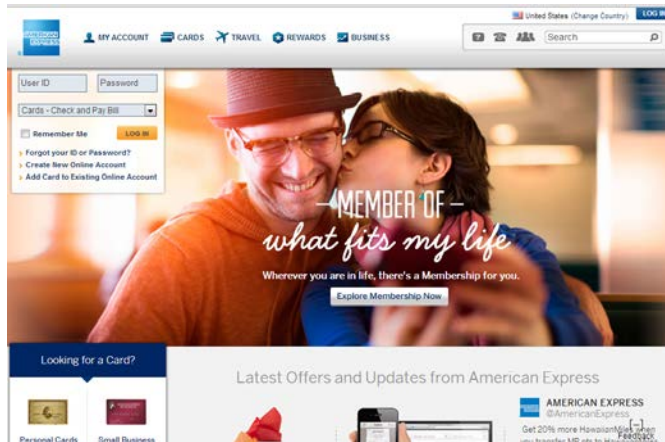


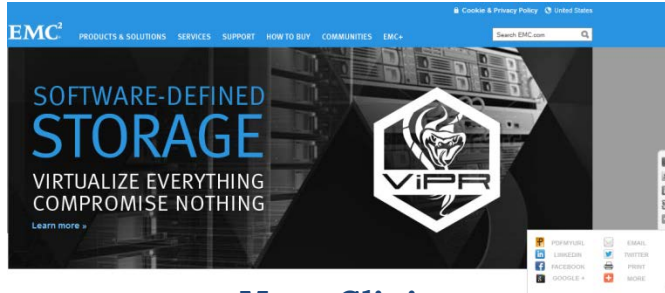
Social Media Best Practices Report

Varad Ramanathan; Ken Reid; Diana Rivera

American Express



EMC



Mayo Clinic



TC0691: Social
Media Management

Contents

Social media best practices report	3
Introduction to American Express	3
Introduction to EMC	3
Introduction to Mayo Clinic.....	4
American Express communication strategies.....	5
Observation of American Express.....	6
American Express analysis	6
EMC Communication strategies	7
Observation of EMC	7
EMC analysis.....	8
Mayo Clinic communication strategies	10
Observation of Mayo Clinic.....	10
Mayo Clinic analysis	11
Comparison of three communication strategies	14
Vulnerabilities.....	15
Successful methods of addressing vulnerabilities across the three organizations	16
Social media best practices	17
American Express best practices employed	20
EMC best practices employed.....	21
Mayo Clinic best practices employed	21
Relevancy of best practices to the authors' employers.....	22
Relevancy of best practices to Northwestern Mutual.....	22
Relevancy of best practices to Symantec	22
Relevancy of best practices to Welch Allyn, Inc.....	23
Conclusion.....	23
Endnotes	24

Social media best practices report

Introduction to American Express



American Express is a financial services company that serves as an online bank. They provide services such as personal credit cards, small business credit cards, corporate cards, prepaid cards, savings accounts, CDs, money transfer, and gift cards. To help customers manage their accounts and their credit, American Express also provides credit reports and mobile and tablet apps. For promotional purposes and to encourage use of the suite of reward cards¹, customers can gain reward points whenever they make purchases using the card, and can redeem them for prizes, or other purchases.

American Express is a global company that strives to build on service sustained by innovation. Their mission states, *"We're a global services company that provides customers with access to products, insights and experiences that enrich lives and build business success."*²

American Express has proven to strive for this innovative approach to their services by maintaining three Twitter accounts, five Facebook pages, and a mobile app. American Express has around 643,000 Twitter followers. They also have five Facebook pages, which currently have 2.4 million likes. The American Express mobile app has also been widely used by their customers to manage their accounts.

The main audiences for American Express are current and prospective customers. Secondary audiences include investors, merchants, and small business owners.

Introduction to EMC



EMC Corporation is an American multinational corporation that offers data storage, information security, virtualization, and cloud computing products and services that enable businesses to store, manage, protect, and analyze massive volumes of data³. As an example, The Associated Press, an EMC customer, anticipates data volumes to grow from 800 to 2.5 petabytes over the next two years.

EMC's mission is to drive the innovation that takes customers on their journey to the cloud. *"We offer services, products and solutions that enable businesses*

and service providers to transform their operations and deliver Information Technology as a service. Fundamental to this transformation is cloud computing.”⁴

EMC has more than 35,000 employees worldwide and has many diverse business units and functions conducting operations around the globe. Because EMC makes complex products for multiple operating systems and platforms, the business strategy to maintain and grow the existing customer base requires an extended ecosystem of partners, customers, and other stakeholders. Some of EMC’s products (Documentum and RSA, for example) can directly support their customer’s use of social media applications by managing those digital assets.⁵

EMC has websites for 96 countries. All the websites have a similar look-and-feel with links to social media sites. The Support pages of EMC websites show options for chatting live with EMC executives, emailing, and downloading a variety of documents that can help solve issues. EMC offers trial downloads of its products (try before you buy).

The primary audiences for EMC’s products and services are global money center banks, financial services firms, manufacturers, healthcare and life sciences organizations, Internet service and telecommunications providers, and airlines. The secondary audiences are transportation companies, educational institutions, public-sector agencies, and retailers.

Introduction to Mayo Clinic



The Mayo Clinic developed from the medical practice of Dr. William Worrall Mayo in Rochester, Minnesota in the late 1800s. Over the years, the practice came to be called the Mayo Clinic (1914) and a novel team approach helped the clinic gain a reputation for excellence in individual patient care. The Mayo Clinic became the world's first private, integrated, group practice. It drew patients and doctors from around the world. The same tradition is carried out today by more than 50,900 doctors, nurses, scientists, students, and supporting staff at Mayo Clinic locations in the Midwest, Arizona, and Florida.⁶ The Rochester, MN Mayo Clinic now includes a medical school and a research facility with more than 3,200 researchers.

The mission of the Mayo Clinic is “to inspire hope and contribute to health and well-being by providing the best care to every patient through integrated clinical practice, education, and research.”^{7, 8}

The main audiences for the Mayo Clinic fall into the two broad categories of patients and health care practitioners. Secondary audiences include Mayo alumni, prospective and current students, and job applicants. Additional audiences include the general population seeking information about medical

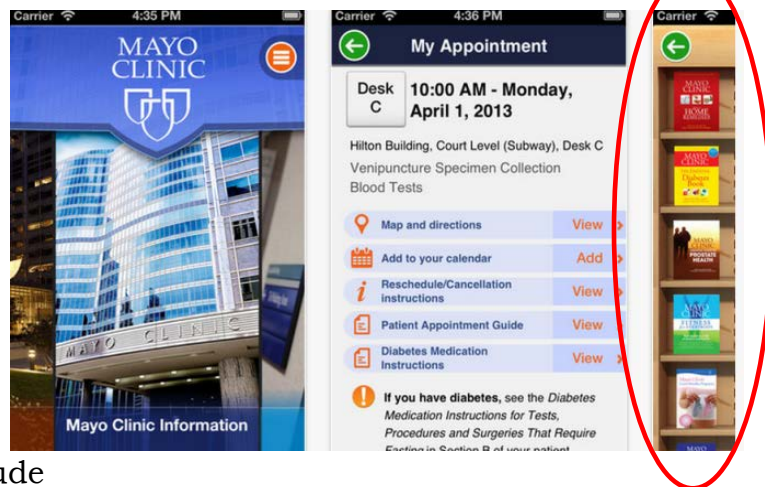
conditions, treatments, and current health care trends⁹. The Clinic has an international reach¹⁰ with support in five languages (English, Spanish, Portuguese, Arabic, and Simplified Chinese).¹¹

The Mayo Clinic uses its three websites¹² and RSS feeds¹³, printed publications, television advertisements, journal publications¹⁴ and print media advertisements, email distribution¹⁵, newsletters¹⁶ (both print and electronic), and podcasts¹⁷ to communicate with different audiences. The Mayo Clinic has a Saturday morning weekly radio program with its own home page, Mayo Clinic Radio.¹⁸

In the social media realm, their social media properties include: Twitter, Facebook, YouTube, Google+, Pinterest, and Flickr.

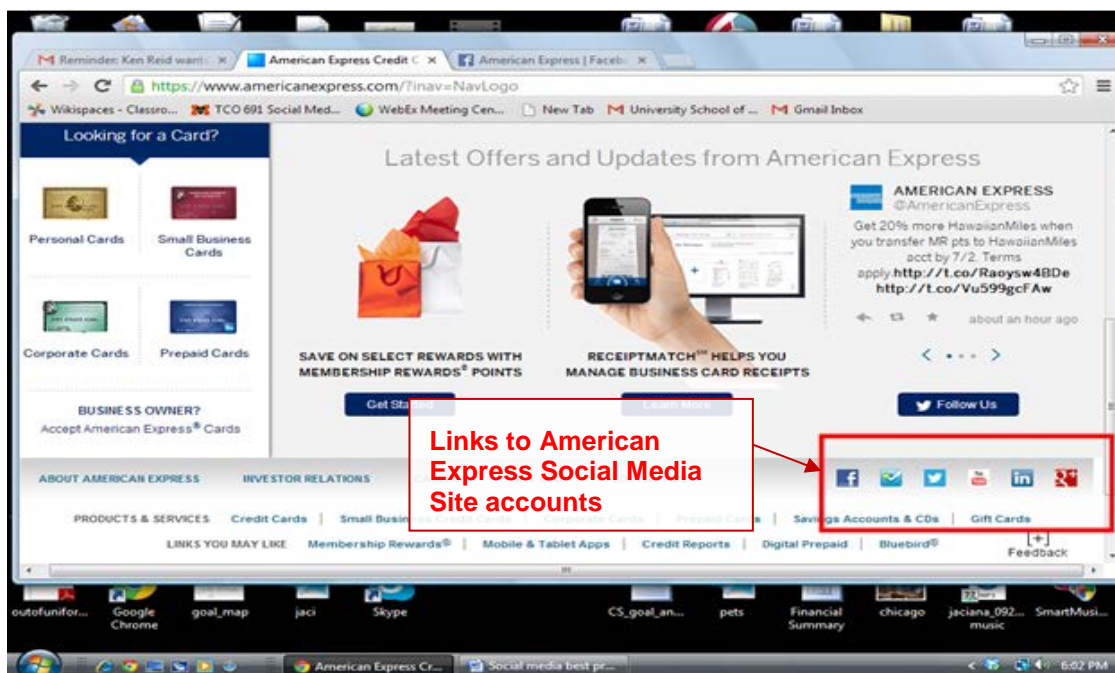
The Mayo Clinic has developed a unique application for its patients. A download of the application is available from the homepage website for both Apple devices and for Android mobile devices. Interested users can watch a tutorial video on YouTube.

Related Video
[View a YouTube video about the Mayo Clinic Patient app.](#)



These mobile applications include Mayo Clinic publications.

American Express communication strategies



Observation of American Express

American Express communicates with customers through a variety of social media tools that include Facebook, Twitter, Foursquare, YouTube, Google +, LinkedIn. They provide links to these social media sites from within their home page on the bottom right side. When customers click on the social media site links, they are taken directly to American Express' site.

American Express analysis

Corporate Facebook: 2,705,573 likes, 13,094 are talking about American Express¹⁹:

- The social media manager for American Express addresses complaints and issues immediately. They don't address the issue publicly since they are dealing with customer privacy laws, but the social media manager provides a direct contact name and email to help find a solution over the phone.
- American Express posts updates to their foundational activities and allows others to share their experiences.
- American Express posts promotional advertisements every day on the left hand side of their Facebook site.
- Online support can be found within their Facebook site as an option on the upper right side of their site.

American Express is living up to their purpose statement found on their Facebook site, which is to "... *provide inside access to news, exclusive Card member offers & experiences on Facebook.*"²⁰

Foursquare The site has 183,791 likes currently.

- American Express shares photos of past events on this site.
- The tips section shares links to upcoming events globally with a description of the event. Most of these events offer free onsite advisors, or just promotional benefits a card member can take advantage of at a specific event.
- The American Express' Lists is the last category on this site. It offers links to events that involve a partnership with the company. The articles show the diversity of American Express, or how they are in tuned with community affairs.

The purpose of the American Express Foursquare site is for card members to have "...*access to exclusive lists, tips, offers & experiences.*"²¹ American Express uses this site to help card members find things to see, eat and do wherever they are.

Corporate Twitter Although American Express is known to have three Twitter accounts, this main account has 642,758 followers.²²

- The American Express' Twitter account posts hourly and mainly shares promotional items, tips and news articles for customer members.

YouTube The American Express channel on YouTube has 14,593 subscribers, and 23,733,750 views.²³ American Express uses YouTube videos to showcase card members that have financial and budgeting tips. They connect with card members by using real people to tell their personal stories instead of having professional advisors sharing corporate tips. The site contains links to American Express.com, Facebook, Twitter, Google+, and Instagram.



LinkedIn American Express reports that they have over 10,000+ employees.

- American Express provides job opportunities and listings on their LinkedIn site.
- New hires are listed below the job site listing showing individuals visiting their site American Express is hiring, and that they are a preferred choice of work for many.
- The purpose statement is listed on the top.
- American Express posts a job every day, making choices more current and available for job seekers.

Google+ The followers on this site are slightly over 15,000.

American Express uses Google+ to post tips, news articles and to allow others to share their personal experiences and dialogue through the posts.

EMC Communication strategies

Observation of EMC



EMC communicates with internal and external customers through blogs, communities, EMC TV, and a variety of social media tools that include Facebook, LinkedIn, Google +, and blogs. EMC realized early (2007) that a team dedicated to social media is critical to its success. Chuck Hollis, Vice President and Chief Technology Officer (CTO) of Global Marketing, launched EMC|ONE, EMC's effort to use social media²⁴. Chuck has since moved to another role in EMC. Many of the key employees involved in the initial effort have since moved to other companies or become

social media consultants. Currently, Thom Lytle, Susan Shapiro, and Tyler Altrup are senior managers of social media at EMC Corporation.

In the IT industry, EMC is looked upon as a pioneer in use of social media. When EMC rebuilt the company after the 2001-2002 recession, it used social media extensively for recruiting and rebranding²⁵. It used social media innovatively, including introduction of a Facebook game, for an important launch of product 41 products in 2011²⁶. EMC estimates that EMC | ONE has generated more than \$40 million in savings overall²⁷.

EMC analysis

Blogs EMC has 52 blogs, including:

- Managed View (Views on management technologies, changing roles, and more by an EMC consultant; typically, 2 or 3 posts a month)
- EMC Pulse (EMC product and technology news and insights from product experts; several posts a month)
- Pivotal P.O.V (explores how people are harnessing sophisticated data fabrics and the cloud to build applications that achieve extraordinary things; several posts a month)
- Chuck's blog (EMC insider's perspective on information, technology, and customer challenges; several posts a month)
- Reflections (reports from EMC executives; almost daily updates; Joe Tucci's (Chief Executive Officer) blogs are in this section.

Facebook EMC's Facebook accounts include:

- Corporate office: For posting news items, introducing products (85, 966 likes)²⁸
- Proven Professional: For promoting its education and certification programs (300,944 likes)
- Academic Alliance: Preparing the next generation of IT professionals for careers in today's complex and rapidly evolving IT landscape with focus in Cloud, Big Data & Trust (813,265 likes)
- VMware: For promoting news about virtualization trends; EMC acquired VMware in 2004 (109,153 likes)
- RSA, the Security division of EMC: For posting news about complex and sensitive security challenges and EMC's suggested solutions (5669 likes)
- EMC World: For posting news items about conferences, promoting events (6,651 likes)
- EMC Careers: For promoting company news, posting open positions, news about campus hiring and so on (15,075 likes)

Conversations happen on almost a daily basis. Content is curated. Most responses are in the form of likes. There are a few comments, too.

Twitter A quick look at EMC's Twitter pages suggests that EMC is doing a good job of promoting brand recognition and customer loyalty through Twitter. There are tweets about the upcoming EMC World conference and links to webinars, promotional videos, and slide decks. Tweets about contests and EMC certifications are also seen. The account has over 37,000 followers.²⁹

Tweets and retweets happen on almost on a daily basis. Content is curated. Several tweets indicate active conversation (View/Hide conversation link at the end of the tweet).

LinkedIn EMC's LinkedIn page gives an overview about the company and also information about open positions, EMC products and services, and a link to employee insights. EMC has 221,540 followers on LinkedIn.³⁰

The EMC LinkedIn group 'EMC Corporation' connects EMC's global network of employees, alumni, partners, customers, users, developers, and anyone interested in keeping up to date with all that EMC is up to.

Conversations happen several times a month. The career posts invite applications from candidates.

YouTube The EMC Corporation channel on YouTube has 6,813 subscribers. It contains videos and also discussions about EMC cloud computing, Big Data, and IT solutions that provide IT as a service. EMC has several product-specific channels as well.³¹

On an average, videos are posted twice a month. Discussions are few and far between.

Google+ EMC seems to have less of a presence on Google+ as compared to the other platforms.³² There are posts about upcoming events, technology trends, whitepapers, and promotional videos. The Photos tab has links to a few EMC albums.

On an average, there are five posts a month. Content is mostly shared publicly.

EMC Community Network EMC communities are listed both by category (archiving, backup, and so on) and products. The communities facilitate discussions and feedback about EMC products. You can also find EMC quick start videos, tips, and best practices.

Conversations happen on almost on a daily basis. There are several posts which indicate that employees actively respond to queries from colleagues and customers.

Flickr There are 3510 photos on EMC products, employees, conferences, and so on.³³

RSS Feed You can subscribe to EMC Web feeds and get the latest EMC news and information.³⁴

The EMC senior management has addressed the emerging social media trends well. The CTO and several top executives seem to be blogging on a regular basis. EMC uses Clearspace from Jive Software for managing social media.

Mayo Clinic communication strategies

The Mayo Clinic has developed Social Media Residency and Fellows programs as part of the Mayo Clinic Center for Social Media (MCCSM). The Center was established in 2010. It focuses on social media in clinical practice, research, and education. The Mayo Clinic believes that social media contributes to employee productivity. At the 3rd annual social media summit the Mayo Clinic CEO and president, Dr. John Noseworthy, pledged support for social media in healthcare. He stated that *“I am proud to say that Mayo Clinic has been and intends to be among one of the leaders in using social media in medicine.”*³⁵

The MCCSM is the group responsible for developing and managing the Mayo Clinic social media property assets. It also has a broad mandate to *“accelerate the effective adoption of social media at Mayo Clinic and in health care globally. The Mayo Clinic is committed to inspiring broader and deeper engagement with social media by hospitals, medical professionals, and patients. The Mayo Clinic created the Social Media Health Network so other organizations could join in and learn together.”* They have begun to track the metrics of health care organizations engagement in social media including: YouTube, Facebook, Twitter, Foursquare, LinkedIn, and blogging sites.³⁶

Farris Timimi, M.D., is the Medical Director for the MCCSM. He stated that social media is about fundamentally connecting with people through conversation. *“This is not in addition to your job, this is a part of your job. This is a conversation. This is what we are trained to do. We are about the needs of the patient. This is where our patients are and where their needs are going to be met most effectively.”*³⁷

Observation of Mayo Clinic

The Mayo Clinic main web page contains links to social media sites but is also a source for patient stories where comments can be made on a secondary-level website page (Sharing Mayo Clinic.org). As part of the main banner, users can click on links to Facebook, Twitter and YouTube. Website visitors can click on a link to view blogs³⁸ and slide shows.³⁹ The Share/Bookmark links provide an easy means



of sharing to ten of the most popular social media tools.

Employees within the organization use Yammer⁴⁰ to share knowledge and to collaborate together. Employees can comment on internal blogs and on the Mayo Clinic News Center. Mayo employees are encouraged to read the social media guidelines, join the Social Media Health Network, and to set up a Yammer account using their Mayo Clinic e-mail address.

Mayo Clinic analysis

The Mayo Clinic has developed brief social media guidelines (11 steps) and has begun to implement policies for employees and students who participate in social media. This is an area where the Mayo Clinic has some vulnerability because the guidelines are “still in the early stages of being universally adopted”.⁴¹ The clinic’s brief guidelines refer to Australian Medical Student Association guidelines and because this is a different jurisdiction, some of the regulations and privacy policies are different than here in the United States.⁴²

The four primary social media tools used by Mayo Clinic are:

- Facebook (441,159 likes)
- Twitter (565,389 followers),
- Google+ (22,556 following)
- YouTube (11,010 subscribers and 2,580 videos posted).
 - Also used on a less frequent (and limited basis) are:
 - Pinterest (5,859 Followers)
 - LinkedIn (28,172 followers)
 - Flickr.⁴³

As a first example of a communication strategy, we can find that patient stories from the Mayo Clinic Sharing.org site (part of Mayo home page) are pinned on Pinterest and in about ten percent of the cases, pinned stories are repurposed from other sites using the Mayo Clinic Reachli tool.

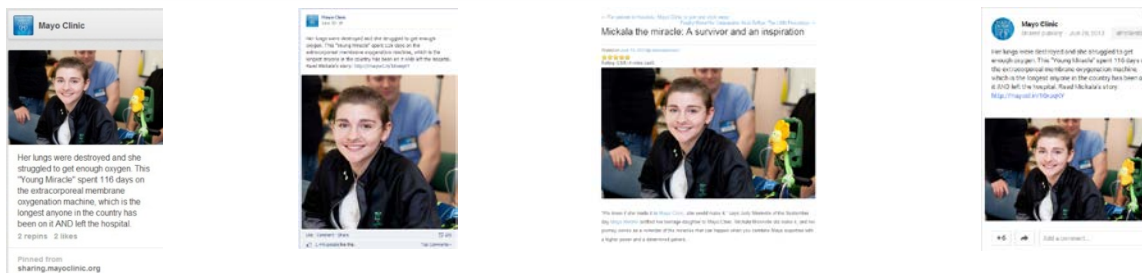
This strategy is further demonstrated by the reuse of images and text about a patient’s recovery posted on different dates on four different platforms.⁴⁴ (See below). This indicates a purposeful communication and content curation strategy by the MCCSM team.

*Pinned on the
Pinterest “Tell
Your Story” Board
June 20, 2013*

*Posted on
Facebook June
19, 2013*

*Posted on Sharing Mayo
Clinic) June 13, 2013 by
makala johnson*

*Posted on
Google+ June
20, 2013*



Flickr and Pinterest sites have slightly less integration back to Mayo Clinic's other property interests and do not afford as much sharing with interested parties because of the number of visitors is lower (5859 Pinterest followers). Flickr does allow registered users to comment on photos and to share them as an e-mail or as a link on Facebook. Pinterest allows pins and likes and users can follow the "Board" of topics or photos.

Blogs Mayo Clinic categorizes their "expert" blogs based on the following topics: Alzheimer's, living with cancer, living with diabetes, nutrition-wise, pregnancy and you, stress, the Mayo Clinic diet. Blogs have been posted on average one to two times a month for each of these topics since 2007. The number of comments range from just a handful for some topics to well over 500 for the first post on Alzheimer's⁴⁵.



Facebook (Mayo Clinic has consolidated their property to one Facebook page (and one application for alumni).⁴⁶ Links to other properties include: stories from the Mayo Clinic.org site, YouTube, Twitter, and Pinterest. The photo library from the Facebook timeline contains photos curated from an amalgamation of sources.



- Conversations occur several times a day on almost every topic. Both comments and traffic are heavy on this site. As an example, the most recent post was curated from the Mayo Clinic.org site from June 28th and within 33 minutes it had 1,417 likes and 87 comments.⁴⁷
- Sharing is very common and links are well-managed. Recent posts include a link to a Twitter event (a chat about cancer), a video from Today.com about migraine headaches, an announcement about a new Mayo Clinic book on healthy aging, a video from the Mayo Clinic.org Neurology site about athletes and heat exhaustion, and a video from the Mayo Clinic CEO about health care reform and Medicare reimbursement. (Each of these posts had from 12-56 shares.)
- "Posts by others" are not as prevalent on Facebook but do occur daily. This is another area of vulnerability as some posts can contain information that is unconfirmed, inaccurate, or just highly opinionated

ramblings. A recent example post from a migraine sufferer claims that his high blood pressure medicine cured his migraines but no one in the medical community wants to take notice because “They can't make money off of a cure!”⁴⁸

Twitter Mayo Clinic has numerous properties on Twitter. The main Mayo Clinic property has 565,389 followers. A high percentage of Tweets are sourced directly from Mayo Clinic. In the week on June 16-22, there were seventy six Tweets. Sixty six tweets were sourced by Mayo Clinic, and the remaining ten were contributed by various sources. Thirteen tweets were tied to self-promotion of Mayo Clinic sponsored events and provided timely notices of live chats, radio broadcasts, and social media conferences.⁴⁹ Virtually all tweets were retweeted and liked. Content was curated. Six tweets contained video links to YouTube, and four articles from newspaper publications were referenced.

YouTube The Mayo Clinic channel on YouTube has 11,010 subscribers and has 2,580 videos posted. The site contains



links to Mayo Clinic.org, Google+, Facebook, Twitter, and Pinterest.

- The first video was uploaded on Apr 28, 2008. During the week of June 23-29, 2013, twenty-two new videos were uploaded and views ranged from seven to three hundred and forty two.⁵⁰ The last video discussion occurred three months ago.⁵¹ Channel subscribers can receive e-mail notifications that new videos are uploaded. New video posts are frequently announced through Twitter, Facebook, and Google+ updates.

Google+ During the week of June 23-29, 2013, only three posts were made. One post included a patient story from the Sharing Mayo Clinic.org site. The other posts announced a new business partnership and congratulated Google + on their second anniversary. The Photos tab contains seven albums. The majority of the photos are shared with Pinterest, Flickr, and from the Sharing Mayo Clinic.org site. Google+ includes links to Mayo Clinic.org, YouTube, Facebook, Twitter, Pinterest and Flickr.⁵²

Links

Website

MayoClinic.org

YouTube

[Mayo Clinic](https://www.youtube.com/MayoClinic)

Links

[Mayo Clinic Patient Stories](#)

[Mayo Clinic News](#)

[Facebook.com/MayoClinic](https://www.facebook.com/MayoClinic)










[Twitter.com/MayoClinic](https://twitter.com/MayoClinic)

[Pinterest.com/MayoClinic](https://www.pinterest.com/MayoClinic)

[Flickr.com/MayoClinic](https://www.flickr.com/photos/mayoclinic/)

RSS Feed Visitors can subscribe to the Mayo Clinic RSS feeds and get the latest blog and podcast for the following topics: Alzheimer's, living with cancer, living with diabetes, nutrition-wise, pregnancy and you, stress, the Mayo Clinic diet, expert answers, health tips, healthy recipes, and Mayo Clinic podcasts.⁵³

Comparison of three communication strategies

	American Express	EMC	Mayo Clinic
			
	<ul style="list-style-type: none"> • Daily posts on Facebook • Quick customer responses about issues and complaints • Promotional advertisements posted daily • Live up to their purpose statement of providing inside access to news, exclusive Card member offers & experiences 	<ul style="list-style-type: none"> • Frequent posts on seven Facebook sites • Daily conversations • Shared content • Matches purpose statement 	<ul style="list-style-type: none"> • Daily posts on Facebook • Conversations occur several times a day on almost every topic • Frequent comments on posts • Sharing is very common and links are well-managed • Curated content • Matches purpose statement
	<ul style="list-style-type: none"> • American Express uses Foursquare to share links to events and promotions 	N/A	N/A
	<ul style="list-style-type: none"> • Three Twitter accounts • Mainly promotional tweets • Hourly response 	<ul style="list-style-type: none"> • Tweets mainly about events, technology • Very few tweets about customer issues or responses • Retweets common 	<ul style="list-style-type: none"> • Several twitter accounts • Retweets common • Mostly promotional tweets and responding to health questions • Content curated
	<ul style="list-style-type: none"> • Financial and budgeting tips • Case study videos 	<ul style="list-style-type: none"> • Videos on technology, products • Very few discussions • Product specific channels 	<ul style="list-style-type: none"> • Health tips, demos, informational videos • Very few discussions
	<ul style="list-style-type: none"> • Hiring • Daily updates 	<ul style="list-style-type: none"> • Hiring • Daily updates 	<ul style="list-style-type: none"> • Hiring • Daily updates
	<ul style="list-style-type: none"> • Tips, news articles • Share personal experiences 	<ul style="list-style-type: none"> • Posts about events, technology trends, whitepapers, and promotional videos • Albums 	<ul style="list-style-type: none"> • Less frequent updates • Albums • Shared content
Blogs	<ul style="list-style-type: none"> • Corporate practioners weekly blog 	<ul style="list-style-type: none"> • Top executives blog regularly 	<ul style="list-style-type: none"> • Medical "experts" blog regularly
Profiles	<ul style="list-style-type: none"> • Profiles consistent across platforms 	<ul style="list-style-type: none"> • Profiles consistent across Twitter and Facebook 	<ul style="list-style-type: none"> • Profiles consistent across platforms

Vulnerabilities

American Express vulnerabilities identified American Express has updated their Facebook Community Guidelines tab and reminds users to be mindful of sharing personal information about themselves and other customers. Yet, many comments contain personal information that can pose problems to their customers. Links to the Secure Message Center and Support Tab are provided as means of minimizing these vulnerabilities. But, many customers are not reading and heeding these recommendations based on the number of public comments containing personal information.

A second area of vulnerability on Facebook is the negative comments posted by agitated customers. American Express representatives have responded quickly in an effort to redirect the conversation to another medium (the Secure Message Center) and to resolve the stated issues, however, the comments remain on the page for Facebook visitors to read and a number of customers have resorted to making statements such as: “*read the other comments on this page you'll see that my experience is not an isolated incident*”. The American Express Open forum blog describes the use of a triage decision tree to help service representatives, and others, handle controversial issues.⁵⁴ American Express has also hosted blogs on how to recover from a social media PR disaster.⁵⁵

American Express has admitted that they have had their Twitter account hacked and there was controversy over a Twitter post (in April of 2011) supporting Planned Parenthood.⁵⁶ American Express has since applied further measures to secure their account.

Some of the advice about using and processing credit cards, and the associated transactions, has controversy associated with it even though American Express posts frequently on YouTube, Facebook, and Twitter, and blogs on their website and the Open Forum website. These posts are directed at informing small business and consumers, but may be questioned by some as misinformation to consumers. (See the links in the endnotes to the articles about American Express, Visa, and MasterCard all having an Antitrust settlement pending resolution.)^{57, 58}

EMC vulnerabilities identified Several of the CEO's blog posts did not have a comment or reply from any EMC employee, which might indicate one-way flow of information rather than dialogs.

A lot of EMC's technical information is shared publicly. All employees might not follow posting guidelines or use the correct privacy setting when posting information. In 2011, hackers reportedly found a way to defeat the RSA security token by downloading sensitive information from the RSA website by using a malware.

The EMC Twitter feed for June 2013 did not show evidence of active conversations between customers and EMC employees. Most tweets were about

events and technology. Not using Twitter for listening might have a significant opportunity cost.

Mayo Clinic vulnerabilities identified As previously mentioned, the MCCSM team has self-identified some vulnerability in their establishment and enforcement of the Mayo Clinic social media guidelines. The professional team is responsible for the vast majority of social media management, but with over 50,000 employees, 2,300 researchers, and a medical college the risk that the guidelines will not be read and followed is inherent in an organization of that magnitude that encourages social media usage by staff and students.

Other inherent risks associated with medical practices, teaching and research colleges, and general information distribution is the possibility that information will be incorrectly understood, applied, or disseminated. The FDA monitors communication dealing with medical diagnosis, treatment, and advice. The website bloggers clearly identify their credentials and expertise, but these bloggers cannot fully control posted comments and dialogues that could potentially mislead patients and site visitors that follow the conversation.

Additional vulnerabilities that have to be managed are the HIPPA (health privacy) laws and exposure of sensitive health information. Frequent employee and patient posts on the Sharing Mayo Clinic.org site are cross-posted on the heaviest traffic social media sites, Twitter and Facebook, and are also posted on Google+ and Pinterst. Properly signed release forms are utilized but periodically patient's health conditions deteriorate rapidly and families regret that their loved ones photos and stories are shared with a potentially wide distribution. While comments are overwhelmingly positive and supportive, the MCCSM team has to monitor comments. Many followers of recovery and treatment stories like the story (and the accompanying photo) and this can be a misconstrued as being an awkward endorsement of a health condition, or in some cases the tragic circumstances surrounding an event.

Medical staff and students affiliated with the Mayo Clinic can have their own accounts and can tweet or blog while identifying themselves with the organization. Even though they typically have a statement in their profile that their views are their own, their strong affiliation with the clinic carries a connotation of expertise and alignment with the values of the organization. When guidelines are not fully followed there are potential negative effects that reduce the credibility of the unified message of inspiration, hope and patient well-being.

Successful methods of addressing vulnerabilities across the three organizations

According to the CDC best practices report, *"One unique risk associated with social media sites that differentiate them from other Web applications is information leakage, mainly in the form of personal information which can be used for social engineering attacks... or used to compromise personnel in the traditional espionage manner."*⁵⁹ American Express, EMC, and Mayo Clinic have all protected their assets tightly from these attacks and have managed

their communication well across their social media properties. They have each responded in a timely fashion to comments and have used the appropriate social media property to convey a consistent message that matches the values of each respective organization. They each have utilized strategies to share content in multiple formats. By providing a consistent message, appropriate content, protecting valuable assets, and engaging in dialogue they have successfully reached their target audience and have addressed their audience's needs. This successful strategy is reflected in the relatively large number of followers, likes, and subscribers on the heaviest traffic social media properties for each of these organizations in their industries.

Social media best practices

Most organizations have to transition toward attaining a measure of best practices in social media over time. Organizations also have to come to a realization that empowering employees and customers alike and involving them in a two-way dialogue is



absolutely the right thing to do. There are a number of organizations that will never see beyond the risks and they are concerned that transparency in their operations will never be a benefit that will outweigh the risks. These hesitant and resistant organizations typically do not transition to a well-managed social media organization. It is our intention to demonstrate in this section that by following a six step process, all organizations that seek to reach an audience, (even the N.S.A. has Twitter and Facebook properties)⁶⁰, can successfully manage social media as an integral part of their overall organizational strategy.

This section of the report adapts the best practices gleaned from the CDC's *Health Communicator's Social Media Toolkit*⁶¹, Mayo Clinic's Kindle book *Bringing the Social Media Revolution to Health Care*⁶², and Oracle's guide to the *Best Practices for Getting Started with Social Media*⁶³.

By following these best practices, each organization can reduce the risks associated with social media and can involve a dedicated team in the development, maintenance, and revision of a strategic social media plan that caters to consumers, allows for organizational growth, and that accounts for all aspects of the organization within the process. Buy-in is critical from all key stakeholders, including executive management, and all parts of the organization need to be consulted for their input into the process. (See graphic from Oracle's guide for a depiction.)



The first step in the process is for each organization to understand its mission, purpose, and structure. Social media policies and guidelines can only be developed once a clear direction has been established and the “corporate culture” is prepared to accept social media as part of the strategic plan. In discussing the authenticity of the organizational message, the Oracle Best Practices guide reminds us: “... *you can’t be authentic if you don’t know who you are.*” Marketing, Sales, Service, Human Resources, and especially the Executive leadership all need to be synchronized and on-board.

American Express, EMC, and the Mayo Clinic have all taken the necessary steps in their recognition of whom they are and what they want to accomplish with their social media efforts. In each organization the “voice” of the organization matches the mission. Each of their profiles across their social media properties accurately reflects this.

The second step in the process is for each organization to know their customer. (Customer, in this case, can apply to consumers, business partners, and investors tied to for-profit-organizations. Customer can also be equally fitting for consumers, patients, donors and supporters, students and alumni, and clients of any not-for-profit organization or educational institution.) Consumer confidence is now tied closely with brand recognition and the online conversation is very much being shaped by what consumers are saying (with or without the influence of the organization.) The Cluetrain Manifesto⁶⁴ and the Oracle Best Practice guide have accurately stated that: “*The balance of power has shifted, putting much more control into the hands of consumers. They are no longer passive recipients of your sales and marketing efforts. Consumers are helping to shape your brand at this very moment.*”

Each of the three organizations we examined has been monitoring the consumer conversation and has been learning over time how to best engage in the conversation. An appropriate social media strategy is evidenced by a number of factors:

- Each organization has a presence with a large number of followers, likes, comments, pins, etc. on Facebook, YouTube, Twitter, and on the smaller traffic sites like Pinterst, Instagram, Google+.
- In the vast majority of cases, the conversations trend toward positive comments and each organization has sufficiently responded toward negative comments. EMC has an added edge in that they are using Clearspace to manage the conversation and direct their social media.
- EMC, American Express, and the Mayo Clinic have all been influential in starting “trending topics” and taking a leadership role in their respective industries by becoming an “influencer” or an “expert” blogger. American Express uses the Open forum blog with their own experts and guests to provide relevant topics for other business and for customers. The EMC Reflections blog and their multiple other influential blogs have set a high standard for the industry. Mayo Clinic is renowned for their expert medical research and advice found in their blogs. This has the effect of

increasing brand recognition and puts each of these organizations in a favorable position relative to peers within the industry.

Step three in the process is to set a goal that is obtainable and measureable. This goal will be different depending on the organizational mission. In a for-profit-organization, goals may be to reduce support costs, improve customer satisfaction, increase brand loyalty and awareness, or to increase market share or revenues. Others goals for non-profits can include: increasing knowledge of an issue, changing attitudes and behaviors, engaging participation by donors, patients, students, etc.

Defining metrics (typically referred to as Key performance indicators) is beyond the scope of this report, but is an important part of goal-setting and often results in a narrowing of the scope of a social media strategy to a single goal. A brief example of defining a social media strategy from American Express and the Mayo Clinic is their creation of unique, free, mobile application tool to support of their initiatives to drive innovation and increase their brand loyalty. Tracking the number of downloaded apps and tying it to their market share growth is a metric than can be tracked and aligned with their mission statement. (While American Express would typically want to measure revenue growth, Mayo Clinic would want to measure patient satisfaction.)

Step four is to form a social media team. A measure of success in this area is how authentic and consistent the message from the organization to the consumers comes across. This part of the process leans heavily on the first two steps of knowing the mission and purpose and knowing the customer. It involves the consistent use of guidelines for employees that can be effectively and efficiently followed. Consistency of the message is one of most often referred to best practices by most sources. The CDC urges: “Be consistent,” throughout its source document. Oracle’s guide states: *The A successful social media strategy crosses the boundaries of department and hierarchy because—in the social realm more than any other—consumers expect a seamless experience. If your marketing team is broadcasting one message while your support organization sends another through Twitter, your customers will quickly start to question your authenticity and reliability. To avoid inconsistencies, all social media initiatives should be governed by a cross-functional team and backed by at least one executive sponsor.*”

Social media teams are often comprised of experts in the field of social media and while they may have domain knowledge within their industry, previous social media experience is the preferred background. Social media leaders with a previous social media background can help guide employees by taking the guesswork out of how to escalate public relations problems and they can lead by example if the organization is new to this mode of customer complaint resolution.

Of the three organizations we researched, Mayo Clinic stood out as the best example of an organization that exhibited an ambassador spirit for social

media. Lee Aase, Director for social media at the Mayo Clinic Center for Social Media, has written a book on the topic of social media, he is a frequently requested lecturer, and he has moved his organization to a respected position in the health care industry. Under his leadership, the Mayo Clinic has initiated an industry-wide network of social media experts who exchange ideas and provide widespread advice. The American Express and EMC organizations both have experienced and dedicated staff in their social media departments as well and they have also achieved industry recognition.

Step five in the process is to map out the social media campaign. The goal is to extend value to the organization. Another frequently mentioned best practice is to devote enough staff and effort to a consistent social media presence so that customer conversation and engagement occur in an ongoing and consistent fashion. Relationships need to be developed and new customers are always joining social media.

Step five and step six both tie in together. Social media is never static. A strategy that is effective today may change rapidly and adjustments in processes, tools, and techniques need to be made. Policies and guidelines may need adjustment as business conditions and climate, legislation, and regulations change and as the industry or service delivery mechanism changes. Employees have to be trained and retrained frequently. Oracle's guide states: *"It is generally a good idea to build testing, feedback, and iteration cycles into your plan so you can improve and focus your efforts over time."*

Social media planning cycles can vary from 100-days⁶⁵ to six months, but these cycles all need to allow for adjustments and corrections in methods. In the case of EMC, product development and releases have been tied to that organization's own acceptance of social media and their departments are expressing social media's influence as a "shortening time to value" with the organization's new capabilities.⁶⁶

We fully recognize that organizations are in different stages of social media adoption (or rejection). We are suggesting that if any organization wants to implement or improve their social media strategy they can follow a repeatable process of:

1. Understanding your organization
2. Knowing your consumer
3. Setting a goal
4. Forming a social media team
5. Mapping out a plan
6. Iterating the plan (as needed)

American Express best practices employed

- American Express is using top social networking sites to stay connected to their customers.

-
- American Express' purpose statement resonates throughout all their social media accounts consistently.
 - American Express immediately addresses customer services issues through social media.

EMC best practices employed

EMC started its social media campaign early, in August 2007. In his blog, the CTO Chuck uses the term 'EMC 1.0' to refer to the EMC version that primarily communicated through websites and e-mails. Then, EMC employees used to *joke* that *EMC* stood for "*email, meetings and conference calls -- squared*". Chuck refers to the current EMC with its significant social media presence as 'EMC 2.0'. In 2009, EMC used social media for 50% of the launch efforts for a major product launch.

A look at Chuck's whitepaper reveals that EMC followed all the six best practices listed in the preceding section.

- EMC uses Clearspace, a collaboration and knowledge management tool, to manage its vast social media content.
- EMC delivers a strong, consistent message as a technology enabler through its social media platforms.
- EMC uses 'social media activation kits' to keep employees around the globe in the loop of its activities in the social space, as well as enable them to join in on the activities in a consistent and measurable fashion. These kits contain a high level overview of the program at hand, as well as links to content and collateral (both traditional and social), tracking links, hashtags, suggested tweets/posts, social hubs to participate in a truly organized social marketing campaign. These are hosted the internal employee community.
- EMC uses cross postings effectively to create and maintain a buzz about its technology and upcoming events. EMC's message is consistent across all tools and is centered on cloud computing, big data, and IT as a service. The content seems to adequately fulfill the purposes of brand promotion, awareness creation, recruitment, hiring, and customer loyalty.
- At EMC, social media has become a way of life. Employees are encouraged to use social media. They are trained on how to design build communities.

Mayo Clinic best practices employed

- In all of the Mayo Clinic's property assets their content sharing matched their organizational purpose of inspiring hope, contributing to patient health, and providing integrated clinical practice, education, and research.

-
- At least six to twelve staff were identified as contributors of the Mayo Clinic Center for Social Media. This group manages the Mayo Clinic presence on Facebook, YouTube, and Twitter. They also manage the blogs on Sharing Mayo Clinic and the Research Center. Key personnel are Lee Aase, Director for social media and Jason Pratt social media specialist on the Florida campus.
 - Direct metrics were not publicly accessible, but a consistent and effective conversation has been occurring and the social media efforts appear to be successfully meeting the Mayo Clinic communication goals.
 - The value of engaging in clear, open, two-way communication at every point of care has become abundantly clear. Active engagement between providers and patients, along with their caregivers, has a demonstrably profound impact on patient and provider satisfaction, patient compliance, and improved clinical outcomes. Social media is helping to make much of this constructive engagement happen. These real-time tools are allowing patients to express their interests and needs at every point along the care trajectory. Social media allows individual providers and those serving in large medical care systems like Mayo Clinic to join the conversation beyond constraints of time or geography.

Relevancy of best practices to the authors' employers

The authors of this report work for Symantec, Northwestern Mutual, and Welch Allyn, Inc. All three companies use Facebook and Twitter as the main tools, followed by LinkedIn.

Relevancy of best practices to Northwestern Mutual

Northwestern Mutual is a financial services company, similar to American Express in that they both offer financial advisors, but they are different in that Northwestern Mutual offers insurance products, and American Express offers credit cards. Northwestern Mutual and American Express both use Facebook, Twitter, YouTube, and LinkedIn.

Relevancy of best practices to Symantec

Symantec competes in the same market as EMC.

There are over 700 social media accounts with the name Symantec or a Symantec product in the account name. A huge number of accounts can cause confusion among consumers of content. The accounts need to be consolidated into a manageable number of accounts that deliver consistent messages.

Symantec's social media initiative started in 2010 whereas EMC's started in 2007. It will be useful to study Chuck's whitepaper on how EMC implemented its social media strategy.

Relevancy of best practices to Welch Allyn, Inc.

Welch Allyn, Inc. shares many of the same challenges and opportunities in health care field with Mayo Clinic. Welch Allyn, Inc. follows the Mayo Clinic on Twitter and recognizes them as an industry leader in social media management.

Welch Allyn has applied the first three best practices process steps of: understanding your organization, knowing your consumer, and setting a social media goal. Where the organization is lacking is having a committed social media team and creating and refining a strategy to effectively manage social media. The Marketing Communications Department shares the tasks of managing the social media effort, but this is not the department's primary function.

Welch Allyn tweets on Twitter vary from once a day to once a week. There are periods where the postings are even less frequent. The content is primarily promotional items with some industry news updates, and infrequent industry recognition awards. Welch Allyn currently has 1,636 followers.

Welch Allyn's presence on Facebook is relatively limited with 4,248 likes and contains very similar content to Twitter.

Welch Allyn's presence on YouTube is also limited with 246 subscribers and about 3,000 videos.

Conclusion

The authors chose to study organizations in the domains that they work for, with a view to understand some of the best practices on planning, implementing, and managing social media.

The study shows that social media can be effectively used for creating awareness and for advertising. Social media can also save marketing expenses. Social media is here to stay and companies should embrace it sooner rather than later.

Endnotes

- ¹ <http://www.membershiprewards.com/catalog/splashtemplates/TermsSplash.aspx?rfs=1>
- ² http://about.americanexpress.com/?inav=footer_about_american_express
- ³ For an informative infographic on the exponential growth of data usage and storage see:
http://www.emc.com/campaign/global/big-data/hfbd-infographic-4web-1500.jpg?cmp=micro-big_data-general-emc
- ⁴ <http://www.emc.com/corporate/emc-at-glance/corporate-profile/index.htm>
- ⁵ <http://www.emc.com/collateral/services-overview/h10977-svo-pdf-emcc-digital-asset-mgmt-cme.pdf>
- ⁶ <http://www.mayoclinic.org/history/>
- ⁷ <http://www.mayoclinic.org/about/missionvalues.html>
- ⁸ The first half of the mission statement on the Facebook page is somewhat different: Mayo Clinic will provide the best care to every patient every day through integrated clinical practice, education and research.
- ⁹ <http://www.mayoclinichealthsolutions.com/company/MCHS-History.cfm>
- ¹⁰ <http://www.mayoclinic.org/international/>
- ¹¹ <https://www.facebook.com/MayoClinic>
- ¹² <http://www.mayoclinic.org/>, <http://www.mayoclinic.com/>,
<http://www.mayo.edu/education/>
- ¹³ <http://www.mayoclinic.org/web-feed/>
- ¹⁴ <http://www.mayoclinic.org/publications-md/>
- ¹⁵ <https://forms.mayoforms.org/forms/up/mc506401.cfm>
- ¹⁶ Housecall. <https://newslettersignup.mayoclinic.com/>
- ¹⁷ <http://www.mayoclinic.org/podcasts/>
- ¹⁸ <http://radio.mayoclinic.org/>
- ¹⁹ <https://www.facebook.com/americanexpress>
- ²⁰ <https://www.facebook.com/americanexpress/info>
- ²¹ <https://foursquare.com/americanexpress>
- ²² <https://twitter.com/AmericanExpress>
- ²³ <http://www.youtube.com/user/AmericanExpress/about>
- ²⁴ http://chucksblog.emc.com/content/social_media_at EMC_draft.pdf
- ²⁵ <http://www.zdnet.com/blog/feeds/fortune-500-series-how-emc-used-social-media-to-recruit-re-brand-rebuild/1438>
- ²⁶ <http://jamiappas.typepad.com/socialmediamusings/2011/01/a-little-social-media-marketing-helps-emc-break-records.html>
- ²⁷ <http://hbr.org/2011/07/whats-your-social-media-strategy/>

28 <https://www.facebook.com/emccorp>

29 <https://twitter.com/EMCcorp/followers>

30 <http://www.linkedin.com/company/emc>

31 <http://www.youtube.com/emccorp>

32 <https://plus.google.com/106680294390454326955/posts>

33 <http://www.flickr.com/people/emccorp/>

34 <http://www.emc.com/rss/subscription.htm>

35 <http://sharing.mayoclinic.org/guidelines/for-mayo-clinic-employees/>

36 <http://network.socialmedia.mayoclinic.org/2012/09/12/introducing-the-health-care-social-media-list/>

37 <http://sharing.mayoclinic.org/guidelines/for-mayo-clinic-employees/>

38 <http://www.mayoclinic.com/health/blogs/BlogIndex>

39 <http://www.mayoclinic.com/health/slide-shows/SlideShowIndex>

40 Yammer is an enterprise social networking tool for file sharing, knowledge exchange, and enterprise collaboration. <https://www.yammer.com/product>

41 <http://sharing.mayoclinic.org/guidelines/for-mayo-clinic-employees/>

42 <https://ama.com.au/node/6231>

43 Numbers based on tallies collected as of June 30, 2013.

44 Google + contained the same post (on the same date) in the same format as Pinterest. <https://plus.google.com/u/0/117843909302898250180/posts>

45 <http://www.mayoclinic.com/health/alzheimers-disease/DS00161/tab=expertblog&startpage=5>

46 There are at least twenty four distinct pages that are linked but are not discussed in this report.

47 <https://www.facebook.com/MayoClinic>

48 <https://www.facebook.com/MayoClinic?ref=ts&fref=ts>

49 <https://twitter.com/MayoClinic>

50 <https://www.youtube.com/user/mayoclinic/videos?flow=list&view=0&sort=dd>

51 <https://www.youtube.com/user/mayoclinic/discussion>

52 <https://plus.google.com/117843909302898250180/about>

53 <http://www.mayoclinic.com/health/rss/rss>

54 <https://www.openforum.com/articles/how-to-handle-an-employees-controversial-online-comment-sharlyn-lauby/>

55 <http://mashable.com/2011/08/24/pr-disaster-recovery/>

56 <http://www.lifenews.com/2011/04/11/american-express-in-planned-parenthood-twitter-controversy/>

57 <http://credit-card-processing-review.toptenreviews.com/what-is-the-american-express-controversy-.html>

-
- ⁵⁸ <http://www.sutherland.com/files/News/6e8c1562-4474-47f2-85e9-82548465a8ef/Presentation/NewsAttachment/7c1450a9-a785-4b84-9d27-84f4e1535322/CORP%20Alert%207.25.11.pdf>
- ⁵⁹ <http://www.cdc.gov/socialmedia/tools/guidelines/index.html>
- ⁶⁰ https://www.facebook.com/NSACareers/app_53267368995,
<https://twitter.com/NSACareers>
- ⁶¹ http://www.cdc.gov/socialmedia/tools/guidelines/pdf/socialmediatoolkit_bm.pdf
- ⁶² Aase, Lee; Goldman, Dan (2012-10-10). Bringing the Social Media Revolution to Health Care. Mayo Clinic Center for Social Media. Kindle Edition.
- ⁶³ <http://www.oracle.com/us/media1/best-practices-for-social-media-wp-1588491.pdf>
- ⁶⁴ <http://www.cluetrain.com/book/95-theses.html>
- ⁶⁵ Aase, Lee; Goldman, Dan (2012-10-10). Bringing the Social Media Revolution to Health Care. Mayo Clinic Center for Social Media. Kindle Edition.
- ⁶⁶ http://chucksblog.emc.com/content/social_media_at EMC_draft.pdf