

GET:
The Power of Social Technology



Stanford GSB • Jennifer Aaker

<http://thepowerofsocialtechnology.blogspot.com/>

Acknowledgments

In 10 short weeks, you have Twittered, Facebooked, created videos, leveraged YouTube.

You have asked much of your friends and family - as you have created and tested your own hypotheses on how your personal voice comes across in social technology.

You have watched Entourage, Casablanca and analyzed what it means to feel as if you are falling in love.

You have learned to be there, be present, be vulnerable, be surprised, be honest and be brave.

You have learned to observe and listen, to tell stories, and to think small.

You have absorbed a framework.

You have absorbed the skills.

You have changed a life.

First Impressions

"This class is going to be different. Different format, different atmosphere, different objective. With social technology as our vehicle, we have one simple goal: make someone's life better...But in our short time at the GSB, if there was ever a time to get comfortable with the unexpected, this is probably it." – Bree

"I feel like I am reconnecting with my business school essays, and reminding myself why I came here and what I want to do in the future." – Kaan

"One of the games that we played today, was to spend a couple of minutes discussing what the person sitting next to us did yesterday and extrapolate from that information, what breakfast they had today. This was fun, because this illustrated to us in a straight forward manner, how it feels to try and imagine being someone else. Post, that we discussed how and what kind of products we could potentially market to them – was it through a viral video, a party setting, internet." – Maalike

"I remember the first day our class met – Professor Aaker jokingly stated that we had all taken a pretty big risk by enrolling in this class given that it had never been offered before and who knew if it would actually be a worthwhile elective. Well I think after today's class people without a doubt know that we each made a good decision We had the chance to get a short preview of each PODs endeavor to improve the lives of others via in-home ethnography presentations. What became clear very quickly is that the opportunities people are creating and pursuing in an effort to impact social change through this class are simply amazing.." – Chris (blog posting entitled "The Power of... this Amazing Class")

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Introduction

pow·er ['pau-(-ə)r]: ability to act or produce an effect

so·cial ['sō-shəl]: of or relating to human society, interaction of individual and group, or welfare of human beings as members of society

tech·nol·o·gy [tĕk-nŏl'ə-jē]: Blogs, websites, podcasts, widgets, videos, community groups, emails, social network feeds

One Goal: To improve the life of (at least) one specific individual

One Framework: **G**rab attention, **E**ngage and **T**ake action

Three Skills

- Being an Anthropologist
- Story-telling
- Thinking small

Brainstorming: Speed and Creativity

brain-storm-ing [brān'stôr-mĭng]:

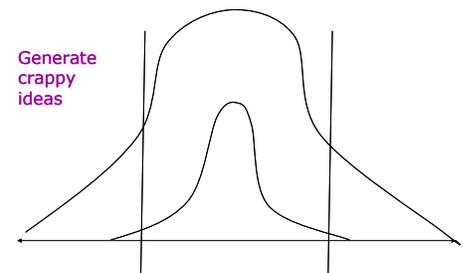
A method of shared problem solving in which all members of a group spontaneously contribute ideas.

cre-a-tiv-i-ty [kree-ey-tiv-i-tee]:

Ability to transcend traditional ideas, rules, patterns, relationships, or the like, and to create meaningful new ideas, forms, methods, interpretations; originality, progressiveness, or imagination.

Speed-brainstorming

- Speed-brainstorming with goal of generating many ideas, including crappy ideas – is often better than focusing on generating strong ideas.
- Crappy ideas help as they lead to bigger pool.
- You never know when crappy idea may turn good



Brainstorming Rules

Defer judgment – separating idea generation from idea selection strengthens both activities. Suspend critique for now, you'll have plenty of time to evaluate the ideas after.

Encourage wild ideas – breakout ideas are right next to the absurd ones.

Build on the ideas of others – listen and add to the flow of ideas. This will springboard your group to places no individual can get to on their own.

Go for volume – the best way to have a good idea is to have lots of ideas.

One conversation at a time – maintain group momentum. Save side conversations for later.

Headline – capture the essence quickly and move on. Don't stall the group with a long-winded idea.

How to Evaluate the Best Ideas

Innovative ideas are: creative, effective

- Innovation = f (Creativity, Implementation)

One Brainstorming Method

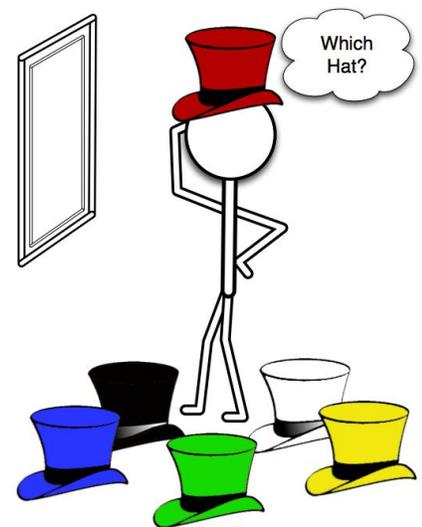
Six hats (De Bono)

Six hats represent six “natures” of thought
 White (facts); Yellow (positive); Black (negative); Green hat (creative), Red (gut feeling); Blue (control and monitoring)

Benefits

Systematic, thorough and productive
 Stimulates innovation
 Reduces conflict/ego

Hat	Focus	Guidelines for Beginning
White Hat: Facts and Figures	- Facts & figures - Objective thinking	- Separate information from judgment - Think of a computer – facts, figures & neutral
Red Hat: Emotions and Feelings	- Emotions & feelings - Intuition - Gut reaction	- May be used right after the first blue hat - Only short time needed - No explanation or qualification needed
Black Hat: Cautious and Careful	- Cautious & careful - Pessimistic viewpoint - Why might it NOT work?	- Can be used after yellow hat
Yellow Hat: Positive and Sunny	- The optimist viewpoint - Constructive	- Positive assessment - Permits visions and dreams - If no value is found, no need to continue
Green Hat: Creative and Provocative	- Creative & provocative - New ways of thinking	- Thinker and listener should both wear this hat
Blue Hat: Focused and Organized	- Process control - Orchestra conductor	- Why are we here? Define the problem and background. - What we want to achieve? Sequence and plan.



Rules

Never assign a hat
 Refer to hat by color, not function
 Practice

"You have learned that there is no idea that is too stupid, too extreme, too off the wall. That there are moments when it is useful to be critical. But it is not in idea generation stage. That you can be shockingly effective without being overtly critical. That you can move projects ahead by simply moving quickly and revising in real time. Reflection in action." – Jennifer Aaker

"The task: 4 x 15 minute brainstorming sessions with our small teams... The point: Quantity of ideas leads to quality of ideas. It's great for team building too." – Shal

"Reject the Devil's Advocate." – The spirit of Tom Kelley

"Brainstorming: Go crazy, go big, go, go, go." – Justin

*"I loved the rules mapped out for brainstorming...[m]aking something from nothing. What the practice circled around was saying 'Yes!' to any suggestion that someone put out there, without filtering your ideas. It was amazing to watch: when you say 'Yes', the story grows. When you block someone's idea (say 'No'), the story dies before it's born... If you ever watch a child play, they don't think or process, they just play. A child does not *imagine* being in the jungle, they ARE IN THE JUNGLE. Children embody pure human creativity, but as we grow older, we learn to judge and filter our ideas. That automatic judgment/filtration is hard to unlearn." – Bree*

GET Framework

Grab Attention

- Make message bold, crisp, and human
- Use MANY channels

Engage

- Funnel traffic to a single destination
- Be personally meaningful

Take Action

- Clear call to action in all communication (K.I.S.S.)
- Track metrics & collective impact

GET Skills

"You have met people you would have otherwise never met. And known where they live, what they eat and what keeps them up at night. You have understood their lives, as deeply as possible – at least at this point in time. Some of you will have forged permanent relationships that will sit with you forever. All of you will have ghosts that will linger with you far after this class is over." – Jennifer Aaker

"The biggest surprises from an ethnography are often the best learnings. The key is to take those learnings and figure out how to create an impactful story and/or product that will rally people around your cause." – Chris

"Ok, time to watch Entourage. It's our PoST assignment for tomorrow...honest!" – Shal

"If you don't want to actually wear someone else's stinky shoes, at least try them on in your mind." – Justin

Skill 1: Be an Anthropologist

an-thro-pol-o-gy [an(t)-thrə-'pä-lə-jē]: study of people

eth-nog-ra-phy [ĕth-nŏg'rə-fē]: Ethnography = methodology and epistemology; praxis = participant observation; theory = holistic approach to people and practices

Cultural Practice

The manifestation of a culture or sub-culture
What is needed for cultural survival

Shock

Moments of shock are important. They help us find our own biases and our senses of the way the world should work.

Stories (Brevity – 6 words)

- "For sale: baby shoes, never worn" - Hemingway
- "Couldn't cope so I wrote songs." - Aimee Mann
- "Beautiful, thin, hungry - or leave." - Entourage
- "Birth, childhood, adolescence, adolescence, adolescence, adolescence." - Unknown

Three Methods

1. Bring a bag (with gift, and an opening question)

Bag with recording devices that are situation appropriate i.e. camera, video, watercolors, and note taking tools

Gift, such as complement, joke, lifesaver, leave behind, gift for someone they care about

Good opening question: "What did you do yesterday?"

Opening Questions (for kids)

Offer something about yourself

Invite their best friend along

Ask for a house tour

Ask kids what they would buy with \$10

Describe project as 'top secret' (if true)

Make them laugh

2. Collage and quotes

How: Take camera with you at all times, cluster photos. Pair this with quotes (not summaries)

Why: Lets insights be revealed, and naturally categorized.

Nuances to complement

3. Keep "bug list" or "idea wallet"

How: Keep anywhere easy (e.g., PDA)

Bug list = negative. Record things that seem broken.

Idea wallet = positive. Record any surprises, things that make you laugh. Can keep in PDA

Why: Reveals problems to be solved, born from negative & positive

Observe

Photos and Quotes

Provide color, context

Take camera with you at all times, cluster photos. Pair this with quotes (not summaries)

Lets insights be revealed, and naturally categorized.

How to do Ethnography in 5 easy lessons (which aren't ever really easy)

Be There. Ethnography is about dislocation, movement, the place; you need to feel a bit shaken or dislocated. You need to BE there.

Being there gets you:

Symbols & iconography

Intangible sensory input: Color, sound, smell

Be Present. Catch details of the moment, focus on nuance. Don't just watch, do.

Engage with people

Turn off your phone, log-out, change gears

Read papers, eat local food, keep local hours

Talk to people

Make sure you record it all in some way that works for you:

Notebook, camera, etc.

Be vulnerable. Leave your comfort and notions behind. You are not the expert here.

Let yourself be open, overwhelmed. You aren't the expert here.

You should feel uncomfortable or at least off balance.

Be open to other people. If you ask questions, they might too

Be truthful and disclosive as appropriate (but this isn't about you)

Be quiet and still

Be overwhelmed

Be surprised. If you know what's going on, it's time to go home.

Challenge your own assumptions

Suspend your need to make sense of it all

What sticks out? What doesn't?

Be willing to ask stupid questions and get it wrong

Keep track of what is surprising you: Use photos, maps,

narrative

Be honest and be brave. Tell the stories you hear. Be creative about presenting material. Be true to what you saw and were told: What would the people you worked with think/feel if they heard you talk?

Resist the 1 foil/20 word summary

It isn't about the 'answers'; it's about context setting and the right questions

Skill 2: Tell a Story

Lessons in Storytelling from Casablanca

How does Casablanca hold viewer's interest so long?

Multiple sub-plots. Peaks and valleys in story line.

One plus one plus one plus one plus one equals one BIG ONE.

Multiple stories add up to one big story.

Most movies have an interceding event that takes place in the first five minutes. In Casablanca, it's when Ilsa enters at the *34-minute* mark.

Important Points

Less is more

2 things max

Brevity makes the audience feel respected

Brevity mystifies

Audience focus

Make sure that you are not coming across in a way that you couldn't predict

Own your audience.

Watch the audience watch your film / audio/visual work: The only time audience does not lie is when they are watching a movie.

The power of quotes

Don't interpret. Become their voice.

Power of an invitation. And a thank you.

Primacy matters. So does recency.

The Importance of one-liners

One-liners: lines communicate the souls of characters very efficiently – they are effective, terse. i.e. "Here's looking at you kid" (there is weight in the context of the film)

Three tiny words can change a character (e.g., "A Bug's Life")

Why Story Telling (in Business) is Important

The spirit of revolution already exists in the hearts and minds of motivated employees and loyal customers.

Often a leader need only act as editor, shaping stories to align with shared vision

Those stories contain insight on

- What we stand for
- What makes us unique

- How does what we are doing fits with what we stand for, what makes us unique

All little stories about your company/ products should add up to one big story

Stories that stick: SUCCESS (Heath and Heath)

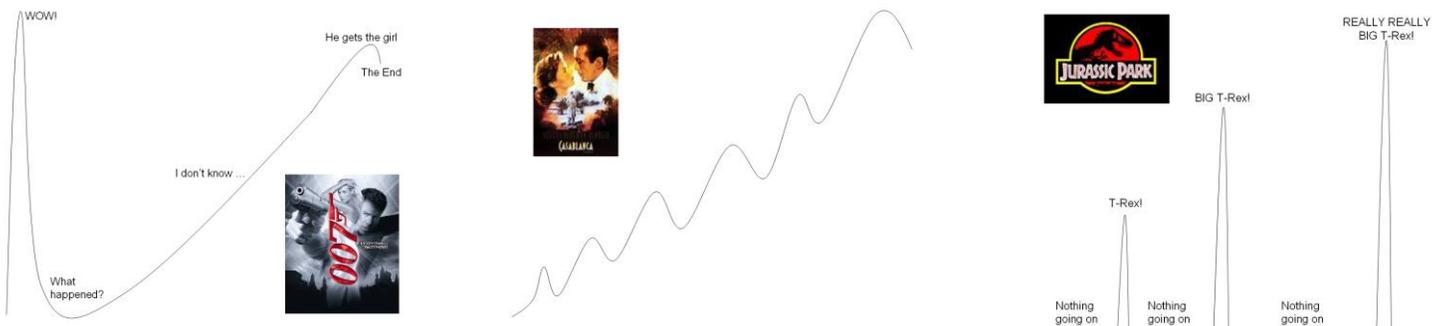
Simple
Unexpected
Concrete
Credible
Emotional
Staories

Three Storytelling Insights

1) Think Arcs

"Story structure is critical but chronology does not matter (think Pulp Fiction). You just want your story to follow an interesting pattern." – Oren Jacob

- Distinguishes stories from situation
- Notice: Story climax brings about absolute, irreversible change, e.g., "Well intentioned ambitious young person becomes a corrupt CEO of a large company."
- Story structure is critical in arousing emotions
- Chronology does not matter. You just want your story to follow an interesting pattern



2) Start wide, cull many stories before cutting

"Don't bore your audience with superfluous information that doesn't add to the story." – Oren Jacob

- Interweave the many stories you come up with, then boil down to the essence of each. Make sure the final product reveals the most important part of each character.

- Everything else is superfluous or additive material.
- Keep asking yourself: Is this superfluous
- Read Strunk & White. Then read it again

3) Know when to shut up

"Don't explain everything. Let the audience draw their own conclusions and interpretations." – Justine Jacob

Brevity makes the audience feel respected. Brevity mystifies

Story Telling Tips

1. "A good story, well told."
=> A good story is not enough. It must be well told.
2. "What happens is fact, not truth."
=> Truth is what we think about what happens.
3. "A story must somehow express everything you left out."
=> Let audience make inferences.

The Better Story

Story 2 is better than story 1

(1) X => Z

(2) X => Y => Z

Y = tension, the point of no return

Tension builds 2 things

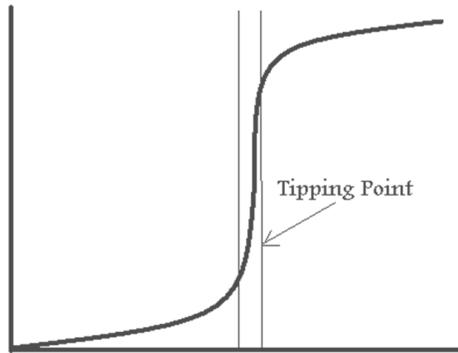
Engagement (b/c the listener keeps guessing)

Memorability

Spreading Stories and Tipping Points

"Tipping points should be thought of in series, using the momentum of one to set off another instead of thinking of them as discreet events." – Dana

"A key to creating tipping points here is the idea of "all or nothing" – either you get the votes and get to the top story on a site (via others voting on it), or you don't..." – Ashley



Viral Equation: $(\% \text{ people who pass on the story}) \times (\% \text{ invitations accepted}) \times (\text{average number of people invited})$
 If > 1 , then goes viral

Two types: "Popular" or "Viral"

Content fits audience

Tips:

- Know the algorithm
- Need time investment to start
- Experiment + learn with low investment

Chain Reactions

- One tipping point helps sets off another
- Build Funnels and breadcrumb users
- Track evolution and timing

Action Messages

- G What is your headline?
- E What is your story?
- T What can someone do?

"Now you will learn how to tell a story." – Jennifer Aaker

"Tell me the facts and I'll learn. Tell me the truth and I'll believe. But tell me a story and it will live in my heart forever." – Old Indian proverb

"Take the risk of creating drama for the audience." – Sophie

"Bottom line: know your audience and target your message." – Ashley

"You have to dive in and become the characters if the lights/power/computer go out, be ready for 'what if' scenarios to still sell people on your idea." – Micah

"Have an 'unexpected' factor" – - Vanessa

"Music almost always helps to engage" – Justine Jacob

"- A silhouette factor let's you know what to cut from a program by judging the number of people that walk out of the show." – Oren Jacob

Skill 3: Think Small

Think small to think new

You need new ideas to be successful, often new ideas come out of thinking small.

Think small to think deeply

Zooming in will enable you to see granular details and discover revolutionary insights. Focusing on large ideas makes in-depth exploration difficult, if not impossible.

Be small to think small

Corporations, VCs, executives are visionaries, they think "big". To balance this, think small, don't be distracted.

Often, the biggest rewards are the small ones

A thank you, 5 minutes spent with mother.

Micro v. Macro - A Tale of Two Methods

Psychology and Economic. Both important

Start big; then to clarify add detail. Way more detail

Vietnam Memorial

Macro: tremendous sacrifice and tragedy of the war

Micro: the thousands of individual names and stories that make up the memorial

Two Forays (Sep Kamvar)

We Feel Fine: continuously crawls the blogosphere for sentences that contain "I feel" or "I am feeling"

I Want You To Want Me: continuously crawls online dating sites



Banksy: Art of Disseminating Ideas to Ordinary People

Refereed publications are essential. Then add a complement to publications, involve the public in the conversation.

Four lessons

Have a Point.

Tailor the Medium to the Mission.

Be playful. Playful messages and images increase engagement.

Bring the work to where the people are

Corollary 1: Make people feel it viscerally

Corollary 2: Don't be afraid to work outside the system.

Grab Attention

Be short - whether it is a video or a tagline. Brevity keeps people's attention

Dove's Real Beauty campaign was based off of a brief video

Use viral networks

Have people send it to their friends

Make it personal

Add people's names to emails and promotions

Own a color or image

Breast Cancer – pink

Apple – white

Lance Armstrong - yellow

Be Brief

Keeps attention; harder to tune out.

Why Differentiation is Important. Strong brands have four assets:

Differentiation - how distinct is the brand

Relevance - how meaningful is the brand

Esteem - how much do people respect the brand

Knowledge - how intimate do people feel with the brand

It is important to have more differentiation than relevance, and more esteem than knowledge.

Tweeting Out Loud: Effective Social Technology

Engaging with your fans

Distributing online coupons to your faithful Twitter followers

Energizing your support base during an ongoing campaign

Seed and Drive Call to Action

"Never underestimate the power of an INVITATION and the power of a THANK YOU." – Randall

"Blogs have become more and more popular – giving the public access to granular, personal stories." – Jon B.

"Have a point: Ultimately, we are all trying to convey a message and we need to be focused on what that message is. The clearer we focus on that point, the more impact we will have. ." – Jon B.

"I have always believed that 'those little moments' are the ones that are most likely to define you as an individual." – AdriLand

"I was moved by today's talk ... maybe because the power to think small is valued so little in the business school and yet it has the most potential to create action as it lowers the barrier to create impact: a small one will do." – Maalika

"I feel humble. I feel moved. I feel inspired. I feel fine." – Andii

"The ticking clock ... we could really generate a compelling call to action by using the idea of firsts" – Anna

"Social media does not equal digital media. Number one form of social media is face-to-face interaction; only 15% social media interaction is digital." - Steve Knox, CEO of Tremor

"Toughest cold call at the GSB: 'What does falling in love mean to you?'"

"Everything fits, transcends practicality. Flatters my past; brings me to my future. I feel exhilarated and simultaneously safe at home. Gleefully satisfied." – Bree

"Engaging requires that your idea becomes personally meaningful to your audience." – Ashley

"The power of the multiplier effect." – Anna

"I still have problems believing 100% that a personal story, a face for the campaign makes that much difference. To me, personally, it always looked a little bit cheap, manipulative and unscientific if a campaign was using emotional personal stories to a large extent. However, I'm very excited to experiment with this method. I guess the key is probably to make every little detail as authentic as possible to prevent even the slightest sense of manipulation." – Alexander

Engage

Fall in love

Well loved brands: Coca-Cola, Sony, Apple, Nike, Hershey, Pepsi, Levi's

Falling in love is different from being in love.

Once you have people engaged, another piece of getting people to stay in love with your cause is to listen. What do people want? What do they care about?

Choose your words carefully

- Positive words compel people forward (Emotions invoked: empathy, happiness)
- Negative words can be motivating, but don't stick as long as positive words. (Emotions invoked: fear, anger, guilt)
- Needs to be appropriate for the subject and context
 - Powerful use of negative emotions in the right context is very important. This class is focused on getting others to take action, negative emotions are extremely effective at this.
 - The use of negative/positive words is effective. For example, two words that are not aligned are at times very powerful ("i.e. peaceful energy")

The importance of authenticity when you are asking people to engage.

Think: controversial Fiat ad that publicizes the plight of activist and 1991 Nobel Peace Prize winner Aung San Suu Kyi who is under house arrest in her country of Myanmar.

"besides Fiat not gaining permission from Suu Kyi to include her in the ad (Fiat claims it was impossible given her imprisonment), some feel that because Fiat is not providing any direct help to Suu Kyi (despite reaping enormous returns due to its virility) they are exploiting her for their gain." – Shal

Take Action: GET in Real Life

"As we saw with the Help Sameer campaign, portraying [a heavy] issue in a more [positive] light-hearted nature can be extremely effective to get people to take action." – Lisa

"So go ahead. Don't be shy. Call to action."- Shal

USING SOCIAL MEDIA TO SAVE LIVES: HELPVINAYANDSAMEER.ORG



<http://www.helpsameer.org/strategy/>

Grabs Attention

- Celebrities
- Tons of media
- Bold messages

Engages

- Videos & photos
- Powerful stories
- Blogging

Inspire Others to Take Action

- 1-2-3: Register, hold a drive, spread the word
- Consistent message across all media
- Dummies Guide

8 Lessons to Inspire Others to Take Action

The 8 Lessons

1. Develop a clear goal.
2. Tell your story.
3. Act, then think (big).
4. Design for collaboration.
5. Empowerment marketing.
6. Measure one metric.
7. Try, fail, succeed.
8. Don't ask for help. Require it.

KIVA

Kiva is a micro lending website filled with pictures and stories of entrepreneurs in need of funding.

Kiva's mission is to connect people through lending for poverty alleviation.

Eyes / Zoom

Jessica projected a close-up shot of a woman, calling attention to previous associations of such images with poverty as well as the ambiguity of the woman's expression. Just as this picture began to elicit feelings of guilt and possibly pity, Jessica zoomed the picture out from the close-up of the woman.



Now the woman sat in the middle of a market, surrounded by tremendous amounts of ripe produce. Suddenly, the new information conjured feelings of curiosity, respect, and intrigue.



Insight: additional information and the presentation of your story are influential to the meaning.

What's worked for KIVA

Grabs Attention

Real people! Every person has a story:

Make a loan

\$1,000.00 Loan Request
\$275.00 Raised so far
\$725.00 still needed

17%

About the Entrepreneur

Location: Phnom Penh, Cambodia
Business Name: Chay Sina
Activity: Taxi
Loan Requested: \$1,000.00
Repayment Term: 21 months - repaid monthly
Loan Use: To purchase a passenger car for a motorcycle

About the Field Partner

Name: CREDIT MF I - World Relief
Partner Since: April 24, 2006
Risk Businessess: 272
Total Loans: \$190,175.00
Active Loan 1*: 1.37%
Default Rate: 0.00%

[More about this Field Partner >>](#)

Designed for everyday people, not affluent experts

Talk in a language your audience will understand

Get press, generate buzz

<sample images: blogs, newspapers, tv stations>



Engages

Rich user generated content, changing fast...

Keeping the faith through honesty and truth

Gets people to Take Action

Kivapedia – wiki

"You know the inspiration of living in Africa. Of seeing business women and men struggling, and how one woman could change their lives through a loan as small as \$25." – Jennifer Aaker.

"The numbers are really interesting but they are not what make my heart sing." – Jessica Flannery, co-founder of Kiva

KIVA – *"Changing the way that people view poverty."* – Lisa

"What propelled the project forward was ...passion." – Oren

HOPELAB

The Importance of Listening

Ask questions

The Importance of Asking the Right Questions

When asking questions make sure that audience understands what you are asking.

Important to define your cause/issue because it is hard to arouse the masses to something that is not clearly defined



"Pat Christian from Hopelab came in today, and had some great tips on how in situ ethnographies could be used in effective product development... Her guidance was powerful for its simplicity: she advised us to be humble and respectful to our subjects, and to be mindful of who does most of the talking when we approach subjects for our ethnographies." – Blythe

"Good listeners ask questions and are (relatively) quiet. By being aware of how often you talk in a conversation, appreciating the goal of having others talk more than you." – Pat Christen

WORD OF MOUTH ADVOCACY (TREMOR)



Engage: **Word of Mouth Advocacy**

P&G Consumer Segmentation

Trend Setters – Once their idea is adopted, they drop it.

Connectors – 5X larger social network than average

Trend Spreaders – More focused on “we”

Focus on “**connectors**”

Having the *right* message: Difference between message people want to *hear* and message people want to *share*.

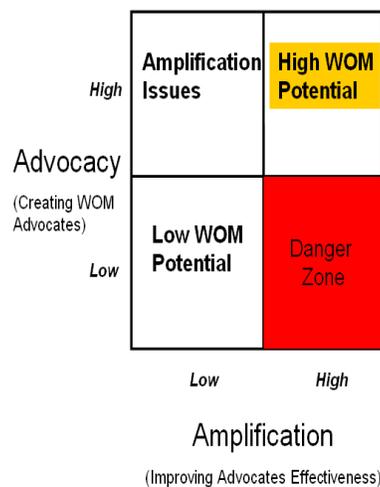
Advocacy Factors “ Reason to Care ”	Does the connector think the product/idea is worth his/her advocacy?	<ul style="list-style-type: none"> • Exclusivity of Information • Likeability • How New/different Simplicity
Amplification Factors “ Reason to Share ”	How likely is it that the product/idea will be talked about within social networks?	<ul style="list-style-type: none"> • Social Currency • Easy to Talk About • Easy to Observe • Narrow vs. Broad Interest

Why “Wassup guys” and little elves don’t move product...

High word of mouth potential: Need high advocacy *and* high amplification.

“Buzz Marketing”

(Amplification without Advocacy) Does Not Drive Business



People like to stay in psychological equilibrium; people talk if equilibrium is disrupted, talking helps return to equilibrium

Consumers talk about brands for 2 reasons:

- 1) Positively reflects on the consumer
- 2) Consumer feels that he has something that will help someone else (altruism)

Brand Congruency: information presented on brand must be congruent with foundational truth most of the time and incongruent some of the time

Messages need to be rooted in foundational truth of the brand most of the time and need to be related to disruptive equilibrium only some of the time

“Why Do People Share Ideas?”

Disruptive Equilibrium

Human mind pre-wired to talk when equilibrium is disrupted. Word of Mouth Advocacy activates this phenomenon

Must be connected:



Phase	DISCOVER	CREATE	EXPAND	GO	EVALUATE
Phase Objectives	Understand the Brand, Category and Consumer. Create a Holistic Word-of-Mouth Marketing Plan.	Create and Qualify Word-of-Mouth Concepts. Generate Strong Creative Directions.	Prepare for Launch.	Ignite Word-Of-Mouth with Teens.	Read In-Market Success
Phase Activities	Client Discovery Consumer Deep Dive Category Learning	Advocacy Concepts Idea Boards Amplification Concepts	Creative Development Pre-Measure	Execute Launch	Post-Measure
Milestones	Learning Plan Measurement Plan Tremor Marketing Plan	Creative Brief Design Brief Concept Frozen	Art Frozen	Go to Market	Post Program Review
Key Alignment Decisions (Go/No Go)					
Elements of the Milestones	Define the 'Who' Tremor Objectives and Strategies	Define the 'What' Art Direction Approval Define the 'How' OOP Alignment	Art Approval Legal Approval	Program, Print, Fulfill Send to Consumer	Rep Pop and Connector Evaluations
General Timeline	Business Development Client Understanding Consumer Understanding	Advocacy Idea Boards Amplification	Artwork/Web Development	Execution	
Inputs	Tremor Os & Ss Timeline Deep Dive FG Discussion Guide Quantitative Category Survey Learning Plan	Advocacy Concept Strategy Session Quantitative Concept Surveys Advocacy FG Discussion Guide Amplification Strategy Session Amplification Focus Group Quantitative PAT Surveys	Art FG Discussion Guide Quantitative Pre-Surveys Final Art Approval	Print/Pack Specs	See Measurement Plan for Specifics
Outputs	Discovery Summary Deep Dive Summary Quantitative Summary Learning Plan Measurement Plan Creative Brief	Advocacy Concepts Advocacy FG Summary Quantitative Summary Art Big Idea Boards Amplification Concepts Amplification FG Summary PAT Summary & Recommendation Design Brief (includes Tech Specs)	Art FG Summary Quantitative Summary Final Art Prototypes	Campaign Samples	

"Marketing has forever been changed." – Steve Knox

"I can't do it. But we can do it. And that's why I'm asking you to join me on GavinNewsom.com or Facebook." – Letter from Gavin Newsom

"Sticky stories, particularly about an underdog situation, resonate well. A key influential person can be key to your cause – while Barack Obama is probably not available, find a person that can make your cause 'flammable' and empower others to light a match!" – Chris

"If all else fails, use puppies." – Justin

BARACK OBAMA CASE

“The best marketing campaign in history”

Barack Obama campaign leveraged Google, CurrentTV/Twitter, and Facebook to an innovative new experience in political marketing.

- Current TV, a social news network (current.com), took the conversation that people were having on twitter and pushed it through TV. As viewers watched the debates, they could see live commentary from twitter. The company was able to take a fragmented audience and bring them together. People felt involved in the political process. They felt heard.
- Facebook helped to propel a grass roots movement. (When Facebook placed a register to vote banner on its site, targeting adults in Iowa, participation within this demographic increased 3000%)! The company launched politician pages, teamed with news networks like CNN, and served as a platform for several applications that were used to attract donations.
- Lexicon and Causes, which are applications that can be useful in mobilizing friends around a cause, were used. Lexicon tracks where people are talking about what. Currently, the topics that can be search is limited, but I believe this tool has some amazing potential. Causes is one of the most popular Facebook applications. For the Obama campaign, a user could do things such as donate his/her status update or airline miles.
- Eligible voters who didn't vote cited a lack of information as a primary reason for not casting a ballot. This is where Google stepped in. The company increased access to trusted information and made it easier for people to participate. They were involved in many ways from directing users to appropriate voting locations to handing out video cameras at the Iowa caucus so that the individual experience could be documented. Throughout the campaign, it is estimated that 1800 videos were uploaded for 110mm views. This is equivalent to 46mm in paid advertising—clearly a smart use free of resources.

So, what innovation should we expect in the 2012 campaign?

Mobile technology will play a larger role.

However, more interesting questions stemming from this presentation are: 1) how scalable are the methods that were used in the US election and 2) will traditional brands more willing to increase their use of social media following the success of the Obama campaign? The answer to these two questions is still to be determined.

FIREFOX CASE

Mozilla is a non-profit; it's mission is to promote choice and innovation on the net and ensure that there is social opportunity for participation

Web browser is the mediator between you and the web. To use the browser you used to have to be a programmer. Mozilla's ultimate success depended on increasing the scope of activities/ getting the product into the hands of users.

85% current users hear about Mozilla through WOM
Mainstream marketing:

- Initially worked to take out 1 page ad in NYT to help launch Mozilla. Needed to get 10,000 people to donate \$10. Those who donated saw the web as an opportunity to preserve an educational, interactivational space.

Grassroots marketing (No, it was not the aliens)

- Crop circle in Oregon. 1 acre crop circle of giant Firefox logo. It raised awareness of the product and encouraged people to get involved.



Localization

Firefox didn't pay for any of its 64 translations

Global effort to translate the browser into as many languages as possible

Firefox gives individuals a **call to action**. "Here is a Mozilla browser; you can help by translating this into your language."

Get more people to use it; get them to tell their friends about it.

Anyone can start contributing: i.e. support, localizer, developer, marketing, testing, add-ons, marketing.

Become a voice: hack on code, schedule events, join campus reps, support end-users, spread Firefox, take part in the Affiliates Program

Mozilla Labs Groups (goal: get broader community involved). If you are an artist, create art for browser. If in marketing, promote browser

Different projects have different types of participants. Firefox's participants are **altruists**.

"I would expect that next year, people will share twice as much information as they share this year, and next year, they will be sharing twice as much as they did the year before." - call it Zuckerberg's Law of Information Sharing

SPREADING IDEAS (FACEBOOK)

How Ideas Spread: A Brief History of Idea Spreading

sorta accurate

From Cave Drawings to Wall Postings
(6,000 years of history
in 60 seconds)



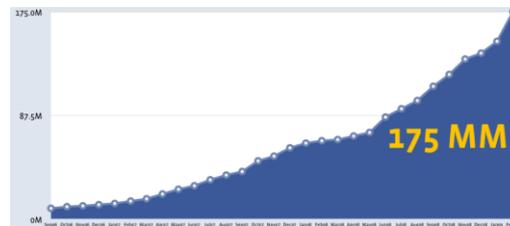
How ideas spread: a brief history

Cave drawings → stone → printing press → telegraph → phones → tv
→ fax machines → mobile phones

1970s/1980s: easy to communicate one on one, but what if you wanted to communicate broadly to a group of people (one to many)?
Now: new tools that let you broadcast messages to the world really, really easily

Facebook spread

Ideas are shared on a massive scale and share growth continues



Why ideas spread on Facebook

3 things that make Facebook unique:



1. **Identity** - users connect with their real world identity.
2. **Friends** - users connect with real-world friends.
3. **Distribution** - the best content is distributed across the social graph.

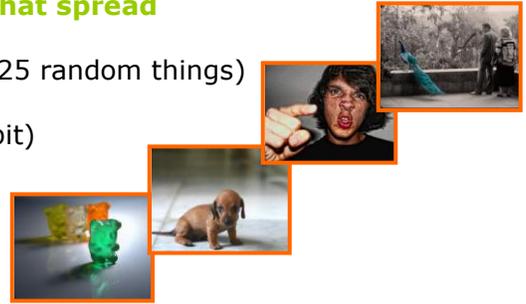
Privacy control means more sharing: the higher the privacy settings, the more likely people are to share.

Main ways to distribute content on Facebook:

- newsfeed (this means that things can spread virally without a single dollar spent on marketing)
- groups and applications can go from 2 members to millions of members within a matter of weeks: this is really unprecedented in social technology).

Five winning strategies for the types of ideas that spread

1. **Appeal to vanity** (Facebook notes feature "25 random things")
2. **Get people angry** (starving dog at art exhibit)
3. **Cute. Cute** (fluff friends application)
4. **Social proof** (six degrees)
5. **Everyone *thinks they* can save the world** ("causes" application)



Metrics

Ways to track effectiveness of a message

- Facebook free advertising message test
- Quantcast (free) and Comscore (paid)
- Tiny URL
- Google Analytics

Conclusion

Change [chānj]

: (v.) To cause to be different

: (n.) The act, process, or result of altering or modifying

Change one person's life (for the better)

APPENDIX

Google Analytics Bootcamp

You've created a website or a blog and you want to analyze your traffic. Great! I've written this quick guide to help you to focus on the aspects of Google Analytics that are most relevant to your projects. Contact me at any time with questions. Have fun!

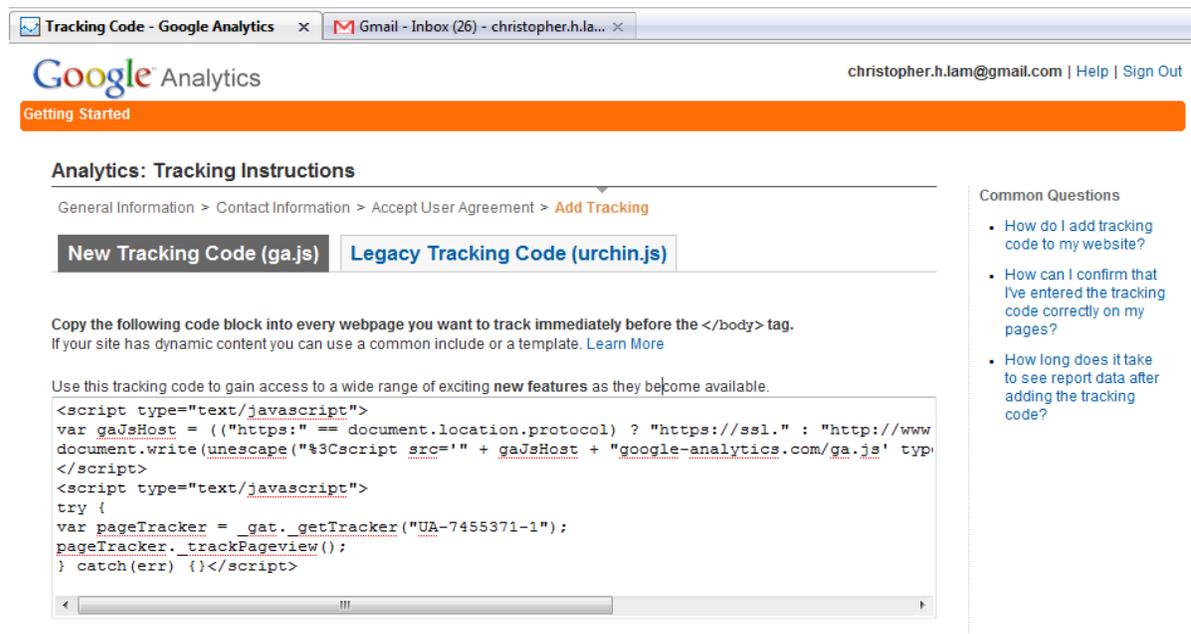
First things first –

Sign up – get your own account at <http://www.google.com/analytics/>

If you have a Gmail account, use this to create your Google Analytics (GA) account.

You should know the name of your website and have the ability to edit the html code of your webpage. If you have a blog, this can be done directly in the template.

Once you sign up, GA will generate a small amount of code. Copy it and insert it near the end of the html code of the page, specifically, immediately before the **</body>** tag on every single page that you want to track.



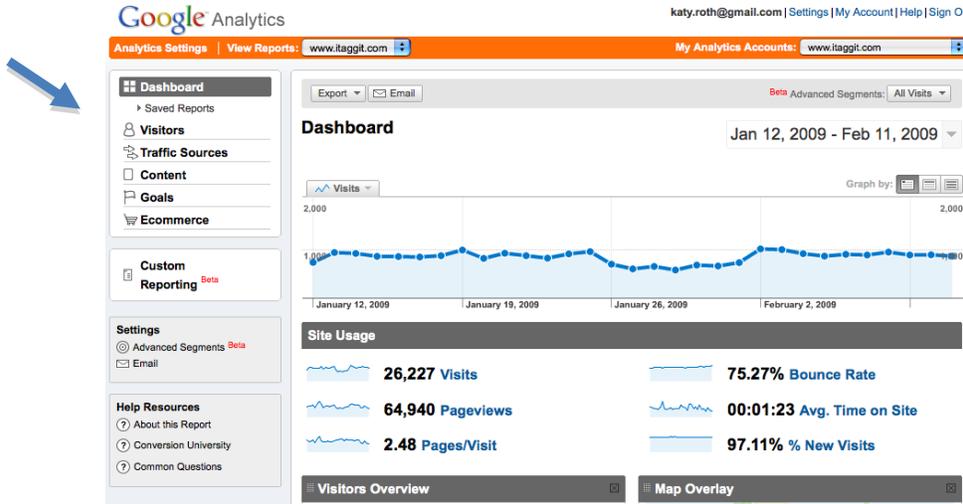
The screenshot shows the Google Analytics 'Getting Started' page. At the top, there are browser tabs for 'Tracking Code - Google Analytics' and 'Gmail - Inbox (26) - christopher.h.la...'. The page header includes the Google Analytics logo and the user's email 'christopher.h.lam@gmail.com | Help | Sign Out'. A red 'Getting Started' banner is visible. Below it, the 'Analytics: Tracking Instructions' section is active, with a breadcrumb trail: 'General Information > Contact Information > Accept User Agreement > Add Tracking'. Two buttons are present: 'New Tracking Code (ga.js)' (selected) and 'Legacy Tracking Code (urchin.js)'. The main content area contains the following text: 'Copy the following code block into every webpage you want to track immediately before the </body> tag. If your site has dynamic content you can use a common include or a template. Learn More'. Below this is a code block with the following JavaScript code:

```
<script type="text/javascript">
var gaJsHost = (("https:" == document.location.protocol) ? "https://ssl." : "http://www
document.write(unescape("%3Cscript src='" + gaJsHost + "google-analytics.com/ga.js' typ
</script>
<script type="text/javascript">
try {
var pageTracker = _gat._getTracker("UA-7455371-1");
pageTracker._trackPageview();
} catch(err) {}</script>
```

If this trips you up, send me an email or ask a techie friend. Next!

Dashboard

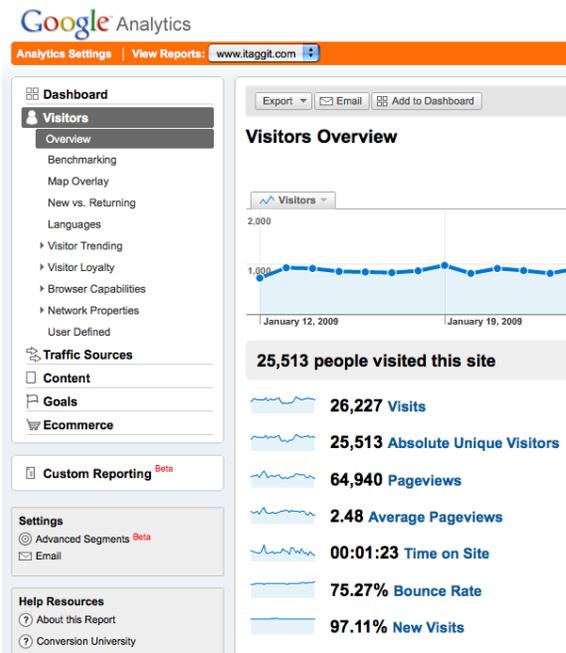
The dashboard is the first place to start. Once the code has been successfully installed and it begins collecting traffic data, you can get a high-level view of your overall metrics:



Now, let's drill down a little bit.

Visitors Overview:

At first, most of you are simply interested in the volume of your traffic:



At first, most of you are simply interested in the volume of your traffic.

Visits – sheer number of visits to your site

Unique – subtracting repeat traffic

Pageviews – sum of all pages served or viewed

Time on site – how much time do you want your visitors to spend on your site? If this number is lower than you like, figure out how to make your content more interesting.

Bounce Rate – this shows that your site came up in the search results and it was enticing enough that people clicked through. Unfortunately, once they got there, they ultimately returned to the search results to find something else. If this happens enough, you may find that your site falls in the rankings.

Map overlay / geographical location of visitors



Some of you have asked me about Geographical location. This is often fun to look at, especially if you are targeting specific locations. I would try not to spend too much time on it, generally speaking.

Traffic Overview:

Google Analytics

katy.roth@gmail.com | Settings | My Account | Help | Sign Out

Analytics Settings | View Reports: www.itaggit.com

My Analytics Accounts: www.itaggit.com



There are 3 types of traffic:

Search traffic

Traffic to your site that comes in through search engines, like Google and Yahoo.

Direct traffic

This generally comes from a user typing a website address into the browser directly. This is expensive traffic to generate. Spending enough time, energy and money to prompt someone into remembering an exact website address is best left to big, esteemed brands. For example, www.ibm.com, www.ebay.com, www.amazon.com.

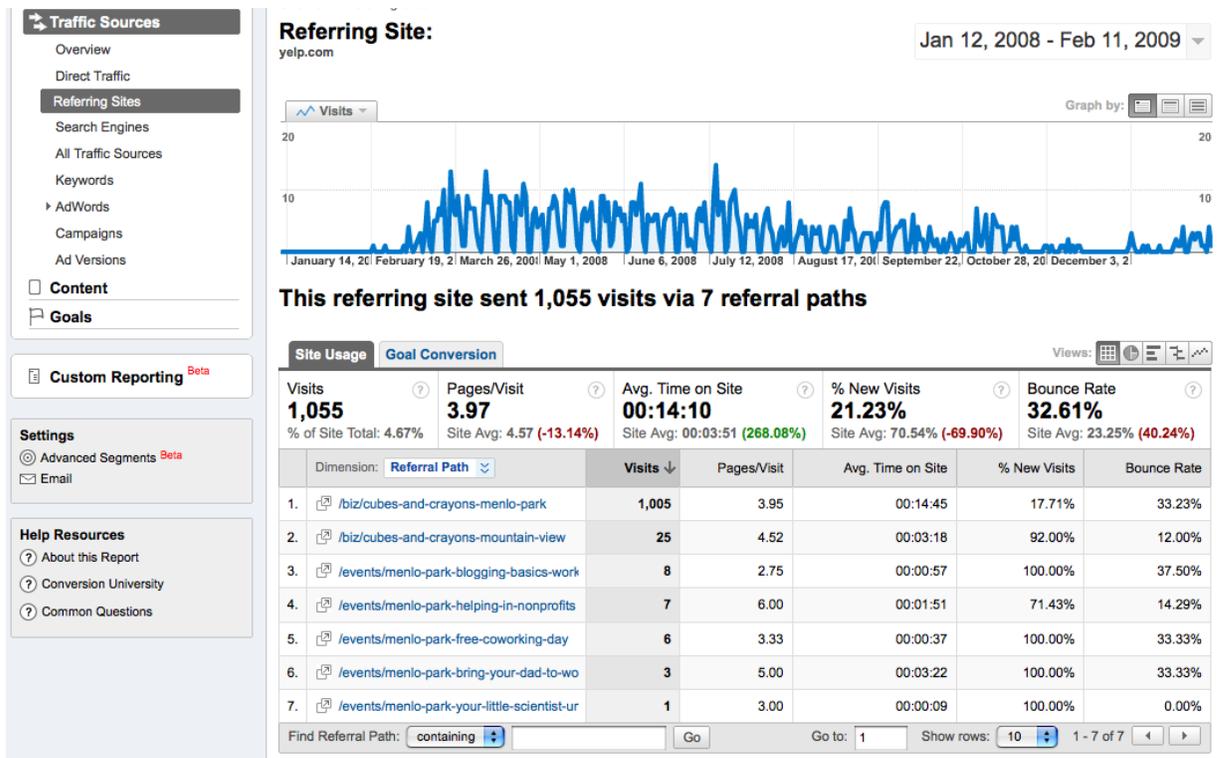
Referring sites – *this might be the most important for PoST students, spend the most time here*

This tracks the links that people clicked through to get to your site. In this class, they could be:

- From Twitter or Facebook posts – generally, those that you put out there, or others share/retweet
- From other websites and blogs – generally those that others create, or you put on other sites

You should track the effectiveness of the links that you proactively put out there. More interestingly, you should analyze the links that others have created or forwarded that link to your site. You will get the most insights there. As Scott Cook, founder of Intuit, asks of employees who visit customers, “What were you not expecting? What surprised you?” Learn from that.

In this example, here is the traffic that a business received from pages on Yelp. It is a great place for them to connect with possible clients, with an average time on site from the main page of 14:45 minutes!



This referring link sent 1,005 visits

[Visit this referring link](#)

See something unusual? Click on a blue link to drill down and actually visit the site if you are not familiar with it. Take the opportunity to thank them for the link. Follow up with bloggers, the press, anyone who is passionate – good or bad - about your site.

Keywords

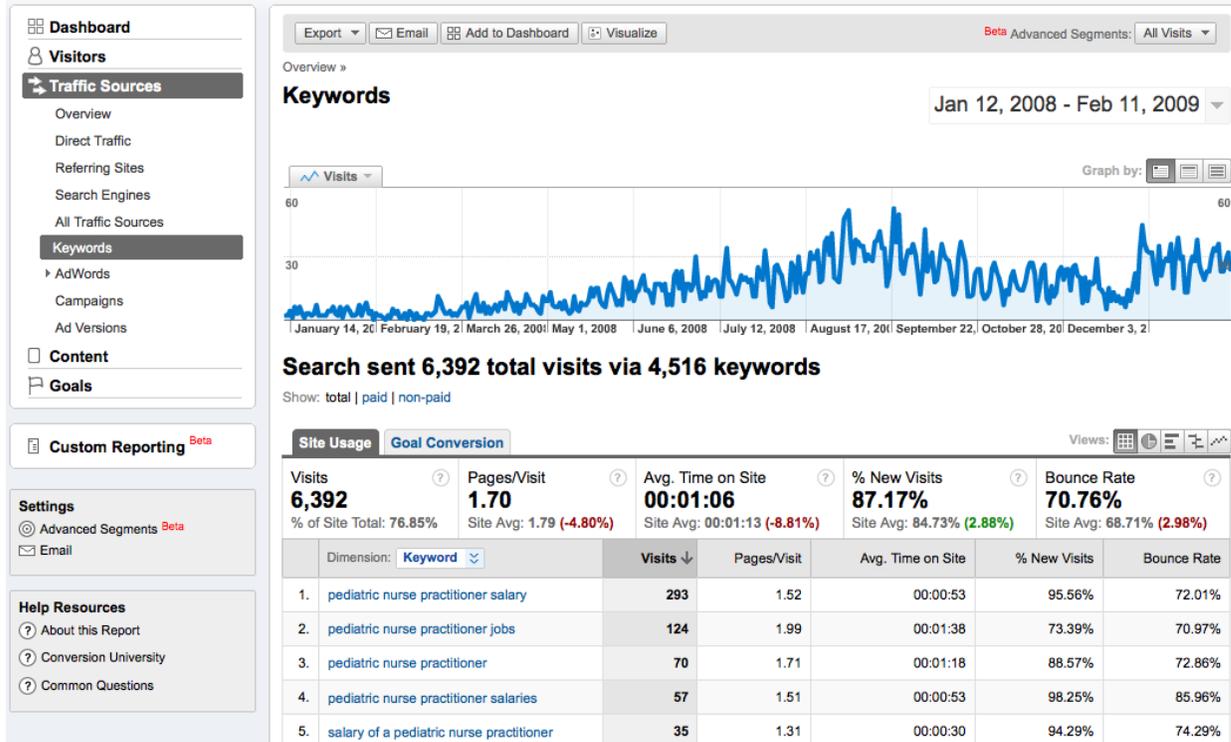
I don't think keywords are as important for the PoST class so I will just touch on it. Let me know if you would like to learn more about this.

Are the **keywords** you are using match with what people are looking for that is relevant to your idea?

Management vs. Monitoring example

A high-tech company chose to use "systems management" to market their product. However, what they really did was "systems monitoring". When users searched for systems management, BMC and other very big companies filled the 141,000,000 search results. When users searched for systems monitoring, there were 564,000 results. There was more opportunity to stand out and rise to the top of latter search results than to the former.

Here is an example of a client who is doing well with keywords. This person is getting a lot of traffic from blog entries about nursing salaries. She provides that information as part of her role as a nursing recruiter. Naturally, those looking for nursing salaries often want to make more money and find a new job. A planned coincidence.



Content Overview

Don't forget to savor surprises

A software company had a lot of technical frequently asked questions and answers (FAQ) on their site. They underestimated the importance of this content to the network engineers they marketed to. It turns out that this is how their target market found their site and bought their products, which cost thousands of dollars. Before figuring this out, they almost deleted all of these pages.

Summary

Have a great time using this free and powerful application. You can learn a lot about your traffic, however, focus on data that is actionable: where traffic is coming from, what efforts are paying off for you, and which ones aren't. Refocus your efforts if you need to. But don't forget to spend more time on your actions than your analysis, or the quarter will be over before you know it!

Sincerely, Katy Roth

Twitter Bootcamp – 101

Welcome to the Power of Social Technology! I am thrilled to work with all of you this quarter.

I teach companies how to use web 2.0 and social technologies like Twitter, Facebook, YouTube, Flickr, blogs, websites and LinkedIn to achieve different business goals. This could be to launch products, create awareness, offer customer service, build a community, or promote events. Results may include increased web traffic, higher sales, brand recognition, and event attendance. These strategies are built on a strong, traditional marketing foundation of understanding your target market and how to engage with it. Now, let's get started!

Getting started with Twitter

Setting up your account

Choose a photo of yourself or something else to give your Twitter account authenticity. Write a compelling bio. Choose an interesting background image if you like. You want to convey that you are a real person, and not someone's marketing department :)

Watch & learn

As with learning anything new, studying how others do it before you jump in can save you a lot of time and frustration. In this case, I suggest "following" a dozen or more Twitter users to see what they are doing, and how. I have a handful in my personal Twitter profile to help you get a jump start on this. It is a mixed bunch – tech writers to Tina Fey, Hyatt Hotels to the Dell Outlet:

<http://twitter.com/kkroth>

My previous company where I started their Twitter strategy

<http://twitter.com/fiveruns>

Once you find someone you like, click on the "follow" button below their user icon. Look at who else they are following and check them out, too. However, seek diversity, too. Generally speaking, if you follow someone, they will follow you.

Find your target market

Once you are ready, start to find others who have tweeted about subjects that are related to your topic. You can use Twitter's search to do this. Think about people in the news, brand names and other keywords that are relevant to your project:

<http://search.twitter.com>

Evaluate the results, and choose whether or not to follow those users. Also consider looking at their followers who might share similar interests and could either be in your target market, or have large networks that could help you spread the word.

Subject matter

You can think of Twitter tweets and Facebook status updates as a form of micro-blogging. The same rules apply. Put some thought into what you write. Make a witty remark about something in the news. Break a story. Use some clever, self-deprecating humor. If you only use Twitter for marketing, people get bored and ignore you.

You can update Twitter on the Twitter website, through your mobile phone if you set that up when you set up your account, and, you can have your tweets show up on your Facebook status, too:

<http://apps.facebook.com/twitter/>

Including URLs

Use another site to shorten your posted URLs so they don't take up too many of your allocated 140 characters:

<http://www.twurl.cc> or <http://ow.ly/url/shorten-url>

@ sign

Writers write because they get emotional satisfaction out of knowing that others are reading. If you see something that someone else has tweeted about that strikes a chord, respond! You can use the @ character preceding someone's user id to respond to them. Note, they will only get the message if they are also following you.

RT

Help someone spread the word by retweeting other's tweets. Preface your message with RT which stands for retweet. Don't forget to include a @username so that the original user sees your good deed. Want to ask your followers to do this for you? Simply say, please retweet. Help others, and others will help you!

FTW

Just a little lingo for you. If you are fired up about something, think it is the best – whether you are suggesting a restaurant or a class at the GSB - you can use FTW at the end – it is technically "for the win!" but generally means, I think it is the best, or it is awesome, etc.

sign

There is a wave of thinking that putting a # sign preceding a name or a topic will act as a type of search meta tag for future search functionality on the web. You may or may not choose to do this.

Twitter facts and businesses

Brands that tweet

<http://buzzmarketingfortech.blogspot.com/2008/12/brands-that-tweet.html>

Twitter link tracker <http://twitturly.com/>

Twitter user influence mapper <http://twinfluence.com/?u=kabbenbock>

Tweeted url tracker <http://tweetthrough.com/>

How to track Twitter posts using Google Analytics:

<http://www.epikone.com/blog/2008/09/02/tracking-twitter/>

Basics of Twitter – a blog to answer questions, point out tips, identify tools and talk about Twitter.

<http://twittermaven.blogspot.com/2009/01/daniela-by-numbers.html>

** Anyone intrigued by the role of micro-blogs in this class should read this as it helps explicate the relationship between twitter posts, retweets, blogs, digg etc.

How to attract 500 Followers on Twitter in 24 hours

<http://www.youtube.com/watch?v=6tO4ngxBDrw>

See also -

http://bryanlehner.com/CS/blogs/user_experience/archive/2009/01/03/154.aspx

There you go! Get started. Ping me anytime for more guidance.

Katy Roth 512-426-2395 roth_katy@gsb.stanford.edu

Twitter Bootcamp – Advanced

1. Basics

Twitter is a micro-blogging platform that enables its users to publish (or “tweet”) their answer to a simple question “What are you doing?” The catch is that the answer has to be 140 characters or less. It’s similar to Facebook status updates.

The way it works is that you “follow” users who you think are interesting. This means that your page or feed is comprised of a chronological list of updates from those that follow you (from most- to least-recent). Also, anyone that follows you will see your updates on their list of updates.

A couple of other helpful things. Given the max 140 character rule, people use URL shorteners to send out long URLs (twitter also shortens URLs for you, but ignore that if you want to track which we do). I typically just use tinyurl.com. I generally add a ?ref=eptwit to the URL before shortening it so that we can track any visitors that generates. You may want to come up with your own name, such as ?ref=agtwit.

To direct a message to a specific user you can either Direct Message (‘DM’) them which means that the message is private, or you can ‘@’ message them which is a public message (think of it as a wall post versus a private message). To send an @ reply, simply include @username (e.g., @EPJulio) in your tweet and that will show up in the person’s profile.

A lot of people use twitter to share links, so that’s a very relevant use of Twitter.

The value of Twitter from a marketing perspective is primarily two-fold:

First, generating traffic directly. If you have a lot of followers and you post a link, that’ll generate a lot of visits all at once. For example, Digg founder and internet celebrity (is that an oxymoron?) Kevin Rose (<http://twitter.com/kevinrose>) has nearly 90k followers. I once saw him post a link to a jacket he liked and the site which sold the jacket immediately crashed under the sudden unexpected surge of traffic. Of course, getting a lot of followers takes a long time and hard work, so I would not say this is the primary value we would derive from Twitter.

Second, twitter is heavily used by active members of the blogosphere, hence it’s a good way to get the attention of influential people – getting them to know you, your site, and any special news you have. It’s yet another tool for building a relationship. If you tweet something interesting, it may catch the eye of someone with an influential blog, they may blog about it and others may pick it up in turn.

2. Strategies

Remember – your goal is to get as many followers as possible (generally speaking, more followers = more traffic) and to get the highest 'quality' (influential and relevant) followers as possible.

One way to get a lot of followers is to simply follow a lot of people. A lot of people will follow anyone that follows them, so this basically means that by following them you gain a follower. There are even programs you can sign up for (see below under tools) that allow you to automatically follow anyone that follows you. These kind of follows are less useful as you know the person following you is probably following loads of people and is unlikely to see your tweets in the flood. However, there are ways of catching people's attention, so don't fret and read on.

Also, a common way for people to find new people to follow is to look at the list of followers or followees that someone else has. For example, I might go to KevinRose's twitter page and look at who he is following and decide to follow some of the same people. You may also see who is following KevinRose as this may reveal others that may be interesting to you.

Now, there's a catch to this whole "you-follow-me-I-follow-you" business – Twitter limits the number of people you can follow at 2,000. That is, until YOU get over 2,000 followers yourself. So, this tactic of following a ton of people works for a while, but then you have to break 2,000 followers on your own. More on this in a bit.

Ok, now that you have all these people following you, how do you get their attention? The best way to do it is via an @ reply which contains a relevant comment, question, or piece of information for them. How do you do this? By following their tweets live and all-the-time. Sometimes they'll post a question or a comment, and when you can add value you can reply to them using the @reply. More interestingly, sometimes people have a question and if you can get them an answer, they'll be very grateful. This may involve you doing a bit of legwork for them (using the magical tool of the internets – the Google), but usually is of value.

Let me give you two examples of when this has worked. There's an internet entrepreneur/celebrity called Jason Calacanis (<http://twitter.com/JasonCalacanis>). He follows 60k people. Clearly if he's following you and you tweet something, he's unlikely to see it. In fact he probably uses a tool like Twitdeck (see below) to filter out most tweets. Jason is the founder of a startup called Mahalo (<http://mahalo.com>) and he uses Twitter to constantly promote his startup. When they launched Mahalo Answers he was posting once every 10 minutes something about Mahalo Answers. To grab his attention, I asked a question as to why Mahalo Answers is better than Yahoo Answers, to which he responded to me in a minute. Also, some other guy responded, which probably means that other guy saw Jason's response to my question (when a big name person responds to you, that immediately draws a lot of visibility to your twitter account). This goes to show that sending a heavily "followed" person an @ message is often an effective way of grabbing their attention.

Another two examples – I've been following a bunch of mommy bloggers and they'll often ask a question. For example, one of them once asked about how they can get more give-aways for their blog. I responded to her by suggesting she reach out to PR agencies (I found a list online with email addresses for contact and sent her the link) as well as about EP give-aways. She was very thankful. Another time, another mommy blogger was asking about some new Christmas clothes or something like that and I mentioned that my girlfriend had found some clothes (that fit the description she gave) at H&M. Again, she was very thankful.

So, the best strategy is to follow closely a group of 100 or so strategically important people on twitter (that care about the topics we are all about), and then follow a little less closely another 300 or so. By 'follow' I mean actually read their tweets and all that. You can, and should, follow many more people on twitter as per my initial comments on gaining followers. Then, whenever someone you are closely following tweets something that you can add value to, you can @ reply to them. It'll grab their attention. And often times they'll look at your other recent tweets and assuming you've been tweeting some interesting things, something may catch their attention.

Now that we know how to grab people's attention, let's go back to how to get more followers. I think that we need to divide this into the "pre 2k followers" stage and the "post 2k followers" stage. The goal of the Pre stage is to get to 2k followers, which then enables you to follow more people. I would suggest that in this stage you pick a core group of 400 people that you want to follow and read their tweets actively (back to the @ reply strategy above). Then, you still have 1600 other 'slots' for people to follow. I would suggest you fill these slots with people that will follow you back. If you add someone and they don't add you back, then you can unfollow them and free up that spot. This does require you to track your followers and who you follow on an Excel spreadsheet or something, so it's a bit of a pain, but a way to go. Also, remember that eventually with time your follower count will just naturally rise on its own as others see your tweets. There are also a lot of articles written about this on a daily basis, so scanning those is a good call (I recommended two Twitter blogs I follow below, but there are a lot more). Once you're over the 2k follower hurdle, then you're free to just follow a lot of people and they'll follow you in return.

One final note on following (I promise) – one way to increase your follower count is to follow a lot of people (say 1000 people), then wait 3 days and remove all of them and add another batch of 1000 people. A lot of people who have auto-follows will remain your followers as well as many that followed you out of personal interest. You will probably lose some percent of followers that notice you stopped following them, but regardless you'll still have a good number of residual followers that remain after all is said and done. You can just continuously repeat this until you break the 2k barrier.

3. Other Important Things

Re-tweeting (RT): Many people will "retweet" someone else tweet, which basically means that they are 'forwarding' this to their own

followers. Many will ask for their followers to RT to get that word-of-mouth spreading. This is a powerful tool to use when you want a particular tweet of yours to be spread further, but just make sure it's not over-used.

Hash tags (#): The '#' sign is called a hash tag. It's used to add a tag or label to a tweet. This in turn allows users to find all the tweets that have been tagged with a particular hash tag. For example, if you're tweeting at a conference they may tell you to label your tweets with #Name-of-conference so that outsiders can find all the tweets about a particular topic via Twitter Search (read on for more on that).

Twitter Search: search.twitter.com stores everything that everyone is tweeting. It also identifies the topics that are hottest at the moment by looking at frequent keywords people are using. Twitter Search is important because it's another way to gain visibility. Since a lot of people check out what's hot and what people are saying about it, tweeting about those topics (using those keywords in your tweets) increases your chances of being seen and noticed. Twitter Search is also just a generally useful tool to find things on Twitter.

Profile: Make sure your Twitter profile is interesting. Upload a cool background to it and upload a good avatar picture. Something that is easily identifiable and that draws attention. Fill out your personal information in an interesting and witty way, include a link to your site so people can go learn more.

4. Useful Tools

The beauty of Twitter is that it's an extremely open platform with a very robust set of APIs. What this means is that anyone can build applications and sites using Twitter functionality and Twitter data. All these sites and apps out there basically make your life as a Twitter user a lot easier and more interesting, so I'd highly recommend it. Here's a list of things I use and what I use them for:

1. Mobile phone: Twitter enables you to send text messages via your mobile phone. This means that if you're on the street killing time waiting for the bus, and you want to update your twitter account, just send a text message. You do this on Twitter by going to Settings → Devices. I also downloaded a twitter application on my iPhone which makes it even easier to tweet. A lot of smartphones (blackberry, etc.) have similar applications you can use.
2. Twitter Mail: This enables you to e-mail something to a defined e-mail address and in turn that gets posted to your twitter account. You can also use this to get e-mailed anytime you get an @ message so that you can track tweets when you're not logged on to twitter. <http://www.twittermail.com/>
3. Twitpic: This is cool. It enables you to e-mail in a picture and a caption and a link to your picture and caption gets tweeted to your account. It's a great way to add some multi-media to your twitter, especially if you have some cool pics you're taking on your mobile phone or something. I've gotten a good number of

responses and attention from pictures I've taken of things on the street. <http://twitpic.com/>

4. SocialToo: this is a good tool to automate some things on Twitter. For example, you can tell this service to automatically follow anyone that follows you. You can also make it send an automated welcome message to anyone that follows you. For example, I send a thanks for following and a link to my website. Some people have said they find this annoying, but I think it may be effective as well... You can also ask for daily e-mail updates of how many new followers and un-followers you have. <http://socialtoo.com>
5. TweetDeck: This is an application that you install on your desktop so that you constantly have twitter running on your computer. It's a great way to track things on the background if you don't find it too distracting. The main reason I like TweetDeck is that it enables you to create groups – this means you can segment the people that you follow into different groups. For example, you could create a group for the top20 people you REALLY want to follow closely, then a group for the next 100 people, and a group for the next 200. You can then follow these different groups in different ways. You could also create a group for mommy bloggers, or one for celebrity bloggers, etc. <http://www.tweetdeck.com/beta/>
6. Twhirl: this is another desktop application for using twitter that I really like. I prefer Tweetdeck though given the ability to filter out people. <http://www.twhirl.org/>
7. FriendFeed: Friend feed is an aggregator for all sorts of social media channels, including Twitter. It organizes information better, enables multi-media and a lot of other things. I don't use it (yet), but it's worth checking out. <http://friendfeed.com>
8. Blogs: Here are two good blogs I subscribe to about Twitter: <http://www.twitip.com> and <http://twittermaven.blogspot.com>
9. Twitterati: This is basically the list of the most "popular" people on Twitter and what they're tweeting. I would recommend following all these people and trying to grab their attention once in a while <http://twitterati.alltop.com/>

5. What to Tweet – Content

So, this is a bit of personal preference, but a few interesting things to keep in mind follow. I would say to try to keep your tweets different and fresh. For example, if you're constantly telling people what you're eating, or that the weather is nice, or that you're waiting for the bus, that's pretty boring. Also, if all you do is blast links to your website with little to no context, that's spammy and people hate it. The best strategy, IMO, is to mix things up. I try to have personal updates of anything interesting or funny that happens in my life (this adds a "human" element to your account). I also try to send pictures out via twitpic since people always love pictures. Good articles that you run across (or RT from someone else) are always appreciated in

moderation and with the right context. Finally, a few go-to kinds of tweets are helpful in keeping things interesting and easier.

A few of the "go-to" tweets that I have used for EP include the question and caption of the day. At the start of the contest I'll tweet the question of the day and include a link. I'll often need to shorten the question to make it fit. This potentially draws people's attention and makes them want to participate. I then later try to close the loop by tweeting the top response (again, I often need to abbreviate) and linking to the other top responses. Same thing goes for caption of the day and you can use twitpic to upload the picture of the day. Just between those two things, you got 4 guaranteed interesting tweets per day, but you probably want to mix it up and not have every day be the same.

Other areas I look at are the confessions (if you can find a short juicy confession that's golden), the Q&A (any interesting questions or any great answers), and top stories of the day. Of course I'll also promote things that we may be promoting at the moment like a specific petition or a challenge. I usually add some context like "Just saw this on EP Confessions: 'I am in love with my mother' <http://tinyurl.com/12323a>," etc.

I would say that between 5-10 "independent" tweets (i.e., not an @ reply to someone) throughout the day is a good number to keep in mind, mixing a few from the site, a few personal, a few articles from elsewhere, that kind of thing.

6. BattlePlan

This session is my attempt at listing the steps of out how you can be successful on Twitter.

Before you begin:

1. Set up your profile and make it nice
2. Sign up for some of the tools I mentioned above, they'll be very helpful
3. Do a few tests with tweeting a couple of things, using the different tools and all that and get the hang of it. You can do @ replies to some of my account or other friends'
4. Follow all the twitterati - if you're using TweetDeck make a group called Twiteratti and add all these people to it (doing the groups in this order will help, or else all your lists will become super crowded)

Daily Battleplan:

1. Take a look at your twitter account about once an hour and spend about 5 minutes on it. Each time you login, tweet something interesting if you can. Then take a look at the people you are following and see what they're tweeting. If you can come up with helpful / useful / interesting @ replies to their tweets, send those out. I would try to send at least 1 @ reply an hour and less than 5. Sending a link from our site as an @ reply can be really good if it's relevant (for example if their

question was in our Q&A, or if you read a really good story about that topic, etc.)

2. Once a day, spend 30-45 minutes “working” your twitter follow list. If you’re following less than 2000 people, add a bunch of followers. The easiest way to do this is to go to a person’s profile who you think is very relevant to us and then looking at either who they’re following or who is following then and then going through that list adding everyone that is a good fit. Sometimes I add everyone blindly, sometimes I favor adding more women (since that’s our demographic). You can also quickly learn things from their twitter name (if it’s descriptive) as well as from their picture (if it’s a baby it might be their kid, if it’s a pet, they may love animals, etc.).
 - a. Some good sources for following people:
<http://twitter.com/blogger> (and the whole blogger team on the left side of the page),
<http://www.twittermoms.com/>,
<http://twitter.com/twittermoms>,
<http://twitter.com/officialpeta> (for animals), and you can also use twitter search to find people talking about other relevant keywords to us (military moms, emotional support, depression, marriage, etc.)
3. Once you are at 2k people you’re following, go through and delete a bunch and repeat the adding process until you break that 2k followers mark
4. Leverage a tool like TweetDeck and create targeted lists of people you are following (this can be time-consuming but valuable) closely and focus your @ replies on them.

Videocreating Bootcamp

General Steps (Andy Taylor)

- 1) Plan your message / choose a style
- 2) Shoot video
- 3) Import video onto your computer as 'clips'
- 4) Arrange clips in general order
- 5) Add transitions / titles
- 6) Add soundtrack / effects
- 7) Present from computer or export to DVD/Movie Clip

Terminology

Capture Device: A hardware device that converts analog video into digital.

Compressors & Codecs: Software or firmware used to compress and decompress digital video. Compression makes the file size smaller.

Editing: The process of rearranging, adding and/or removing sections of video clips. Also, creating transitions between clips. Editing is part of post-production.

Encoding: The process of converting digital video into a particular format, for example, saving a video project in MPEG-2 format for DVD distribution.

Layering: Adding multiple layers of superimposed video.

Non Linear Editing: An editing method which uses computer software to edit footage.

Transition: The way one shot changes to the next (i.e. fade, shift)

Post Production: Everything that happens to the video and audio after production, i.e. after the footage has been shot. Post production includes video editing, audio editing, titling, color correction, effects,

Brainstorming Bootcamp

Brainstorming: What Not to Do

In a scene from the movie, *Working Girl*, a CEO gives a speech about an innovative business deal. He tells the story about a truck which gets stuck in the Holland Tunnel. After hours of civil servants trying to figure out how to get the truck unwedged, a young girl in a waiting car says, "Why don't they just let the air out of the truck's tires?"

Why is it that a child could solve a problem that adults trained to solve all kinds of problems could not? One reason would be that children have yet to be conditioned to the social norms needed to be a responsible adult. We, as adults, have been trained to obey, respect our elders, not hurt other people's feelings, work diligently and efficiently.

Now more than ever, our politically correct world teaches us to not question things in which we may offend; that we should act a certain way in our organization so that we are perceived as "team players." While we censor ourselves and our questions, we are still asked by our organizations to "think outside of the box" to nurture innovation. The result, at least in my experience, has been a series of brainstorming seminars, sometime lasting for days, to find innovative solutions to difficult problems. All of these brainstorming sessions all commence with the same basic rules and procedure:

- Functional experts are assembled in a conference room (rented hotel conference room or company premises)
- No idea is a bad idea
- Do not criticize an idea or say why an idea won't work
- Once the plethora of ideas are listed, each attendee will vote on their top choices (number of votes each gets is arbitrarily chosen depending on how big the list is)
- The ideas with the most votes get put on a new list and is published as the group's output
- The ideas are parsed out to "owners" who will execute the idea into reality

Yawn! I have found that, rarely, a new idea comes of these sessions. Mostly the process serves as a "herding of the cats" event to get already-thought-of ideas onto one piece of paper, assign resources, and hold people responsible to make things happen. While this process does serve a purpose, it becomes obvious to me that the word "brainstorm" is overly used and often misused. In all of these sessions that I have participated in, I always walk out feeling anticlimactic and a lingering thought always passes in my mind that I could have spent the time doing something more productive.

I now wonder what if the same problems were proposed to a group of eight-year-olds, not a bunch of functional experts who also happen to

have preconceived notions and functional agendas. I think the agenda would go something like this:

Brainstorming Agenda (for 8 year olds)

- No experts allowed (Sign in crayon stating so is posted)
- Seminar is held in a non-traditional place (museum, zoo, park)
- Seminar is commenced with no rules and only the purpose is stated of finding new ideas
- Participants get to explore their new surrounding before brainstorming commences
- All ideas are voiced including those stating when one thinks an idea is bad
- When things get heated because an idea has been rejected, mandatory play time (exploring new surrounding but not limited to jump roping, swinging, and running)
- Brainstorming commences with lots of story-telling (a.k.a. lying to us adults) about what the solution would be like if we were in prehistoric times with dinosaurs as our neighbors, or if we were astronauts planning a trip to Saturn
- Graham crackers and then nap time in which participants can dream about solutions to the problem
- After nap time, coloring/drawing exercise in which ideas are drawn and colored and then posted
- Participants chose which posted idea they would like to further explore (not necessarily execute)
- All drawings are published to show group output
- Ideas are given back to functional experts who get to choose which ideas they would like to work on with the "non-experts." Ideas that no one wants to work on are archived.
- Those who pick same idea become a team and get to design and wear their own "team wear." "Team wear" could be anything from wearing matching armbands to baseball hats
- While one can play on more than one team, all teams are in competition for same prize(s)
- Once teams have executed their projects, a panel of consumers/users are assembled to judge the projects
- Consumers/users (not management) judge the projects on innovation, imagination, and impact to the brand/business. Prizes:
 - Third place: Trip to IMAX theatre on a Friday afternoon with all the popcorn and candy one can eat
 - Second place: All day Friday at Angel Island biking, kayaking with barbeque picnic
 - First place: All day Thursday and Friday at Disneyland! Woo-hoo!

What a refreshing change to corporate brainstorming sessions if this was the process. Or, at least the above were kept in mind. Three questions might help retain that focus:

- 1) "How would I approach this if I were eight years old again?"
- 2) "What problems did I solve when I was a child and how did I solve them?"
- 3) "What motivated me as a child to perform well?"

Storytelling Bootcamp

Story telling in brand building

* http://www.awardshowsubmissions.com/Assets/A3_H3ist_Microsite/default.htm.

Wikipedia gives a brief overview at

http://en.wikipedia.org/wiki/The_Art_of_the_Heist.

Story telling and the power of visuals

* <http://www.youtube.com/watch?v=GZUaXDm4qik> (Sep) and wefeelfine.org and <http://iwantoutowantme.org/>

The Power of a Photograph (in story telling)

* <http://www.carepages.com/pamf>

The Power of a Single Word or Phrase:

* <http://www.youtube.com/watch?v=zyGEEamz7ZM>

Formulas for Story Telling

* <http://www.cracked.com/blog/write-your-own-house-episode/>

Telling a story in less than 140 characters

* <http://www.redf.org/>

Storytelling and CSR

* Cold Water Creek

(<http://www.coldwatercreek.com/Komen/Help.aspx>) and New Balance

(<http://www.nbwebexpress.com/information/pinkribbon.asp>)

Story telling for a pitch

* <http://ecorner.stanford.edu/authorMaterialInfo.html?mid=1821>

On story telling

* www.themoth.org

How to realize when your story isn't working

* http://gelconference.com/videos/2007/ira_glass/

On Viral Stories

* <http://www.techcrunch.com/2007/11/22/the-secret-strategies-behind-many-viral-videos/>

* <http://www.washingtonpost.com/wp-srv/artsandliving/style/2008/bestofweb/gallery.html>

* http://www.theonion.com/content/video/youtube_contest_challenges_users?utm_source=videomrss_90276

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