How to Successfully Use Social Media for Employee Hiring and Retention

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Emergence of Mass Social Media

Traditional Media

Web 2.0 Platforms

Social Media

Institution

Consumer

Shift in Control

Shift in Influence

Contribute

Collaborate

Decree

Publish

Power Broker

Trust Agent
Shift in Employer/Employee Communications

Traditional Communications
- Corporate Memos
- Management Directives
- Annual Reports
- Company Newsletters
- In-Person Training
- Email
- Company Intranet

Social Media
- Employee Wikis
- Employee Communities
- Facebook Groups
- YouTube
- Twitter

Shift in Employer
- Senior Leaders
  - DECREE
  - PUBLISH
- Shift in Influence
- CONTRIBUTE
- COLLABORATE

Shift in Control
- Trust Agent
- Employer
- Employee
Evolution of Social Media

The Conversation
The Art of Listening, Learning, and Sharing

Brought to you by
Brian Solis and JESS3

Blog Platforms
Blogs/Conversations
Blog Communities
Micromedia
Lifestreams
Specific to Twitter
SMS/Voice
Social Networks
Niche Networks
Customers Service Networks
Location
Video
Video Aggregation
Documents
Events
Music
Wiki
LiveCasting - Video and Audio
Pictures
Social Bookmarks
Comment & Reputation
Crowdsourced Content
Benefits of Social Media Include Employees

Perceived Value of Social Media

- Enhance Relationships with Customers/Clients: 81%
- Build Our Company's Brand: 81%
- Be a Viable Recruitment Tool: 69%
- Be a Customer Service Tool: 64%
- Enhance Employee Morale: 46%

Multiple responses allowed

Source: Russell Herder and Ethos Business Law Study, 2009
Amazing Amount of Information

Many People Are Participating

• 1.7 billion people on-line
• 2 billion YouTube videos viewed per day
• 10 million of articles on Wikipedia
• 3.5 billion photos on Flickr.com
• 500 million Facebook users
• 65 million Tweets per day on Twitter.com
• 100 million registered users on LinkedIn

And Social Media usage is growing like crazy!
Business Use of Social Media is Exploding

- In 2010 100 Largest Companies
  - 66% using Twitter
  - 54% Facebook page
  - 50% manage corporate YouTube channel
  - 33% created company blogs
Global Phenomenon

• 2/3’s of world’s Internet population visit social networking sites
• Social sites now the 4th most popular activity - ahead of email
• Time spent on social media is growing three times faster than time spent on-line, accounting for ~10% of all Internet time
• Membership in communities accounts for 1 in every 11 minutes online
  – In Brazil the average is 1 of every 4 minutes
  – In the UK it’s 1 in every 6 minutes

Source: Nielsen, Global Faces and Networked Places, 2009
Prevailing Platforms

Source: Russell Herder and Ethos Business Law Study, 2009
Global Niche Social Networks

- **Badoo**: London based, it is one of the top social networking sites in Europe.
- **Migente**: A social networking site targeted at Latin America.
- **Orkut**: Google’s social networking site with more than 50% of members coming from Brazil.
- **Studivz**: A German version of Facebook with a strong student audience.
Social Media Enables Collaboration….
Blurring Internal & External Boundaries

**Employees**
- Opinions
- Experiences
- Opportunities
- Ideas
- Policies
- Documents
- Concerns
- Advice
- Recognition

**Customers**
- Opinions
- Experiences
- Testimonial
- Market Insights
- Complaints
- Ideas
- Advice
- Concerns

**Private**
- Word of Mouth Advertising
- Thought Leadership
- Feedback on Service
- New Product Ideas
- Customer Acquisition

**Public**
- Job Opportunities
- Organizational Vision
- Political Organizing
- Brand Monitoring
- Community Relations
Some HR Benefits of Social Media

• Recruiting is Easier and More Interactive
  – Can reach many more applicants
  – Source active seekers
  – Identify hard to find skills
  – Find better matches
  – Grow a well defined employment brand
  – Engage with candidates on their own turf

• Employee Engagement is Improved
  – Employees empowered to engage in “the conversation”
  – Employees have platforms to share insights, ideas and issues
Social Media Has Enabled Recruiting to Be Faster and Proactive

- Job advertising is migrating to be on-line only
- Increased networking with referrals from social networking communities
- More focus on having a well defined employment brand
- Multiple channels to find jobs including rich media (e.g. videos)
- “Reverse” candidate recruitment – advertising people rather than jobs
What is a Brand?

“A brand is the **identity** of a specific **product**, **service**, or **business**. A brand can take many forms, including a **name**, **sign**, **symbol**, **color combination** or **slogan**. The word brand has continued to evolve to encompass identity - it affects the personality of a **product**, **company** or **service**.”

What Are the Benefits of a Strong Brand?

• It attracts individuals for different reasons
  – It can be to buy from an organization
  – To work for an organization
  – To evangelize for an organization

• It makes communication easier and provides a common framework

• It is a basis for interacting and loyalty

• It is intangible but has financial value
Blogs Provide Good Source of Branding

- Need to commit to regularly update and provide meaningful content
  - Have staff contribute in areas of expertise
  - Write blog for jobs seekers about interviewing, career tips, resumes, etc.
- Write guest posts in high profile industry or professional blogs
  - Post comments on relevant external blogs and establish company expertise
  - Engage and develop relationships with blog thought leaders
- Where appropriate have CEO write blog
- Syndicate blog content widely
Social Media Enables the Creation of Brand Ambassadors

- Brand ambassadors are individuals, either internal or external, who communicate about a brand and act in support of a brand
- They can promote a brand’s products and services
- They help demonstrate a brand’s values
- They can communicate brand attributes and deliver brand promises and experiences
- They help promote brand loyalty and support
Tools Such as SocialMention Provide Alerts on Topics or Brands

• People are going to blog, comment and tweet about your company

• You need to monitor the chatter about your brand through Google Alerts, Twitter Search, Trackur, SocialMention and other monitoring services

• Actively respond to criticism when you know it is warranted

• Sometimes it is best to ignore negative comments
Online Tools Such As Trackur Can Assess Brand Equity
Tools Like Those Provided By Converseon Provide Insights Into Brands
Radian6 is Among the Best Known Social Web Analytic Companies

Radian6 Products

Radian6 provides organizations with the software platform to listen, measure and engage in conversations across the social web. Our social media monitoring and engagement software is used by public relations, marketing and customer service and support professionals to better understand and serve their customers. Radian6 tracks mentions across over 150 million social media sites and sources and returns the results for exploration, understanding and action.

Dashboard
Twitter is a Micro Blogging Social Networking Tool

- 45-54 year olds are the top demographic.
  - The more expected demo of 25-34 year olds following closely behind at second.

- 18 million registered users by end of 2009
- 83.3 million registered users by June 2010

source: Comscore, Mashable, Wikipedia
Using Twitter is Relatively Easy

- Sign up on Twitter.com
- Use a Twitter name or handle that brands you or your company professionally
- Design a profile that attracts your target market
- Link to your company website or LinkedIn Profile
- Use www.search.twitter.com to figure out appropriate people to follow
- Follow others and watch as people follow you back – can use autofollow function
Twitter Is Used for a Variety of Purposes
Use Twitter as a Recruitment Tool

There are multiple ways to use Twitter in the recruitment process:

- Engage with clients & candidates to build relationships
- Build your employer brand
- Post open jobs
- Allow job links for applicants
- Provide recruitment updates
- Post speaking or conference events
- Link to career content such as articles or videos
- Dialog on relevant topics
- Connect directly with job seekers
- Research candidates
- Gather market intelligence

Twtjobs is one way to post jobs on Twitter

Twtjobs is one way to post jobs on Twitter.
Twitter Has a Variety of Tools to Use for Search

Hash Tags # Provide Valuable Search Ability

- Used as a filter for content for group conversation
- Include # followed by word and it becomes searchable
- Have a job (#HAJ)
- Need a job (#NAJ)

http://twitter.com/hashjobs is a new way to search and post jobs in real time
Twitter Search has Powerful Advanced Features that Focus Scope

Many Way to Search

- Search for people
- Search by location and keyword
- Search by industry or interest
- By conversation, hashtag, popularity and time

Can do Simple or Advanced Searches
There are Tools that Aggregate Job Searches

TwitJobSearch

What do you want to do?

Search

Dietician

333 results found in (0.010 sec.)
LinkedIn Has Become Premier Site for Professional Collaboration

Andrea Goldberg
Pres, DCC-Social Media for HR & Marketing, Training, Strategy, Branding, SM Guidelines, Market Intelligence/Research
Greater New York City Area | Management Consulting

Andrea Goldberg is now connected to Neil Kleinfeld and Natalia Herrera
17 hours ago

Andrea Goldberg is now connected to Sach Takayasu and Cristina Martinho
1 day ago

Andrea Goldberg Off today to guest lecture at NYU for Social Media Strategy course via Twitter
3 days ago • Like (1) • Comment
LinkedIn Provides Job Postings

Preferred Platform for Professionals

- Rich source for sales and marketing contacts
- Growing database of jobs for job seekers
- Source of job candidates for recruiters
- Discussion Groups & Communities
Linked in Provides Search on Companies and Shows Connections

Individual with 2nd level connection
LinkedIn Increases One’s Ability to Reach Out Across Organizational Boundaries

Find out through whom you are connected
Facebook is Used Widely By Individuals and Organizations
Facebook’s Growth Has Been Huge

Facebook is Rapidly Growing Among Older Adults

- Social networks started out among younger audience but has become broader and older.

- Facebook’s greatest growth has come from people aged 35-49 years of age.

- Facebook added almost twice as many 50-64 year old visitors than under 18 year old visitors.

Source: Nielsen Faces and Networked Places, 2009
Facebook is a Great Place for Recruiting and Branding

- Facebook allows one to create pages and groups
- Can create group for company that becomes focal point
- Can help position company as employer of choice
- Invite perspective employees to join the conversation
- Can create an alumni group for former employees
- Can advertise on Facebook
Multiple Ways to Find Talent on Facebook

Different Search Methods

• Can search for users by name or e-mail
• Can search by degree, school or university
• Can search for users by company
One Can Create Groups or Promote Events
One Can Create a Facebook Page to Engage with Clients, Employees and Applicants
There are Pages and Groups Devoted to Recruiting Certain Skills
There are Numerous Sites and Apps that Help One Post or Find Jobs
Facebook Has a Variety of Advertising Models

Targeted Approach is Possible

- Content syndication
- Cost per click display ads
- Gadgets and widgets
- Social ads targeted by age, location and gender
- Social network pages
JobVite Provides Software to Enable More Effective Social Media Searches

Jobvite is a complete, modular Software-as-a-Service (SaaS) platform.

For Facebook and the other networks, Jobvite will do screening. It will match the job location, title, and some keywords to friends, followers, or network based on their public profiles.
YouTube Can Also be a Great Place to Recruit

Video Can Be a Great Tool

- Post videos of senior management and company vision
- Provide tour of facilities
- Have interviews on job openings
- Create video of funny company meetings or events
- Create YouTube channel
What Are Social Media Communities?

- **Communities are about relationships**
  - Between intimacy of group and anonymity of networks
- **Different types of community**
  - Public vs. Private
  - Organic vs. non-organic
  - Physical and/or virtual
  - Help seekers, enthusiasts, etc.
- **Communities may also have a percent of lurkers**
  - Folks who only gather information
  - Those who grab things to send via other channels
  - Those who read posts, but contact individuals privately
External Social Media Communities

Many Organizations Are Successfully Using Communities

• P&G launched beinggirl.com to reach a young teen market
  ▪ Site allows girls fun and safe place to interact and get information about issues that are important to them
  ▪ Secondarily, the site soft sells feminine products

• Cancer centers MD Anderson and Sloan-Kettering run private communities for cancer patients
  ▪ These communities provide patients a support network
  ▪ Hospitals are able to gain valuable insights to issues these individuals are facing with their services
  ▪ Doctors learn what is important to these individuals in their treatments
Internal Social Media Communities

Successfully Using Internal Communities for Employees

• BestBuy launched Blue Shirt Nation to listen to employees, encourage collaboration and solve problems.
  ▪ Best Buy changed employee discount policy, but after 3 day outcry on Blue Shirt Nation management reversed decision:
    “We heard you. You made it very clear how valuable the employee discount is, and based on that feedback we have decided NOT to change it”

• Bell Canada created a community called ID-ah! allowing employees to submit ideas and other employees to comment and vote on them
  ▪ In first year employees submitted more than a 1,000 ideas and shared 3 thousand comments.
  ▪ 15 thousand out of 43 thousand employees visited the site and 6 thousand voted on their idea picks.
Why Do Some Communities Fail?

They…

• Lack resources on content and programming
• Lack management support
• Don’t adhere to unspoken social contracts
• Start too big
• Target artificial market segments
• Are not customer centric or human centric
• Do not understand where communities already exist
• Provide no value
• Are not given sufficient time to be nurtured
• Are taken over by rebels or subgroups
Why Do Communities Succeed?

• People involved have passion to be there
  ▪ Individuals get more out than they put in
• Serve some purpose
  ▪ Have goals and objectives
  ▪ Are enabled by active community managers
• Are embedded in organizations with appropriate enterprise wide strategies
  ▪ Have adapted company disciplines and processes
  ▪ Understand that communities succeed when individuals are rewarded for participating
Recruitingblogs.com is a Community for Recruiting Professionals
Successful Implementations Can Involve Customers and Employees

- InterContinental Hotels Group created there private online customer communities.
- Members help drive strategic decisions regarding rooms, amenities, book process, advertising, etc.
- A viral sales force of 3,500 employees advertised “triple points” Priority Club promotion using personal social media sites in the US only.
- 2,800 people across 30+ countries registered during the 6 week campaign.
- The campaign yielded 4,200 room nights, $250k in bookings, 8:1 ROI & a 24% incremental lift in revenue.
Human Resources Executives Have Begun to See Full Potential of Social Media

• Initial implementations focus on recruiting and externally focused communications
• Adoption of internal communities and use of social media platforms for employees and alumni are growing
• There are still many concerns about the negative aspects of social media
Fear of Social Media

Why are We So Afraid?

- Leaks of confidential information
- Network security threats
- Embarrassing employee actions
- Loss of ownership of content
Fear of Social Media

ESPN was pressured into revising social networking guidelines after it was announced all ESPN employees must receive permission from a supervisor before engaging in any form of social networking dealing with sports.

The US Marines ordered an immediate ban on internet social networking sites on the Marine Corps enterprise network.

“THESE INTERNET SITES IN GENERAL ARE A PROVEN HAVEN FOR MALICIOUS ACTORS AND CONTENT AND ARE PARTICULARLY HIGH RISK DUE TO INFORMATION EXPOSURE, USER GENERATED CONTENT AND TARGETING BY ADVERSARIES.....”
Managing Fear Through Policy

Fewer than 1 in 3 Companies in US have Social Media Policy

Fewer than 1 in 10 have Social Media Training

Companies Having a Written Social Media Policy
- Yes 31%
- No 69%

Employee Training Conducted on Social Media
- Yes 10%
- No 90%

Source: Russell Herder and Ethos Business Law Study, 2009
There are a Number of Places on the Web Where Employees Can Vent

Love your job? Hate your job?
Share your experience — post an anonymous review of your company!

Or see what the media is saying about JobVent.

I Love My Job At...

<table>
<thead>
<tr>
<th>Company</th>
<th>Avg</th>
<th>Score</th>
</tr>
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<tbody>
<tr>
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<tr>
<td>Creve Coeur Camera</td>
<td>30.26</td>
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I Hate My Job At...

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It’s All Anonymous

All our reviews are anonymous (we will never display your email address). All we ask is that you follow a few guidelines.

Join the conversation — post an anonymous review of your company!
Poorly Conceived Social Media Policies Can Impact Employee Morale

Employees React Negatively to Bans on Social Media

• “They don’t trust their work force {sic} to differentiate between appropriate and inappropriate media in the workplace, or to do work when on the job.”

• “I am not more productive for it. I worked hard for my employer before the ban, and appreciated having something I really enjoyed doing in my few minutes of break from my work. I am a grown-up and take my grown-up responsibilities very seriously from paying my bills to doing my work. I don’t need stodgy out-of-touch corporate drones to censure me.”

Mobile Social Networking Growth Makes Employee Bans Difficult

According to Ruder Finn U.S. mobile social networking more popular than desktop

91% of mobile phone users go online to socialize compared to 79% of desktop users.

2.7 hours per day on the mobile web
  - 45% post comments on social networks
  - 43% are connecting with friends
  - 40% share content
  - 38% share photos
Employers Need to be Careful How Use Social Media Information

- Ambulance employee unhappy supervisor not let union rep assist with customer complaint
  - Made disparaging remarks about supervisor on Facebook
  - Remarks were sent from personal computer on personal time
  - Led to comments from co-workers also critical of supervisor.

- Company fired her, citing complaints about behavior, and personal attacks on her supervisor
  - Company had policy that prohibited employees from "making disparaging, discriminatory or defamatory comments when discussing the company or the employee's superiors, co-workers and/or competitors" on social media sites.

- NLRB ruled employee's Facebook postings constituted protected concerted activity
  - Internet policy interfered with employee's exercise of protected right to discuss working conditions with peers., same as complaining in lunchroom

- Found that NLR Act which prohibits punishing employees discussing working conditions or unionization protects nonunion employers as well.
Effective Social Media Policies Deal with Appropriate On-Line Behavior

“Respect your audience. Don’t use ethnic slurs, personal insults, obscenity, or engage in any conduct that would not be acceptable in IBM’s workplace.” “Try to add value. Provide worthwhile information and perspective. IBM’s brand is best represented by its people and what you publish may reflect on IBM’s brand.”

“If you aren’t an official company spokesperson, add a disclaimer to the effect. The opinions and positions expressed are my own and don’t necessarily reflect those of Eastman Kodak”.

“If the content is positive or negative and in context to the conversation, than we approve the content, regardless of whether it’s favorable or unfavorable to Intel. However, if the content is ugly, offensive, denigrating and completely out of context, than we reject the content.”
Employee Engagement Can be Improved Through Effective Use of Social Media

• **Set Realistic Expectations and Boundaries**
  - Communicate expectations and limitations
  - Allow for dialog and commentary
  - Hold employees accountable
  - Encourage but don’t force use of social media

• **Provide Social Media Education**
  - Deliver programs that clarify benefits and limitations of social media
  - Cover social media usage for *social* and *professional* purposes.
  - Provide case studies of what to do and what not to do
  - Promote sharing and collaboration
Employee Engagement Can be Improved Through Effective Use of Social Media

- **Provide Feedback and Incentives**
  - Capture and share metrics
  - Communicate positive as well as negative consequences of employee actions
  - Use contests or incentives

- **Encourage and Embrace Employee Contributions and Ideas**
  - Enable customer facing employees to use social media to share customer needs, market trends or pain points
  - Seek out employees ideas and suggestions and incorporate them into both programs and products
Improving Employee Engagement Provides Many Benefits

• Organizations can engage in meaningful two way conversations with employees. Benefits include more:
  – Transparency
  – Trust
  – Responsibility
  – Innovation
  – Better customer service

• Effective use of social media tools can also lead to:
  – Cost reduction for internal communications and training
  – Improved morale
Improving Employee Engagement Provides Many Benefits

• Organizations that are actively involved in social media often have employees who are more engaged with their organizations.

• These employees act as brand ambassadors and positively influence customers and prospects.

• Research from the Corporate Leadership Council has also shown that when employee engagement increases, there is a corresponding increase in employee retention (up 87%).
Sabre Has Had a Very Successful Community Implementation

Sabre Case

- 10K global distributed workforce
- Created employee social network
- Profiles contained details and photos
- Site allowed blogs, user commentary, network connections
- Enabled enterprise questions and answers
- Questions posted to entire organization
- Site’s relevance engine automatically sends question to 15 most relevant employees

Results

- 65% of all Sabre employees active members in first 3 months
- Over 90% of active today
- 60% of questions answered within one hour
- Each question receiving average of 9 responses
- Early estimates over $150k in immediate, direct savings
- Much greater benefits not measured
- Community helps itself, with members answering each other’s questions
Zappos Uses Social Media to Empower Employees, Improve Customer Service and Create a Brand

- Zappos, an online shoe retailer has led the way in corporate Twitter use. Microblogging and exceptional customer service are ingrained in the corporate culture
  - Most Zappos employees have active account, and the Zappos site aggregates all the streams.
  - The Zappos CEO also twitters, highlighting interesting facts, and talking directly to consumers

Zappos Family Core Value #1:
Zappos Core Values

As we grow as a company, it has become more and more important to explicitly define the core values from which we develop our culture, our brand, and our business strategies. These are the ten core values that we live by:

1. Deliver WOW Through Service
2. Embrace and Drive Change
3. Create Fun and A Little Weirdness
4. Be Adventurous, Creative, and Open-Minded
5. Pursue Growth and Learning
6. Build Open and Honest Relationships With Communication
7. Build a Positive Team and Family Spirit
8. Do More With Less
9. Be Passionate and Determined
10. Be Humble
Establish Openness Objectives that Make Sense for Your Company

- Learn from employees, customers and prospects
- Dialog in a two way conversation
- Support both within and outside the organization
- Innovate and foster creativity both inside and outside the organization

Source: Charlene Li, Open Leadership, 2010
Employee Engagement Can Lead to Better Financial Performance

• In 2009 the Altimeter Group studied the engagement of the top 100 brands
  – They discovered a correlation between deep broad engagement and financial performance
  – They also found companies not only saved money by using social media tools but gained employee goodwill as well
Social Media and Human Resources

Social Media Programs Can Raise Issues for HR community

• What are the privacy guidelines related to data revealed in profiles?
• Should a manager be allowed to “friend” his or her employees?
• Do managers need to have competency in this space…is it communications or relationship building?
• What types of training should be provided?
• How should leaders use these tools?
• What social media policies should exist and how should they be enforced?
Resistance Is Futile

“For companies, resistance to social media is futile. Millions of people are creating content for the social Web. Your competitors are already there. Your customers have been there for a long time. If your business isn't putting itself out there, it ought to be.”

*BusinessWeek, February 19, 2009*
Embrace Social Media

Manage relationships and organizational change

Social media alone is not the answer

- If a product is bad... Social Media will not fix it.
- If service is not responsive... Social Media will not be the solution.
- If corporate culture, leadership and policies do not support collaboration... Social Media will not be successful.
- It is important to continuously monitor employee and customer reactions
  - Measure and understand success and failure
Embracing Social Media Can Yield Many Benefits

- New marketing and public relations channels
- Customer acquisition, service and loyalty
- Communications and brand image
- Thought leadership
- Recruitment of hard-to-find skilled candidates
- Information sharing through blogs and Twitter
- Collaborative communities for employees, alumni and customers
- Improved employee engagement and lower turnover
With Organizational Alignment and Support Can Create Digital Culture and Gain Benefits

- **Educate**
  - Educate management team on best practices & tools
  - Communicate critical role of leadership and climate

- **Strategize**
  - Develop integrated social and digital media marketing strategies
  - Develop social media guidelines

- **Implement**
  - Establish communities, adopt social media tools
  - Facilitate collaboration between HR and Marketing

- **Monitor**
  - Assess what is working and what is not
  - Provide feedback to participants

- **Measure**
  - Develop metrics for success and failure
  - Observe patterns over time
Contact Information

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Facebook: dccUpdate
DigitalCultureBlog.Wordpress.com

dcc Capabilities

• Social Media Education and Training
• One-on-One Coaching
• Digital and Social Media Strategy
• Social Media Guidelines Development
• On-line Monitoring & Analytics
• On-line Branding
• Social Media Communities
• Employee, Customer and Market Insights
About the Trainer

- Andrea Goldberg, Ph.D. is an organizational psychologist with a background in Marketing, Communications and Human Resources.
- Prior to Digital Culture Consulting she was a Partner and VP of OrgVitality, a firm focused on improving organizational effectiveness.
- In her 25+ year career at IBM she led work in marketing, social networking, e-business and employee engagement. As the VP of Corporate Market Insights, she led global research on the influence of employees and key constituents on brand values and perceptions. While in Human Resource, Andrea held positions in organizational development, training, compliance, resource planning and employment and ran the IBM US employee opinion survey program.
Thank You!