

Stand Out: How to Quit Cold Calling And Use Social Media For B2B Sales

Results, analysis and insights from a two-year experiment comparing the effects and ROI of cold calling to social media prospecting.

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SLEEPING BARBER
CREATING REMARKABLE CUSTOMER EXPERIENCES TO GROW YOUR BUSINESS

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Neither a wise man nor a brave man lies down on the tracks of history
to wait for the train of the future to run over him.

~ Dwight D. Eisenhower ~

Executive Summary

My job is to sell. Whether through luck, hard work or a combination of both, I've had a good run. I've received lots of training to use mostly outbound, interruptive cold calling techniques to forge and advance business relationships. However, over time I've found that my return on cold calling for lead generation is both diminishing and limiting.

In my market, there are literally thousands of product reps trying to grab the limited attention of entrepreneurs, business owners and marketers. Getting the attention of these decision makers is an enormous challenge. Compounding the problem is the disintermediation that the Internet has on the traditional tactics for consumer communication & education. Decision makers no longer require a telephone or face-to-face meetings with reps to become educated about products they buy. While my sales targets grow every year, my return on effort using the telephone as the primary prospecting and educational tool has diminished.

I theorized the solution to this lead generation problem could be found in the heart of marketing. The core pillars of marketing are to anticipate customer needs, differentiate from competition and add value to relationships. I hypothesized that social media could be at least as effective as the telephone for lead generation and new business revenue. I decided to test this hypothesis and compare the effectiveness of cold calling to social media prospecting for lead generation and business relationship development.

Between 2010 and 2011, I applied the scientific method¹ to investigate, record, measure and compare the potential of generating new business through one year of traditional outbound cold calling techniques to one year of newer inbound digital prospecting techniques. Given the low barrier of entry for content marketing and rise of social networks to aid in message distribution, I felt confident I could successfully convert my personal business development practice from a traditional to a social enterprise model.

The results of this experiment are compelling. In 2010, I won the national new business award for generating \$320,000 using a traditional cold-calling model. In 2011, I quit cold calling and converted to a social enterprise model. Using digital content marketing and social networks for prospecting, I generated identical bottom line results and earned similar national recognition.

In the following pages, I've outlined the methodology, system design and metrics I used to compare and analyze these two opposing business models.

In wisdom gathered over time I have found that
every experience is a form of exploration.
~ Ansel Adams ~

Purpose

Does social media really work for business? The phone, fax, PowerPoint and email are second nature to us now, but of what value are newer tools like LinkedIn, Twitter, newsletters, blogs and the like?

For all the hype about social media and social business, I wanted to find out if these communication tools can generate sales. In 2011, I decided to test and compare the effectiveness of one year of digital prospecting to one year of cold calling as a lead-generation tool, a business relationship accelerator and measured the ROI. To test this hypothesis, I quit cold calling.

For the last century, the telephone has been the primary tool for business conversation and cultivating relationships. Through this medium, organizations have been able to start and share audible conversations to discover or strengthen existing relationships. While most organizations focus on the telephone as the primary lead-generation tool, it is certainly not the only one available today.

Over the last 20 years, a plethora of new adaptations in communication technology have emerged. Technologies such as desktop publishing, email, mobile devices and social networks have impacted the style and format of our business communication behaviour. Today with the explosion of smartphone connectivity and growth of social networks, the modern salesperson has access to platforms that can scale their voice and dialogue with customers. Salespeople today carry a quiver loaded with the arrows of communication that range from phone to Skype, fax to email, slides to webinars and direct mail to digital newsletters.

The purpose of this experiment was to test and report on the effectiveness of social networks and digital content marketing to generate revenue.

Personally I am very fond of strawberries and cream, but I have found that for some strange reason, fish prefer worms. So when I went fishing, I didn't think about what I wanted. I thought about what they wanted.
I didn't bait the hook with strawberries and cream.

~ Dale Carnegie ~

Why Quit Cold Calling?

From 1998 to the end of 2010, I used cold calling as my primary source of lead generation. Wikipedia defines cold calling as:

“a marketing process of approaching prospective customers or clients, typically via telephone, who were not expecting such an interaction. The word ‘cold’ is used because the person receiving the call is not expecting a call or has not specifically asked to be contacted by a sales person.”

From late 2008 to the end of 2010, my process to track leads evolved. I began recording “Cold Calling Hit Lists” on scrap paper which then morphed into an Excel spreadsheet. I kept track of the client website, the contact name, the phone number, email address, the date I contacted them, the follow-up date and any specific notes from that conversation. I also recorded the offers we discussed and the result of my cold call, i.e., left a message, made an appointment or connected with the decision-maker. By 2010, I also added a column to filter the 300 people I added to my email-marketing newsletter.

Between 2009 and 2010, I recorded the events of 1,311 cold calls on this spreadsheet. I used Excel to filter the results and add up 218 appointments or conversations I had with decision-makers. Taking the appointments and dividing by the total number of cold calls, I can determine that my cold-call-to-appointment ratio is 17%. From various sources I found online, it appears as though a seven to 15% cold-call-to-appointment ratio is typical for any business-to-business (B2B) industry. Thus, my appointment ratio is relatively sound. Of the remaining 1,093 non-appointment events, the majority resulted in voicemail or email messages. With nearly 1,000 messages out there, one might think my phone was ringing off the hook. Sadly, it didn't.

As I learned, the Wikipedia definition of cold calling is correct. Most prospects don't want to be interrupted and therefore rarely call back. According to a recent survey², four of every 10 adults in Alberta, Canada, have registered their home landline for the do not call list. Of the people registered, the majority say the Do Not Call Registry is successful because they get fewer interruptions. It stands to reason then if nearly half of the people in my area don't want to be bothered at home, they won't want to be bothered at work either. Yet, these are the same people I've been trained to interrupt during the day and expect different results.



In spite of the interruptive technique, I felt that keeping record of these calls would help me improve my effort. I tried to increase my success ratios with various cold-calling tactics such as using scripts, smiling while I dialed, standing up while I dialed, doing research on the client before I called, asking for referrals and things of that nature. To be clear, my success rate did translate into dollars. My cold-calling system made a lot of money for the company I worked for, it helped me exceed sales quotas and earned me recognition and awards.

By measuring only the bottom line, the natural conclusion is clear. Cold calling drives sales for millions of businesses all over the world. The general formula for sales success using cold calling has been relatively unchanged since the telephone was invented in 1876:

More Calls = More Sales.

However, when we look closer at those numbers, we notice a second formula that mirrors what I discovered in my own prospecting:

Colossal effort - wasted effort = low productivity.

Let's have another look at my results. Over that two-year period from 2009 to 2010, I spent a significant amount of time making 1,093 calls that generated zero results. If someone were to tell you that 83% of the work you do is fruitless, would you carry on with business as usual?

I have three main reasons for searching for an alternative to cold calling:

1. **Cold calling is a selfish time trap.** It's a tactic that puts my needs at the centre of the client-salesperson relationship. The very act of cold calling decreases my ability to provide exceptional levels of customer service by taking time away from adding value to new or existing relationships.
2. **Cold calling is a low percentage shot.** I've often thought that cold calling as a business development tool is akin to finding a needle in a haystack. As it turns out, it takes 83 hours to find that needle³. Similarly, if I make enough calls, eventually I'll be sure to find someone who is interested in what I'm selling. However, as the saying goes, time is money which means that time is too precious to waste. Despite my hopes, everyone is NOT making their decision to buy my product now.
3. **The emotional impression created through cold calling is generally negative.** Since people buy for emotional reasons⁴, the negative impression I create through cold calling is counter-productive to my end goal. What reaction and emotion do you feel when a telemarketer calls you at night? How about when a product rep cold calls you during your business day? Most people I've talked to hate these calls and are irritated by the caller. This negative gut reaction makes it very easy for a prospect to discredit my position as a premium service provider and devalue my products. With each call I make, I add a negative emotional impression which, over time reflects poorly on my organization's (and my own) reputation.

In the incredible presentation called The Brand Gap⁵, Marty Neumeier paints a picture of successful brands. Marty says, "A brand is a gut feeling about a product, service or organization." I believe this to be true. Think of the world's best brands like Nike, Apple, Google, Starbucks, Intel, Mercedes, Disney and Coke. Their very names generate a largely positive gut or emotional reaction.

I wanted to make a promise to my customers and exceed their expectation to create a remarkable experience. When I did get in front of prospects, I'd often say:

- We work differently
- Our products are unique and special
- We treat clients better

Yet, the way that I went about generating new business wasn't unique, different or special. From my personal experience as a cold-caller, I can tell you my calls were rarely welcome. I consider myself lucky to have only been told to "fuck off" once in five years. I felt that in the minds of most prospects I cold called, the first gut impression I made was unremarkable and easy to ignore. The competition for a prospect's attention is so high that no matter how passionate I was for my

products, the act of cold calling positioned me in the same category as every other irritating telemarketer.

In the book *Purple Cow*, Seth Godin describes that successful brands are ones that are remarkable. Seth explains that remarkable brands aren't just neat or cool, but their uniqueness makes them worth talking about. From a marketing point of view, brands that win have differentiated messages worth sharing. Their uniqueness gets them referrals. They love and are loved by their consumers, and what they do is talked about.

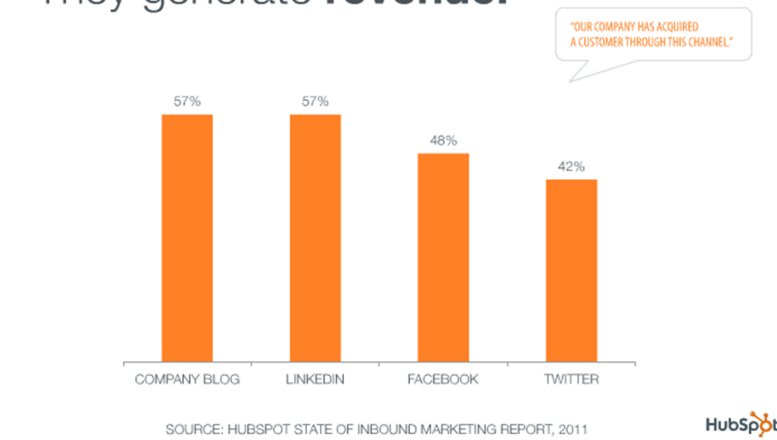
Uniqueness is why my rudimentary Excel spreadsheet CRM system evolved to include an email newsletter. I did this to gain permission to email a large list of prospects with article summaries, industry updates, relevant video links and personal thoughts about the role my products could play in assisting their business. I wanted to add more value to my existing clients and provide reasons for new prospects to choose me over my competition.

In 2010, Hubspot produced a fascinating presentation⁶ that convinced me I could become preferred through content marketing. In this presentation, Hubspot makes several claims that disrupted my normal thought process:

- Stop interrupting and become the thing that consumers are interested in
- There are three types of media:
 - Paid (i.e. traditional media such as radio, TV, print)
 - Earned (i.e. reviews, editorial, word of mouth)
 - Owned (i.e. websites, apps, social presence)
- Marketing budgets are shifting towards earned and owned media to generate inbound leads
- Google is the new Yellow Pages. If Google can't find you, neither will consumers
- The more relevant and up-to-date content you create, the more search engines will find and love you
- Those who blog are more likely to be found and thus generate more inbound leads and sales
- Social media is an effective tool to build trust, reputation, awareness, leads, referrals and sales

This slide from Hubspot was enormously influential to me:

Inbound marketing tactics
don't just generate leads.
They generate **revenue**.



Following this lead-generation strategy outlined by Hubspot, I made several assumptions:

- Given the importance of organic search results in Google, I could outrank my competitors based on producing content of value rather than cold calling to win the share of voice.
- People who shop for the products and services I sell are not different from other consumers. In other words, I assume prospects in my industry rely on the Internet to investigate how the products and services I sell can help their business.
- The number of different topics and keywords for which prospects search can be large, so producing lots of content on various topics is important.
- By writing about my industry and products often, my content could be easily found by prospects.
- If someone searched for "Calgary Radio Advertising," I could be a top three organic search result.
- Studies are meant to be replicated to confirm the validity.
- The Hubspot results could be replicated and serve as my methodology, i.e., blog, LinkedIn, Facebook and Twitter.
- If Hubspot is correct, I stand to gain more than my fair share of leads and business, while at the same time change the game of prospecting in my industry.

The explosion of business communication tools, coupled with a low barrier of entry to produce and distribute multi-media content, was an attractive opportunity. I was determined to devise a strategy that solved a number of riddles.

- How do my actions support the promises I make to customers?
- How can I be more efficient at generating leads?
- How do I add more value to my business community?
- What do I need to do to earn referrals?
- What do I need to do to position myself as a thought leader in my industry?
- Can I generate business without making a cold call?

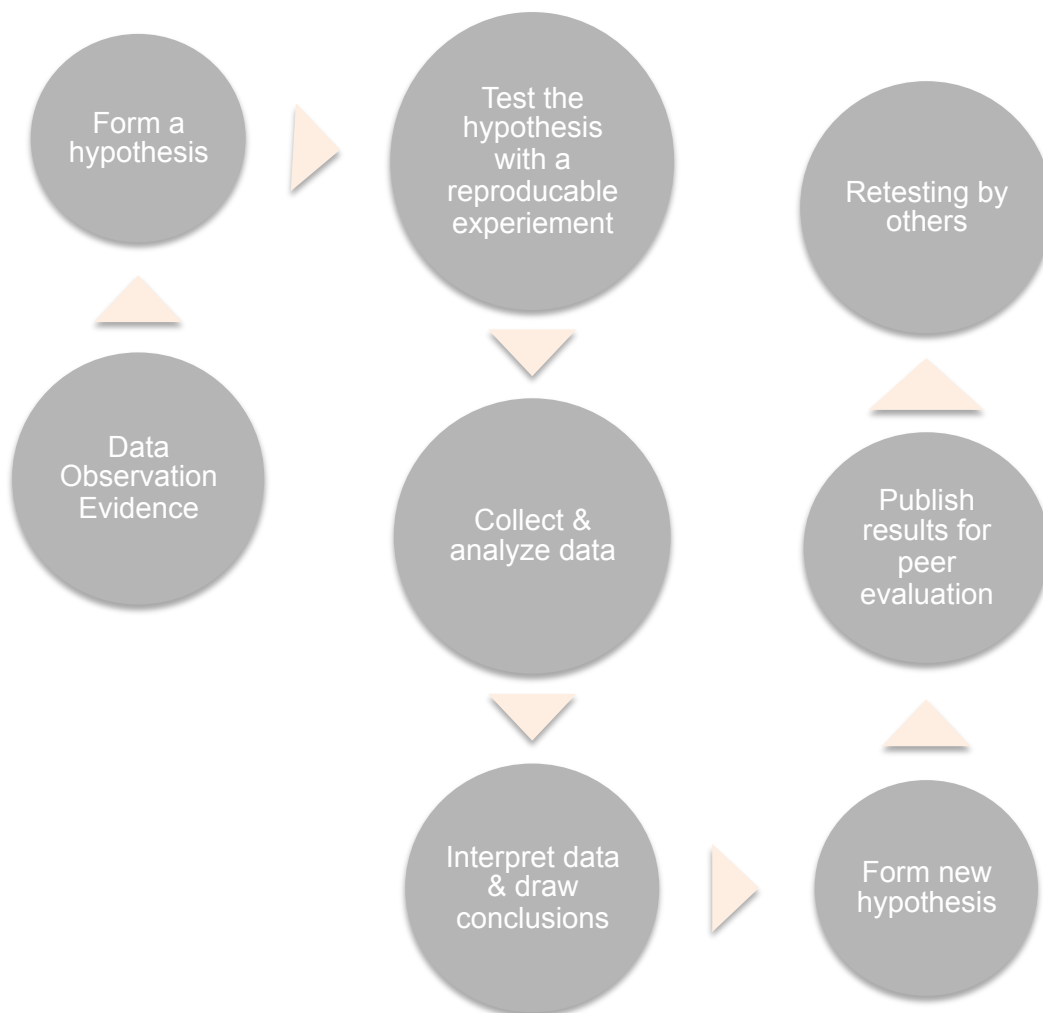
Surely, I thought, there must be a better way than cold calling to solve these riddles. The following pages contain the methodology, results and insights from my experiment.

The point of an experiment is not to arrive at a predetermined end point, to prove or disprove anything, but to deliver a poem that reveals much about the process taken.
~ John Barton ~

Hypothesis

Social media can be used to generate business. More specifically, by adding value through creating digital content and distribution through social networks, I can continue to lead my team in new business development, become a resource to my clients, earn referrals, drive inbound leads, position myself and my company as industry thought leaders and ultimately drive sales without making a single cold call.

Methodology



1. Retroactively reflect on the records and results from a primarily cold call-based business development strategy in 2010.
2. In 2011, quit cold calling and develop a digital prospecting strategy.
 - a. This strategy involved building a digital ecosystem to attract, connect and convert local business decision-makers. More Content Marketing/Relationship Development
 - i. Post original content weekly to my blog
 - ii. Participate in the larger marketing community, i.e., leave comments on industry-related digital articles
 - iii. Write a monthly newsletter with original content and promote three of the most relevant articles from my past month's blog articles
 - iv. Attend local events in the marketing community and give presentations when possible
 - b. Content Distribution
 - i. Increase my engagement with local businesses and influencers on Twitter
 - ii. Increase my engagement with local business and groups on LinkedIn
 - iii. Create a Facebook page
 - iv. Connect my blog feed to my Facebook page and my LinkedIn profile
 - v. Post relevant content in the form of presentations to Slideshare
 - vi. Curate and share content across all platforms
 - c. Conversion
 - i. Add a conversion tool to my blog, i.e., newsletter signup
 - ii. Ask readers of my newsletters to perform a specific action, i.e., email me for more information
 - iii. Invite readers and social connections to have marketing strategy conversations in person or over the phone
 - d. Measure of Success
 - i. Amount and volume of new business revenue acquired in one year

The world is changing. Big will not beat small anymore.
It will be the fast beating the slow.
~ Rupert Murdoch ~

Results

In short, it worked.

In 2010, I won the national new business award for the second time in my career. I achieved this with a cold calling-based business development strategy. I recorded approximately 655 cold calls. In terms of calls per day, I worked approximately 235 days that year which means I made an average of approximately three cold calls every work day.

The new clients with whom I worked came from one of three lead categories:

1. **Passed on to me through my manager.** These leads are systematically and equally shared among all reps in my office, which eliminates any bias.
2. **From people with whom I'd built a relationship over the years.** I may have initially met this group of people through cold calling but my records make it hard to identify the original source of contact. Over time, I had either kept in touch with this group through my newsletters, meetings or social events. In any case, this second source of leads had not bought anything from me in the previous 12 months.
3. **New business leads I cold called.**

At the end of the year, I had more new business than any other rep in my office. I built relationships with 44 new clients that resulted in more than \$243,000 in business. Unfortunately, our company switched to new sales reporting software starting in Q2 2010 so this new business amount is under-reported and accurate data is unavailable to me. However, if I were to average the amount of new business by quarter and multiply that by the four quarters in the year, the estimated annual total of new business is \$318,000. On an individual basis, the new client value ranged from \$360 to \$75,000 and the average value is \$7,227. Rounding up, my closing percentage⁷ was 7%.

In 2011, I made a commitment to make zero cold calls in favor of digital prospecting. My goal was simple: win business by earning a space on a prospect's Mindshelf⁸ so when *they* decided it was time to buy my product, I became the preferred choice in their consideration set⁹.

To achieve these results, I created a digital ecosystem designed to earn the trust of prospects, create a positive gut reaction, nurture relationships and ultimately convert digital traffic into real prospects. In late 2011, Google published their findings about this exact type of inbound lead system and called it the Zero Moment of Truth¹⁰.

In 2011, new clients with whom I worked also came from three sources. The number of leads passed along to me by my manager followed the same pattern as 2010. Our manager hands them out like a dealer with cards; that is, the leads were equally and orderly distributed. The second source of leads was from previous relationships. Again, these clients only counted as new business if they hadn't bought product from our company in the previous 12 months. The last source of leads changed dramatically. The outbound cold-calling tactic was replaced entirely by what I call digital prospecting.

At the end of 2011, I again earned more new business than any other rep in my office. It should be noted I took six weeks off between June and July of 2011 for paternity leave. While I didn't win the national new business award for 2011, I was nominated and recognized on a national platform in front of all my peers. I formed relationships with 35 new clients, which generated more than \$320,000 in new business. On a team of 10, my personal new business contribution accounted for 23% of the team's total. The new client value ranged from \$520 to \$75,000 and the average value of each client \$9,142. I achieved this without cold calling.

There will always, one can assume, be need for some selling. But the aim of marketing is to make selling superfluous. The aim of marketing is to know and understand the customer so well that the product or service fits him and sells itself.

~ *Peter Drucker* ~

Analysis

In her book *Media: from Chaos to Clarity*, Judy Unger Franks talks about the big picture in marketing. Regardless of the medium, Judy says the key to harnessing the power of new media is through focusing on the relationship between content, consumers and channels.

The digital ecosystem I outlined in the methodology section focused on the relationship between content, consumers and channels (3Cs). The ecosystem can be visually depicted by the diagram below and is meant to show the relationship between the 3Cs. There is an inverse relationship in this chart. As you move from the small circles to the large, the number of potential viewers to my content grows exponentially at each level. At the same time, the quality of each relationship becomes weaker at each expanded level.

My goal was to curate, create and share compelling and intelligent content to pull prospects toward me through the ecosystem. As the prospects got closer to the centre, I felt our business relationship became stronger which increased their likelihood of conversion from passive viewer to an interested buyer.



Ecosystem of Influence

Email Newsletters

At the core of my strategy were my newsletter readers. All of my existing customers use email to communicate. The widespread adoption of this communication platform and its mobile accessibility from smartphones were important reasons for focusing on email in my overall marketing strategy.

I considered the people on my newsletter list the prospects closest to buying my product. Of the 300 people to whom I sent newsletters, approximately 80 consistently read them. I often got feedback from this group thanking me for my ideas and insights. A number of readers *called me* (inbound lead) to discuss my topics. I don't have that exact number of leads it generated. However, I can confirm that as the months went on and my content built up, the frequency of inbound leads increased.

Newsletters were instrumental in several areas. They helped remove barriers to decision-makers, positioned me as a thought leader in my field, leveled the balance of power between buyer and seller, and helped me earn face time with prospects.

I used a free email marketing service called MailChimp to distribute monthly newsletters. MailChimp and email marketing programs like it have two major benefits over regular email.

First, the service sends out emails in batches so my email isn't flagged as spam. This is the reason I initially investigated email-marketing systems. In years previous, I blind copied this list of 300-plus people directly from Outlook and noticed some client firewalls were blocking my messages.

Second, I learned MailChimp is built with an amazing set of marketing tools that run in the background. MailChimp gave me the ability to A/B test¹¹ subject lines and delivery times. I can track open and click-through rates (CTR). I can see who opened the newsletter and check daily to see if any new people read my thoughts. As the year wore on, I began to use these analytics to pinpoint optimal times to reach out and initiate dialogue with prospects.

In total, I published seven newsletters over 12 months. Each newsletter I created was based on conversations I had with clients in the past month. I focused the main body of the newsletter on one topic and created teasers at the bottom of the page that linked to other blog posts on my site that seemed relevant. This way I was assured the content was always fresh. My open rate was 22%, higher than the industry average of 14%. On the other hand, my CTR (or call to action) was 1.5%, which is lower than the industry standard¹² at 2.9%.

Over the year, the number of subscribers to my newsletter declined. Several people unsubscribed from my email each time I sent one out. MailChimp is great for automating this part of list management. I no longer had to scan through 300-plus email addresses in a BCC Outlook bar to find the people who wanted to be removed. I'd read enough from other sources to know shrinking lists are common in the initial stages of database development.

In fact, I considered a shrinking database a good thing. I am not interested in writing newsletters for 300 people who don't read them. I'm interested in the 80 who do. My idea was to keep writing for those 80 people and theorized that eventually my readership would grow with other like-minded people. The authors of a book *The Cluetrain Manifesto*¹³ confirmed this idea for me. In their book, one of the authors described his experience with newsletters:

"I developed an alter-ego named RageBoy®, a seriously maladjusted mental case and towering egomaniac with an advanced case of Tourette's syndrome. And my readers loved it."

"Well ... the ones who stayed loved it. Many went screaming for the nearest exit. RageBoy at full throttle is not everyone's cup of tea, to be sure. But the ones who stayed are an interesting lot. Some are programmers, teachers, artists, writers, full-time parents. Others have titles like Director of Public Relations, VP Marketing, Chief Information Officer and CEO. And the companies they come from read like the Fortune 500 list. The readership is not, as you might suspect, drawn from some dangerously misanthropic idiot fringe. The audience is regular people, mostly business people. And as the THX ads say: the audience is listening."

Eventually my list did grow. Recently, I wrote a blog post¹⁴ discussing transmedia, content marketing and the future of advertising. In 48 hours, this single article drew 531 unique visitors from around the world to my site and generated more than a dozen new newsletter subscribers in one week. Nine months later, I continue to gain newsletter subscribers because of this single blog post. I'm confident now that as my online blog presence grows, my newsletters subscriptions will also grow.

Blogging

The second circle of my digital ecosystem is my blog¹⁵. Short for 'web log,' a blog is an online journal that allows me to create and archive personal thoughts on marketing, advertising and sales. I use my blog for three core purposes:

1. Organize my thoughts
2. Develop my voice
3. Draw a wider group of prospects in the broader sales and marketing field closer to me

I use WordPress¹⁶ for my content management system as it provides a great solution to easily design and manage a website that could be optimized for search engines (SEO). The simplicity of the blog template and backend navigation allowed me to frequently update information relevant to my customers and prospects.

My original commitment was to write weekly. By the end of the year, I published 66 articles. At the beginning of the year, I created a specific client persona using an empathy map¹⁷ to paint a picture of the type of client with whom I'd like to work. My ideal client was an intelligent, forward-thinking, marketing and

advertising decision-maker who is time starved, resource depleted and wants to spend their marketing budget with people who build partnerships. Each time I wrote an article, I considered this person. It helped me develop the style and tone of my prose.

I began by writing a list of frequently asked questions. I then researched the topics and posted answers to these questions in the form of articles on my blog. I hoped that I eventually would have content strong enough to place me on the first page of organic search results when someone typed in “Calgary radio advertising.” I’ve since learned of fantastic free resources like Google Trends¹⁸ and Think With Google¹⁹ that will help me in the future. Utilizing these tools properly will improve keyword and content optimization and help to raise my digital profile in search results.

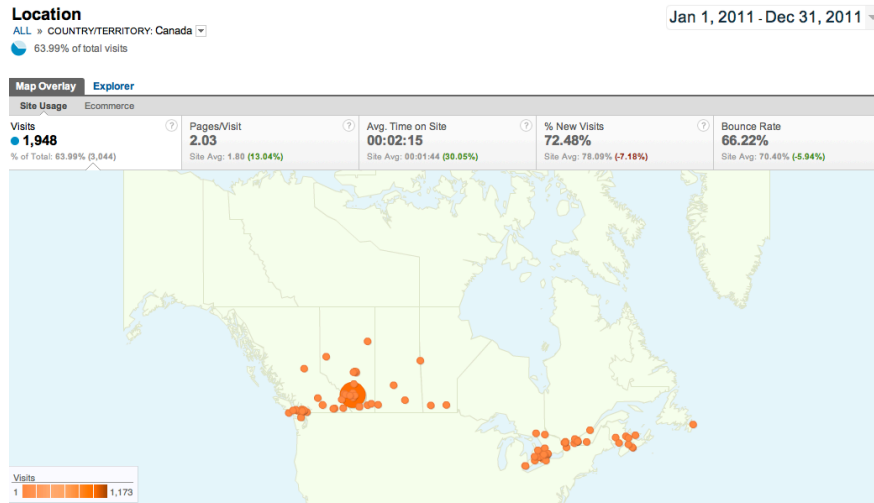
At the time of writing, at least one of my blog posts offering advice for first-time radio buyers appears in the top three search results on Google, Yahoo and Bing. Interestingly, my content has displaced all of the national corporations who own radio stations in Calgary. In other words, when it comes to radio advertising and marketing in Calgary, Google views my content as more credible and trustworthy for would-be advertisers than the radio stations themselves.

In marketing, it has been said sales are proportional to awareness. Blogging helped increase the level of awareness of my company, my ability to help customers and the products I sell. Between January 1 and December 31 in 2011, my blog attracted 3,044 visitors, an average of 253 per month and of these people, 79% were new. The average bounce rate was 70% - meaning that seven of 10 people didn’t find what they came to look for but three of 10 did. Avinash Kaushik, Digital Marketing Evangelist for Google, calls bounce rate the sexiest metric and defines a high bounce rate as *I came, I puked, I left*. Using Google Analytics as my guide, I’ve been learning how to tweak my content to improve my bounce rate, create better content and thus increase the number of visitors who visit and stay on my site.

By the end of the year, the top five pages on my site were:

1. Calgary Radio Advertising Checklist
2. About Marc
3. Marc’s photography pages
4. A glossary of the most common marketing terms
5. Summary of how anybody can get more out of LinkedIn

The following screenshot comes from my Google Analytics account:



The large circle around Calgary represents the largest density of digital activity. My blog has a local appeal I believe reaches the right people. A total of 64% of my traffic came from Canada and the vast majority came from Calgary. The readers in my local area around Calgary accounted for 38% of my total visits. My content was localized and more relevant to marketers in Calgary. This is reflected in an improvement of the site bounce rate: nearly four of 10 visitors from Calgary stayed on my blog.

Mobile devices, mainly an iPhone or iPad, accounted for 9% of all visits. This mobile viewing usage is significantly high enough to me that I made sure my blog was optimized for a mobile viewing experience.

Lastly, during 2011 at least two of my blog posts were re-published by Zite²⁰; a personalized magazine for the iPhone and iPad recently acquired by CNN. During those times, I noticed a significant spike of readers to my blog. Zite and other programs like it are becoming the digital equivalents to the Associated Press, curators of quality content. These types of programs put my content in the hands of a worldwide audience.

Social Networks

In summer of 2010, I attended a one-day conference called The Art of Marketing. Unknown to me at the time, the speakers in attendance were some of the world's heavyweights of the new world of marketing. Mitch Joel, Gary Vaynerchuk, Sir Ken Robinson, Sally Hogshead, Max Lenderman and Chip Heath all gave moving presentations.

I can honestly say that day changed my life. It was June 14, 2010, when I decided I could use social networks as a way to build relationships and grow my business. In the beginning, I had no idea what I could possibly say that would be of any interest. Unsure of my own voice, I began by curating content.

By January 2011, I committed 100% to building my social networks as a way to distribute and broadcast my own content. I'd also committed to shift my production from curation and voyeurism to creation and engagement. This meant

I would need to write about, talk to and get involved with my own business community.

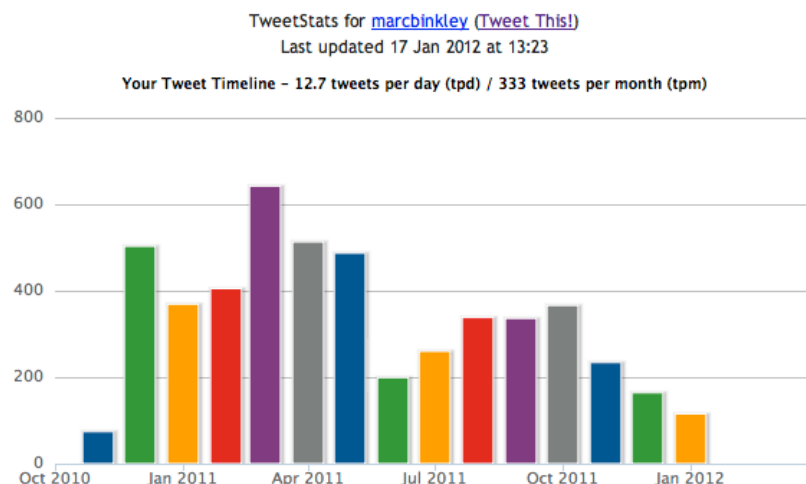
I began attending local social media marketing events such as Meetups²¹, Tweetups²² and Third Tuesday YYC²³. These events were critical in helping me get to know local thought leaders and business professionals.

Twitter

Twitter is a microblogging social network that allows users to share ideas in 140 characters or less. Over the last three years, Twitter adoption²⁴ by Canadians has grown from less than 1% in 2009 to 20% in 2012.

Twitter became my main social network. I was drawn by the simplicity of the product and felt comfortable with the time commitment required to learn it. I linked my Tweets to both Facebook and LinkedIn so when I posted something to Twitter, each 140-character message was automatically redistributed to my followers on the other two networks. At the beginning of 2011, I had 420 Twitter followers and ended the year at 1,425. I made approximately 4,600 Tweets or nearly 13 per day. (NB – The dip in June can be attributed to my paternity leave and the limited Internet access during that time.)

As I've come to learn, a brand can be built in 140 characters or less. This is not unprecedented as traffic tag sponsorships in radio are often 10-20 words long. Much like a traditional advertising campaign, frequency and consistency are two of the building blocks for branding on social networks. Over the year, I consistently posted an average of 13 tweets per day. Exactly the same way that a TV viewer doesn't see every commercial, none of my followers would see every tweet I post. However, on a day-to-day basis, I maintained a significant presence to remain top of mind.



According to Klout, I've become a specialist in my field of media communication. By the end of 2011, the five topics on which I was most influential were Marketing, Advertising, Calgary, Business and Social Media.

Facebook

Facebook is the world's largest social network and recently reached the one billion user milestone. In Canada, nearly nine of 10 of us have a Facebook profile. I joined Facebook for personal use in 2007, using it as a way to keep in touch with friends.

In 2010, I connected my Twitter feed to my personal Facebook timeline. After a few months of sending an average of 13 tweets per day to my Facebook profile, friends began commenting with a negative connotation "you're all over my Facebook wall" and "you sure post a lot of stuff, eh". Feedback like this made me reflect on the relevance of my business messages to my audience of friends on Facebook. I didn't lose any Facebook friends over this, but I also don't know how many people turned off my updates.

In early 2011, I decided to disconnect my Twitter updates from Facebook for two reasons. First, while I felt my friends could provide referrals, I didn't want to irritate them with dozens of marketing-related content pieces every day. Second, a Twitter message has its own code such as hashtags, @replies and (at the time) short photo-free messages. I rationalized that coded tweets are not as engaging or appealing to Facebook users as a native image rich post. For these reasons, I disconnected the automated update between the Twitter and my personal Facebook timeline.

I've since learned of a new app that could help message my Facebook friends with selective Tweets from Twitter. SelectiveTwitter²⁸ is a Facebook app that allows Twitter users to selectively push their Twitter messages to Facebook when the #fb hashtag is added to a tweet. I've added this app to my Facebook account and have begun using it to selectively forward interesting content from Twitter to my Facebook friends.

I built a business page under Marc Binkley Marketing. Using Facebook apps I was able to connect my YouTube channel and blog to my Facebook business page. Every time I write a new blog post, like or favourite a video, everyone that liked my page would be notified of my new update. With the limited time I had, I relied on automating the cross-platform content sharing and hoped that these automated updates would attract more likes and more audience. In addition, I bought and created several Facebook ad campaigns to try and draw more convert attention to Likes for my business page.

I intended to spend more time on Facebook than I did. However, I couldn't find enough time to commit and make it grow. As the year went on, I felt more and more like this particular social network wasn't the right place for building my business. I viewed Facebook as a place to socialize with my friends rather than ask them for business. Given my fear of spamming my friends and the limited time I had between my regular job duties and creating content, I decided to limit

my exposure on Facebook. The business page I created gained very little traction because I didn't focus time and energy on it.

LinkedIn

LinkedIn is considered THE social network for business professionals. I found the vast majority of prospects and customers had a LinkedIn profile. I used these profiles to research prospects and network in professional groups. At the beginning of 2011, I had approximately 150 business connections on LinkedIn. By the end of 2011, I had more than 500. I built this network by connecting online with people as I met offline or those with whom I engaged in groups or other online networks.

LinkedIn has become my digital business card holder and serves as a platform for me to update business connections and vice versa. Every person to whom I'm connected is notified of all of my updates on their home feed. In a similar fashion to Facebook, I connected my Twitter feed to LinkedIn so that every time I send out a tweet, that message shows up on the LinkedIn news wall of my connections. LinkedIn engineers have made some recent changes to the platform that affect connecting tweets. It is no longer possible to have all tweets automatically post to my LinkedIn connections. Instead, I use the selective tweets app to pass messages from Twitter to LinkedIn and also create native LinkedIn posts I then share to Twitter.

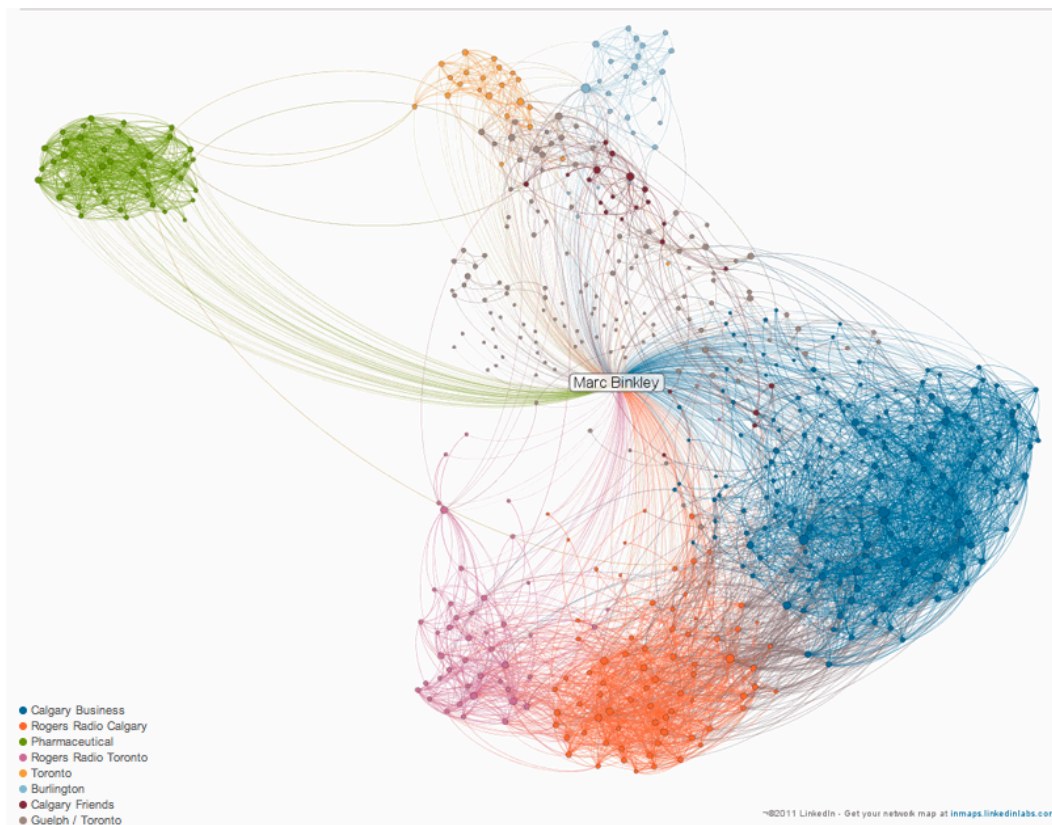
The aforementioned Klout and Tweetstats tell me that each day I send nearly 13 updates, tips, tidbits to my LinkedIn connections centred around advertising, marketing, social media and Calgary business. This tactic of connecting my Twitter feed to LinkedIn definitely helped raise my profile and level of awareness and positioned me as a thought leader in my industry.

The impact of this strategy became abundantly clear to me in January 2012. My company had its annual Canadian sales meeting with more than 230 sales reps and managers in attendance. Every day of that conference, a colleague from various points across the country approached me to chat about my LinkedIn activity. Each one offered flattering comments and expressed curiosity to know more about the very topics I share and the tactics I employed to generate business. I learned of at least one team that was so impressed by my publications they had a staff meeting to discuss how they could implement a similar program in their local office. In the eyes of many colleagues, I'd become an expert on marketing.

LinkedIn offers some unique ways to create discussion among the users. LinkedIn Groups became a core element to my network expansion strategy. Over the year, I joined 35 groups that focus their discussions around sales, marketing, and business development and leadership. Eleven of the groups, including my own Calgary Radio Group, are focused on sales and marketing conversations specifically for the Calgary area. Incidentally, when I search Calgary Radio Advertising on Google, the group I created is often the top result.

I scan these groups weekly for interesting conversations and participate in the discussion where I feel I can add some value. These 11 groups expose my profile photo and an idea to more than 16,000 business and marketing-minded people (a.k.a. potential prospects) in Calgary. The more I communicate and comment in the groups, the more I become recognized by the local business community. The more value I can add, the more influence I have on local, topical business conversations from week to week.

LinkedIn provides a service called InMaps²⁹, which allows anyone to create a visual map of their online connections. The image below visualizes how my connections are related.



I found it challenging to categorize some of the clusters of connections so I labeled each main cluster based on where I met that group of people. The key at bottom left defines each colour label. The live online version of InMaps is interactive which allows me to zoom in and out of each area and see the details of the individual that each dot represents. The size of the dot is relative to the level of influence each person has within my own a network. This interactive map helps me identify what Malcolm Gladwell calls the Mavens, Connectors and Salesmen³⁰ of my network who can help me with referrals into new areas for business development.

SlideShare

SlideShare is a social network based on sharing information through presentations. I used this network as a place to discover and publicly store my ideas in a visual form. SlideShare became my library for presentations, workbooks, case studies, research results and feature packages that clients or prospects could download. I connected my SlideShare uploads to my LinkedIn profile through one of the LinkedIn apps³¹ so that all of my presentations were visible to anyone who looked on my LinkedIn profile.

SlideShare gave me the ability to add content to my LinkedIn profile and blog. When I create presentations, I am able to store them on SlideShare. Once the file is stored, I am able to then embed it as an object in blog posts or feature it on my LinkedIn profile through the SlideShare app. I believe this network holds much larger potential to capitalize on. As with any presentation, marrying images to words can be a powerful combination to generate ideas and discussion.

This year, I will make a point of creating more presentations and workbook style marketing content. I will publish these presentations on my blog and distribute the post with my existing social networks on Twitter, Facebook and LinkedIn. I also intend to use the Zipcast feature which combines slides, video and chat as well as explore the opportunity to generate leads available with the paid service.

YouTube

According to the latest recent research³², video makes up 51% of all Internet traffic and is projected to account for more than 55% of that traffic by 2016. In addition, consumers between the ages 18 and 34 reportedly watch nearly 50% more video online than they do on TV³³. As Gen X and Y ages, online video will become more important for distributing product information and value propositions to clients and prospects.

Every brand, including corporate and personal, have a titanic opportunity to expand reputation, knowledge and value through video content. Video is powerful because of its unique ability to communicate complex ideas efficiently through the merger of images and words. Through online video, brands have a new affordable way to create compelling value added messages for their consumers researching and shopping online.

YouTube allows every user to create his own channel. I created my own YouTube channel³⁴ to showcase and archive videos related to ideas, innovation, marketing branding and sales. I put these videos into playlists and feature a number of these playlists on the homepage of my channel.

Most of the videos on my channel are from other people and span topics that range from Transmedia Storytelling to Business Common Sense and Tips on Analytics. In a distribution process similar to newsprint, anyone with a Google account can then subscribe to my channel and be updated when I upload new video.

To remain relevant to my prospects, I feel the need to begin creating my own video content and archiving it on YouTube. Once archived, I'll be able to embed my personal video on my website or blog pages which will improve the visitor's experience.

External Industry-Related Communities

I've made a habit of doing a lot of research about my industry and consequently consume a lot of content. I use mobile apps like Zite and Pulse to have my "news" delivered to me at my bedside table. As a result, it's common for me to read 10 articles before I get out of bed in the morning.

I scour the Internet for thought leaders, interesting ideas, opinions and general knowledge related to marketing. Many of the people I've come to respect are bloggers on the AdAge Power 150³⁵ list of most influential marketing blogs in the world. To be on this list, most authors would have thousands or 10s of thousands of visitors per month. Consequently, their sites host a lot of discussion on topics related to my industry.

I often leave my two-cent opinion in the comment section of these blogs. Rather than say, "nice post, I agree," I try to add new perspective to the conversation in one or two paragraphs. Leaving comments on these sites accomplishes three goals:

1. My comments serve as proof I'm highly engaged and interested in my industry.
2. Each comment can leave a link back to my blog and a lasting impression on that topic which can be viewed by industry peers.
3. My comments often spark an idea for another post on my own blog which creates more content ideas to help me serve my growing community of readers.

Engaging with external industry-related communities was an important element in developing this ecosystem. The act of engagement and attempting to understand how others think helps me to grow as a person. In sales and marketing terms, these communities open my mind to new ideas, new possibilities and expose me to new ways to communicate with customers. External industry-related communities may seem superfluous, but they were a key part of my inspiration and motivation.

I skate to where the puck is going to be, not where it has been.
~ Wayne Gretzky ~

Conclusion and Recommendations

The importance of the Internet for consumer's to learn, shop and compare products and services is indisputable. Communicating through social media can help brands become preferred by customers, stand out from competition and generate revenue. Every organization that lists a computer, smartphone and people as an asset should now consider themselves a multi-media production company capable of creating their own audience and inbound leads.

For organizations that would like to use social media to develop an inbound lead-generation system, I have nine recommendations:

1. Develop a social media policy and mantra.
 - Create a simple set of ground rules for employees to follow so that they know what is expected of them on social platforms.
 - Make this policy easy to find and update it once per year.
 - Since policies are generally long and often forgettable, a mantra can be a practical tool to guide how employees respond in the always on, real-time world of social media.
 - A mantra is an image, sound or a few words that are memorable and helps employees know why an organization exists.
2. Prepare for a bad day.
 - Control comes from how a company responds to adversity and threats.
 - Case studies from other social media mishaps can serve as learning tools to develop a crisis management plan for any organization. Search Google to find one
 - Fire drills help define leadership responsibilities and inform staff of where to go and what to do in the event of an emergency. Simulate a social media event once per year then evaluate and review how well the team responds to the event.
3. Encourage experimentation and shared learning.
 - The fundamental difference between social and traditional media is the form of communication. By design, traditional media is a monologue. Social media is a dialogue. This seemingly simple difference has profound effects on what works to earn and keep the attention of a customer.
 - Starting a public dialogue to serve customers and build an audience is important, but not easy. A culture that encourages

experimentation and shared learning can speed the learning process as they shift culture from one of speaking to listening.

4. Use empathy maps to deepen customer understanding.

- The ability to understand a customer is crucial to business and social media success. Unlike traditional media, the content used to attract an audience comes from within the organization. Knowing what the customer hears, sees, thinks, feels and says will help better serve them.

5. Prioritize utility over network.

- Relevant content is more important to a consumer than the social network they find it on.
- Relevant digital content is also known as a social object³⁶. A social object can be defined as the reason a client or prospect is speaking to one business and not its competitor. Examples of social objects are videos, articles or podcasts. These can be created and used by sales people to improve their own buyer's experience.
- Remember that customers have different learning styles and are driven to buy through emotion. Stories about products and services are powerful emotional vehicles and can be formatted to fit visual, auditory, linguistic and social learning styles.

6. Collaborate.

- Social media is not free. It costs time and activates numerous skill sets such as photography, journalism, web design, analytics, SEO, marketing and sales to consistently delight customers with branded content.
- Share the responsibilities for creating and producing content so as to develop new skill sets within employees and lighten the total workload for individuals.

7. Be Consistent.

- Imagine a TV station that occasionally airs shows or a radio station that is offair more than onair. What size of audience would these kinds of stations maintain?
- Every business can attract its own audience using websites and social media channels. The more consistently they post relevant content for customers, the more loyal the audience and the quicker it grows.
- Blogging every day is not necessary, but blogging once a month isn't going to attract a consistent audience.

8. Space calls to action.

- A call to action is similar to commercials in traditional media. When a company runs an ad in traditional media, their commercial is the smallest portion of content being delivered to the audience. In general, the station's regular programming is what draws the large audience. In other words, the audience isn't listening or watching because they want to see the ads, they are there to see the show, listen to music or read the articles.
- An audience won't mind a call to action once in a while when it's used like a commercial; interspersed between valuable and relevant content. Running ads over and over again is a sure way to alienate an organization's audience. An ad is about the company's needs. Space these over time between relevant content that addresses the audience's needs.

9. Measure performance.

- Data is abundant with digital media and each platform has its own data set. However, data is not information. It's easy to get seduced by Likes, followers and other "shiny metal" metrics.
- Measure performance of social media against the same organizational goals that all other media are measure against.
- By aligning the use of social platforms to your organizational goals, a company will be able to measure the contribution social media makes to its organizational objectives.

It's been my experience in the B2B sales and marketing environment that social media is an excellent tool to create credibility, sell ideas, shorten the sales cycle and accelerate customer relationships.

It is not the strongest of the species that survive, nor the most intelligent,
but the one most responsive to change.

~ Charles Darwin ~

Discussion

From years of study in science, I've learned that one piece of research, such as this paper, cannot prove any hypothesis. At best, the scientific method I've applied here can either reject or support my hypothesis. If the study is repeated enough times by others with similar outcomes, then we can say with more confidence the hypothesis is likely correct.

And there are others. WineLibraryTV³⁷, Ecycler.com³⁸, Naked Pizza³⁹, Hubspot⁴⁰ and Butter Lane Cupcakes⁴¹ all have demonstrated financial success using digital social communication tools to generate leads, create brands and drive revenue. This is by no means a complete list, but each of these organizations has contributed evidence to support the social enterprise business model.

In my experience, the social enterprise model inherently creates several favourable employee adaptations compared to the old industrialized model characterized by cold calling. In general, I found I was a better employee under this social enterprise model. I was more engaged in my work, happier about coming to work and more excited about the kind of work I was doing. I felt more educated about my industry, was a better advocate for my employer's products and felt more connected to the big picture of our corporate objectives. For these reasons, I believe the social business model will eventually become the new norm.

As social networks gain traction for business communication, a number of questions will inevitably need to be answered. During my personal experience, I encountered several interesting topics worthy of more discussion. The following page outlines the three major themes that deserve further investigation. These themes can be categorized as branding, performance measurement and employee motivation.

Please join me in this conversation on LinkedIn through my [Integrated Media Group](#)⁴². I've started a discussion there that I hope will advance our global understanding of the benefits and potential pitfalls of the social enterprise and how we might use it to improve organizational performance.

1. Branding:

Salespeople often make the first impression with customers. In this first meeting and in every exchange thereafter, the salesperson's individual reputation has a tremendous impact on the public perception of a corporate brand. Now that many of these first impressions can be made through online channels, two new questions surface

- How could your organization leverage the effort and energy of employees to make a positive contribution to the organization's overall brand?
- How could your organization mitigate risk associated with a permanent and public digital profile?

2. Performance Measurement:

'What gets measured gets done' is a common mantra for many organizations. The old industrialized model of prospecting measures the volume of outbound calls and initial appointments as core drivers for business. Given the shift from outbound effort to inbound leads associated with the social enterprise model, these types of metrics may not be as predictive of performance as traditional Key Performance Indicators (KPIs). At least two sources cite alternative metrics for better performance. Cal Harrison's Balanced Scorecard approach⁴³ and Jim Collins' Hedgehog Effect⁴⁴ share many commonalities that focus organizations on more efficient and predictive success metrics.

- What KPIs should your organization create to predictably measure outcomes and align strategy with behavior?

3. Employee Motivation:

In my own experience, implementing a social enterprise model led to increased motivation and lifted my morale because it challenged me to become an expert in my domain. A growing body of evidence⁴⁵ suggests management systems that facilitate intrinsic motivation (autonomy, sense of purpose and mastery of topic) are more powerful than the older "if-then", carrot and stick systems which use extrinsic motivation (rewards and punishments). In either case, motivation has a direct impact on employee performance and bottom line results.

- How might your organization lift morale and inspire employees using a social enterprise business model?
- How might you integrate socially based KPIs in your employee reward system?
- How might your organization benefit from a collaborative, open source, knowledge center?

It's not what you look at that matters, it's what you see.
~ Henry David Thoreau ~

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Ernest Barbaric for giving me a shot
Mark Rogers for prototyping the model

Endnotes

- ¹ The scientific method is a system to investigate theories and acquire new knowledge, http://en.wikipedia.org/wiki/Scientific_method
- ² Results from Canada's Do Not Call List survey, <http://www.mria-arim.ca/NEWS/PDF/2011-DNCL-04-14.pdf>
- ³ Jim Moran was a famous publicist who found a needle in a haystack, let go a bull in a china shop and sold a refrigerator to an Inuit, <http://blog.modernmechanix.com/madman-moran-screwball-promoter/>
- ⁴ 95% of consumer influence is through the unconscious or emotional brain, only 5% is attributed to the conscious or logical part of the brain, <http://mma6.v4vmedia.com/Courses/6BrandManagement/ebooks/How%20customers%20think.pdf>
- ⁵ Mary Neumeier has written several fantastic books on marketing and branding. The Brand Gap is one of his best, <http://www.slideshare.net/coolstuff/the-brand-gap>
- ⁶ Results from Canada's Do Not Call List survey, <http://www.mria-arim.ca/NEWS/PDF/2011-DNCL-04-14.pdf>
- ⁷ Jim Moran was a famous publicist who found a needle in a haystack, let go a bull in a china shop and sold a refrigerator to an Inuit, <http://blog.modernmechanix.com/madman-moran-screwball-promoter/>
- ⁸ 95% of consumer influence is through the unconscious or emotional brain, only 5% is attributed to the conscious or logical part of the brain, <http://mma6.v4vmedia.com/Courses/6BrandManagement/ebooks/How%20customers%20think.pdf>
- ⁹ Mary Neumeier has written several fantastic books on marketing and branding. The Brand Gap is one of his best, <http://www.slideshare.net/coolstuff/the-brand-gap>
- ¹⁰ The power and potential of inbound leads, <http://www.slideshare.net/HubSpot/marketing-charts-graphsdataapril2010slideshare>
- ¹¹ Closing percentage calculation = $[(\# \text{ of new clients} / \# \text{ of cold calls}) * 100]$
- ¹² Mindshelf concept was conceived by Ross Smith, one of the worlds leading Brand Strategists, <http://www.mindshelf.com/>
- ¹³ Consideration Set is the position of top brand choices after a prospect has been triggered to start their product research and investigation, http://www.mckinseyquarterly.com/The_consumer_decision_journey_2373
- ¹⁴ Google has defined this new phase of consumer evaluation and conversion as the zero moment of truth, <http://www.zeromomentoftruth.com/>
- ¹⁵ A/B testing is a technique to compare the effectiveness of one variable against another, http://en.wikipedia.org/wiki/A/B_testing
- ¹⁶ Link to industry standard open rates of email marketing, <http://goo.gl/FsWyY>
- ¹⁷ One of the most influential books I've ever read is available for free in its entirety online, <http://www.cluetrain.com/>
- ¹⁸ Marc's most popular blog post to date. Over 500 people visited my site in 24 hours after posting this, <http://blog.marcbinkley.ca/transmedia-storytelling-and-content-marketing/>
- ¹⁹ My own personal blog site, <http://blog.marcbinkley.ca/>
- ²⁰ In my opinion, the best free online blogging software and templates, <http://wordpress.org/>
- ²¹ To understand your ideal customers try using this empathy map tool, <http://samidob.blogspot.ca/2009/12/empathy-map-tool-for-customer-profiling.html>
- ²² Allows you to compare search volumes across time, regions, categories or properties, <http://www.google.ca/trends/>
- ²³ Free online research library and resource center for marketing insights and consumer trends, <http://www.thinkwithgoogle.com/>
- ²⁴ A personalized magazine that gets smarter as you use it, <http://zite.com/>
- ²⁵ An online meeting-planning tool that is used to organize leaderless groups. You can search groups by topic and interest within your city, zip or postal code, <http://www.meetup.com/>
- ²⁶ A Tweetup is a gathering of people who speak to one another on Twitter
- ²⁷ Third Tuesday is a nationally syndicated Meetup group with local chapters that brings small business owners and marketers together to discuss social media and the impact on business, <http://www.meetup.com/third-tuesday-calgary/>
- ²⁸ Ipsos Ried annual report on Canadian Online behavior, http://www.ipsos.ca/common/dl/pdf/Ipsos_InteractiveReidReport_FactGuide_2012.pdf
- ²⁹ A free online tool that generates graphs and statistics based on twitter usernames, <http://tweetstats.com/>
- ³⁰ A free online tool that creates artistic word clouds, <http://www.wordle.net/>
- ³¹ Klout aims to become the Kleenex of social influence, <http://klout.com/home>
- ³² A Facebook app that allows the user to selectively add tweets from their Twitter account to their Facebook timeline, <https://apps.facebook.com/selectivetwitter/>
- ³³ An interactive visualization tool that graphically creates a map of your LinkedIn connections, <http://inmaps.linkedinlabs.com/>

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- ³⁰ Connectors - people who link us up to the world. Mavens – people we rely upon to connect us to new information, Salesmen – persuaders or charismatic people with powerful negotiation skills, http://en.wikipedia.org/wiki/The_Tipping_Point
- ³¹ LinkedIn has a series of apps that can be added to your profile that enhances your personality, http://www.linkedin.com/static?key=application_directory
- ³² Cisco's annual Visual Networking Index, http://www.cisco.com/en/US/solutions/collateral/ns341/ns525/ns537/ns705/ns827/white_paper_c11-481360_ns827_Networking_Solutions_White_Paper.html
- ³³ Millennials spend more time watching online video than TV, <http://www.google.com/adwords/watchthisspace/benchmarks-and-insights/online-video/>
- ³⁴ There are lots of great resources available to learn how to create your own YouTube channel, this is one of them, <http://youtu.be/nNmsNysdLW8>
- ³⁵ Fantastic resource of all the best marketing blogs, <http://adage.com/power150/>
- ³⁶ Hugh MacLeod of Gaping Void has beautiful description of social objects. Hugh says social objects are the reason two people are talking to one another, and not someone else. Hugh goes on to say that social objects, not Likes, are the hard currency of the internet, <http://gapingvoid.com/so/>
- ³⁷ Starting with a family business that generated a couple million dollars a year, Gary Vaynerchuk used social media to grow his family business to over \$50million per year and create profitable spin-offs using social media, <http://www.briansolis.com/2008/03/gary-vaynerchuck-puts-social-in-social/>
- ³⁸ ecyler.com eliminates cold call with Twitter, <http://www.socialmediaexaminer.com/startup-company-eliminates-the-cold-call-with-twitter/>
- ³⁹ Naked Pizza considers themselves a social media company that happens to sell pizza, <http://www.nakedpizza.biz/press/the-sizzling-success-of-naked-pizza>
- ⁴⁰ Hubspot is an inbound lead generation company that interviewed and reported on four small businesses who use social media to generate sales and leads for their company, <http://www.hubspot.com/Portals/53/docs/small-business-social-media-ebook-hubspot.pdf>; and generate over 50,000 inbound leads per month for themselves with digital assets and social objects, http://blogs.hbr.org/cs/2012/07/the_science_of_building_a_scal.html
- ⁴¹ Butter Lane Cupcakes uses social media successfully to generate sales and communicate with their customers, <http://blog.marcbinkley.ca/butter-lane-cupcakes-tips-on-winning-at-the-zero-moment-of-truth/>
- ⁴² Join the Integrated Media Group, <http://www.linkedin.com/groups/Integrated-Media-Group-3895882/about>
- ⁴³ Key Performance Indicators Of Sales Success In A Professional Services Firm by Cal Harrison, Beyond Referrals, <http://www.beyondreferrals.com/graphics/Key%20Performance%20Indicators.pdf>
- ⁴⁴ All Good to Great companies have an institutionalized a Hedgehog Effect. That is, they've structured their organization around three key metrics 1. What can we do better than any other company? 2. What is the economic denominator that best drives our economic engine? 3. What are our core people deeply passionate about?, http://www.jimcollins.com/article_topics/articles/good-to-great.html
- ⁴⁵ Mihaly Csikszentmihalyi has spent his lifetime researching and writing about environments of peak performance. He has written several books and publications on Flow Theory and his book called Flow was named to the 100 greatest business books of all time, [http://en.wikipedia.org/wiki/Flow_\(psychology\)](http://en.wikipedia.org/wiki/Flow_(psychology)); Daniel Pink presents overwhelming evidence on the power of intrinsic motivation in his book DRIVE, http://www.ted.com/talks/dan_pink_on_motivation.html; Adrian Gostick and Chester Elton present case studies in The Orange Revolution that describe how great teams operate, <http://chesterelton.com/books/the-orange-revolution/>; Ricardo Semler created his own democratic high performing organization that has produced a 40% annual growth rate over the last 20 years. Semler talks about the philosophy of this democratic organization in his book Maverick. Some of the ideas are discussed by Semler here, <http://www.youtube.com/watch?v=WI55ZJwOOyY>