



YOUR ONLINE JOURNEY STARTS HERE

by Philip Weiss

A 2010 Survival Guide for Corporate Marketers
Hyperthinker Series eBook

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AUTHOR'S NOTE

As founder and managing director of **ZN** -- a Brussels-based eMarketing agency working with Fortune 500 companies -- my work has brought me into direct contact with senior executives of some of the largest and most respected companies in the world. Over the last decade, our organisations have together explored how best to use the internet as a marketing tool -- initially, for deploying online presences; but over time, executing much more ambitious and transformative projects. For ZN, this has been an exciting online journey of growth and learning with our clients which I have attempted to capture in this eBook. Although I personally take responsibility for any omissions or errors you might find herein, I have chosen to write the text in the first-person plural, “we”, form. This eBook is the product of challenges, learning and accomplishments made by “us”, my team, our clients and the many talented people with whom we work every day. As such, I wish to acknowledge, in this way, the contribution everyone has made to publication of this eBook, and to say thank you.



For you, our eBook readers, I hope that what is written here is useful to you, and I encourage you to forward and share this eBook with friends and colleagues who will benefit from it. In the true spirit of Web 2.0, I also look forward to receiving your comments and input about this eBook -- in order to help us be more focused in our work, and to inspire us to publish future eBooks on themes of particular interest to you. To that end, I hope you will visit our book site (<http://www.hyperthinker.com/onlinejourney>), and join the conversation.

**MOST OF ALL WELCOME! REMEMBER TO ENJOY YOURSELF.
YOUR ONLINE JOURNEY STARTS HERE!**



THIS EBOOK IS FOR YOU

This eBook is aimed at marketing and communication executives of large companies, and, in particular, those working at the head offices of global corporations.

Are you looking for smart and effective ways to enable your organisation to emerge from the recession in better shape than ever? **Are you** considering how, in the present context, you might leverage a streamlined marketing approach to transform your company for the better? **Are you** eager to take the first steps towards creating an integrated web strategy, and to gain a personal understanding of the tools available for you to do that?

**IF YOU ANSWERED YES TO ANY OF THE ABOVE QUESTIONS
THIS EBOOK IS FOR YOU**

In fact, this eBook is valuable for communicators of all kinds, as it explores issues that will resonate with you whether you work in public relations, public affairs, marketing, advertising, internal communications -- or in any function, simply, where communication is central to your work.

THIS EBOOK IS ABOUT YOUR FUTURE

Our goal in writing this eBook is to offer you, marketers and communicators, advice which will enable you to exploit the current recession to your personal advantage and to that of your company.



As strange as it sounds, the recession may be a blessing in disguise for your professional future. By forcing you to work within greater resource constraints, the recession may have brought with it an opportunity to make long-awaited, positive changes in your marketing approach which you would not otherwise attempt -- and which might actually be a boon to your career.

If you are interested in transforming your organisation into a lean, mean and web-enabled machine, and in giving your career a kick-start in the process, perhaps now is the time to get moving. It might surprise you to know that it does not take deep technical knowledge to become web savvy. Mainly, you need a **positive attitude**, the right strategic focus and a willingness to take action. And, of course, you need a road-map.

In the coming pages, we introduce you to a fresh, new approach which replaces conventional marketing “wisdom” with an efficient, web-centric way of working. We provide you with a step-by-step guide for reorganising to reflect this new vision, and we attempt to address the fears people harbour about making the shift to a more web-focused marketing approach. We conclude by recommending some links you can follow for further research and reading on this subject.

As we said, **YOUR ONLINE JOURNEY STARTS HERE!** With the right attitude, and an eagerness to learn, work, and have fun -- we might also say **YOUR FUTURE CAREER STARTS HERE AS WELL!**



A NEW MARKETING APPROACH



A NEW MARKETING APPROACH

Perhaps the greatest thing about moving toward a more web-enabled marketing approach is the learning and growth which it will engender for you and your organisation. In this eBook, we place a lot of emphasis on having the right attitude and working in a learning environment. Based upon our work with Japanese companies, and especially inspired by Toyota, we at ZN appreciate the value of continuous learning and systematic improvement, or *kaizen*.

As you may notice, **KAIZEN** thinking underpins much of what is captured in this eBook, including in the present chapter, where we state that being open, and learning to learn, are necessary to benefit from the transformational opportunities which web-enabled marketing brings your organisation. It is important to be able to understand what works and what does not, to capture that knowledge, and to re-use it as you move forward on your organisation's learning curve.

In this chapter, we specifically discuss how you can take advantage of the extraordinary circumstances in which you find yourselves today. The recession has been a wake-up call for marketing and communications executives who are seeking an opportunity to shine and are willing to embrace a new approach to their work. Consistent with *kaizen*, this approach can only succeed with the right mindset and mental tools -- something we at ZN call **HYPERTHINKING**.



We also briefly explain the demise of traditional marketing and emphasise that the old approach is unlikely ever to recover from the deathblow it received from the economic recession. On the other hand, since the new marketing paradigm is based on measurable results, the crisis has only succeeded in demonstrating its relevance and tenacity in today's world.

We then outline the core principles of the new marketing model which we think will come to dominate the corporate world in short-term. Many of the ideas encompassed in this model have been around for years, but only the recent experience of global companies has served to validate those ideas. Nonetheless, the majority of organisations, and marketing executives in those organisations, have yet to comprehend the implications of the marketing reality they are now experiencing, let alone are they ready to act and take full advantage of the situation. In this chapter, we try to convince you of the urgency to **ACT RIGHT NOW**, and in the next chapter we will tell you what you need to do.



DON'T LET A GOOD CRISIS GO TO WASTE

No global corporation has been left untouched by the recession. Are you a marketer in a Fortune 500 company, and was your budget the first to be cut? You are not alone. But rather than sit back and wait for things to improve organically, we urge you to take advantage of the current climate to rethink your existing approach and to challenge conventional marketing “wisdom”.

We believe that major transformation starts with individuals. With ambition, an open mind and some guts, it is almost always a single person who drives an organisation through real, fundamental change. In the past, this person was invariably at the top of the “food chain”, but today, change can begin at almost any level of an organisation.

Why not be that person -- the change agent who leads your company into the Next Age of Marketing? Not only could this bring considerable benefits to your company, but it could also bring value to your own career, by positioning you as the executive who understands -- and is not afraid of leading -- the way forward.



NO MORE EXCUSES!

EXCUSE 1: “OUR IT TEAM PLATFORM WON’T ALLOW US TO DO THIS.”

Response: If we (our internal IT resources) cannot do it, then we need to find someone else who can. And, by the way, company x, y and z have done it.

Note: It is not about the technology! Technology is just an enabler, not the be-all and end-all of your communications approach.

If you are a marketer at corporate headquarters, now is the time to act, as you are in the right place to foment sweeping change for the better. Head offices of international companies increasingly act as integrators, streamlining the work of affiliates across regions, and around the globe. In addition, during lean times, their role is potentially critical in driving increased efficiency and cost-savings. Being based at “HQ” theoretically gives you the opportunity to be in the place where things come together, where global campaigns take off, and where you can have full organisational oversight, if you have the foresight to exploit the opportunity right in front of you.

If you see more opportunity than danger in a crisis, you are already ahead of most of the pack. If you are now willing to embrace these trying times to bring about a positive change in your organisation, then maybe you are just the person to **lead your company** forward to a better future.

NOW IS THE MOMENT AND YOU ARE IN THE RIGHT PLACE TO MAKE YOUR MARK. THIS EBOOK WILL SHOW YOU HOW.



NEW ATTITUDE, NEW THINKING: **HYPERTHINKING!**



In a transformed marketing environment, having the right attitude will make the difference between whether you are a leader today or follower tomorrow. To lead requires that you begin to participate in the shifting marketing paradigm by gaining first-hand experience of the new thinking and technologies which impact you, your brand and your company. This, in turn, demands that you are ready to learn, to use new tools, and to change the way you think.

To embrace the new paradigm most effectively, you will have to accept the reality of permanent change and continuous learning. You will need to revert to the mindset you had at the start of your career, when everything was a learning experience -- when you were still connecting the dots. In other words, you will need to “hyperthink”.

HYPERTHINKING is a concept ZN have developed for the communications professional in the Digital Age -- to help that person adapt to speedy change and ever-expanding networks. It encompasses the following elements:

-  **Hyperlink:** Understand the power of the web, social networks and hyperlinks, and how they transform communication, sales and marketing.
-  **Metathink:** Be prepared to start learning about the web and marketing all over again – use tools such as thinking hats, lateral thinking and mind-mapping to get your brain back into shape.
-  **Hyperact:** Embrace change; put things into practice fast; make your organisation the “queen of beta testing”.

To learn more about Hyperthinking, please download the **Hyperthinker book** here:

<http://www.hyperthinker.com/ebook>



MARKETING IS DEAD! LONG LIVE MARKETING!

So far, we have said the recession could prove to be the right time to bring about change, change is powered by individuals, and that these individuals need to think differently. But what kind of change are we talking about? Is it temporary, or a permanent marketing paradigm shift? And how can we tell if it is real? The recession has proven to be the final nail in the coffin of the traditional -- now-defunct -- marketing model. It has not only made marketers look for cost-effective, stop-gap solutions for use in lean times, but has generally accelerated a trend towards more web-based marketing which has been underway for the past decade -- since the web went mainstream, in fact.

In this context, executives have also come to realise that **above-the-line marketing** no longer passes the test of cost-effectiveness, and no amount of growth is going to justify expenditures for that type of activity again.



At the same time, the web has proved itself to be an increasingly indispensable tool for delivering measurable marketing value and responding to the growing consumer need for direct and transparent communication with companies. Over the past ten years, organisations which have learned to exploit this facet of the internet have proved, with varying degrees of success, that the medium works in practice -- and in the case of Google, Amazon, Apple, eBay, et al., very well.

But there is still much to be done. In a sense, given the technological opportunities and progress yet to be made, it might even be argued that **THE WORLD OF WEB BASED MARKETING IS STILL VERY MUCH IN ITS INFANCY**. In this world, there is still an incredible amount of space for quick learners, hard workers and people with the right mindset.

The greatest obstacles to increased take-up of web-based marketing have come from traditional marketing and old school advertising agencies who are averse to change, and from individual decision-makers who fear the unknown and resist adopting new technology. In a sense, this makes the web a low hanging fruit to be picked and benefited from by forward-thinking people like you. The web provides you a great opportunity to achieve success with very minimal risk, especially since championing the fear-based alternative is an almost certain dead end.



The future of marketing and communication is online. Traditional media channels will remain with us, in one form or another, going forward, but they will be integrated with online media. The web will become the starting point, and the heart of a new integrated brand experience.



COMPANIES TO LEARN FROM

APPLE - iPod to iTunes: Successfully linking their products with the online world. (<http://www.apple.com>)

ALASTIAN – “Plastic Fantastic”: Selling plastics on the internet. How did a new business model in the plastics industry help generate growth and margin and position this company for expansion in a tough market? (<http://www.alastian.com>)

MICROSOFT - “Naked Conversation”: Robert Scoble showed the world early on how blogging could help Microsoft soften it’s image and allow direct engagement with the developer community. (<http://www.amazon.com/Naked-Conversations-Changing-Businesses-Customers/dp/047174719X>; Article: http://findarticles.com/p/articles/mi_m4422/is_3_23/ai_n26855783/)

TOYOTA - “Aim Zero Emissions”: Environmental communication blogging and on Twitter. (<http://www.aimzeroemissions.com>)

GOOGLE - “What Would Google Do?”: One of the fastest growing companies in history has embraced new business models and challenged existing ones. An account by Jeff Jarvis about the thinking that helped bring this about. (<http://www.buzzmachine.com/what-would-google-do/>)

DELL - “Direct2Dell”: After a very bad experience (google Dell Hell) with a critical blogger, Dell has become proactive at connecting with bloggers and the online community. (<http://en.community.dell.com/blogs/direct2dell/>)

RELY ON RESULTS

The success of the web in taking over traditional marketing is based on the fact that, when done well, web-based communications deliver results which are **MORE EASILY MEASURED THAN TRADITIONAL APPROACHES**. Concretely, once you start using the web in an effective and integrated way, you will quickly be able to demonstrate the value it brings -- in terms of generating increased sales, higher conversion rates, greater customer loyalty and a stronger brand.

Our clients in the automotive, finance, consumer goods, ICT, and communications sectors have been using web communication as part of their marketing mix, and have been systematically measuring the impact of their web-based campaigns, for over a decade. Based on their experience, when faced with budget cuts of as much as ninety percent, they all decided to cut spending on traditional marketing activities, while keeping, and sometimes even increasing, spending on internet activity.



What is the reason for this “new-found” passion for the web? Simple. When employing online marketing strategies, the marketing executives were able to make a demonstrable case to management regarding how successful their online activities were. Therefore, in an atmosphere of cost-reduction, the web was not considered a target for cut backs, but often the only way to get sales in hard times. This is because, simply put, online marketing gets results.

The web offers marketers what they always dreamed of: The ability to **link marketing activities directly to measurable sales results**. With the right tools, and by looking at the right information, you can now be sure that every time you develop a marketing programme, you will be able to evaluate how well it worked, and why. On the web, widely available, but seldom used online tools enable you to detect the following:

-  where your **TARGET** audience for a web-based campaign comes from;
-  which words they searched on **GOOGLE** to find you;
-  where and when they landed on **YOUR WEBSITE**;
-  **HOW LONG** they stayed on your site; and
-  what they **CHOSE** to do while there -- e.g., contact a dealer, ask for a quote, buy a product, download a brochure, etc.

All this information allows marketers to connect eventual sales directly to specific marketing activities, something which is much more complicated -- if not impossible -- with traditional marketing approaches.

MOVE TO A WEB-BASED MODEL

The new marketing model centres around the notion of the web as The Hub of all communication and sales activities. We are not simply saying that you need to invest in eCommerce or social media -- including social networking sites like Facebook, online tools such as blogs, “wikis” that enable individuals to communicate directly with each other, etc. It is more important that you bring all the relevant inputs together in one place and co-ordinate activities to streamline effort and avoid duplication. This way, your organisation also becomes more efficient, to the point where corporate headquarters actually “holds the reins” of the sales and communication strategies, and the web enables change by directly linking the company, customer, and all the actors involved in the supply chain and communication process.

Two principles which are central to a successful web-based marketing strategy are:

-  **CUSTOMER CENTRICITY:** All marketing and sales activities need to be designed from the perspective of the customer. The customer’s needs and feedback should be captured online and be fed to the relevant people in the company.
-  **INTEGRATION:** Integrated, or “one-roof” communication means that you have one strategy for sales, marketing and communication activities. Each must be defined and followed by all stakeholders in the company.

Since the web blurs the boundaries between different divisions within an organisation, it gives us a unique opportunity to exercise the above principles in practice.



In addition, a web-enabled organisation should adopt the following practices:

-  **MEASURE EVERYTHING:** The web gives marketers the tools to start measuring the impact of what they do and what they spend, but going from theory to execution is the key. To this end, you should measure the results of your efforts, spend time understanding and learning what those facts mean, and then find ways to apply and reuse what you learn.
-  **START SMALL, THINK BIG:** No more IT “bridge-to-nowhere” projects. Web communication projects need to start small with the possibility to scale up, depending on feedback and success.
-  **BETA RULES:** Nothing is ever finished in web communication. You can measure and adapt continuously based on what will work best. A conversation starts and then develops, so your strategy needs to be flexible, open to change, and evolve based on success.

That is the vision. Now we are going to look at a simple step-by-step guide for making it happen.



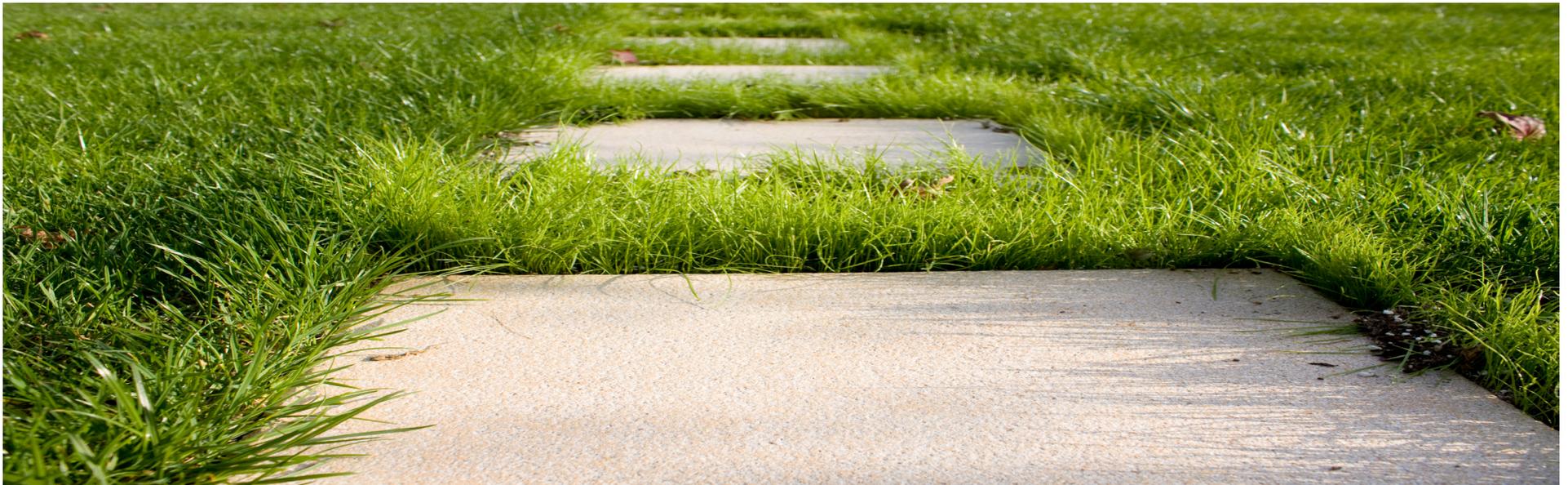
NO MORE EXCUSES!

EXCUSE 2: “WE HAVE NEVER DONE THIS BEFORE.”

Response: That is probably why we are in the situation we are today.



STEPPING STONES ACROSS THE DIGITAL DIVIDE



STEPPING STONES ACROSS THE DIGITAL DIVIDE

In this chapter, we focus on the steps you need to take to move from traditional thinking to an integrated approach which makes the most of the online component of your marketing strategy. The ten steps outlined here address some simple but essential actions which will aid you in crossing the digital divide. The sections are briefly summarised below. You can refer to them individually for more detail.

1

STEP ONE: TAKE IT PERSONALLY!

Having a direct and personal experience of online tools before embarking on a web-based marketing strategy is very important. In this section, we describe some specific online tools and hands-on activities you can undertake right away to become familiar with these tools.

2

STEP TWO: MAP OUT A VISION

A long-term vision, which encompasses your business objectives and addresses the way you aim to use the internet to transform your relationship with your clients, is the key to a successful web strategy.

3

STEP THREE: PUT YOUR TEAM TOGETHER

At the end of the day, it is all about people -- not technology. To execute online campaigns inside a corporate structure, the key is to have a team behind your project and know who can help you avoid potential roadblocks and paralysis.

4

STEP FOUR: WALK THE TALK

Use online tools to bring about change in your organisation so that the medium really becomes the message.

5

STEP FIVE: MEASURE EVERYTHING

One of the main advantages of the web is that it makes marketing measurable. Consistent with learning to rely on results, you will need to understand how to capture the right information and use it to convince management that what you are doing works.

6

STEP SIX: GET SUPPORT

Never underestimate the importance of creating the right political framework to get support and buy-in from senior management for your online initiatives. Managers do not necessarily need to understand how you will execute your plan, but they should perceive the business value you will bring and the reason why they should support you.

7

STEP SEVEN: BRING DOWN THOSE SILOS!

A major factor which undermines intelligent online marketing is the silo-like structure of almost all large corporations. The web breaks through organisational boundaries and enables people to work together across departments, countries and regions. Taking advantage of the kind of teamwork which results can generate many benefits, but be prepared for resistance from territorial, vested interests.



8 STEP EIGHT: TEST AND LEARN

Become a master at learning new skills. Experiment with everything you do, learn from it and move on.

9 STEP NINE: BECOME FAMOUS

The skills and reputation you will acquire through success with web-based marketing initiatives will be a boon for your long-term career. Do not hesitate to communicate your new-found expertise and become the local expert in online marketing. It is a field in which few corporate players can claim real expertise, so take up the mantle.

10 STEP TEN: ENJOY!

We live in a time of dramatic transformation. The world of today no longer resembles that of our parents, and it is difficult to imagine what changes will come with the next generation. For us, lifetime employment and job security are concepts whose time has passed. On the other hand, change and immense opportunity are cornerstones of the brave new world in which we live. In this context, we need to learn to embrace the constant change and uncertainty which surrounds us. No matter what happens, life will certainly not be boring. The best thing we can do is embrace it and enjoy the ride!



STEP ONE: TAKE IT PERSONALLY!



We have said it a couple of times in this eBook, but it bears repeating here: to seize the opportunity which the recession has created for upgrading your organisation's marketing approach is a potential windfall for the individual willing to take on such a challenge. But the work it involves, mostly by requiring you to do a lot of new learning, is not easy and it may involve some time commitment on your part. On the other hand, the alternative of doing more of the same, or doing nothing at all, poses an even greater risk -- that of making you redundant.

You basically need to become a web *native* -- someone who is comfortable with navigating the internet, and who, even in new surroundings, is not afraid to take risks, even make mistakes and learn. In the beginning, it is enough just to be curious and have a playful attitude about the web. This will help you get over any initial fears or reservations you might have. Over time, by experimenting, researching, building your online connections and trying new things, you will eventually become comfortable in this new world and come to discover the online

YOU!

The web is not rocket science, but it takes some time and perseverance to learn to navigate it with ease. For your self confidence, it is good to know that if you are able to use a computer, email and the main Office programmes, you have all the technical skills required to be successful in the new online world. The only additional ingredients you require are what come from you personally: curiosity and a desire to learn!

Prepared thus, the following pages provide you with practical tips for becoming more familiar with the building blocks of hyperthinking -- the first steps on your online journey.



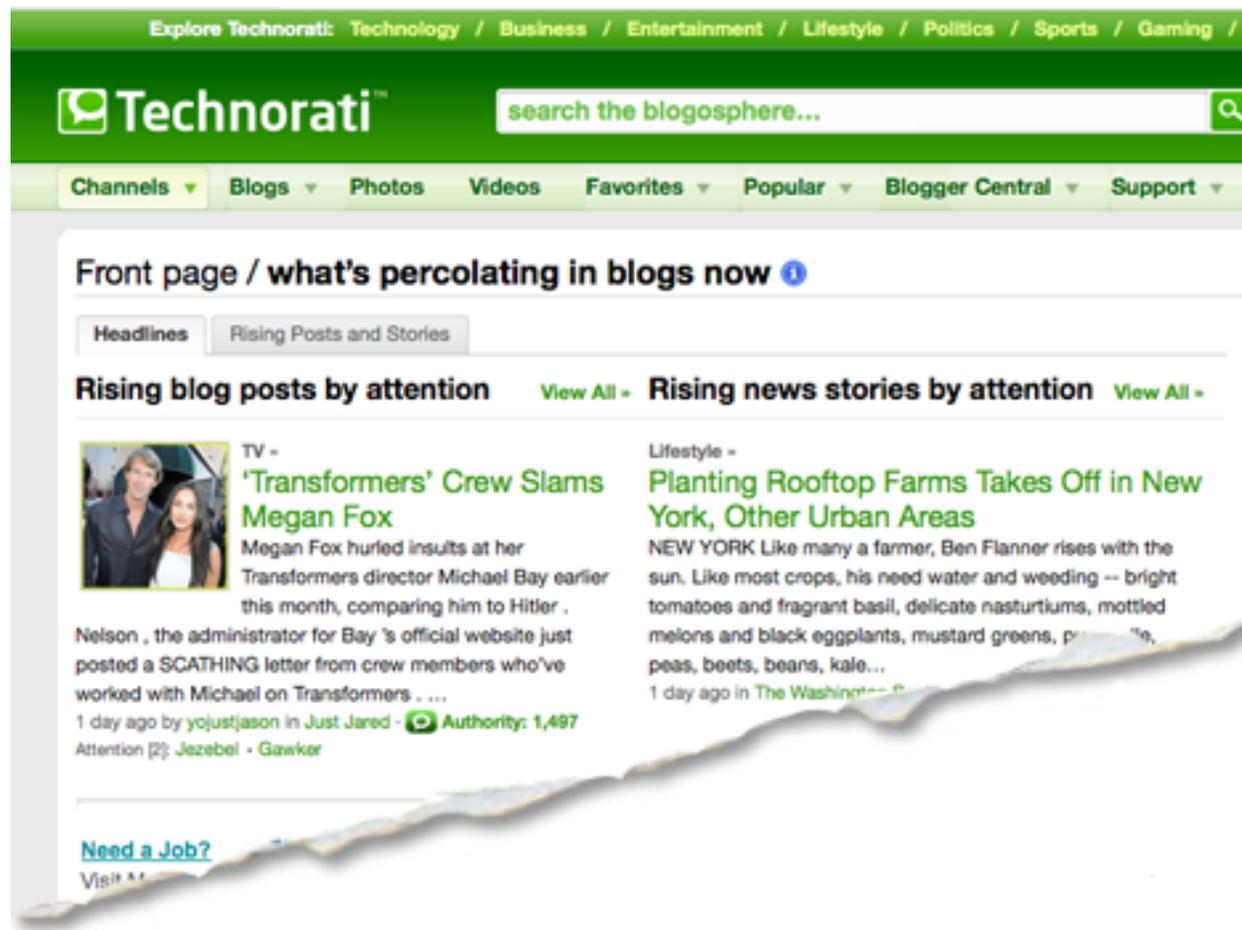
NO MORE EXCUSES!

EXCUSE 3: "OUR CUSTOMERS AREN'T ONLINE."

Response: Yes they are! The web is not niche anymore. Seventy percent of people are online every day in Europe, and they're not all teenagers.

BUILD YOUR INTERNET DASHBOARD

To ease your way into working more online we suggest you start by finding out, via Google Blog Search (<http://blogsearch.google.com/>) or Technorati (<http://technorati.com/>), who is blogging well and frequently about your business. To do this, for example, you can go to Technorati, do a search for a key category, like advertising, and specify that you only want results including blogs of a certain “authority”. The results you get back will include all blogs on the category of advertising to which many other sites are linked.



Having thus identified **BLOGS** with authority on a relevant topic for you (advertising), you will want to look for the site subscription button, or RSS feeds, and insert that information into a dashboard where you can receive notice whenever there are updates to the sites which interest you. You can use this approach for any kind of blogs, news sites, or other sources of online content which you find interesting or relevant for your work.

(click on my head)

seth godin's
BLOG

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Flipping abundance and scarcity

I think it's dangerous and often fatal to put free on top of an existing business model. Things fall apart.

People look at the free revolution and say, "oh, that could never work. If I gave x, y or z away for free, I'd fail." They're right. They will fail... *If they keep the model the same and just give away stuff for free.*

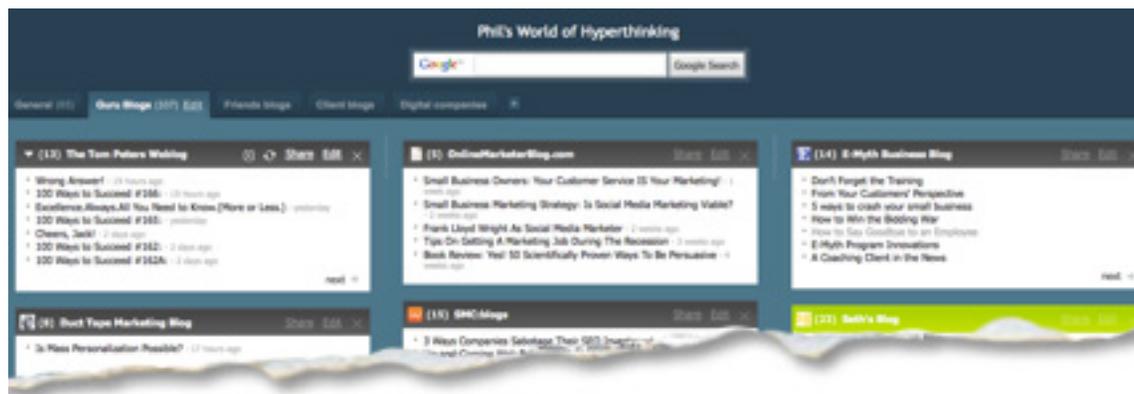
The way you win is by reinventing the model itself. So, for example, [lululemon](#) doing giant free yoga classes in New York. The more people come, the more clothes they'll sell... it'll become a movement. Or Crossfit, publishing their insane work outs online. The more people do them, the better the scarce part (private coaching, etc.) does.

We spent a generation believing certain parts of our business needed to be scarce and that advertising and other interruption should be abundant. Part of the pitch of free is that when advertising goes away, you need to find something else abundant in order to gain attention. Then you can be able to sell something that's naturally scarce.

This is an uncomfortable...
for feel...

To assemble all the information sources you have identified in an easily accessible manner, then, it is extremely useful to create an internet dashboard. Consider this your very own, custom-made newspaper front page -- and important learning tool -- where you plug in the RSS feeds for the myriad sites you consider important and can read about updates (new blog posts, comments to articles, other news) to those sites on a daily basis. Following your business online in this way allows you to become familiar with important online actors (bloggers, customers, competitors) in your industry, and it helps you remain on top of new and upcoming trends.

To build your dashboard, we suggest using an **AGGREGATOR** site, like Netvibes (<http://www.netvibes.com>) or iGoogle (<http://www.google.com/ig>), where you can either follow online tutorials on how to use the site, or where you can just experiment and teach yourself. In this sense, it is very important to remain open, be adventurous and to not fear making mistakes -- the best way to learn!



SOCIALIZE

Write Comments

Once you have identified blogs of interest to you and begin to follow the topics they discuss, do not be afraid to share your input, thoughts and expertise in the areas under discussion. A good way to do this is by blogging yourself. But shy of that, you can always share your thoughts by giving comments on other peoples' blogs. This is a good way for you to become known in your industry as a person who adds insight, which in turn drives interest, and traffic, to your own site.

Build a LinkedIn Profile

In addition, you need to be sure that you have a fixed profile in the internet, which can be referred to by people you have connected to -- e.g. by blogging or posting comments. In this sense, an important weapon in your Web 2.0 arsenal is the site LinkedIn (<http://www.linkedin.com>), a popular social network aimed at the business community. Create, or update, your LinkedIn profile, and use this site as a learning space.

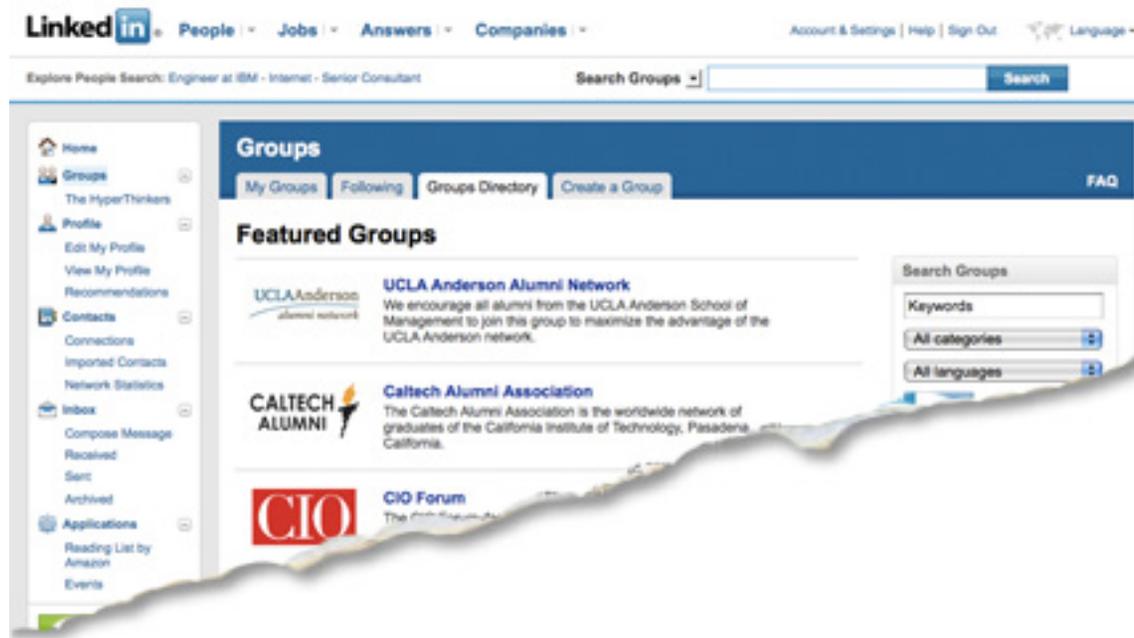
A few years ago, LinkedIn was seen as a place to put your CV online, and most people only created very basic networks. Recently however, more social features have been added that drive interaction. Look at finding new and interesting people through the forums, join conversations, and make yourself known. You can do this within the context of LinkedIn Groups.



Start by looking for people from your own company to see who else is active on **LinkedIn**, and join them. Then search for groups which cover topics that might be of relevance for your work -- either marketing or something related to your industry. Join a few groups and start exploring the discussions. The number of comments connected to the different discussions will give you an indication of how lively a group is. As above, do not hesitate to contribute to a discussion by commenting on someone else's questions, or by even asking your own.

The steps to become involved on LinkedIn are the following:

- 1) Search for Groups;



2) Comment on someone else's question or discussion; and/or,

The screenshot shows a LinkedIn group page for 'e-Marketing Communication'. At the top, there are navigation links: 'My Groups', 'Groups Directory', 'Create a Group', and 'FAQ'. Below this is the group name 'e-MC e-Marketing Communication' and a set of tabs: 'Overview', 'Discussions', 'News', 'Jobs', 'Updates', 'Members', and 'Settings'. A 'Group Profile' link is on the right. The main section is titled 'Discussion' and includes links for 'Back to all discussions', 'Start a discussion', and 'Next >'. There are also 'Follow' and 'Move to Jobs' options. The discussion is by Michael Koehler, a Specialist in Business Communications, and is titled 'Can weblogs be trusted...?'. The text of the discussion states: 'According to new research from Forrester Research, Company Blogs cannot be trusted. 1 out of 6 readers think it is true what they read - less than 20 percent! The other 5 gives them the credibility of a TV-commercial. What do you think about weblogs and their purpose. Do you believe what you read or are you just being entertained?'. It was posted 4 months ago. Below the discussion, there are 13 comments. The first comment is by Philip Weiss, identified as 'YOU', who is a HyperThinker and leader in cutting edge communication strategy. His comment begins with 'Blogs are simply a channel, the question is to identify the source of the blog. If it is a respected commentator, journalist, executive then the trust can be higher than if it is unknown. There is nothing, in my view about the fact the blog is... makes it inherently trustworthy or not - it is all down to... you trust the author you can trust the content... companies) are increasingly seen... colleague Steffen posted... /09/adanting...'. The bottom of the screenshot is partially obscured by a diagonal shadow.

3) Start your own discussion.

Discussion [Back to all discussions](#) | [Start a discussion](#)

[Following](#) Stop [Move to Jobs](#)



Philip Weiss YOU
HyperThinker + leader in cutting edge communication strategy
[See all Philip's discussions >](#)

Do people tweet in European companies?

I was emailed this story (<http://mashable.com/2009/01/19/european-companies-tweet/>) by a PR agency and I am still trying to get my head around tweeting. I love the idea of the facebook status update for friends and family, and can see tweeting in principle as a good idea, but I'm still struggling to see how this fits into a corporate strategy. Does anyone out there have some examples of tweeting companies or some advice on how to approach this?

Posted 3 months ago | [Delete discussion](#)

Comments (10)



Eva Soukupova
Marketing Manager at Gartner

I would recommend to read:
http://blogs.gartner.com/jeffrey_manni/2009/01/12/why-i-tweet/
and [FT.com](#) article: [Twitter uses 140 characters to change world](#)

Posted 3 months ago | [Reply Privately](#)



Fintan Walton
Chairman and Founder of PharmaVentures

Tweet tweet See <http://twitter.com/fintanwalton>

Posted 3 months ago | [Reply Privately](#)



Philip Weiss YOU
HyperThinker + leader in cutting edge communication strategy

Thank you for the question...

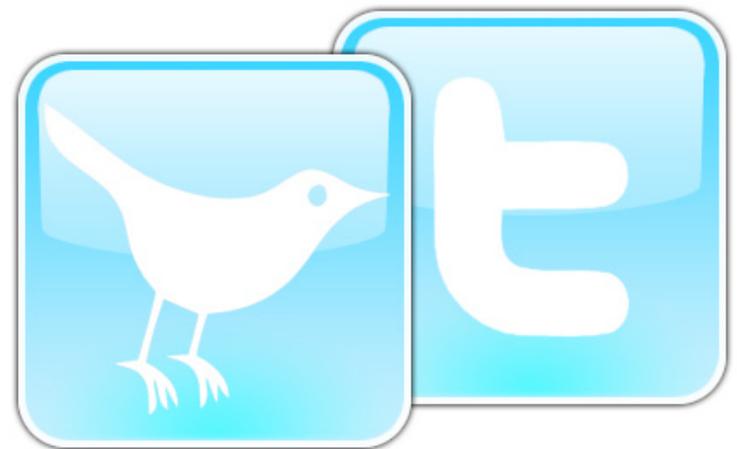
By taking these steps, you will quickly learn that you can start some very interesting discussions and obtain useful information via LinkedIn. LinkedIn is also a great way to experience social networks in a safe, business environment, which can help you to build your industry knowledge, network and expertise.

TWEET

Twitter (<http://www.twitter.com>) is a huge, new online phenomenon. It is a site which allows individuals to set up accounts and microblogs -- or tweet -- up to 140 typed characters at a time. When you tweet a message (e.g. "I have just updated my blog on <http://yourblog.yourcompany.com>"), people who are following you will see your update in their stream of tweets, and can follow your link.

"What is the point of Twitter?" you may ask. The answer is that there is great learning potential via Twitter. You can potentially follow all the smartest, most influential people in your sector, or people who share the same interests as you, and you can read their insights or be led to content which they recommend. That alone is a fantastic learning opportunity.

With time, you too can start to engage directly, via Twitter, in the dialogue begun by the people you respect and with whom you share interests. By interacting with them and providing your own content and ideas, you can also potentially become a mover and shaker, in your own right, on Twitter.



Start on Twitter by finding people who cover your areas of interest and whom you judge to be making a serious contribution to the “Twitterverse”. This you can do by following these steps:

1 Create a Twitter account (<https://twitter.com/signup>);



3 Read what people are writing and assess how interesting/relevant it looks; and...



2 Search for areas of interest to you using keywords



(<http://search.twitter.com/>);

4 Start following five to ten people of your choosing to see what they contribute and how they interact on Twitter, and learn from them.



- 5** Optionally, you can **integrate** your Twitter account into your aggregator, using a widget, so you can also follow Tweets/updates in your dashboard.



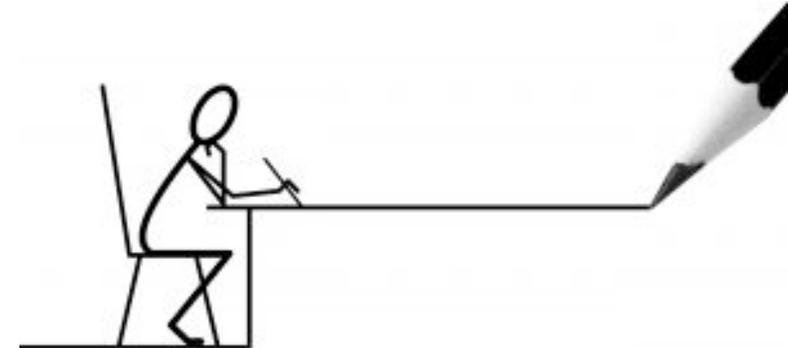
STEP TWO: MAP OUT A VISION



Once you have started the process of gaining direct experience of the online environment and are learning continuously via blogs and other channels, it is time to return to your organisation's strategic goals. First and foremost, coming up with a clearly articulated vision of your long term marketing approach is crucial for getting on the right track, and avoiding web projects which lack a strategic context or are technological dead ends.

As such, it is important as a first step that you sit down with a team of smart and enthusiastic people and **DRAFT A VISION** of what the company should look like in three years' time. Remember to frame this discussion by starting from the perspective of the customer, and consider the following questions as a point of departure:

-  What is the customer looking for online and offline?
-  What is the customer's lifecycle ?
-  How can the web drive sales by contributing to the relationship between the customer and the brand?



Next, get one or more customers to help fine tune the process to make certain that you have seen the world from their perspective. Limit the time for this exercise to two sessions, with two weeks in between, and set yourself a target to produce a vision based on this input. To prepare yourself for mapping your vision, do some research on the web: profile your own online presence, and that of your competitors and industry. Do not worry about being too detailed or accurate. Concentrate mainly on articulating a **MEANINGFUL VISION**.

Two important factors influencing your vision are:

-  The web will be the hub of your communication activities and will be available everywhere through myriad devices; and
-  Customers talk to each other and what they say and think will drive your future business.



NO MORE EXCUSES!

EXCUSE 4: “WE’RE B2B SO THE WEB IS NOT RELEVANT.”

Response: Many studies have demonstrated that B2B is a very active sector in the online space.

Note: *Check out this claim.* If there really is no one out there in your B2B sector, perhaps this is an opportunity to take over the territory and be the first company to offer valuable information to your target audience online.

In this context, additional **KEY CONCEPTS** your vision should encompass are:

-  The customer should be at the centre of everything, and the company should be organised around this idea;
-  New and creative ways to build networks between customers, suppliers and your company will be required; and
-  PR, marketing, advertising and sales should all share the same strategy.

Based upon the foregoing, write a presentation with the key findings of your vision. Make sure it is tangible, exciting and clear, but not sufficiently detailed to trigger discussions that will detract from the main message of the vision.

Finally, keep in mind that the vision is going to evolve over time, so do not become too attached to the first version you create. Be prepared to review your vision, challenge it and refine it, at regular intervals over time. Once the vision is agreed upon, however, be sure to use it as a clear reference point for the direction in which your organisation needs to go.



STEP THREE: GET YOUR TEAM TOGETHER



Once you have established the vision, put together a team that will make it happen. What we mean here by “team” is not a group of people who are selected by their department heads to participate in your marketing workgroup. Instead, try to see these people as an **INFORMAL GROUP** -- a below-the-radar “guerilla” team -- of talented and enthusiastic individuals, hand-picked by you, who are going to help you to achieve your vision.

In this sense, an individual team member’s personality is more important than their functional job description -- although it is good to have a mix of the “right” candidates from as many backgrounds as possible: Sales, marketing, product development, customer service, business strategy, etc. All the team members should share the following two characteristics, however: They should be problem solvers, not problem makers; and they should have good perspective and knowledge about their particular area in the organisation. Hierarchy, per se, is not an issue for your team, so do not force managers into the fold unless they really buy into the vision. **ENTHUSIASM AND COMMITMENT ARE KEY.**

Here are some further pointers for selecting your team:

-  Choose people with an open approach to technology -- those who are willing to start from “what works” and who do not cling to approaches the company “is already using”.
-  Combine internal and external talent: Find suppliers who are best of breed – flexible, experienced, reliable – and make them part of the team; and
-  Remember that the key criterion for selecting your team is mindset. You need people who are willing to learn, and who are up for a challenge.

STEP FOUR: WALK THE TALK

4

In order to build up your team and develop your project, you should begin to “walk the talk” by exploiting **ENTERPRISE 2.0**, or simple web tools for facilitating team-based working. Your most important network can be found within your organisation, and these tools enable you to tap into that network for ideas and allies, so you need to create access to them.

On the surface, Enterprise 2.0 is about using online tools (especially social media or Web 2.0 tools) as effective platforms for sharing knowledge and generating innovation and best practice within your organisation. These tools enable you to form social networks, and use blogs, podcasts, wikis, and online project management tools, to communicate across departments and teams inside your own company.

Enterprise 2.0 is key to creating the sort of organisational structure you need to deliver a new marketing approach. It empowers real change in an organisation by enabling and encouraging an openness which allows for easy, frequent and unrestricted knowledge transfer, inside and outside the company. Look at the different tools available and choose what works best for you and your organisation. Consider open-source solutions as a viable approach to platforms to avoid lock-in with single suppliers.



In practice, we advise you to start using Enterprise 2.0 tools within your organisation for sharing documents and information -- like those offered by both **Microsoft** (<http://www.officelive.com/>) and **Google** (<http://docs.google.com/>) -- and later to take on multimedia applications, for sound and video, when appropriate. The objective is that your team and wider organisation will gradually become accustomed to using these tools; and, over time, this will prepare them for using the same or similar tools to carry out marketing campaigns with clients and a larger audience.

Ultimately, **ENTERPRISE 2.0 IS ABOUT CONNECTING PEOPLE**. Using simple tools, which are less IT-intensive and yet allow people to share information more easily, is crucial to promoting the new mindset required in your organisation. This will allow for best practice to be shared more easily. It will allow for smart people to put themselves forward. Most importantly, it will enable you to promote your external online marketing approach more effectively.



For more information on the subject of Enterprise 2.0, check out:



The **Blue Kiwi** whitepaper

(<http://www.bluekiwi-software.com/media/white-papers>)



Or video

(<http://www.bluekiwi-software.com/videos/2009/07/reduce-your-cost-business-20>).

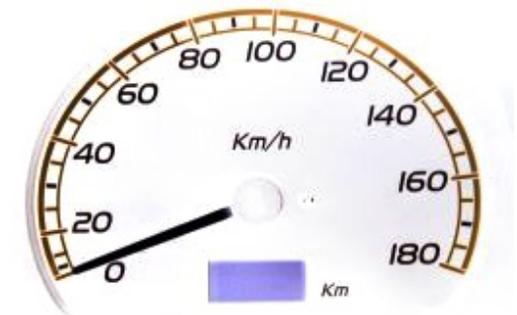
STEP FIVE: MEASURE EVERYTHING

5

Building on the idea of relying on results, your new, web-based approach to marketing should translate into specific, measurable guidelines for all stakeholders it impacts. These should be articulated in the form of ten to twenty clear and concise **KEY PERFORMANCE INDICATORS (KPIs)** that are defined early on. Your KPIs must be simple to grasp, easy to measure, and the same throughout the organisation. Do not even begin to implement your new marketing approach if you do not have KPIs.

After the Business Objectives have been agreed upon, define KPIs which capture these objectives, translated into measurable terms, and be sure that they accurately reflect goals critical to the management team.

The success of your project will be measured against the KPIs you choose. KPIs will also become the mechanism for you to identify “pain points” and dig further to learn how to improve your performance with every new initiative you undertake. In the interest of continuous improvement, the number of KPIs can increase, their terms refined (made more strict), and their reach extended, over time. The idea is that KPIs form the basis for measuring the performance of communication and marketing initiatives against their stated targets, across different channels and different countries within the organisation. Sharing KPI information systematically can be a great source of learning and improvement.



Five KPI ideas for getting started are:

-  **COST PER CLICK:** Measures the impact of a marketing campaign on site traffic, by measuring the cost of each click generated on the site;
-  **NUMBER OF LEADS:** Measures impact of a marketing campaign on lead generation;
-  **CONVERSION RATE OF LEADS** that become customers is calculated by tracking how many prospects become clients as a result of online marketing initiatives (emails, online promotions, etc.);
-  **PARTICIPANT SIGN UP, QUESTIONS ASKED, FEEDBACK SUBMITTED**, etc.: A one time measure of participation in key activities based upon a campaign (can be compared to campaign cost);
-  **COST OF NEW SALES:** Linking sales results to a campaign enables you to work out the return on investment (ROI) for that campaign.

Despite the value of KPIs, it is important not to become hostage to the numbers, but -- as in *kaizen* -- to focus primarily on the process of capturing information, reviewing it, learning from it, and applying that new information to the way you do work going forward. This continuous improvement thinking is also captured in the “Plan, Do, Check, Act” steps of the Deming Cycle.





WIKIPEDIA'S DEFINITION OF "KAIZEN"

KAIZEN (改善, Japanese for "improvement") is a Japanese word adopted into English referring to a philosophy or practices focusing on continuous improvement in manufacturing activities, all business activities, or even all aspects of life, depending on interpretation and usage. When used in the business sense and applied to the workplace, *Kaizen* typically refers to activities that continually improve all functions of a business, from manufacturing to management and from the CEO to the assembly line workers.^[1] By improving standardized activities and processes, *Kaizen* aims to eliminate waste (see Lean manufacturing). *Kaizen* was first implemented in several Japanese businesses during the country's recovery after World War II and has since spread to businesses throughout the world.^[2]

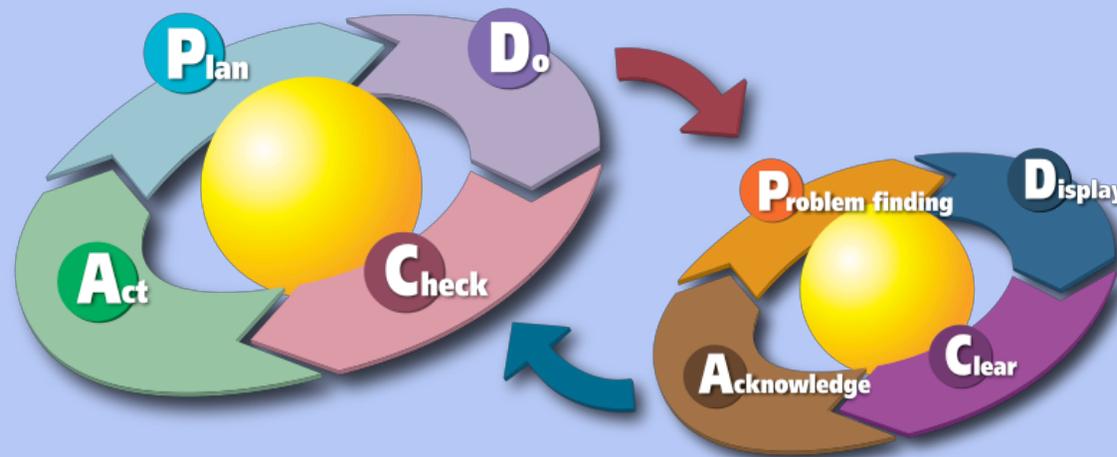


DIAGRAM: TWO QUALITY CYCLES

Cycle One: Plan, Do, Check and Act. **Cycle Two, A sub-set of "Do":** Problem Finding, Display, Clear and Acknowledge. These are part of the *kaizen* method of quality control and also used in the Toyota Way.

Source: Karn G. Bulsuk at <http://karnbulsuk.blogspot.com>

STEP SIX: GET SUPPORT



Once your new marketing vision is in place, you need to start approaching key members of management to gain buy-in for it, preferably at the CEO level. This is something that the dawn of web-based marketing has not changed: Although anyone in an organisation can initiate change, upper level support is needed to effectively drive through that change. This is a fact of life often overlooked within the democratisation process which results from increased web-based working. The web empowers people at all levels of an organisation to contribute to **THE CONVERSATION**, whatever the topic may be, and it enables them to showcase talent. But companies inevitably, and rightly, remain top-heavy when it comes to decision making.

In order to prepare a convincing case for top management about your new marketing approach, start with background information on key online trends. Be sure to reference the numerous studies and articles on this subject from respected sources -- such as The Economist, FT, McKinsey, and Forrester -- to support your thinking. Then demonstrate how your new approach will help to cut costs, deliver measurable results and generate more sales. These things matter today, more than ever, and are exactly what the web can deliver.



NO MORE EXCUSES!

EXCUSE 5: PEOPLE ON THE WEB ARE CRITICISING OUR PRODUCTS.

Response: So why not engage with them? They're still going to criticise whether you like it or not. The longer you leave those comments unanswered the worse it will get, while getting involved might actually show people that you care.

Management might not understand everything about your vision, but you do need them to support the general direction you want to take -- in order to get implementation of your strategy underway, and to neutralise nay-sayers, especially in the early stages.



MANAGEMENT FRIENDLY DATA TO SUPPORT YOUR CASE

MCKINSEY - <http://www.mckinseyquarterly.com>: Whether backing real substance or just hype, the McKinsey brand alone is often enough to get management thinking about taking up new initiatives. McKinsey studies -- rife with great charts and key data on a range of topics, including web communication -- are freely available to print and share. A study from July 2009, for example, discusses how companies need to prepare for the transition from Web 2.0 to Web 3.0 (http://www.mckinseyquarterly.com/Managing_beyond_Web_20_2389)!

THE ECONOMIST - <http://www.economist.com>: This news magazine regularly features industry surveys that have the same clear and concise business case and background figures which management requires (<http://mediaconvergence.economist.com/>). Get the background on events and the information being shared (http://www.economist.com/businessfinance/displaystory.cfm?story_id=14098313).

THE FINANCIAL TIMES - <http://www.FT.com>: The highly respected financial newspaper provides articles and studies that can validate a new online strategy (<http://blogs.ft.com/techblog/2009/08/facebooks-growth-spurt/>).

FORRESTER RESEARCH - <http://www.forrester.com/>: Forrester Research publishes cutting edge and in-depth reports on market research they perform, available for a price. You need not always pay for a complete report, however, as often an executive summary contains the information needed to make your point.

These noted sources are management friendly because they are established, known and well-respected. For your own studies, dig into eBooks and blogs of less established authors as they often provide the best content -- even though they wouldn't have the same impact with your management.

STEP SEVEN: BRING DOWN THOSE SILOS!



The most important roadblock to change in any corporation is the so-called “silo” mentality and organisational structures which divide a company into vertical functional areas, departments and business units, and makes cross-functional working difficult. A cornerstone of your new approach must be **INTEGRATION**; and the key to bringing about greater integration is to create a challenge to these silos and silo-thinking.

The existence of “silos” in most companies is the result of an industrial model of organisation that is threatened by a web-enabled way of working. This is because a company’s use of the web impacts its organisation in a very horizontal fashion -- across marketing, sales, IT, PR and most other functional areas -- and thus requires that people from various “silos” begin working together to achieve the organisation’s overall objectives.

In order to make your plan for a new marketing approach a success, then, you need to make clear from Day One that your project scope will cross different functional -- and even geographic and business -- areas. You should broadly communicate that your mission is to achieve key business goals and that you will start from the perspective of the customer to accomplish that, regardless of how the organisation is structured. This will almost certainly mean that communication between departments will need to improve/increase, and that new ideas of how to work together will emerge.



In practice, we have found that resistance to change comes from departments that guard their territories fiercely and see internet projects as a disruption of their existing power base. This is why the current climate is a unique opportunity to challenge that thinking: Many companies have become more open to change since they realise it is required to survive the downturn.

What **BRINGING DOWN SILOS** means in practice is the following:

-  Open sharing of information;
-  Working towards a common goal;
-  Sharing the same vision; and
-  Applying the same Key Performance Indicators.

Since “silo thinking” has been around for at least as long as the Industrial Revolution itself, do not feel discouraged if it is not eradicated by your first successful online marketing campaign. It may just take a whole new revolution to “bring down those silos” entirely, but fortunately enough, we are now in the midst of one.



STEP EIGHT: TEST AND LEARN



The ability to measure and assess everything you do enables you to adopt a “Test, Learn and Adapt” approach, consistent with the **KAIZEN** concept. In line with this approach, the best way to develop the most successful online marketing projects is to start small, but think big. Start with small pilot projects powered by simple and inexpensive tools that deliver the most value. Always favour simple over complex. Constantly measure and see what delivers the best results, then slowly scale up to bigger projects that are in line with your learning.

To round out the learning circle, for each completed project, a debriefing meeting should be held with the responsible project team in which you review results against the project KPIs as initially defined. This is done to establish the following:

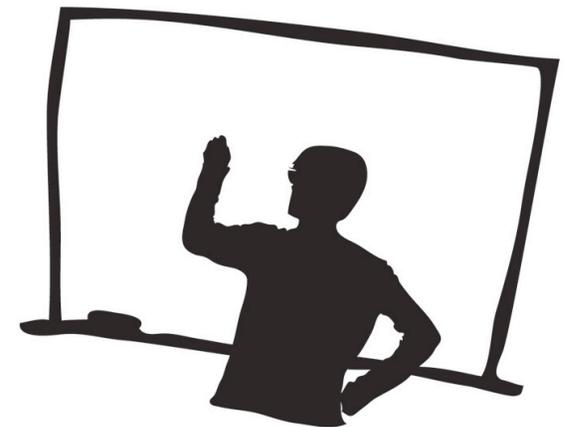
-  Did the project work?
-  Did we achieve the expected results?
-  What could we do better next time?

Perhaps most important of all is that you document what you learn, and share that with other teams in your organisation involved in the same or related projects. This step may seem obvious, yet few companies actually take the time to carry out a full debriefing about a campaign’s performance against its stated objectives. Instead, debriefing often takes the form of a quick PowerPoint presentation which demonstrates the great successes of the campaign. Only by specifically comparing a project’s final performance against KPIs defined at the beginning of the campaign, however, can you understand how successful your project was, and learn from your experience.

Even more challenging than the foregoing is the routine **SHARING OF LESSONS** learned from individual marketing initiatives, across a company's various departments and geographic locations. Very often, we hear of a great marketing or communication campaign carried out by a highly motivated team in one country, and we see some slides that indicate impressive results -- like a high number of website hits, traffic or comments. In order for this experience to generate real value and systematic learning for the organisation as a whole, however, two things need to occur:

-  The same model of measurement and evaluation need to be applied to each marketing or communication campaign carried out by the company -- irrespective of geographic location or department; and,
-  Key lessons learned need to be reviewed and shared with similar teams in all the other geographic markets.

Making use of the "Enterprise 2.0" online tools referred to earlier can dramatically facilitate this last element of the test and learn step. But most important, with or without tools, is that you, the leader, actively set your organisation on the path of continuous learning and improvement -- as embodied in the *kaizen* philosophy and reflected in the practical tips here.



STEP NINE: BECOME FAMOUS

9



Marketing your new vision within your organisation is of critical importance. This time, however, the focus is specifically on training, and getting support for what you are doing from key people at all levels inside the company -- in order for them to learn about the upcoming change, and to get excited about it.

Fortunately, elements of the structure you are putting in place will only increasingly help you to accomplish the steps necessary to realise your vision. Taking up Enterprise 2.0 will deliver you the tools necessary to communicate better internally. You will be bolstered by the support of the people who are already using these tools, and who are excited and enthusiastic about the positive changes the tools are enabling. In this way, you are creating an internal community around your project that will help to drive a movement which will eventually gain a momentum of its own.



NO MORE EXCUSES!

EXCUSE 6: "OUR ORGANISATIONAL STRUCTURE WON'T ALLOW US TO DO THIS."

Response: It's time for a restructuring! You might not like the thought of wholesale change, but if you want a streamlined organisation that will succeed in the future, you need to start now!

As you become comfortable and communicate more and more via the social media tools at your disposal, you will find that your own profile and expertise begin to increase. This, in turn, creates a kind of supportive feedback loop for you, which will also boost your profile within your organisation, and beyond perhaps, over time. Thus nurturing your own dynamic, **ONLINE PROFILE** -- which reaches across LinkedIn, Twitter, and your own industry and marketing blogs -- will help you position yourself for future career opportunities, both inside and outside your organisation, going forward.

In this sense, if you keep at it -- by keeping a blog and making sure your social networks are always up-to-date -- your reputation will definitely grow. And, who knows, over time all your efforts might even make you famous one day!



BLOGGING FOR YOUR BRAND

IF YOU'RE NOT BLOGGING YOU'RE AN IDIOT management über -guru Tom Peters told hundreds of attendees at the 27th annual Inc. 5000 conference in Washington DC. 'My first post was in August of 2004. No single thing in the last 15 years has been more important to me professionally than blogging... It's changed my thinking, it's changed my outlook... it's the best damn marketing tool and it's free.'

Source: <http://www.debbieweil.com/blog/tom-peters/>

STEP TEN: ENJOY!

10

We hope what you have read in this eBook will inspire you to take your first steps on a personal journey of online exploration and discovery that could potentially define your career path for the coming future. No matter what forays into online marketing and communication you decide to pursue, however, it is very important that you have fun and enjoy yourself in the process.

The ideas captured in this book can get you started on your online journey, but they will only take you part of the way. After that, it will be your own persistence, willingness to keep learning and growing, and hard work which will help you to achieve the goals you set for yourself and your organisation, and which will bring you to your final destination, wherever that will be.

Eventually, you will be able to stand and survey your web presence with the satisfaction of an adventurer who has reached the summit after a long, arduous and rewarding climb, with the proof of your labours spread out below you in every direction. You will breathe the air of tremendous satisfaction and accomplishment, as you will justly deserve.



Until that point, however, remember that simply following the path to becoming a more web-enabled organisation will often be its own reward, and you should celebrate all your successes, big and small, along the way. Be sure to keep track of your progress, and share your challenges, pitfalls and lessons learned with those around you -- and with us too!

Finally, no matter where these first timid steps on your online journey end up taking you, **THE MOST IMPORTANT THING OF ALL IS THAT YOU ENJOY THE JOURNEY!**



THE LAST WORD

We hope that this eBook has given you some food for thought and will help you to start the process of embracing the new tools and mindset that can transform your company and your career in the Internet Age.

We live in truly extraordinary times, and as Thomas Friedman wrote in his fascinating book “The World is Flat”:

“In the **FUTURE** globalization is going to be increasingly driven by the individuals who understand the flat world, adapt themselves quickly to the processes and technologies.”

We have attempted to create a simple roadmap towards a new marketing model for the corporation of the Twenty First Century.

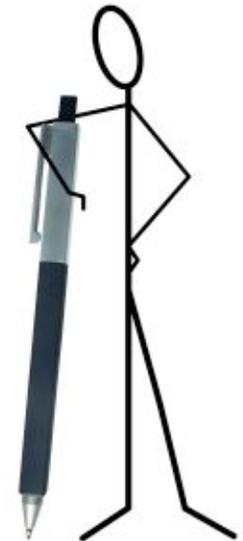
The time is right, the recession has given everyone a new focus on delivering results with smarter and more cost effective tools, which the internet has in abundance. The key to being able to use those tools is having an open mindset and making learning a part of your daily routine -- testing new tools and interacting with your peers around the world through social networks.



Once you have tested the waters, start working on the plan that will help transform your company's marketing strategy. Do some research online, map out a clear vision, get a team together that will help put your vision into practice and make sure you make your case to management.

The web is a low hanging fruit, especially in challenging times like ours. Change is a permanent feature of this new world, and being able to take advantage this change is the best way to secure your future.

GOOD LUCK ON YOUR JOURNEY.



ABOUT THE AUTHOR



Philip Weiss, Founder and Managing Director of ZN, studied at the University of Oxford, where he read Philosophy, Politics and Economics. In his last year he founded and ran Oxford Student Radio, making him the youngest MD of commercial Independent Local Radio in the UK. For this he was awarded the Young Achievers Award from HM the Queen. He returned to Brussels in 1998 and set up ZN, looking at how to adapt business and communication strategies to the Internet age. Since then he has worked with leading companies and communication agencies, exploring the challenges and opportunities they and their clients face on the internet and how best to take advantage of the possibilities it creates. He developed the concept of “Hyperthinking” as a tool to help his team and clients adapt their thinking to the web.

ABOUT ZN



A New Generation of Communicators

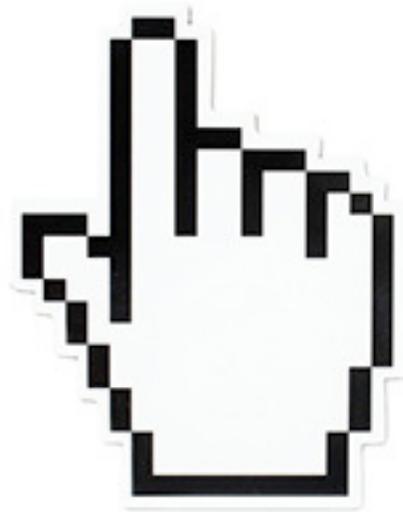
ZN (<http://www.zn.be>) is the ecommunications agency for global organisations, helping motivated individuals adapt their communications to the Internet age to ensure optimal reach and impact. For more than 10 years, ZN has been innovating and inspiring clients by applying cutting-edge thinking.

What We Do

Our expertise lies in building effective pan-European online strategies, eCampaigns and communication projects with our clients. Whether for outreach, engagement, sales or branding purposes, we can provide you with everything that is necessary to achieve the best results online.

Special thanks to Steffen Thejll-Moller [<http://steffen78.wordpress.com>] for his help in putting this eBook together, to Cheryl Miller [<http://www.zendigital.be>] for her contribution to delivering the final copy, to Jesús Azogue [<http://www.jesusazogue.com>] for making it look amazing, and to all the clients, friends and colleagues who helped me to learn about this subject.

LINKING FURTHER



INTERESTING LINKS:

<http://www.ning.com/>: A great site for creating your own free social network/online community.

<http://be-iabc.ning.com/>: The Belgium IABC (International Association of Business Communicators) social network. A good example of an active community of communicators on Ning.

<http://www.hyperthinker.com/>: The ZN blogs. An opportunity to continue sharing thoughts with each other.

<http://www.ZN.be/>: The ZN company site. To find about how we can help your company to build a strategy around the concepts we share with you in this document.

SUGGESTED BLOGS:

<http://www.tompeters.com/>: The business guru of “In Search of Excellence” fame has embraced blogging with a vengeance and shares some insights into a changing business world. He reads and often responds to comments personally.

<http://sethgodin.typepad.com/>: The Blog of Seth Godin, one of the leading gurus of online communication. Read his free ebook on the idea virus is you want to design a “viral” marketing programme: <http://www.sethgodin.com/ideavirus/downloads/IdeavirusReadandShare.pdf>

<http://www.buzzmachine.com/>: The blog of Jeff Jarvis, the man who started Dell Hell and recently wrote “What Would Google Do?”

<http://www.webinknow.com/>: The blog of David Meerman Scott, who wrote several free eBooks on the new rules of marketing and how to use the web in marketing and PR.