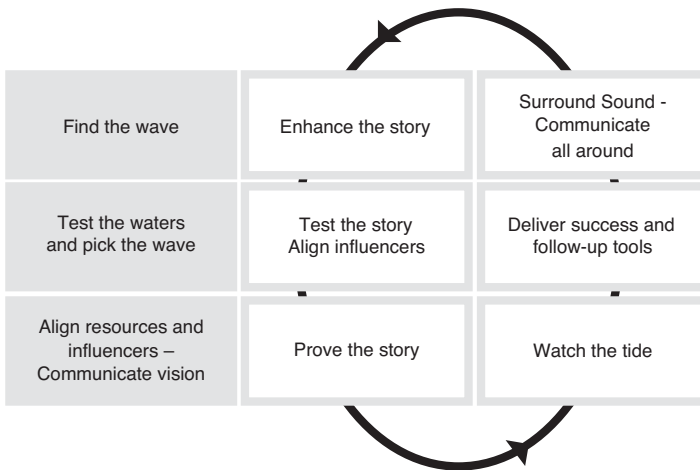
**Figure 0.2** Model for business design.

One of the areas I spend a lot of time on is taking the strategy and figuring out how to lay it out in the marketplace. The story is the key. Telling the story is about finding the relevant item that appeals to the buyer's interest. Here the market must speak; it is an iterative process of testing the waters and aligning the key influencers around the story. However, a story alone is not good enough. The proof the story must be real in your customers, partners, and offerings. (See Figure 0.3.)

For example, when IBM began to talk about a new business-driven approach called service oriented architecture (service oriented architecture is simply an easier way of doing business and connecting your applications), we introduced the extreme makeover to showcase customer stories that were based on our key messages and storyline. Why? Customers believe other



customers. Period. We leveraged easily understood metaphors from current pop culture to communicate the value of our invention, and we leveraged the expertise and strength of the storytelling experience: a beginning, a middle, and an end! Storytelling helps you take the strategy to a place where you can evoke a strong, positive feeling. At times, the right story moves us beyond rational and functional criteria toward a deeper, sustainable connection. The more powerful it is, the more you can make it directly applicable to the customer as a person, based on a role. This concept of person-to-person marketing, not just business-to-business (B2B) marketing is where trust is a key element.



**Figure 0.3** The storytelling model.

The right strategy told through the right story will have elements of personalization to them. This requires an understanding of the role that your customers play, and recognition that they might play different roles at different times. For instance, a chief information officer (CIO) might play the role of innovation change agent sometimes and cost cutter in other instances. In addition, because telling the story involves your brand, the new world requires that you not just brand, but also lightly brand with customers playing an active role in the shaping of your brand identity. Finally, in today's world, no story or strategy is complete without discussing and recognizing the importance of corporate social responsibility (CSR).

In this book, we go into more detail on the following strategic elements that are most impacted by the new Marketing 2.0 world:

- Relevance and roles
- Branding and lightly branded
- CSR

### G = Go-to-Market Plan

The go-to-market (GTM) plan is how you plan to take the story and the offerings to the market. Your integrated marketing communications strategy articulates your key benefits, that is, the promise of value for each target audience. The strategy also conveys the reasons why customers should believe your promise. This step involves thinking through what stage of the buying cycle the clients are in and what their key decision criteria are. Major elements include which dimensions of your promise of value most influence the buying decision.

Influencers have been changing over time, and the source and scope of the message after it is released into the marketplace is no longer under your control. Communities and blogs, where companies have no control over the message, have influence over the buying decision, too.

In addition to the content of marketing communication, the GTM plan covers the tactics that are placed in market by segment and agreed to by sales, marketing in both global roles and field marketing, or geography-based roles. The point becomes clear when you see these huge lists of tactics: You need an integrated plan and strategy. One example is shown in Figure 0.4. The secret is two-fold. You must have an end-to-end GTM plan, and you must leverage both new and traditional marketing methods.

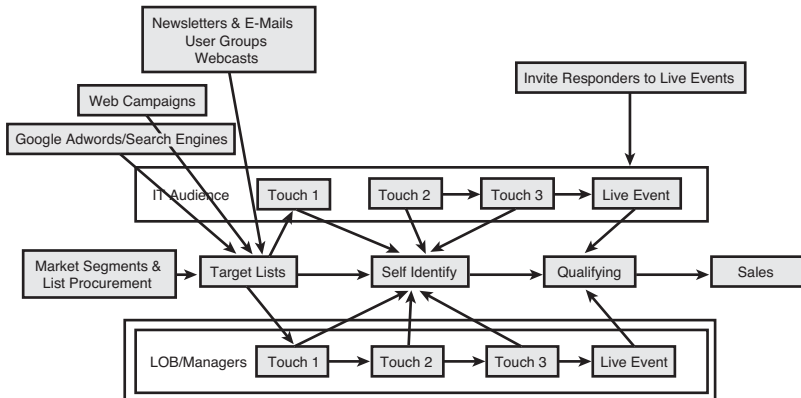


Figure 0.4 The GTM plan.

In this book, we go into more detail about the following:

- Influencers
- Relationships
- Word of mouth

## **E = Energize the Channel and Community**

Energizing your channel (both directly and indirectly) and the appropriate communities (universities, online groups, governments, and so on) needs to happen for marketing to succeed. Your plan needs to include the overall distribution strategy and how it will provide effective and efficient coverage. Understanding the specific channel wants and needs, channel objectives, selection criteria, channel mix, and channel costs—especially with the new world of channels you didn't anticipate—will help drive better results. Such elements of your marketing mix can provide a sustainable advantage against existing and emerging competitors.

Identifying the specific activities, costs, critical dates, and responsibilities that support the overall strategy will require thoughtfulness of when to use the basic blocking and tackling such as sales training and when to supplement with new Marketing 2.0 techniques like enablement “widgets” or wikis. Also, a new critical question is what influencer groups or communities are needed. The discussion will center around when a company should facilitate the community versus using those communities that already exist.

A new area that IBM has been piloting is gaming to enable the education of new ideas or new technology areas. So far, the energy and the results of this use of “serious gaming” has been well worth the time and dollars associated with it. Again, however, it is the way that all these activities are orchestrated and not just across one channel, but the channel and community as an integrated whole. Many marketing organizations ignore this step and do this at their own peril.

In this book, we go into more detail about the following:

- Social networks with virtual environments
- Online communities including Facebook
- Participation with Viral and Serious Gaming
- Collaboration through Widgets and Wikis
- Blogging including Twitter

- RSS
- Podcasting
- Videocasting

## **L = Leads and Revenue**

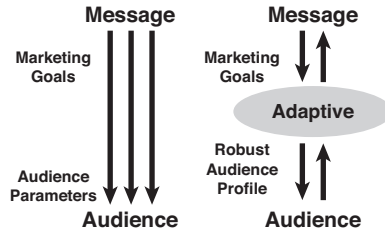
Leads and revenue are usually the key measures of marketing's success. Tom Rosamila, a general manager with IBM's WebSphere division, likes to say that marketing is sales one quarter out. The approach to executing, managing, and evaluating marketing's effectiveness by analyzing results to improve planning capabilities and business results is mandatory in any successful marketing management system. Leads and revenue associated with those leads are the end result. In addition to those metrics, a dashboard of in-process metrics is usually the best way to ensure you are headed in the right direction and taking appropriate corrective actions along the way. For instance, understanding your response rate to your marketing mix while your tactics are in-flight can help you fine-tune your approach and improve results. With Marketing 2.0, there are new metrics you need to evaluate and those metrics you will need to prune.

In this book, we go into more detail about the following:

- In-process metrics
- Leads and validated lead revenue
- Dashboards
- Engagement Metrics

## **S = Scream! Don't Forget the Technology and Passion!**

Marketing is about showing and sharing your passion. That's what makes the best of everything, so don't forget to wear your passion on your sleeve and scream your differentiation and value. Companies need to learn how to embrace the energy of a scream in their marketing at the right time to the right people. The essence of screaming is that it needs to be full of energy, leveraging technology applied to today's customer in an agile fashion but in a personalized way. It is about shifting from broadcast mode to dialogue mode. (See Figure 0.5.)



**Figure 0.5** “Screaming” shift from broadcast to dialogue.

In this book, we go into more detail about the following scream accelerators:

- Timing
- Technology
- Digital citizen

We then close with a case study about IBM’s WebSphere Brand story and how the brand was revitalized by setting a new agenda in the marketplace.

## Let’s Get Started!

Enjoy this book and let me know your feedback and other great case studies you know of at [scarter@us.ibm.com](mailto:scarter@us.ibm.com)!

# IO

## The New Vessels

*Today we are beginning to notice that the new media are not just mechanical gimmicks for creating worlds of illusion, but new languages with new and unique powers of expression.*

—Marshall McLub

As we look at the ways to drive success in business, the channel is a critical element and, therefore, needs to be energized around your portfolio. In Figure 10.1, you can see the energizing elements for the entire channel.

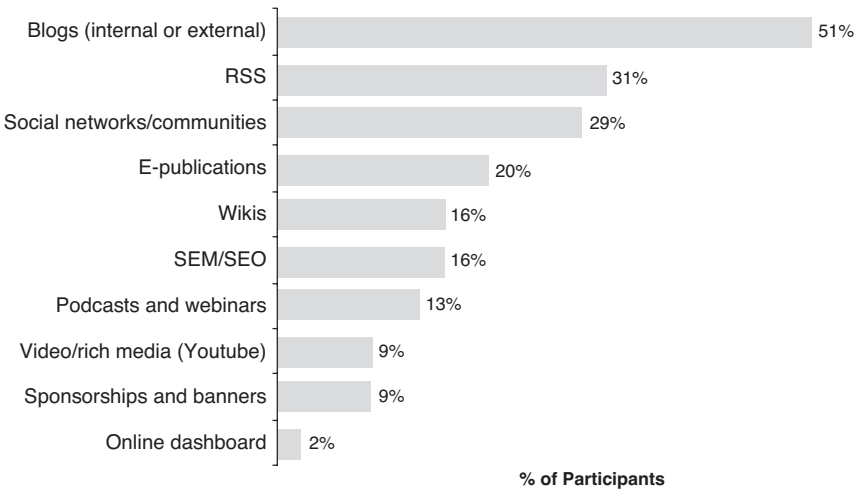


**Figure 10.1** ANGELS framework—energize the ecosystem and market.

The channel is made up of your sales team, your partners, universities, and government agencies—basically your entire ecosystem of influencers. With all the competition in the market today, energizing your channel is an important driver of success. In this chapter, we talk about ways to energize and educate both your channel and marketplace. We focus on the newer

techniques, or vessels, that should be used in tandem with traditional marketing methods. (Note: What is not included here are the basics in execution of your GTM plan with your channel. This could be a whole book on its own!) In Figure 10.2, we see IDC Research that shows the most popular forms of these new marketing types as vessels for energy.

**Q. Please describe any online and interactive marketing initiatives that your marketing organization intends to deploy in the next 12 months.**

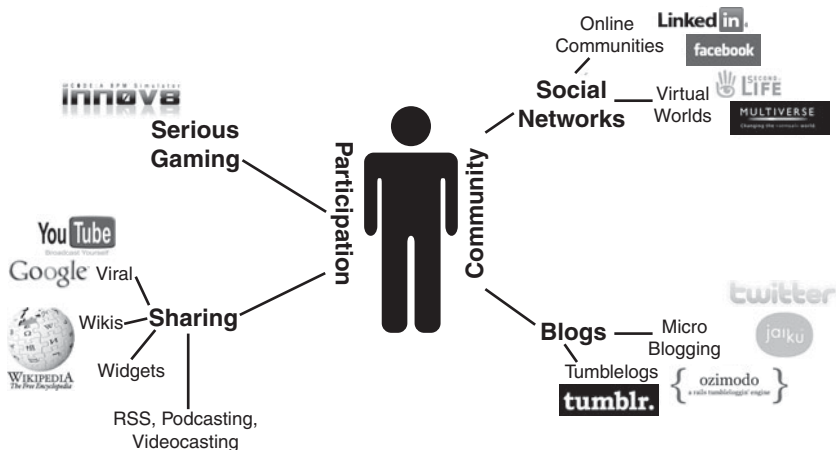


Source: IDC 2007 Tech Marketing Benchmarks Database (n = 45)

**Figure 10.2** Interactive marketing or the new vessels.

Remember, interactive marketing is just the vessel for the content. What sets companies and marketing teams apart is the quality of the content and how effectively they use these vessels. The new vessels, which include blogs, games, social networks, and other Web 2.0 mechanisms, involve listening, cultivating, and participating in the continuous dialogue among customers and the entire ecosystem about issues relevant to the marketplace, either on or off a brand's digital properties.

Because we have covered how to drive the content through a focus obsession on the customer, we now talk about how to effectively use seven new digital vessels in the execution of your GTM plan for the channel, as shown in Figure 10.3.



**Figure 10.3** The new vessels linkage.

There are seven key new vessels to energize your channel that I will discuss in this book. While there are many more emerging (like Jellyvision and the like), this covers what my team and I have used and experimented with in the real world. Our Web site will have updates and results as we try out new media.

- Social networks with virtual environments, online communities including Facebook
- Participation with viral and serious gaming
- Sharing through widgets and wikis
- Blogging, including Twitter
- Really simple syndication (RSS)
- Podcasting
- Videocasting

The commonality among these seven areas is that they form a platform for social and emotional connection to energize the market and ecosystem. Let's explore how to leverage them.

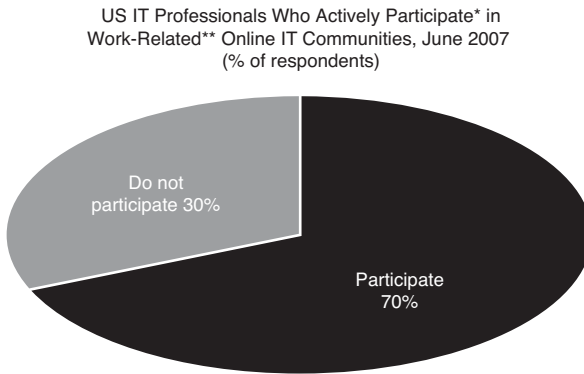
## Focus on Social Networks: Online Communities

People are social beings. Since the earliest of times, communities have been alive and active in the world. The importance of the emerging social



networks that exist in our new online world should not surprise us. With so many people working from home, there is a societal shift of people being alone more than in the past. According to the U.S. Census Bureau, the number of people who work at home full time rose 23 percent from the last decade. Time alone while working from home and being connected online but not in person has changed society to crave more communication with others and has given way to new online communities. Even my dad who is retired spends much of his time online. The results shown in Figure 10.4 are that more than 70 percent of people participate in online communities today.

These numbers will continue to grow in the future as online communities and social networks continue to grow.



Note: n=203; \*by posting questions or contributing to discussion;

\*\*focused on systems of security management

Source: King Research, "The value of Online Communities: A Survey of Technology Professionals" commissioned by KACE networks, June 2007 and eMarketer Inc.

**Figure 10.4** Communities are growing in popularity.

People want to engage with others who have something in common with them, and the connections can be both personal and virtual. Remember high school, where kids grouped together by common interests? Even in the latest Disney movie, *High School Musical*, the kids sorted themselves by interests in sports, music, or science. People like to be a part of something, and they like to talk to others with whom they have something in common. This is one reason why communities are growing in their importance. Sharing commonalities and engaging in dialogue can be energizing and satisfying to the new-world customer. Communities bring to bear an engagement that causes customers to become passionate about your company and product.

## What Is a Community?

A community is a group of people that has a shared interest. Communities can be two to three people or thousands; the people might connect in person, through electronic means, or both. Wikipedia, a community itself, defines community marketing as a strategy to engage an audience in an active, non-intrusive prospect and customer conversation.

Development of online communities has afforded us an opportunity to observe people interact with one another, express their own opinions, form relationships, and break relationships. These relationships might be with other consumers, with friends, with companies, or with products or logos; people form relationships with everything.

There are many ways to group communities. One classification is by who sponsors the community—a vendor company or a group of users. We will consider a classification by the common bond that causes the group to form and stay together.

## Types of Communities

There are four major categories of communities: crowd sourcing, activity-based, obsession-based, and experience-based. Let's explore each type:

- **Crowd sourcing or definition communities:** These communities come together to design something, or they are created for the purpose of providing feedback to a company about its products or services. For example, Threadless is a community-based T-shirt company with an ongoing open call for shirt design submissions. If your design is chosen for print, you get paid for it. At IBM, we have communities that enable participants to input into the design of our products, such as our Project Zero. The company that produces WD-40, the lubricant used in thousands of households, formed an e-community for women, who were not buyers of its products. They formed this community to see what would inspire women to buy its product. They were told to make it into something women could carry in their purses, and so they did. Communities provide relevance in both B2B and B2C marketing as customers shape where the product and services will go or are going!
- **Activity-based communities:** These communities are brought together by a common love of an activity. It could be like Neopets.com, a community built around games, puzzles, and activities. Or it could be something like what IBM developed for a new business approach to

technology, such as SOA. We developed SOA Space for an activity-based group of developers around best practices in architecture. In SOA Space, you can chat to an expert, share your activities, and progress in your deployments, all based on role.

- **Obsession-based:** These communities seem to be more passion-based. They form out of a strong love of an area. We will see a case study about Harley-Davidson in Chapter 11, “Energize the Channel with Communities: OMG, Adobe and Rubicon Consulting, and Harley-Davidson.” However, other community groups exist, such as people who love Suduko, and Sears has an obsession-based community for people who love their lawn mowers and tractors!
- **Experience-based:** These communities come together around a shared experience. *Bebopjeans.com* has figured out a way to create an emotional connection. Its site is Flash-driven; as soon as you see the site, you can tell that it’s oriented toward teenagers. It is relevant to its audience and includes splash screens and Facebook and MySpace tie-ins.

Communities also expand because of the capacity to create relationships with people in other countries. With globalization, being connected is not just about communities in your own country, but also those around the world. For example, for software developers in China, the best community is *csdn.net*. For general communities, MySpace is popular in China and for connections around the world. In China alone, the most popular local community is *qq.com* but it is for local Chinese, not for cross-language and cross-cultural groups.

An important choice as a marketer is to decide whether to start your own community or to influence and play in other communities that are of interest. If you choose to start your own community, it is critical that you start showing value to the larger group. In Figure 10.5, IDC shares three communities used to educate that are driven by the vendors. Quest leverages community sites by its product line; National has its own semi analog university. These vendor sites enable for tighter connection on content and for direct feedback that is trackable and usable by the company.

If you choose to play in other communities, you need to do so with care. You cannot dominate the community but listen and allow people to share their thoughts and ideas. In communities, people talk about the good and bad of your products; trying to “control” the conversation will be counter-productive and potentially harmful.

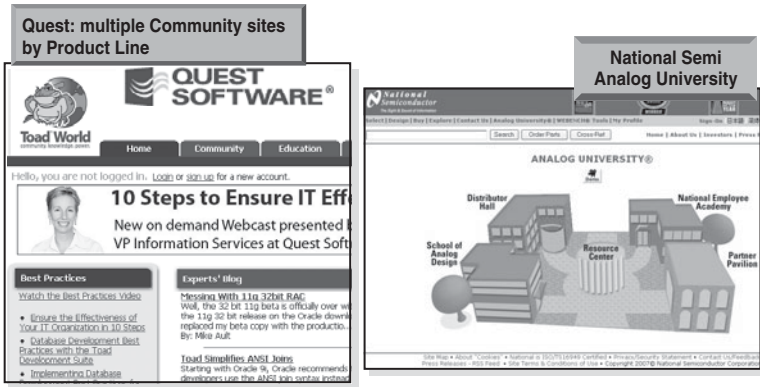


Figure 10.5 Building online communities to educate.

How do you find a community that might fit your needs? The answer is to use Google to research the topic and see if there are existing communities discussing your topic. For instance, if you Google the words dog and community, Dogster comes up. To use Google, be as specific with your query as possible. For example, if you were looking for SOA architects in Cincinnati, write a query like, “SOA architects Cincinnati.” If you know there’s some sort of community verbiage in the name, you can also include that.

If you can’t find an existing community, work to create one. Create a blog and index it with Google. If the topic is of interest to others, they will come. To create your own online communities, you can use Google tools, such as Google Groups. A great example of this is [www.idrinkyourmilkshake.com](http://www.idrinkyourmilkshake.com). This site is driven by the lovers of the movie *There Will Be Blood*, and the name of the site comes from the movie’s famous line. It found a new audience of users interested in discussing the movie and the motivations of the main characters. It is truly a success story of communities rushing to join the discussions because they love the movie! Can you buy anything on the site? No, but it is driving movie tickets in an extremely clever way—through the community!

### Top Five Lessons Learned for Communities

In working with communities over the years, the top five lessons learned for forming a community or social network range from getting started to whom to target. The list should provide a thought-provoking set of items for your formation or joining of the online community world:

1. **Know your communities:** Ensure you know which communities impact your company and influence your clients.
2. **Create communities for the long term:** If you have the time and patience for long-term results, sustained efforts in communities pay off. However, they are not a quick tactic. Communities are about energizing your ecosystem through stronger customer relationships created and engagement of active energy in your business.
3. **Communities can be internal as well:** Don't forget your own sales teams. Inside IBM, we view our sellers as a valuable community that we constantly dialogue with. As Lauren Flaherty, chief marketing officer at Nortel comments, "We look at our sales colleagues as a community. And we have learned what it takes to keep their interest in this new community portal and frankly they love the vessel. I've got a CNN crawl on the bottom of the portal so that we can tell them, 'Hey, here's what's fresh. Here's what's new, what's interesting, and what's funny. It's CNN.'"
4. **Start a dialogue:** Your dialogue can be about decisions you have to make on new products or features or just to provide an experience for your customers and ecosystem. Make sure you choose one or more ways to have the dialogue—the dialogue will continue with or without you!
5. **Great communities provide value:** Don't start a community just as a marketing tactic. Communities last because they provide real value, not just marketing messages. Make sure you have something they want and need.

## Facebook

Because Facebook is such a popular and interesting community, this section is dedicated to this special community. According to Wikipedia, Facebook is a social networking Web site. It launched in 2004. The free-access Web site is privately owned and operated by Facebook, Inc. Users can join networks organized by city, workplace, school, and region to connect and interact with other people. People can also add friends, send them messages, and update their personal profile.

According to Forrester Research, there are between 40 to 50 million users today, with a growth of 134 percent to 200 percent or more in the last year. More than 40 percent of the users are more than the age of 35, and the average visitor stays about 20 minutes. The users are primarily in North America

and the Middle East and are primarily college educated. Forrester says that Facebook could eclipse MySpace in the number of active users in early 2009.

To explore Facebook, I turned to Jeremiah Owyang, senior analyst at Forrester Research who is focused on social computing. Because the primary use of Facebook is for members to share what they are doing or working on, this community is ripe for a marketing dialogue. As Owyang said, “Facebook is a ready-made marketing platform, which offers a vast tool set (with challenges); but, to succeed, brands must develop a strategy. In fact, according to Forrester, the top three uses of Facebook are to see what friends are up to, send a message to someone, and to post or update a profile. “

Owyang provides these must knows about Facebook:

- **Invites via e-mail spur growth:** Invites arrive via e-mails. At one point, Owyang received dozens in one week; this is a sign of mass group of people using email to grow their base.
- **Discussions:** Within the groups sections, questions are posed, answered, and discussed. If you're a believer in the Cluetrain manifesto, this is a sign of a marketplace.
- **Business audience, not just college kids:** When Facebook opened up to the world, it extended its reach past college students. This might have been due to many of the original Facebook users graduating and moving into the workplace. Many of the contacts and friends within Facebook are senior managers, directors, VPs, and CEOs. Recent research indicated that the fastest growth segment is people more than 35 years of age.
- **Affinity groups:** Individuals with similar interests, problems, or traits are starting to self-assemble through their friend's network, or within the groups. All of these are opt-in, so these are engaged users who have self-selected: “Hey I belong here.” These are communities and are microsegments of marketplaces.
- **Opt-in:** Unlike traditional forms of advertising and marketing, Facebook has many opt-in features that let users review, approve, and accept invites for friends, applications, groups, and other features.
- **Limited search crawling**—Facebook is a “closed” network, and you can see most data only if you are logged in. Most individuals' pages are somewhat private to nonfriends. As a result, this limits the capability of traditional search engines like Google, Yahoo, MSN, Ask, and others to crawl and index the data. This will prove to be an interesting dynamic in the next few years.

- **High growth**—Facebook has one of the fastest growth rates and could potentially overtake MySpace if these rates continue.

### **WAL-MART'S FACEBOOK PRESENCE TARGETS STUDENTS WELL**

by Jeremiah Owyang

Wal-Mart launched a Facebook group targeting college students getting ready to going back to school. There are links to a supply checklist and links that go back to walmart.com's music, green shopping area, and information about its new "site to store" service.

But the killer "app" on the site is Roommate Style Match Quiz, which asks questions such as, "What is your favorite way to study?" and "If your life were a movie, what genre would it be?" I took the quiz and it turns out I'm a "Brain-Stormer." Wal-Mart did a good job pegging me! What was interesting was the picture of my "room" that does look like my room! Books are strewn all over the desk and floor.

I think that Wal-Mart does several things well here, which is a nice change of pace given its previous forays into social computing (consider the social networking site The Hub and blogging with Wal-Mart across America).

Most importantly, Wal-Mart understands the interactive, social nature of Facebook. The Style Match Quiz not only enables me to take the quiz, but I can also post it to my profile and send it to friends. Ideally, it would also allow me to plug in the profile of a friend automatically (I have to do this manually given the interface). I also noticed that I can't mix genders in the roommate matching, but I can't blame Wal-Mart for not wanting to go down that path!

I'm going to watch the Wall comments very closely; there will certainly be Wal-Mart fans who come to profess their fandom, as well as detractors. It's also an opportunity to see if students begin posting questions about dorm life. Will other students respond or will Wal-Mart step forward and help address some of those questions?

Something else to watch is how Wal-Mart evolves the group after the initial back-to-school rush, especially because the roommate-matching quiz is set to run only through October. This is a relationship that Wal-Mart now needs to think about nurturing, not a campaign that can be turned "off" at a specific date.

Wal-Mart has the opportunity to build a community with these students, but has to resist the temptation of treating this group as yet another marketing channel. For example, the members of the Apple Students Group routinely receive promotion (spam) messages in the Facebook Inbox (the latest one I received has the subject line, “Buy a Mac. Get a FREE iPod nano”).

### Top Five Tips for Facebook for Marketing

Facebook is an exciting new community for supplementing the traditional marketing mechanisms. As a new vessel, it is ripe for experimentation using the below tips for success:

1. **Use for Marketing 2.0 intelligence:** Owyang’s view is that profiles, network information, and public groups provide a way to seek insight online.
2. **Use for advertising:** A variety of ways to leverage the power of this community exist, including banner ads, news feeds, social ads, and flyer ads.
3. **Attract a new audience:** Because we heard from Anne Holland at MarketingSherpa that neither those under 25 nor those more experienced use e-mail, leverage this new social networking tool in place of e-mail.
4. **Experiment with fan pages:** These fan pages can be used in place of sponsored groups.
5. **Not a standalone:** Integrate your Facebook tactics with your overall strategy. If this is the audience that you need for your product and offerings, leverage it as part of the overall go-to-market (GTM) plan.

## Social Networks with Virtual Environments

Virtual environments are a powerful alternative reality online. It is a way to imagine a new digital world. Some of the popular virtual worlds are Second Life, OpenSim, ActiveWorlds, Whyville, and Entropia Universe. In fact, the Chinese government has invested a set of engineers to its claim for



its own virtual world. Some of the differences in the worlds are their focus on games or business. For instance, Second Life has an economy for the business world and is trying to gear up for commerce.

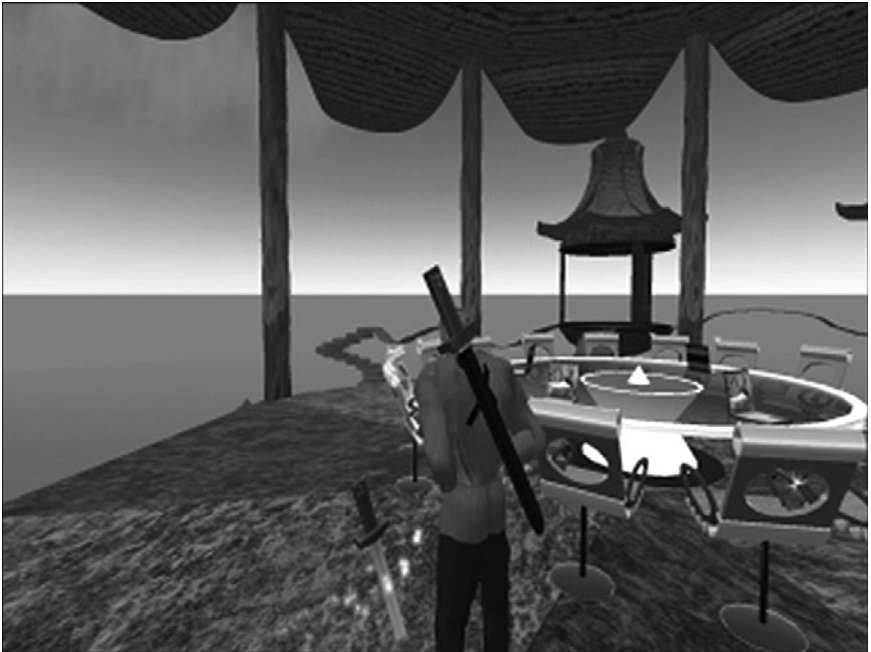
When entering a virtual environment, you create an avatar for yourself. An avatar, as defined by Wikipedia, is a computer user's representation of herself in the form of a 3D model used in computer games. The term "avatar" can also refer to the personality connected with the screen name, or handle, of an Internet user. In Figure 10.6, you can see my avatar.



**Figure 10.6** Soandy—my Second Life avatar!

I have made my avatar look like me, well kind of! Many people create an avatar that does not look like them; for example, if they have blonde hair in real life, they might choose dark for their virtual world. Active users on Second Life are around 50,000, which is up significantly from about 30,000 a few months ago. (Active is different from the millions that registered. With more than 4.8 million users existing in the digital network world, Second Life serves as a model for future online communities as they copy Second Life's formula for success!) Virtual environments are global. I have friends from all over the world, and we meet and talk in my SOA island.

What could you do in a virtual environment? Companies buy land, plan adventures, and participate in the economy. Digital characters walk, take vehicles, and even teleport. You can even start a church. Life Church, which has community church services, has planted swords around the virtual world, so that when you choose them, it sends you information about its church. (See Figure 10.7.)



**Figure 10.7** Virtual life marketing—swords from Life Church.

Second Life also offers complete customization, providing the opportunity for users, businesses, and brands to completely reinvent themselves. Creating a corporate Second Life persona enables users to participate and contribute to your efforts, experience a brand-oriented journey through the metaverse, or provide the opportunity to reinvent or reshape your product to fit into the metaverse community.

What is the value in marketing from virtual environments? There are companies that have storefronts in the virtual world sites to try and seek revenue. The Coca Cola Company has an interactive site where customers go to help the company design new ideas for its products, and Cisco has experimented with selling and measuring results. I've also seen a Second Life

Chemistry Set. This is a box of chemicals. You give it commands, and it creates molecular structures that hover in the air over the box.

The marketing value of virtual environments is being tested now; however, I do believe that if you are a best-practice company, you should buy land in a virtual environment and experiment with what works. In our case studies on The Coca Cola Company and IBM in the following chapter, you will see some of what the leading edge companies are doing in this alternative universe.

### **Top Five Tips for Virtual Environments**

Virtual environments are very new but worth the addition to the GTM execution for energizing the channel. Following are five tips to assist in the metaverse:

1. **Know your virtual environments:** Explore the 3D worlds that exist today to explore the options. Even kids are playing with Webkinz, Build a Bear, and Shining Star sites. These sites allow them to learn about a variety of topics such as art, math, and even commerce! See what the future holds for some of your potential buyers! For businesses, some of the top virtual environments are Second Life, OpenSim, and ActiveWorlds.
2. **Customize your avatar and play in the virtual world:** If you haven't been there, it is hard to describe the potential and the feel of the world. Words don't do it justice. You can host a staff meeting to get the feel for it or even host a customer focus group.
3. **Pilot with some of the primary successful uses of virtual environments today:** I've seen the most success in using virtual worlds to educate, to hold events, and to solicit input and ideas. Or use your innovation to drive you to be the first marketer with success in an area. Go ahead and invest in some land or an island. I believe this is the way of the future. I would invest early.
4. **Be active:** There is a common thread here to all the new vessels. If you invest to put them into action, you must be willing to continue active participation in them. Content is king. Ninety percent of the time spent on developing for virtual environments should be focused on the content upfront; as with a Web site, without a unique, rich experience, click outs are inevitable.
5. **Quality and visual continuity matter:** Just like a theme park, the visual impression is a major part of the experience. Your brand quality

and identity has to be maintained even in a virtual space. Make sure you don't forget that this vessel is just another element in your branding.

You can read “Zen and the Art of Social Media in Public Relations,” by Kathleen Keating, Founder, FastStartPR, on the companion Web site at: [ibmpressbooks.com/angels](http://ibmpressbooks.com/angels).



## Focus on Participation with Viral

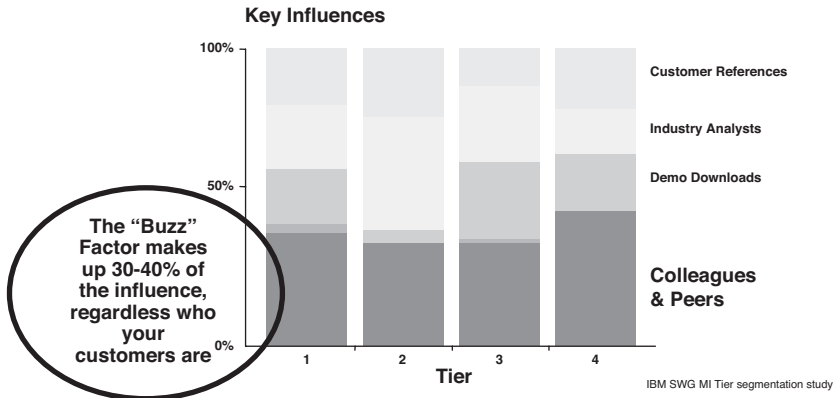
The term viral marketing has been used a lot, so I'd like to start with clarity around what I mean when I refer to viral. Viral is about leveraging either a preexisting social network or a set of friends to produce some sort of increase in brand awareness or demand generation through a self-replicating process. It exploits existing social networks by encouraging customers to share product information with their friends. There are lot of techniques and vehicles to produce exponential increases in brand awareness with viral processes.

Viral can be word of mouth delivered and enhanced online to reach a large number of people in a short term. The key intent is to create energy, intrigue, and curiosity. Most viral activities include video clips, interactive Flash games, images, and even text!

Viral marketing is more powerful than third-party advertising because it conveys an implied endorsement from a “friend.” Why is viral marketing taking off today and why is it so successful? From IBM's recent market intelligence study, viral is a top influencer in the decision-making process.

There are four critical areas that are key influencers in B2B marketing. The first biggest influence is customer references or customer stories. The second is an external influencer such as an industry analyst or industry advisor. If you're B2C, think consumer reports; if you're B2B, think about some of the typical analysts such as an IDC or a Gartner. The next influencer of a sale is demo downloads, which include how you experience the product such as downloading some sort of simulation or code if you're in the IT space.

The biggest one, though, across every tier, is a colleague or a peer who recommends your particular product or service, and in fact, it's 40 percent of the influence regardless of who your customers are, regardless if they're B2C or B2B. This buzz factor or the friend factor can make a difference in the GTM plan. See Figure 10.8.



**Figure 10.8** Why is viral marketing buzz so important?

When we think about some popular tactics used such as viral marketing to get that buzz factor, prioritization is needed. The latest MarketingSherpa report contains some nuggets to assist in prioritizing for your GTM execution. In its most recent study on viral marketing, MarketingSherpa found that the best viral tactics were microsites, which is not your own site but a separate site that is independent from your company. The second one is video clips, such as those that appear on YouTube. We saw an example of this viral video in Chapter 6, "Lightly Branded: EepyBird, The Coca-Cola Company, and Mentos." The third is online games, quizzes, or polls where you compete and manage the challenge back and forth. Now, the top three moderate results for viral marketing include

- Tell-a-friend boxes on the site
- Encouraging e-mail forwarding, such as, "Take a look at this and forward it on to your next best friend"
- Audio clips

The reason that viral is so effective in the channel is that you have a greater reach and a global reach. Viral breaks through the online and e-mail clutter, mostly because it's cool. The trick is to create viral marketing that is so fun, shocking, or provocative that the user will adopt the experience as his own and send it to a friend for bragging rights. You might be thinking that word of mouth has always been there. In fact, word of mouth has now moved from anecdotal to actionable because it is measurable in the marketplace.

In Figure 10.9, we see that viral marketing through friends and colleagues is the number one way that businesses use to decide who to purchase. “Word-of-mouth marketing is gaining more traction than ever before, and according to growth predictions, we’re seeing just the beginning of a huge surge of both interest and word-of-mouth marketing activity,” said Amanda Van Nuys, co-chair of WOMMA’s Communications Council and vice president of Corporate Marketing at Organic Inc. “All this growth and increased curiosity makes a resource like WOMMA’s Case Studies Library extremely valuable. So many marketers are looking for examples of how they can put this phenomenal thing called ‘WOM’ to work, and, of course, the Wommie winners stand out as the best of the best.”

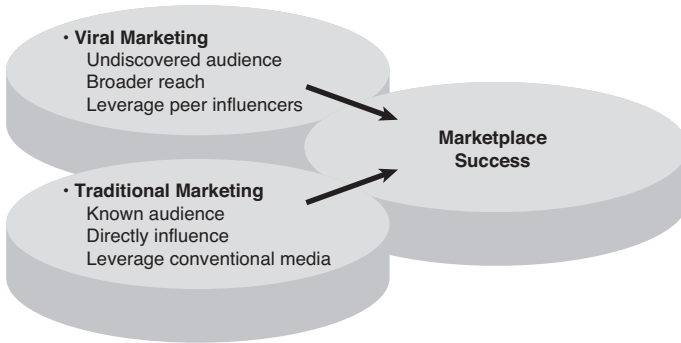


*Note: n=288  
Source: Jack Morton Worldwide and eMarketer Inc.,  
"Driving Word-of-Mouth Advocacy Among Business Executives", by Keller Fay Group May 2007*

**Figure 10.9** Word of mouth is a key influencer in business purchasing behavior.

Let’s just talk about how a viral campaign might potentially work. At a highest level, you tell a story with strong content on the Web and include the opportunity to pass it along and share the Web site. So for instance, I do a lot of shopping on Bluefly.com, and I’ve watched little snippets about fashion on that Web site. The video at the end sometimes provides news of the opportunity to pass and share that video along, or you can do it with YouTube. My IBM team posted a set of “What is SOA?” videos on YouTube, and we used the mechanism there to pass that along. In this example, the Web is your organic interest, so someone has to find the video and then pass

that video along. The best practice is combining viral with traditional marketing (as shown in Figure 10.10) to leads to greater success in doing one or other that's not integrated.



**Figure 10.10** Enhancing the traditional approach with viral marketing.

### Top Five Tips on Viral Marketing

Viral marketing is both agenda setting and cost effective. It provides the best of the goals of marketing. The following is a list of some of the top elements to drive through your viral strategy:

1. **Create something clever:** This should be something worthy of being passed and relevant. People will share good experience. Make it catchy; for example, use Flash in you Web banners and dynamic rotation.
2. **Use videos to tell your story:** This is a great medium if you can afford to use it and create fun videos. Videos can convey your marketing message by painting a video picture of the topic using humor or just grabbing the viewer's attention.
3. **Keep your offers simple and visible:** For example, for an e-mail signature, include a catchy tagline and a Web link. We are doing this now in every e-mail signature with IMPACT 2009. Use "Tell a Friend" with e-mail, Webcasts, and Web site visitors and let your prospects forward your marketing message.

4. **Participate in user forums:** This is free and you can touch people interested in your specific area. Forums are indexed by search engines and their posts increase exposure.
5. **Keyword buys with Google and Word Tracker:** Keep refining and optimizing your AdWord buys. If you can't afford to do word buys, submit your URLs to Google for search retrieval. It's free using Google Webmaster tools!

## Focus on Participation with Serious Gaming

A shift in demographics has pushed a post-dot-com generation to seek an online experience with an emphasis on entertainment. Serious gaming is a new way to capture the channel for education and enablement. With the number of people growing up with gaming as part of their heritage, gaming can be a familiar way to teach new concepts.

Who is this gaming generation? According to the Entertainment Software Association, the average game player is 33 years old. Forty-seven percent of all gamers fall in the 18–49 age range. Twenty-four percent are more than 50 years old. The average age of MBA students varies by school, but they are generally in their late twenties for a full-time program and late thirties for an executive MBA program. There are already more Gen X and Gen Ys, where the primary thrust of the gaming generation exists, than there are baby boomers.

Author's John Beck and Mitchell Wade wrote a book called *The Kids Are Alright: How the Gamer Industry is Changing the Workplace* about how gamers are impacted by games. A few leading-edge companies are using games for training. In the government market, we see examples, including training for military and first responders. Healthcare examples include Remission, a game designed to teach kids about cancer and simulators that teach surgeons how to perform a particular procedure. And one of my favorite places to eat ice cream, Cold Stone Creamery, has a retail service game to teach the retail fundamentals.

How does gaming translate to training? In Figure 10.11, we see why gaming matters.



**How games are changing gamers**

- Gamers are **better at handling risk** and uncertainty.
- Gamers are **more creative** and have **better problem solving skills**.
- Gamers are **more sociable** and have a greater need for human relationships.
- Gamers think of themselves as **experts** and want to take problems head-on.
- Gamers **aren't discouraged by failure** and believe each setback is just a chance to try again.
- Gamers are **more flexible** about change. Gamers are better at seeing problems in a **deeper perspective**.
- Gamers are great at **learning in informal ways**.
- Gamers are **more globally oriented** and outward-looking.
- Gamers are **more confident** and have a more **positive outlook** on life.

**What games teach gamers**

- **Be a hero.** The star's role is the best way to succeed or get satisfaction.
- **Be an expert.** Get really, really good so you can perform at your peak early and often.
- **Failure isn't the end of the world.** Crashing and burning isn't so bad, and persistence pays off in the end.
- **Everything is possible.** You're capable of amazing things—you can defeat hundreds of bad guys single-handedly or beat the best NBA team ever.
- **Trial-and-error is almost always best.** The only way to advance in most games is to try new things and see if they work.
- **Practice makes perfect.** Practice at something long enough, and you'll be ready for whatever comes your way in real life.
- **Go global.** Bond with people who share your experience, not necessarily your national or cultural background.

**Figure 10.11** How gamers are impacted by games.

According to *The Kids Are Alright: How the Gamer Industry is Changing the Workplace*, to succeed in training gamers, one must create a curriculum which

- Aggressively ignores any hint of formal instruction
- Leans heavily on trial-and-error (after all, failure is nearly free, you just push “play again”)
- Includes lots of learning from peers but virtually none from authority figures
- Is consumed in very small bits, exactly when the learner wants, which is usually just before the skill is needed
- Allows for people to take risks in a safe environment
- Allows for players to achieve a skill or talent that is not only meaningful but also perceived as having value

So gaming and marketing intersect in that marketing needs to enable and train the channel and ecosystem. Your channel and ecosystem is most valuable when they are knowledgeable and excited about your products and services. Serious gaming enables universities, partners, and your own sales team to learn the portfolio in an innovative yet valuable way. The unique platform facilitates the presentation of complicated material in a way that is engaging.

Before you start with a serious gaming effort, make sure you define your objectives. Are you going to use the game for teaching 101 fundamentals? Will an interactive learning-lab experience be included? From my experience, our complementing lab was a best bet for the success of our gaming solution. Also, you are probably currently doing traditional types of training. Make sure your gaming efforts are complementary to and incorporated within existing and institutional curricula. We also found the institutional groups helpful and, in fact, found gaming was most effective in conjunction with face-to-face classroom debriefs.

In addition, define your initial target audience. Will you target MBA, Executive MBA, or undergraduate business and information systems customers? Will you first go to partners and your ecosystem or to universities? Make sure you think through your planning in this area. Because serious gaming is new, read through, digest, and play the Innov8 game that is featured in my case study for IBM in Chapter 17, “Innovation, Engagement, and Business Results: adidas Group, ConAgra Foods, and Tellabs.” For a sneak peek, see Figure 10.12!



Figure 10.12 Innov8! from IBM.

## Top Five Lessons Learned for Serious Gaming

Serious gaming is an opportunity to teach, drive interest, and “show,” not just tell your potential customers about your products. The focus here is new, so explore the following tips for serious gaming, but know that these will evolve with the market:

1. **Determine your demographics:** Does gaming fit your target audience? There is a generational divide that challenges marketers today. Selecting the right way to educate will be a combination of new techniques such as gaming with continued focus on traditional training like classroom and online. Gaming is for one of the segments of our society that likes to learn via activity.
2. **Pick core areas to focus on with your gaming training:** There are more natural areas to focus a gaming scenario. Make sure you are planning the areas of your business that work well in this Marketing 2.0 technique.
3. **Spend time on the teachable moments:** Think through your scenarios as teachable moments. For IBM’s game, we spent more time in the scenarios and keypoints that gamers would have to grasp than on the actual development of the game. Leverage the teachable moments and the way to learn in bite-size chunks.
4. **Take the gaming concept to the limit:** Have a protagonist, hero, or heroine, and have the game in a competitive mode. Don’t skip the cast, the story, and the theatrics. Have fun!
5. **Work with universities to understand how to train:** They add so much value to the thought process of your channel education plan.

## Focus on Sharing with Widgets and Wikis

A widget is a mini-Web application that can be put onto a Web page, desktop, blog, or social profile that streams information in a more consumable fashion, usually containing some visual information. It is a dynamic, customizable, and convenient innovative medium. There are many possibilities for desktop widgets to assist a user in his area of work by delivering relevant, filtered information right on the user’s desktop. A valuable widget is to present the most relevant information that someone uses daily. According to Niall Kennedy, “The Google gadget ecosystem received 960 million page

views last week, a 36 percent jump from just one month ago.” For some examples, see Figure 10.13.



“Suddenly Everything’s Coming up Widgets: Breaking Down the Web into Small, Portable Pieces is the Smart Trend that Everyone from Nokia to Google is Betting,” Om Malik, *Business 2.0 Magazine*, October 2, 2006.

Figure 10.13 The world of widgets

For a widget to be successful, it cannot just be an advertising mechanism; it needs to be a vessel to deliver your brand promise. For example, Shervin Pishevar, cofounder and CEO of Social Gaming Network (SGN) and board member of Free Webs, shares an example of Acura. Acura is commonly regarded among the autorati as having the best navigation systems on the market. It’s developed the Acura RDX Traffic widget that delivers real-time traffic flow (and ebb) to a user’s computer. It’s a highly useful application, and because of Acura’s positioning, it reaps more benefits from this widget than its competitors would. Shervin presents another great widget example from Amsterdam. The Rijksmuseum has developed a widget that is updated daily with a new picture from the world-famous museum’s impressive collection. An icon on the picture spins it when clicked, revealing the piece’s title, artist, date, some historical background, and a link back to the museum’s Web site. Currently, the widget is just a desktop widget, but the fresh content it delivers each day would make it appealing to site owners and citizen publishers if it is ever available in that format.

With widgets, you need to ensure that you get it to your audience’s desktop, and you need to ensure it stays there. To get the widget to someone’s

desktop means that the person has to want it there. Going to an already existing community to further inscribe your brand loyalty is a great way to leverage and use widgets. There are many examples of leveraging demand generation to get someone to use a widget. Jeremiah Owyang, senior analyst at Forrester Research: Social Computing, gives an example of Sony leveraging prizes for a widget, in this case, Rock You's vampire application. He writes, "Sony didn't beat the three million existing users with heavy advertising over the head, instead it offered value by giving away prizes and tied in a movie that already existed."

Getting the widget on the desktop is one thing, but then it was to provide value and be continuously updated with CNN-like tidbits of relevant and valued information. One of the things I learned doing our Smart SOA (trademarked) widget was to leverage a specialized firm that had experience with widgets. They provided me a great-looking widget (see Figure 10.13), and I provided the great content that I wanted to get out to my widget users.

Other uses for widgets that energize your market and channel include the following:

- **Customer support mechanism:** A widget can be designed in a manner so that the end user can ask a question or report an SOA problem, and the appropriate parties with the company can see that inquiry and respond accordingly, for example, putting a consultant in touch with the client or answering the question directly, and so on. Today, support chat rooms and e-mail question forms are often utilized, but this requires additional human effort to locate the appropriate division or person within a company to resolve the issue.
- **Document approval processes:** Often a presentation deck or other document needs to be reviewed, updated, and approved by various people located in various parts of the world. Today, Web applications, e-mail, and Lotus Notes® databases are leveraged to try to provide an approval hierarchy, but often the communication of key feedback and so on is lost or misconstrued along the way. The concept of a widget providing real-time information via RSS feeds can be leveraged to ensure everyone has access to the latest document of interest; additionally, the appropriate persons can provide feedback (written or verbal) that can then be tracked alongside that item's entry in the widget. Upon approval, the item and its feedback records are stored in a more permanent location (because most widgets are not designed as a long-term document reference repository).

The real beauty of widgets is that they narrow your scope of information and bring it to you rather than the other way around. It is so easy to become overwhelmed by all of the information out there. Strange as it might sound, sometimes going to a Web site is too much work. For example, take the blogs on my RSS feed. There's no way that I will go out and visit each of them once a day. I don't have that kind of time. However, if I take a quick look at my RSS widget, I can not only see the titles of any updated postings, but I can also read a selection from that posting, and then I decide if it is worth it for me to visit that Web page.

Companies should work with widgets to cut through the clutter of the marketplace and energize their channels.

## The Collaborative Web Site: Wikis

Now let's turn our attention to wikis. A wiki is software that enables users to freely create and edit Web page content using any Web browser. Wikis enable you to create a place to store information. Wikis are special in that the organization and content can both be edited. Anyone can add, create, or edit a wiki page. Even nontechnical users can create their own information repositories. For internal use, wikis are an "interactive" repository of information, comments, and insights. They are a simple intranet that can be used by everybody in a simple way. Figure 10.14 features the IBM Super Women's Group for our group of outstanding female leaders in IBM. This internal wiki enables us to share information in a dynamic format.

Externally, wikis are like Web sites, but the interactivity makes the difference. On the outside, there is the risk that people can add content that is not useful or even inaccurate. It requires strong tracking and control. Wikipedia is one of the best-known wikis and has a great system to ensure the content is accurate and relevant.

Businesses install wikis to provide affordable and effective intranets and for knowledge management. Ward Cunningham, developer of the first wiki, WikiWikiWeb, originally described it as "the simplest online database that could possibly work." How might a wiki be used in marketing? To provide information to your sales team or your customers and ecosystem in a constant refresh state.

For example, I produce and publish to my internal and external community an award-winning newsletter. My editor, a brilliant woman by the name of Ally Jimenez Klopsch, sets up a set of links to the SOA wiki that my team manages. The newsletter has no bulk or size to it and is a brilliant piece of art

going out the door. The wiki affords me the ability to have information sent without a huge size and to provide constantly updated data and information. I use the wiki for both my internal and external views of the data. In Figure 10.15, you can see the version of our newsletter that goes out to the distribution list of more than 100,000 people.

This newsletter and approach won a MarCom Award for Excellence in Marketing Communications from the Association of Marketing & Communications Professionals. This wiki keeps my ecosystem energized in that it always have access to the freshest content around!

The screenshot shows a wiki page for the Super Women's Group. The page title is "Super Wiki Help" and it was published on Jan 15, 2008. The page content includes a navigation menu on the left with items like "WikiCentral Home", "Super WG", "News", "Super Blogs", "Super Events", "Super Locales", "Super Resources", "Super Share", "Super Wall of Fame", "Super WG Home", "Super WG Survey", "Super Wiki Help", "Pages", "Attachments", "Templates", and "Advanced". The main content area features the group's logo, a heading "Super Wiki Help", and instructions on how to edit the page. It lists three tabs available in edit mode: Rich Text, Wiki Markup, and Preview. There are also "Tips and Tricks" and a section for "Add your own Tips!".

Figure 10.14 The Super Women's Group internal wiki.

## Top Five Lessons Learned for Widgets and Wikis

I combined our top tips for both widgets and wikis as they tend to be similar in lessons learned to date. The following are the focus areas for success:

1. **Widgets are here to stay:** Pilot or play with a use now and learn from it. It can be a powerful extension of your brand and an energizer for your ecosystem.

**SOA Newsletter #66**  
Your premiere resource on Service Oriented Architecture

Download PDF

**SOA in any economic climate**  
↳ Agility enabled by SOA; a requirement for success and survival

**Just released - IBM Global CEO Study**  
↳ Learn how SOA is a core enabler of the "Enterprise of the Future"

**New offers & sales enablement to help progress and close business now**

**CIO panel from IMPACT 2008**  
↳ Executives describe how SOA strategy helps them stay agile

One-click access to IMPACT 2008 keynote videos

Leverage local IBM SOA summits and Impact Comes to You events

**SOA Entry Points, Governance and Security & Management News**  
| People | Process | Information | Reuse and Connectivity | Governance | Security |

<b>IMPACT 2008 Presentations</b>	Smart SOA™ Widget delivers latest information including IMPACT 2008 presentations → Save it to your desktop
<b>Insurance SOA Offerings</b>	Insurance Operations of the Future Solution and IBM Insurance Process Acceleration Framework → Learn more
<b>\$2B SOA Market</b>	The SOA market passes \$2 billion mark → IBM gains market share
<b>SOA @ IBM Conferences</b>	Rational Software Development Conference, IOD 2008 → Check out the SOA sessions and offerings
<b>Tech Corner</b>	New book: Executing SOA - practical guide for the service-oriented architect ↳ Plus, SOA crash course, more
<b>SOA Webinars</b>	May 29 - Accelerate agility & lower costs by virtualizing and governing your SOA → Plus, May 28 - Can you afford to stand still with your IT investments?
<b>IMPACT 2008 Photos</b>	You asked for them, here they are → Impact 2008 photos available to view, copy & order prints on Flickr
<b>SOA Email Signature</b>	Update your Notes email signature → Use new footer to continue to promote Smart SOA initiative

Figure 10.15 The SOA Newsletter supported by a wiki

2. **Use a professional for widgets:** Focus on your core competency of marketing and the content that will entice the ecosystem to come back, and use a professional for the production of the actual widget application
3. **Brings information to the user:** If the widget merely contains a collection of titles and hyperlinks, it is really no more useful than a Web page. Things such as scrolling titles to breaking news, videos that play within the widget, and information tailored to the user are examples of valuable widget features. It should be something that a user can glance at and see that it is compelling.



4. **Be creative in your use of wikis:** Leveraging the power of constant updates and small file size is of value in newsletters and other interactive forms of communication with your audience. Wikis are powerful enough for both your core channels inside your company and outside your company.
5. **Content is king:** In both widgets and wikis, the value is in the content being fresh and new. Don't invest in this vessel for your ecosystem and not invest in the upkeep and passion for the content.

## Blogging Including Twitter

Blogging is a Web-based discussion tool that enables individuals or groups to directly and easily communicate their thoughts, experience, opinions, feelings, and observations for all to see! Blogs espouse a worldview with the voice of the author reflecting her ideas (either knowledge or a unique perspective) that might influence perceptions and an overall position of those opinions in the marketplace. Blogs create great opportunities for shaping messages, but they also create risks if there is propagation of inaccurate or proprietary information. They foster discussion, debate, and even a sense of community.

Depending on the source, there are millions of bloggers throughout the world, although the number of active bloggers (those posting twice a week) has slowed a little with all the new choices of Web 2.0 technology available. (Remember that blogging actually began as Weblogs back in 1997.) For example, IBM's internal blogs have posting from those in more than 73 countries and saw 60,000 page views on the main blog story on IBM's intranet. IBM has more than 160 external blogs and group blogs. IBM blogging guidelines are well established across the business world (see Chapter 9, "Influencer Value: The IBM Case Study," for how the guidelines were created).

Blogs can create awareness and buzz. They can create positive word of mouth and interest in new products and establish interaction and relationships with customers or prospects.

They present a new way to frame and influence public discussion and form a new economic and social space for learning and collaboration. As blogs are text-heavy and frequently updated, they can be leveraged with search engine tools. For example, several blog search engines are used to search blog contents (also known as the blogosphere), such as Blogdigger, Feedster, and

Technorati. Technorati provides current information on both popular searches and tags used to categorize blog postings.

A tumblelog is a type of blog. It is focused on being simple and short versus some of the longer blogs that have become known in blogging. People who write tumblelogs use a lot of visualization, such as pictures, videos, audio, and links. The primary focus of tumblelogs is typically to share experiences and discoveries of the author, not as much to focus on a topic or area of interest. Often there are few words but lots of extras!

Microblogging is also a short form of a blog but more in text form. A lot of the content comes from instant messaging and mp3s or even texting. Often these blogs are restricted to a small set of friends.

The most popular service is called Twitter. Twitter is free social networking and microblogging site that enables users to post their latest updates. An update is limited by 140 characters and can be posted through three methods: Web form, text message, or instant message. Twitter is interesting in that the younger generation is enamored with it! A friend's son uses it as an "efficient" way to keep track of his "crew." They use Twitter to log what they do all day, and then instead of calling each other, they check out Twitter to keep up to date on their friends' lives.

The increase in the use of Twitter is amazing. Web visits have increased eight times in the last year. Compete shows about 900,000 U.S. monthly Web site visitors. Comscore puts the worldwide number at 1.3+ million unique monthly visitors. Twitter can be used to virally spread information to your intended audience and provide them with simple instructions about how to sign up for a free account and follow your stream. Customers, prospects, partners, and colleagues can view your updates. It is a good idea to follow those who follow you in turn because now that you have a portable broadcasting channel, you can do a variety of things.

For example, given the opt-in model Twitter uses, and because people choose to follow a Tweet stream based on the quality and relevance of its content, Twitter presents an ideal way to reach and foster a real-time community of brand evangelists and key influencers. Because IBM Lotus also drives to raise the brand's legitimacy and relevance in the world of Web 2.0—making the case that "IBM really gets it"—it is imperative that our efforts to market our own social software products embrace such emerging communities and channels.

A recent example is a trade show where Lotus Connections scored a big win with its customers. We were able to keep the chatter going and push the story to our fellow Tweeters, and the groundswell of follow on blogosphere

and press activity served as a proof point to Twitter’s capability to help us build a story’s momentum. Lotus had about 350 followers on Twitter, with more following each day. As Jeff Schick, IBM’s vice president of Social Software commented, “We have learned that Twitter can play an important part in our communications efforts and can be a keystone as we raise brand and product awareness/credibility in these nascent communities of purpose.”

Goals of blogs vary for marketing purposes, as you see in Figure 10.16.

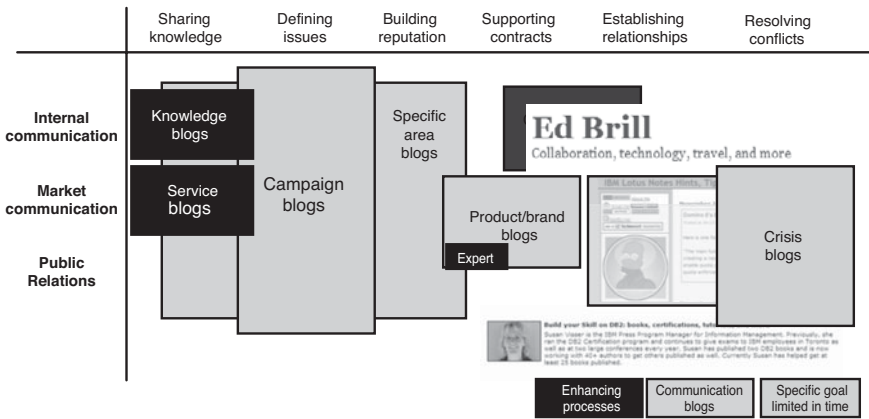


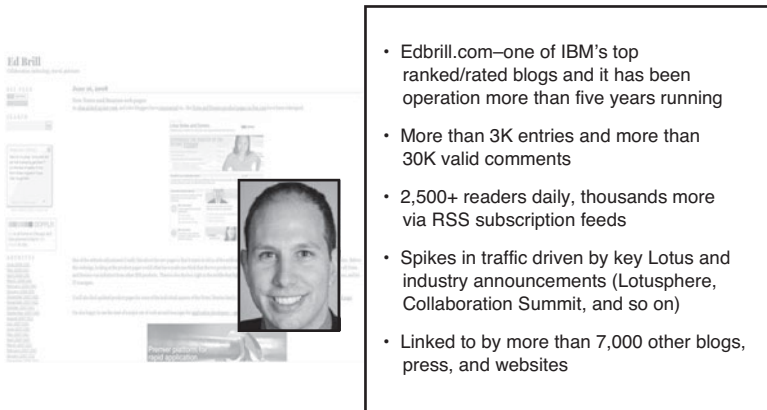
Figure 10.16 The range of options for bloggers.

Some blogs are used for sharing knowledge and to inform. Some blogs tee up key issues and discussion areas. Others are used for extending your brand reputation or, most importantly, to build relationships and put a face on your company. Subject-matter and product-expert blogs help drive traffic, product awareness, and brand loyalty. They can be used internally, for the market, or even drive public-relations activities. They serve as tools and extend networks to collaborate and share knowledge.

Blogs have an impact on businesses. They often beat the mainstream media to major stories and serve as corporate watchdogs and quality control. Overall, they serve as an alternative source of information and company viewpoints. For example, IBM started a group blog called HeathNex. It is a group of IBM healthcare and external experts discussing the transformation of medicine and human health. It is often covered in the news and has led to the awareness of IBM’s significant involvement in healthcare technologies.

From my viewpoint, blogging is an innovative PR media with strong influence when the bloggers are part of the community/group you need to influence, inform, or seduce. In Figure 10.17, we see a sample from IBM

Lotus's blogger Ed Brill. Ed helps Lotus' 46,000 customers with their sense of community and commonality and refutes its competitor's fear, uncertainty, and doubt (FUD). He shares news and information about Lotus and has decreased the distance between IBM and its customers.



**Figure 10.17** The IBM Lotus example.

The key challenges you face are similar to the other vessels we discuss. How do you get people to your blog? How do you keep your content fresh, relevant, and exciting by combining different techniques, methods, and vehicles? Creativity is again one of the secrets of success! One example of how to get your blog read is to subscribe your blog in different directories to help disseminate and improve search engines so that more people will get to your blog. I have been a blogger on IBM's blogosphere for about two years and still host one of the top ten blogs. I use it to share information with my readers and linkers. It is part of my marketing mix where I disseminate messages, especially where other bloggers link into my site. My channel loves my blog, and I receive e-mails from around the world about the topics that I choose to focus on.

### **Top Five Ideas for Better Blogging**

The top tips for blogging can make the difference in your success in the marketplace in leveraging this area for better marketing gains.

1. **Identify your key bloggers inside and outside your company:** Work with the bloggers to influence the marketplace. Set up your own blog

through Wordpress, Typepad, Blogger, or other blog-hosting services. Setting up your own blog will teach you “on the job” how blogging works, the technology behind it, and get you involved in the community.

2. **Content is king:** Note this trend on a lot of the digital media types. This is one reason I have started hiring writers. The digital world needs great communication and creativity skills. If using Twitter, share bites of knowledge from events and receive other people’s impressions.
3. **Use multimedia types:** Videos, links, and pictures make your blog more readable and fun. You can broadcast meet-up places on Twitter and provide an online streaming video or audio channel for those who are not on the ground to join you live. (This is a nice touch for customers.)
4. **Be personal:** Bloggers share personal tidbits about their lives. Remember that your blog gets you closer to your customer. It strengthens the relationship.
5. **Think through it:** Try out Twitter or just blog. Voice your opinion and participate in the conversation. You can’t see the impact until you start, but make sure whatever you write is fit to go on the front page. Because anything out there could end up on the news, use it as a tool to gather feedback on your reports from the road by asking questions and interacting with your audience.

## RSS

According to Wikipedia, RSS is a Web-feed format used to publish frequently updated content such as blogs, news, and podcasts in a standard format. An RSS document, also called a feed, contains a summary of content from an associated Web site or the full text. RSS makes it possible for people to keep up with Web sites in an automated manner that can be piped into special programs. RSS has been around for at least five years. It is one of the simplest technologies to date that enables users to keep tabs of the content they care about without the hassles of always browsing all the Web sites.

The value of RSS feeds for marketers is that they provide a way to keep up-to-date fresh content flowing to your customers. A global survey of internal and corporate communications professionals found that more than half use blogs, online video, and RSS or plan to do so in the next 12 months. Instead of holding off for another two to three weeks for the next e-mail blast, with RSS, marketers can post content instantly.

For example, at IBM, our developerWorks® site allows experts to create their content, relate their knowledge, keep others informed, and connect with the broader developerWorks community that share their interests. There has been more than 100 percent year-to-year growth in RSS feeds on developerWorks.

### **Top Five Lessons Learned for Success on RSS**

RSS feeds are powerful ways to drive your message dynamically into the market. The following are the top five tips for your RSS strategy:

1. Determine the content to distribute with regularly updated content, customized feeds, notifications, and alerts.
2. Build the feeds.
3. Use feeds to expand market by making RSS links easily available and visible and enable one-click subscriptions to RSS aggregators.
4. Build promotional applications with feeds.
5. Measure the feeds and their impact.

## **Podcasts**

According to Wikipedia, podcasting is defined as a series of digital media files distributed over the Internet for playback on portable media players and the computer. The term *podcast* can refer either to the series of content itself or to the method by which it is syndicated. Podcasting (think “iPod” and “broadcasting”) is similar to a radio show transmitted over the Web. The advantage over radio is that anyone can make a podcast, and the people can listen to the episodes whenever they like. People who download the podcast can listen to it on their computers or transfer the files to a portable player (such as an iPod). Podcasts are presented in a series and often have a theme so that the subscribers have an idea about what to expect when they sign up to receive the podcasts. Videocasting is used for the online delivery of video clips.

There is a lot of value in podcasting for marketers. eMarketer estimates that there was a 285 percent increase in the size of the U.S. podcast audience in 2007, which was a growth to 18.5 million. Furthermore, that audience will increase to 65 million in 2012. Of those listeners, 25 million will be “active” users who tune in at least once a week. We have also seen this growth inside IBM; our podcast series targeting developers has grown more than 200 percent since 2007.

Capturing and disseminating conversations can be a powerful tool because the listener can hear the excitement. A marketer's opportunity is to share knowledge through a proven medium (audio recording) but in a new and more personal way (fast download to a personal audio player). Like e-mail, instant messaging, and blogging, podcasting can break down barriers and deliver a personal touch.

To launch a successful podcasting program, think of podcasts as well-crafted, engaging radio segments delivered through the Web. Using radio segments as the model, podcasts should be short, focused communications or small nuggets of learning for customers, clients, partners, and employees.

### **Top Five Lessons Learned on Podcasting**

Podcasting is fun and is powerful as a marketing play. Here are the top five tips for your podcasting strategy from my discussion with IBM's podcasting experts:

1. **Plan your podcast:** Podcasts require planning to determine the audience, the purpose, the format, and whether the material is appropriate for audio only. Talking to the IBM podcast experts, they recommend ten minutes as a target. This can be hard to do when you work with interesting topics and engaging subjects. Seek the opinions of your colleagues when editing your content and edit aggressively. Brevity is a powerful tool when dealing in spoken-word audio recording.
2. **Stylize your podcast:** Decide whether you want to do an interview or a one-person presentation. IBM's podcast experts advise booking the most knowledgeable person you can find on your subject and making sure you have chosen someone who can speak intelligibly with clarity and warmth. If you or your guests simply read your messages, chances are you will not get much of an audience. On the other hand, if you and your guests improvise with authority and intelligence, you will have a winning program.
3. **Podcast in a series:** Why a series? Well, this is the hallmark of what makes a podcast a podcast. Podcast users expect a continuing series that they can follow, not just a one-off file.
4. **Combine with interactive blogs:** After the demand for podcasts expands and your experience deepens, consider combining podcasts with interactive blogs to get an even higher level of interaction with your audience.

5. **Use for internal and external purposes:** Remember, your employees are a key carrier of your brand. Consider a podcast series on your company's brand value!

## Videocasting

Videocasting is used for the online delivery of video clips. It is basically video online. Probably the most popular videocasting example is YouTube. Anyone with a camera and a computer can begin his own videocast.

### **INFORMATION ON DEMAND'S YOUTUBE**

by Nancy Pearson, Vice President of IBM Information on Demand

This is a best practice in Viral Videocasting from IBM's Data Management group. The purpose of the viral video project was to increase awareness of the Data Management segment of our IBM Information Management business, both in the market and internally. The video series highlights key segment messages in a storyline about a corporate video project gone awry. The story was delivered in a series of three videos, with each video showing the progression of the fictional project. The series was shared through social media venues, including YouTube and IBM TV Channel. The goal was to make these videos smart, entertaining, and creative to enable a viral effect.

#### **Step-by-Step Process**

The approach was to post the video and share it with internal and external audiences, leveraging the viral effect of social media sites to promote it further. The thought process for increasing awareness was to initially seed selected internal and external audiences; for example, if 100 people watched the video, they expected that those 100 people will tell 50 other people, and those 50 will tell 25, and so on. Each week a new video was released, continuing the story and creating anticipation of the next release.

The viral effect goal was to reach the "whitespace" audience. The IBM team did their homework. Although videos are important, fewer than 10 percent get more than 1,500 views, 3 percent of videos get more than



5,000 views, and 1 percent of videos get more than 500,000 views! To date, in the three weeks since release, the videos collectively in the series have been viewed more than 6,000 times.

### **Lessons Learned**

Doing series of three videos rather than three separate videos gave the team a better chance to hook the audience and create something viral.

This storyline had to have the right tone to have a viral effect. In this case, the tone is dry and deadpan, and therefore, it's funny, as the tone highlights the absurdity of the discussion at hand (trying to find ways to "personify" corporate message points into some kind of dramatic narrative).

The media enables the team to come out and blatantly state the message points (as part of the brainstorming), yet then immediately juxtapose them with ironic counterpoint (a smart and self-deprecating move appreciated by the audience and showing that we don't take ourselves too seriously).

The series strategy provided the opportunity to create recurring characters that will resonate with the audience.

The agreed on storyline has potential for a longer shelf life and can be reused in the future to create new scenarios.

### **Results**

The viral videos were posted to YouTube and ChannelDB2 on June 12, 2008. In a short three weeks, the following occurred:

- The videos in the series have been viewed collectively more than 6,000 times on YouTube
- Linked to by five other sites (viral growth)
- Listed as a "favorite" on YouTube 18 times
- Scored a content rating of 4.5 stars (out of 5)

## **Top Five Lessons Learned on Videocasting**

A picture is worth a 1000 words, especially online. Videocasting as a new vessel is a powerful add to your GTM execution for energizing your channel. Below are five tips on how to be most successful in its usage:

1. **Have a script:** Make the script informative and entertaining, and make sure you connect with the audience. This might seem like Marketing 101, but sometimes when a camera is around, people forget to keep it simple and targeted. Remember, do not read from the script!
2. **Editing is crucial:** Editing software is inexpensive these days, and editing can make or break your video. Make sure you shoot some “B-Roll” without sound. The editor will use this footage to enhance the video and make it much easier to edit. Maybe it’s your subject walking around the location, doing or demonstrating some task if appropriate; maybe show the person interacting with others (without sound).
3. **Make sure you tag it correctly to get picked up:** A feed needs to be created for each videocast series, enabling users to subscribe to it. This feed is then submitted or registered with sites such as iTunes or Yahoo, and it will show up in their listings and searches.
4. **Call to action:** Just because it is video doesn’t mean you can skip this step. Your videocast needs to have clear direction at its closure.
5. **Make it an experience:** Video is different from podcasting. Make sure you maximize the use of pictures and imagery to make your story become an experience.

## Putting It Together—The Marketing 2.0 Starter Set!

I highlighted seven of the new interactive vessels for brand and product content. As you can tell, there is a lot of learning, experimentation, and success occurring in the marketplace today. I recommend that with these new tools, you focus on the goal that you need to accomplish within your integrated plan of both traditional and nontraditional elements. Begin by educating yourself on the social tools and experiment with small projects. Also, observe how the community works and its rules. Then, incorporate a few elements into your overall plan, such as a Facebook fan group around a product or a widget to share new information with your partner community. Learn what makes sense for you to measure and track. Then advance to a point where you increase your funding, your participation, and your integration of the social aspects into your overall strategy. Although this is new, try it first, but don’t wait too long to jump in with both feet.

Make sure you start social bookmarking. There are more than 15 billion Web sites on the Internet, so you need help to sort through all the information sources. Step into the new Marketing 2.0 world using social tagging. There are some great ways to help you organize all your social news. Dogear

(aimed at businesses and enterprises), del.icio.us, Digg, reddit, and Newsvine offer a similar system for organization of “social news.” Because this is social bookmarking, these are meant to be shared! Get started by signing up for a service (maybe de.licio.us), start bookmarking with tags, and finally, socialize your bookmarks and see what others are looking at!

As Daryl Plummer, managing VP and Gartner Fellow writes, “In SOA, the least important word is Service. With Web 2.0, the most important word is community. When the two come together and systems start delivering services to communities, real phenomena begin to emerge. Large numbers of people coming together to use services will generate the next innovations for new business. If you ask me, the way to the next billion-dollar company goes through figuring out how to let a community of customers serve themselves while you allow the community to grow and take your money from the people who want to deliver services to them. That is the essence of the emerging ‘Cloud’ and rising successes of MySpace, Flickr, and many others.”

For my business at IBM, we set up starter kits to help our clients get started in an easy fashion. Because my IBM clients love the starter kits for technology, here is our virtual starter set for your new vessel approach to Marketing 2.0. It is just a suggested way to get you going on your journey. From the above chapter and previous chapters, the following is my recommended Marketing 2.0 Starter Set!

Go to [ibmpressbooks.com/angels](http://ibmpressbooks.com/angels) to get a look at the Starter Set.



- **Listening:** Google reader
- **Social networks:** Facebook
- **Virtual environments:** Second Life, OpenSim, and ActiveWorlds.
- **Widgets:** Google, Yahoo
- **Wiki hosting:** PBwiki
- **Microblogging:** Twitter
- **Blogging host:** Wordpress, Typepad, and Blogger
- **Mobile blogging:** Utterz
- **Linking and tagging (blogosphere):** Technorati, Google Blogsearch, and LinkedIn

- **Audio hosting:** iTunes
- **Video hosting:** YouTube

## Conclusion

Today is an exciting time in the marketplace as new vessels invade the marketers' toolkit. These new tools invite the trusted customer to speak on our behalf and energize the customer to be our brand advocates. Leveraging the new vessels with the channel provides us a way to listen, respond, and leverage the power of the ecosystem.

However, it is also scary the number and choices of new media and interactive marketing. The vessels that we use to energize our channel are abundant and cost effective. The new digital age lets us network with virtual worlds and online communities, actively participate with viral techniques and serious gaming, share through widgets and wikis, and blog for top media coverage and brand extension. Vessel success is based on strong and relevant content and creativity. The goal is to leverage these vessels to energize your market and channel. It brings the customer and ecosystem closer to your company with a personal digital face. Try them for marketing value in your ecosystem but have a coordinated and integrated plan about how and when to leverage them. Now is the time to experiment to see what works in this Marketing 2.0 world.

The growth of new media vessels reflects large-scale changes in organizational structure and work styles, and these changes will impact the future of the enterprise. College students use MySpace, and this is how they expect to interact. Blogging and gaming has invoked a feeling that credibility is bestowed by the community, not by title or position. The bottom line is that this isn't just about seizing marketing opportunities, but it is about remaining relevant in a changing dynamic.

For an example of an SOA newsletter, additional content on widgets, Twitter linkage, Smart SOA Social network flash, and a Marketing 2.0 Starter Kit, go to [ibmpressbooks.com/angels](http://ibmpressbooks.com/angels).



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