

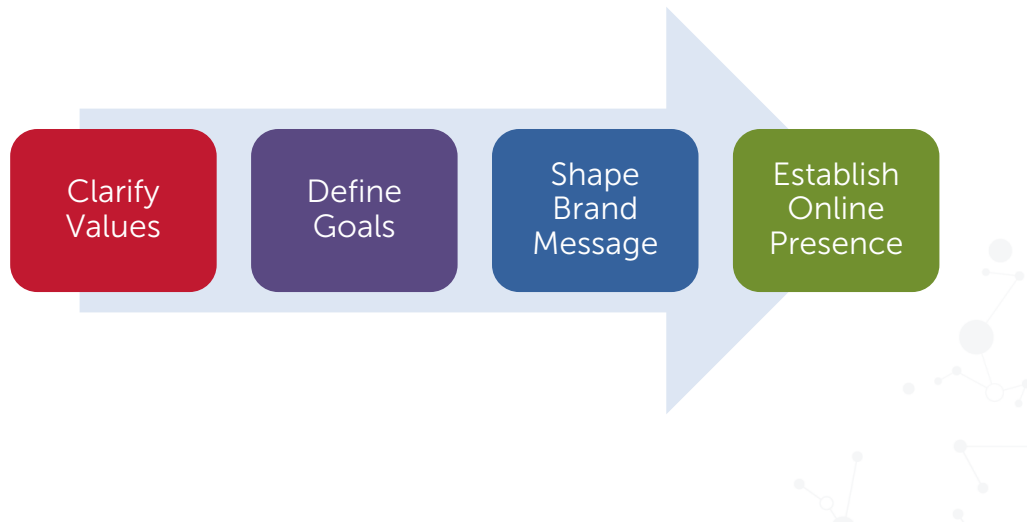
DS 780

# Data Science and Strategic Decision-Making

Lesson 8 Introduction

Strategy: Define and Establish

## Steps to Establishing an Online Presence



Welcome to week 8 of the course. We're covering chapter 7, which is the first of four chapters that cover the adoption, the planning for the adoption, the carrying out of strategy.

In this first section, this first chapter, one of the first things we need to talk about is steps that it takes to establish an online presence as a part of this whole strategy process.

And there are four things that they lay out in the book. Clarifying values, defining goals, shaping your brand message, and then establishing the online presence that need to happen in that order.

Now in terms of clarifying values, that's really just taking the time to think about what the organization's internal values really are. What's important for that organization. If it's a nonprofit organization, it's most likely its mission.

If it's a for profit organization, quite often it's some sort of financial goals and profits and things like that. But there can also be non-financial values included in this.

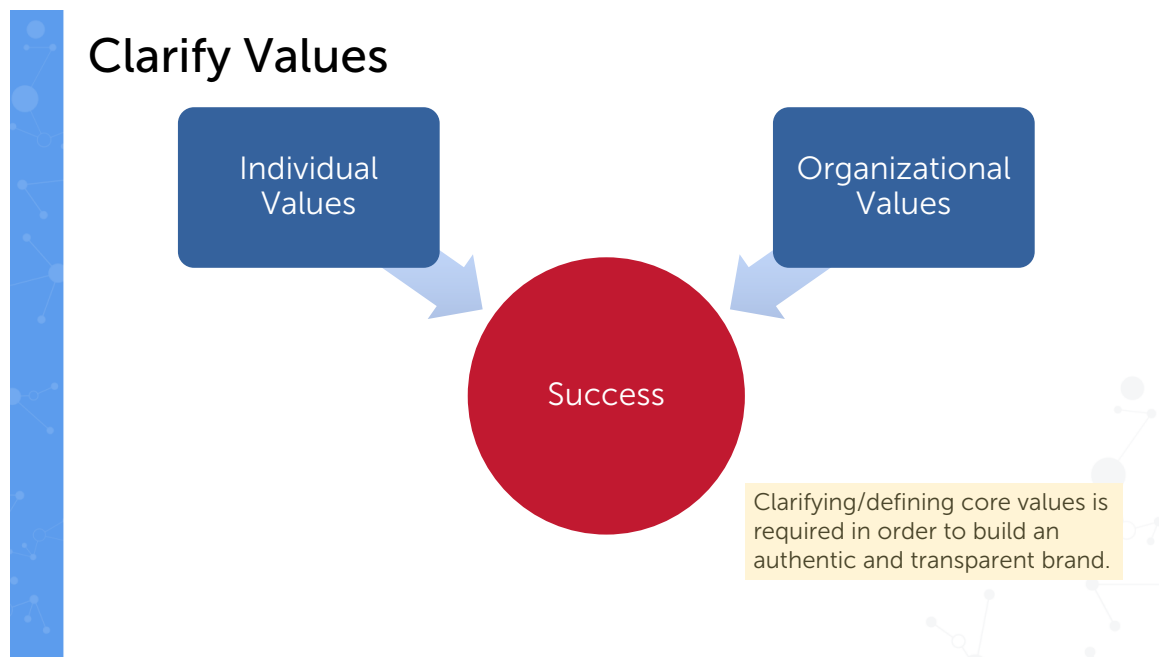
Then the next step is defining your goals. Once you know what your values are, then is the time to really take a look at what your goals are going to be. And the goals, of course, need to be in sync with whatever the organization's values are. That's really the most important point of this step.

Now the book goes through a number of things there in terms of defining the goals. But the most important thing to remember is that the organization needs to have goals. Those are going to probably bubble up from a lot of the stakeholders in the organization though.

Now the third step is shaping the brand message. And this is really, what is it you want consumers, who are generally are the target of the message, what do you want them to hear?

And for you to be able to answer what you want them to hear, interestingly enough, you kind of have to know what they want to hear. So the book does go through and talks about various things, and what will go into those in detail in a few minutes. Some of the things you need to consider.

The last step then, of course, is establishing the online presence. So once you've got the three preliminary steps out of the way, it's a matter, OK, how are we going to actually establish this online presence and deliver this message. And move our strategy forward.



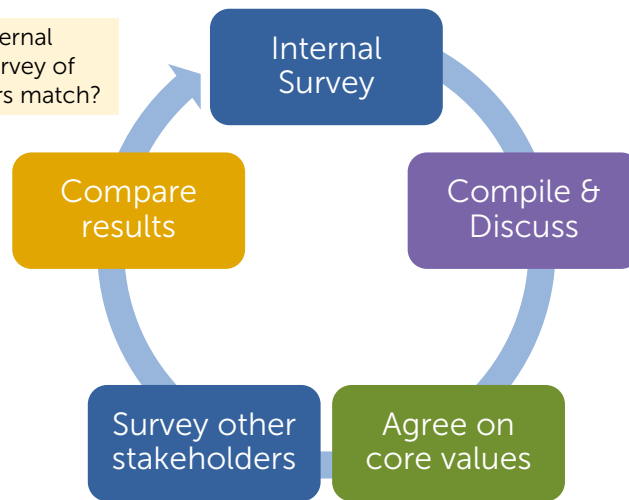
All right, let's start with clarifying values. What happens is the organization needs to define its values. But those values are going to be used in the same way, in many ways, individuals use their values.

So they're going to come together at some point or another. So both the organization's values and the values of the individuals that the organization interacts with. And they need to be relatively compatible for there to be success.

So if you're going to have an authentic and transparent brand, something that is going to be liked and admired by customers, you really have to pay attention to your organizational values and how they're going to interact with the values of the individuals that the company comes in contact with.

## Clarify Values – Suggested Actions

Do findings of internal survey and the survey of other stakeholders match?



Now the book talks about some suggested actions in terms of how to clarify values. And it starts out with an internal survey. A survey of company executives, the top managers, the C-level folks, along with upper and mid-level managers. And the front line employees, as well.

So getting that input from the entire team. And then it's a matter of compiling and discussing these results, because you're going to find different people have different ideas and you need to be able to bring this all together,--

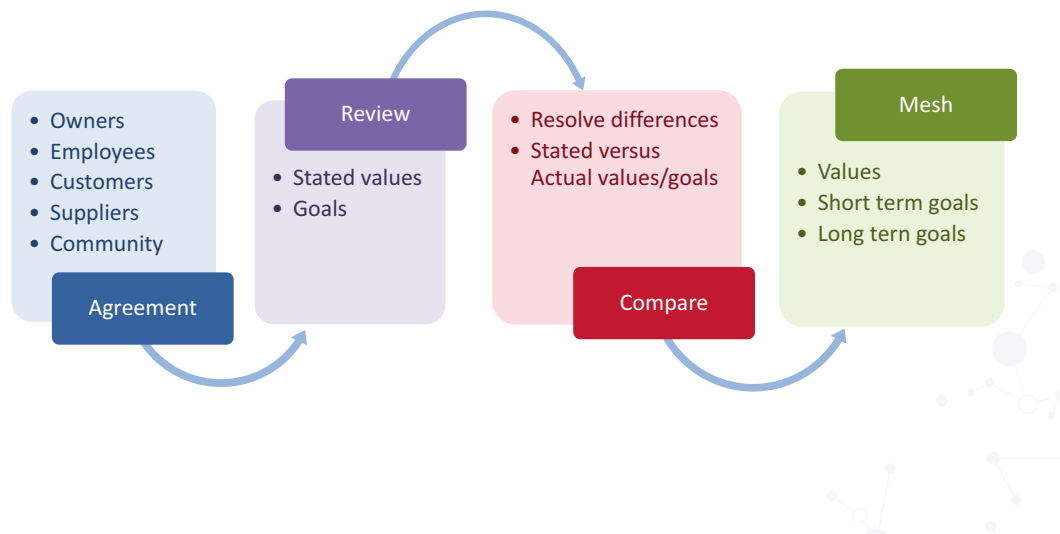
Pick out the ones that are the biggest threads that run through everything, and consider those as well as company values. As candidates for company values.

The next step is agreeing on what those core values are going to be. And then once that happens, you've got an agreement from the employee and manager groups, then go out and survey your other stakeholders.

Everybody from shareholders or owners that are not employees, to customers to suppliers to the neighbors, everybody. And then it's a matter of comparing the results. The values that you came up with internally versus the values that are probably already perceived about the company by those on the outside.

You need to be able to compare those results and be able to reconcile those to come up with core values that are going to work for the company.

## Define Goals



The next step is actually defining goals. At this point, you have the values clarified. And that allows you to consider goals in the light of those values. Now first of all, again, agreement is something that you'd want to seek between owners, whether it be private owners or shareholders,--

The employees at all levels, top management, middle management, rank and file, the customers, suppliers, the community. And if there's some other stakeholders that are unique to the organization.

Once there's some sort of agreement there, and the reason you want that agreement is so that one group of stakeholders doesn't view the goals as something that's inappropriate.

But once you get to that agreement, then it's a time to review those, the goals that you've arrived at, because it's probably been a tough process to do that. And make sure that in light of the stated values, the values that you came to in the previous step, that the goals are appropriate.

Because sometimes it's easy in the heat of battle, setting the goals, to kind of lose sight of the values. So that's the review process. Next you'll want to resolve whatever kind of differences that are still there. And that's likely to be the case.

It depends on the organization, but it would be an unusual organization not to have at least some minor differences there. Again, you need to be able to compare the stated versus the actual for both values and goals. That's sort of your final check in the compare process.

And then comes rubber hitting the road here, where we actually have to mesh together the values with short term and long term goals. And typically, just to be clear, short term goals tend to be on the order of a year or less. Whereas, longer term goals are anywhere after that.

Some organizations might push it out a couple of years, but anywhere from one to three years would be the max for short term, with a lot being at one year. And then the long term goals are where do we want to be in three years and five years and 10 years.

And those are important for the life, for the health of the organization. Of course, the tension, especially in a publicly held company, is that the short term goals are most important to Wall Street and there's a lot of pressure on management to produce in the short term.

And sometimes that can be at the expense of the long term.

## Shape Brand Message – Buyer Personas

- Building relationship with whom?
- Create buyer personas for relevant segments
  - Demographics
  - Buyer behavior



OK, so now we're on to the fun part, shaping the brand message. And the first step here is coming up with your buyer personas. At least that's the term that this book uses. You might find profiles or types or words like that in other marketing literature and other strategy literature.

But let's stick with personas for consistency's sake with the book. And really what this comes down to is you got to figure out who it is you're building a relationship with. Because that's what all of this is really about, is building relationships with customers or potential customers.

But who are these people? What are they like? What are they like in terms of what they would like to buy? And also, what are their characteristics? So we want to take a look at certainly demographics. We probably would also want to include psychographics, although the book doesn't mention that.

And then also certainly buyer behavior. And buyer behavior, the most useful pieces of buyer behavior are do they buy this sort of product, how do they buy it, things like that.

So if we take a look at the considerations that need to be looked at when we're developing these buyer personas, it does start with demographics. And we can sprinkle a little bit of psychographic on there as well.

And then take a look at some other things in terms of their employment, what sort of pain points they might have. When they're buying the product or they have a problem that they need have solved.



Because really, that's what marketing is all about, is identifying customer needs and solving them or fulfilling them. And if somebody has a problem, that's a need that needs to be fulfilled. They need the solution to the problem.

So these pain points are important so we understand what it is they're looking for, at least in the area that is covered by our products and our services and things like that.

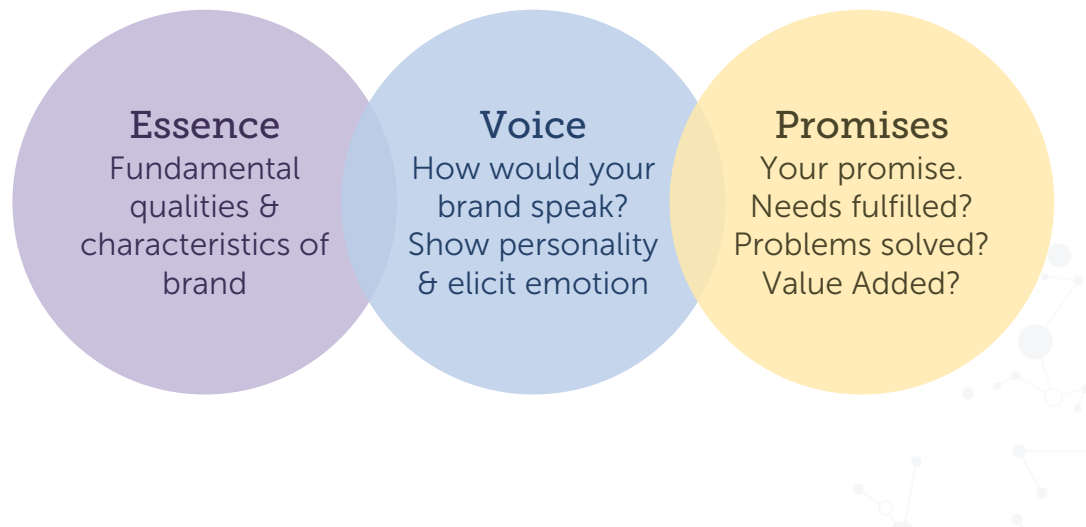
We want to know what their values and goals are. So we're back to that. That's one of the reasons it's important to understand what the values and goals of the organization are, because you're going to be looking at how our potential customers and our customers see life in terms of values and goals.

What are their information sources? How can we get information to them? Where are they getting their information? What are there other sources, and what sort of stuff is being fed to them? What are their expectations in terms of our service or our product?

Do they have high expectations? They have low expectations? Do they not know what to expect? That can play a large part in how we actually behave in terms of long term strategy and operations.

And then, what kinds of objections might they have? What are typical objections that customers and prospects might have with respect to our product or service?

## Shape Brand Message – Brand Properties



The first part of shaping the brand message is understanding and agreeing upon the brand's properties. The book lays it out in three sections. First, essence. Second, the voice of the brand. And third, the promises, the brand promises.

So in terms of essence, it's simply the fundamentals of the brand. What are the qualities and the characteristics of a particular brand? Usually these are fairly short phrases, sometimes complete sentences when they're actually voiced or they're put on, say a printed page, or in an ad, that sort of thing.

So for instance, the famous one from Nike was "Just Do It." If Target, "Expect More, Pay Less." It tries to boil down what the brand is all about, what it stands for into a very, very, very short easily understood phrase.

The voice is a little more subtle, but it really could be personality, as well. In fact, a lot of brands when doing market research might take a look at it, especially in a focus group in qualitative research, they might look at this.

And the way they do it often, or one method they use, is personification. And they would literally ask people, if Acme Company was a person, what would that person look like.

And, you know, they'll get answers back it's a middle aged guy in a dark suit with a power tie. It's a young woman who has a lot of energy, all these different things.

And if you get a fair amount of agreement from consumers as you ask them this, you start to get a feel for whether what your intended voice or your intended corporate personality or brand personality is, whether it's actually gotten across.

So that's kind of voice. Now the book goes into the fact that there's a difference between voice and tone. And that's simply, especially with communication, so whether it's written or video or audio, whatever kind it might be.

You know if you read something from say, IBM, it's going to be pretty straight laced and businesslike and those sorts of things. Whereas, if you read something from Apple, it might be a little trendy and stylish, if you can call anything stylish in words. And then somebody else might be a little flippant.

It might have a little attitude to their personality or to their voice, which represents this personality that they want the consumers to really kind of understand and come to like-- So the brand can become kind of like their, if it's done right, the brand becomes like an old friend.

Now finally promises. Every brand should have a promise. Well every brand actually does have a promise, whether the company knows it or not. So, for instance, go back to Target, the "Expect More, Pay Less." That is their essence, and it's also the basis for their promises.

If you look at their big competitor, Wal-Mart. What's Wal-Mart's promise? You know, "Always Low Prices." Whatever it might be, there's something that consumers know they can rely on with that brand.

So they generally center around the three things you see there in the slide. What needs are being fulfilled? What problems are being solved and or what value is being added when I buy this product?

## Shape Brand Message – Content Audit

- Check current content
- Periodic rechecks
- Include all digital and traditional messaging
- Review from consumer perspective

From this point, the chapter starts talking about different tools that can be used in this whole process. The first one is a content audit. And it's pretty much exactly what it sounds like.

The idea is to take a look at all your current marketing and various communications content, and make sure it really matches up with what you've decided on as far as the brand, the brand properties, the essence, the voice, the promises are.

And this requires periodic re-checks, because it's real easy for over time to things start to stray away from the company line, I'll say that term for lack of a better one, that reflects, all the things we've been talking about up to here.

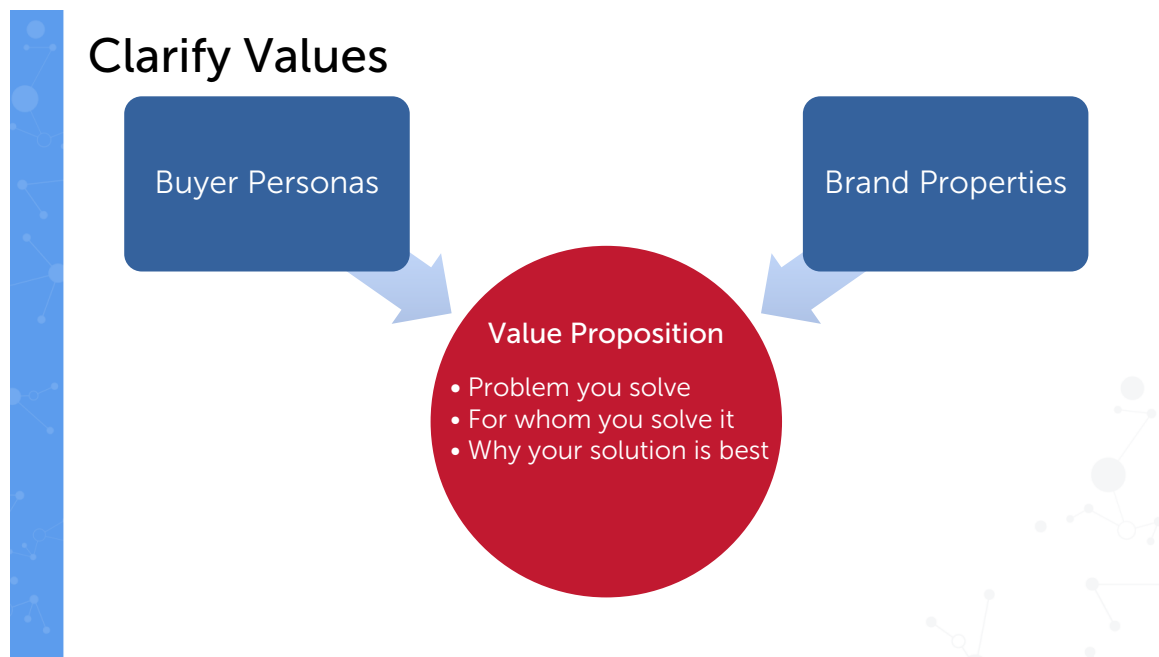
Now it has to include pretty much everything. You don't want to have one communication channel striking what would amount to a discordant sort of note, that doesn't sound right.

Everything is beautiful. You The music is working together and then all of a sudden you hear this stray note out here. It's very distracting and it takes away from the main message. So that's what we're trying to avoid.

And the last point I have up here is that when you do something like this, you want to make sure it's being done from the consumer's perspective. It's just really easy for somebody who's up to their eyeballs in this every day, because they work in the company, they work in this area, to miss things.

You want somebody who thinks about the company only occasionally. Maybe once a day, maybe a couple times a day, maybe once a month, depending on what that company does.

You know, if you're a consumer and you're walking into Target or Starbucks or whoever it is, you're going to see things in a different light than somebody who's employed by the company and who maybe was responsible for designing some of the customer experience that you're encountering.



The next tool listed is the idea of a value proposition. And again, a very plain name that pretty much says exactly what it is. What kind of value are you providing? What kind of value can you tell consumers that you're providing to them?

Now to do this, you're going to have to pull in the buyers' personas. Because what one person sees of value, the next person might not. So you have to know, you want the personas of your target customers.

You also need to pull in what the brand properties are as they are now, and maybe what you want them to be if you're in the process of trying to reposition the brand a little bit. But bring those together and then you can start to look at things like the problem that you're solving.

And, of course, you want it to be a problem that really does need to be solved and it's recognized as a problem that needs to be solved by the buyers. And the brand properties have to position the brand as somebody who is capable and good at solving that problem.

The for whom you solve it, of course, we've figured out who our buyer personas are, who our targets are. But it can go beyond that. You might have identified a type of household that you're going after, but who is it in the household that you're solving the problem for? Or is it everybody?

So there is more than meets the eye in the for whom part. And then why your solution is best. That's something that needs to be communicated and needs to be credible and accepted by the buyer.

Now the point, one thing that you may be questioning at this point, and I think it's something that's kind of missing from the narrative in the book on this particular topic, is price. Because the value proposition includes all of this, but there's also the element of price.

So for instance, if the problem you are solving is somebody needs coffee quickly in the morning, well, there's a lot of ways to get that. You can get it at home. You can get it on the way to work. And let's say on the way to work.

You can pull in to the golden arches and get it at McDonald's in the drive-through. You can probably find yourself a Starbucks or a Caribou or some other coffee shop's drive-through and get it pretty much just as fast as you can at McDonald's.

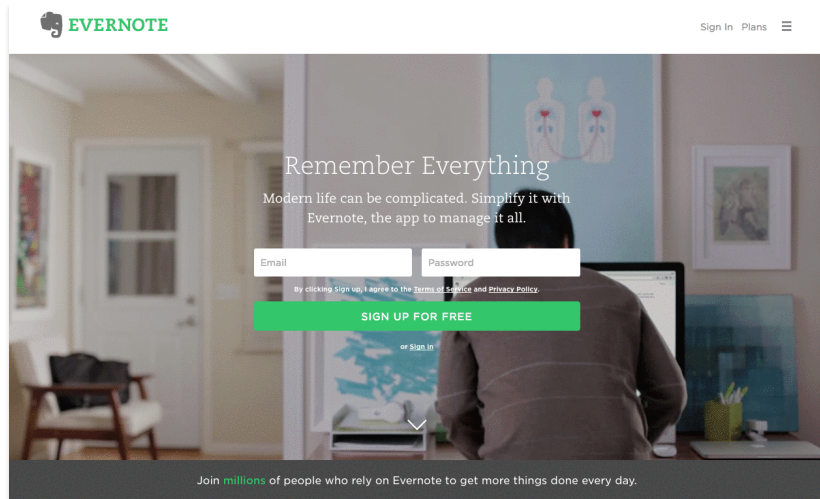
Now the question is going to become, what about the quality of the coffee and the fit to your taste and all that versus what the cost is. And McDonald's has staked out the lower cost. But reasonable quality coffee, that's their ground that they've staked out.

Whereas, Starbucks or Caribou and others like them, have staked out the ground of premium cost and premium quality. And hopefully it fits the taste of their target customers. And based on what we see in the marketplace, it seems to be doing pretty well on both sides.

But that's a piece of the value proposition I don't think the text really gets into, but we really need to be aware of. Now of course, the final part of developing a value proposition is putting it into words. And by words, I mean a very short statement, a phrase or statement that expresses it.

So with very few words you need to be able to answer the problem or answer the question about what problem it is you solve, who you're solving it for, and why your solution is best. So we'll take a look at some examples here in the next slides.

## Value Proposition - Evernote



All right, our first example is Evernote. And if you're not familiar with it, it's a online product that does a nice job of keeping track of documents and notes and so forth and making them searchable and all those sorts of things.

For our purposes, let's focus on what they have to say here on basically their first page of their website. So notice it says "Remember Everything." And that might actually be considered, depending on how you look at it, the essence of what their brand is all about.

But in terms of value statement, take a look at what it says next. "Modern life can be complicated. Simplify it with Evernote, the app to manage it all." So do they actually do what we said that a value proposition should do is kind of the question?

So what product or service do they provide? Well, they say it's an app and they kind of explain what the app does. So I think we got to give them that one. Does it tell people who the customers or who the targets are?

In other words, from a consumer standpoint, is this, are they talking to me? Or are they talking to somebody else, is really the question that needs to be answered. So when they say "Modern life can be complicated. Simplify it with Evernote," they're talking to people who have relatively complicated busy lives.

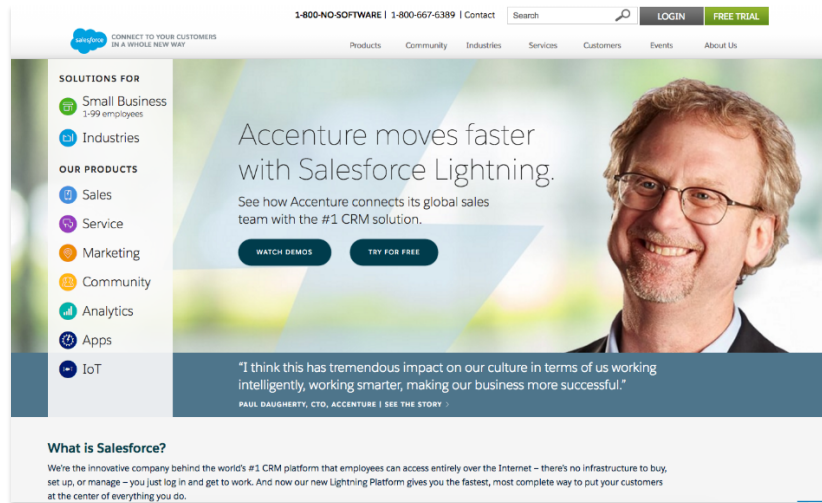


That's how you can decode that. And it really does, with those phrases, answer who their customers are, who their target customers are. Why is your offering unique and different? Well, what do they say? "Simplify it with Evernote, the app to manage it all. "

They don't fully get into the details here, but there's an implication that buy me and all your problems are solved. What they don't get into is the detail of how, by being unique and different than other products, that you should go with Evernote.

So they're hitting most of the notes. They maybe miss a little bit on that. But on the other hand, they seem to be pretty successful. So you have to say sometimes close enough for government work is close enough for success.

## Value Proposition - Salesforce



Now Accenture is not the, is not the product here. Salesforce is. But what Salesforce has done in trying to express their value proposition here on their website, is they brought in a third party endorsement, one of their clients, one of their customers.

So Accenture moves faster with Salesforce Lightning, which is some kind of sub-product of Salesforce that I'm not completely familiar with, but Salesforce is basically an online CRM company.

So what they've done is jumped ahead immediately to who are your customers and targets. Well, if you consider yourself anything as an organization like Accenture, well maybe this is something you should be looking at.

Or if you think Accenture is a smart outfit, that sort of thing. So they've done a nice job of picking the third party endorsement and using that to answer really the second point in the value proposition.

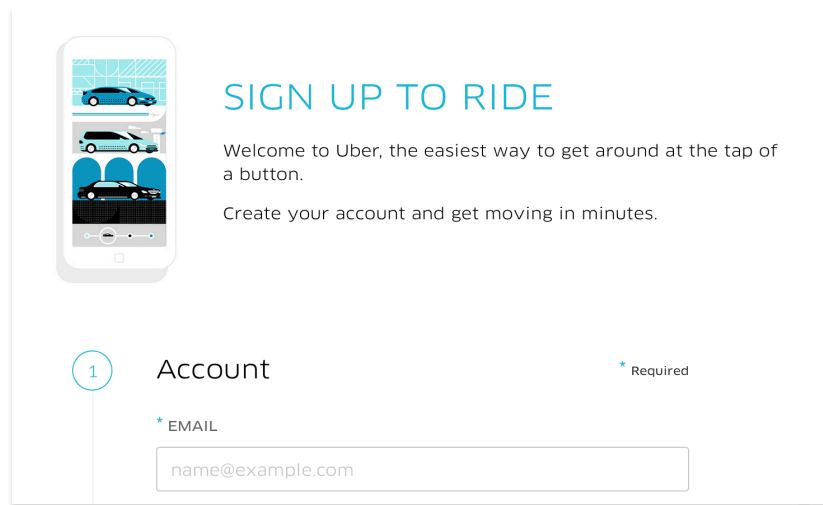
Now, do they talk about the product or the service they provide? Well, if we take a look at the small print there, which is really sort of the value proposition, "See how Accenture connects its global sales team with the #1 CRM solution."

So right there we know if we're a B2B type customer, not your average consumer, we know #1 CRM solution, even if we don't know the Salesforce name, we know what they're selling, what the product is.

The third item, why is your offering unique and different? Well, here's where the #1 probably helps a little bit. The fact that they're the industry leader sets them apart, differentiates them from a lot of the other folks that are out there in the CRM business.

So you have to say that they do a fairly nice job of hitting those three main points.

## Value Proposition - Uber

A screenshot of the Uber sign-up page. On the left is a smartphone icon displaying three car options. To its right, the heading "SIGN UP TO RIDE" is in blue. Below it, the text reads: "Welcome to Uber, the easiest way to get around at the tap of a button." and "Create your account and get moving in minutes." At the bottom, a section labeled "1 Account" with a blue asterisk and "Required" contains a field for "EMAIL" with the placeholder "name@example.com".

**SIGN UP TO RIDE**

Welcome to Uber, the easiest way to get around at the tap of a button.

Create your account and get moving in minutes.

1 Account \* Required

\* EMAIL

name@example.com

OK, and our last example here is Uber. So here's the top portion of their sign-up page for an account. So their call to action is "Sign Up To Ride." But for our value proposition, here we have "Welcome to Uber, the easiest way to get around at the tap of a button."

That says a lot in very few words. So it talks about their product. And because of their visibility and name recognition and so forth, they don't need to get into a lot of details. Easiest way to get around and everybody knows exactly what they're talking about.

Just the name Uber, people know the general product. But now they're making a claim, the easiest way to get around. What about their customers and targets? Well, they're not really saying anything here. But again, they have the advantage of having all this information out there about them.

They're masters at creating PR. Mostly good PR. So people know what they're about. They know how the product works. At least anybody that they would be interested in as a customer is aware of it at this stage with all the information that's out there. So they can slide by on that one.

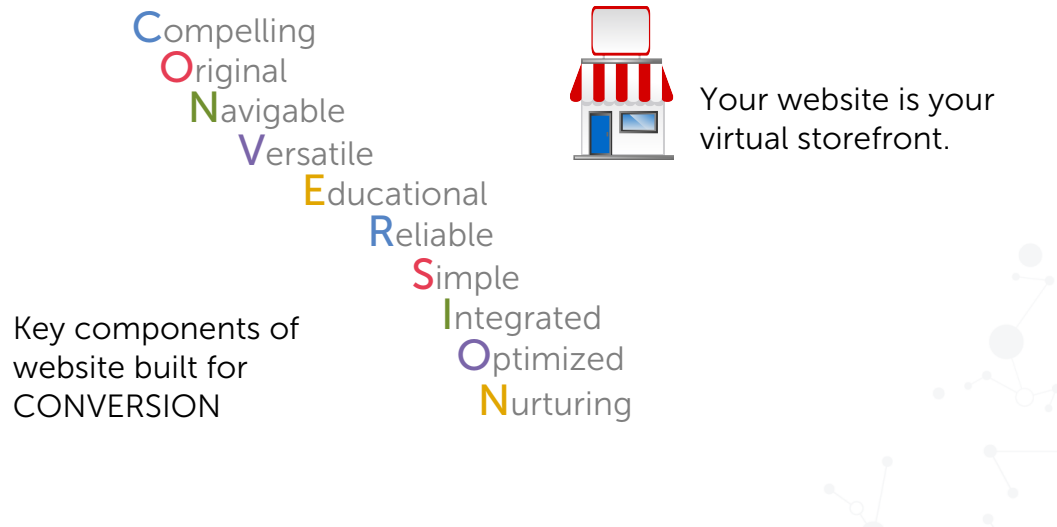
Why is your offering unique and different? Again, partly slide by, but also they're talking here about easiest way to get around at the tap of a button. You're not calling some taxi company and waiting 30 minutes and all that stuff that is in the back of people's minds. At least the people they want to reach.

This makes it sound really, I get out my smartphone, I use the app, I hit a button and that's how I book my ride. So they're in kind of a unique position. They've done a nice job distilling it all down.

And keep in mind, this is also at where people have to actually take action. So this is the working end of the call to action, where they're literally going to start typing their email address and picking a password out right after reading that. So on balance, they've done a nice job.

So we've got three examples. Three slightly different examples. And in each case, the firm has done a pretty good job of in very, very brief sentence or brief statements, giving potential customers and their existing customers what their value proposition is.

## Online Presence - Website



The next tool the authors talk about is a website. And we can sort of extend this a little bit to include online apps, as well. And there's some slight differences there, but a lot of the same principles are going to apply.

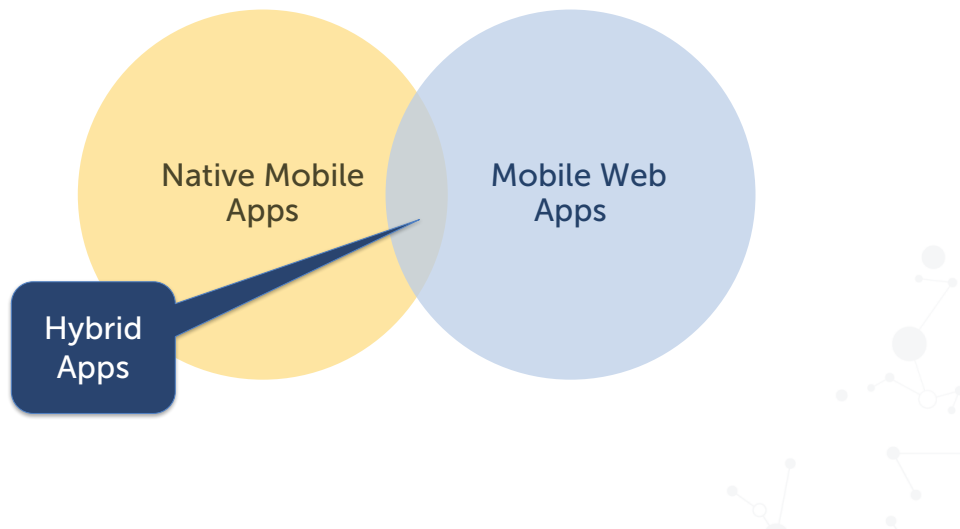
And by the way, the online is something that is growing in importance for companies. Excuse me, not the online, the mobile. So the phone apps is something that's really growing in importance.

So they've got this nice little acronym, conversion, for all of these keywords. Things that websites should do. I don't think anybody can really argue with any of them. They're all things you definitely would want to see in your website.

And by the way, conversion is web speak for making a sale. Converting somebody who lands at the site to a paying customer, assuming that we're talking about some kind of commerce site.

If it's not a commerce site, the conversion might be from somebody who's viewing the website to somebody who has requested a white paper or information about a product, particularly in the B2B world, that's quite often sufficient for a conversion.

## Online Presence - Optimize Mobile Apps

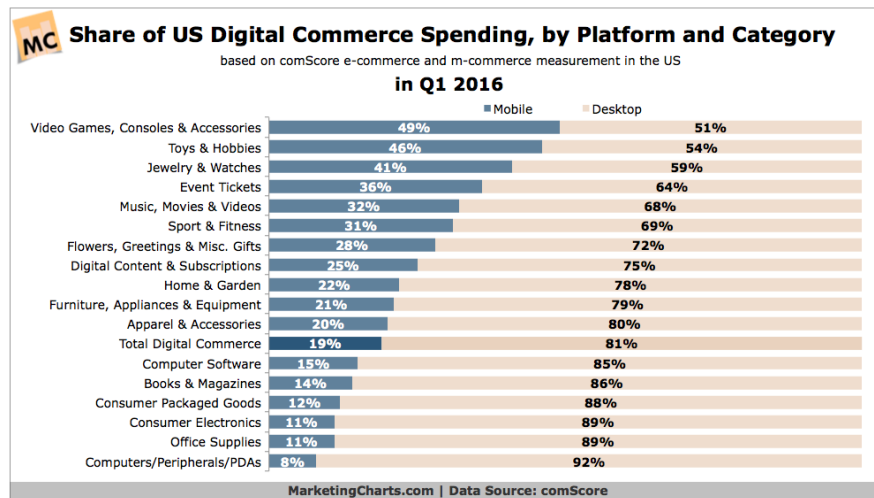


Well, as I said, the mobile or online, mobile online presence is very important and it's growing in importance. The book points out the difference between three types of apps. Native apps. Native to mobile devices, which rely on the hardware of the device, of the phone, for instance.

And then mobile web apps, which are essentially very similar to what you might find if you were using a web browser, but they're much more specific and generally easier to use and preferred all around compared to the websites, the mobile websites.

And then you get the hybrid apps where it's a little bit of both. You've got, it's dedicated to the device, but it's getting updated over the web, which has the advantage, of course, of not having to reload apps to get updates and things like that.

## Online Presence – Mobile vs. Desktop



Now the importance of mobile is illustrated in this graph. You'll notice that, and this breaks it out by the type of a product or type of commerce, web commerce that's involved.

And you can see that for some categories, video games and so forth, have already reached essentially half the market. And this is from first quarter of 2016.

And you can see other certain types of products just seem to be more readily accepted by people buying them on their, while working on their phones, as opposed to their desktop computers.

Whereas, you've got others where maybe just the circumstances when things get bought, things like office supplies, for instance, down there at the bottom, where quite often people are doing that at work and they're at their desk anyway. So there's reasons for that.

But the point is, that there's a lot of commerce happening over mobile. And if for online presence, the company just simply needs to be there, unless they're in an extremely unusual sort of business.



## Online Presence – Website Content Management

- Editing
- Publishing
- Workflow management



Now the authors also take time to recognize the importance of website content management. And they've got a very brief section there that acknowledges that to make this stuff work, to bring it up to scale and all that, you really need a good tool that can control this. You can't just do things haphazardly.

And that's what the content management systems tend to do. They help you with editing and publishing, as well as your workflow management. WordPress is probably used by a lot of smaller smaller sites.

It's essentially what would amount to, as I'm sure almost everybody in this class knows, a sort of a blog product that has taken on new markets, shall we say. I'm not sure whether they planned it that way or not, but that's the way it's worked out.

And then there's a couple of other larger, more industrial strength examples shown.

## Online Presence – Social Media Platforms

- Two way communication channels between consumers and the brand
- Social media helps firms' online presence
  - Increase brand awareness
  - Build reputation
  - Drive web traffic
  - Improve relationships



To continue with online presence, social media platforms are certainly a big part of this. They work, in many ways for the online world, the way traditional advertising works in the bricks and mortar world.

The role is to drive people to a website or commerce site just like advertising drives people to a bricks and mortar store, or drives them to pick up a telephone to have some kind of telephone communications with an organization.

In the case of social media, we've got this nice two-way communication channel. That's the big difference. Now with traditional advertising sometimes you get consumers who try to make that older one-way communication channel work.

And these are the people you see sitting in front of their TVs yelling back at some advertisements that's playing and saying, no it doesn't work that way. It didn't clean, it didn't do this or it did that or I love you, guys.

Not particularly effective. It may make them feel better, but it's not getting any information back to the brand and the company behind that brand. Now social media, it really does work.

The brand can hear the feedback, can see the feedback from consumers. Consumers can launch new lines of inquiry or communication. And it works pretty well.

That makes for a much, much richer sort of opportunity for the brand and the consumers to either vent or to praise or to do something in between. Now social media helps firms online presence in at least four different ways.

First of all, it certainly increases brand awareness. If you've got these conversations happening on Facebook or Twitter or whatever sort of social media platform it's happening on, just because it is happening, you're going to see an increase in brand awareness.

More people will have heard of the brand. Now they may have heard good things or bad things, but more people have heard of the brand. Without that, there would be a segment of the population that simply had never heard of that brand before.

And if you haven't heard of it, then you can't go to their website necessarily unless you sort of stumble on it. So awareness is one important thing. Sort of the first hurdle.

While this is going on, because these community communications are going on, this conversation is going on, our reputation is going to be built. Now depending on the contents of those conversations, that could be a good reputation, it could be a bad reputation, it could be somewhere in the middle.

The company doesn't have direct control over this. In the non-digital world this is kind of similar to what happens in the public relations area. That's where companies are trying to get, say a newspaper, to write an article about their CEO or about a product.

They can encourage the media to do that, but they can't write the article for them necessarily. They may give them press releases that suggests things. But at the end of the day, it's kind of out of their control and it's in the hands of a reporter.

So in that sense, there's building the reputation based on the conversations that are happening in social media are sort of out of control of the company and the brand. But just like in public relations, you can have some influence on that.

And the easiest way to influence it is to provide a good, high quality product or product with good value to deliver on promises, to be responsive to customers, and so on. If a company is doing that on behalf of their brand, then their reputations are more likely than not to be good reputations that get built.

Now social media also certainly drives web traffic. And, for instance, with the reputation building, let's say you're building a bad reputation because you're getting trashed on social media. Driving web traffic might be similar to what happens when you drive by a traffic accident and everybody has to look.

Now that's not particularly something that the brand wants you to see. And it'll probably add to a poor reputation, especially if it looks like you're at fault. But it can drive the traffic and it does increase brand awareness.

So whatever happens on social media is likely to drive web traffic, but that doesn't necessarily translate into the results that the firm wants.

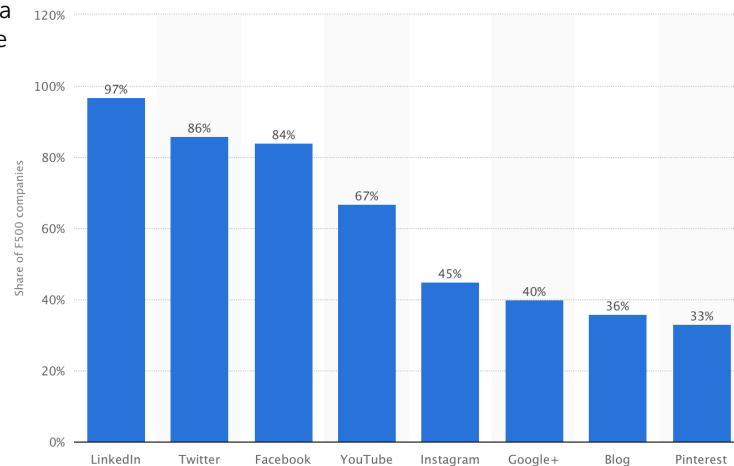
If, on the other hand, they used it in a positive way and built a good reputation, that traffic is more likely to turn into sales or to whatever results that the organization is looking for from that particular website.

The last thing up here on the slide is improving relationships. And if you think about it, the way relationships with people work, a lot of it is centered around communications.

Relationships you have with other people gets built quite often on conversations. Sometimes gets built on actions, as well, but a lot of it is on communication. Being a two-way communication channel, social media kind of expedites or helps build these relationships between consumers and brands.

## Online Presence – Popularity of Social Platforms

Most popular social media networks used by Fortune 500 firms (2016)



Source: Statista

OK, this last slide shows the relative popularity of social platforms in terms of use by fortune 500 companies. This is from 2016. Keep in mind, this is not the popularity of social platforms with consumers. It is by the Fortune 500 companies.

And that's why you see kind of a surprising #1 there, and that's LinkedIn. Makes sense if you think about it. The denizens of LinkedIn are most likely people that run around inside Fortune 500 companies or companies that deal with Fortune 500 companies. So they're the proverbial suits maybe.

At least some of them still wear suits. But once we get past LinkedIn, then we see sort the what you would expect if we were mapping this out for consumers pretty much. So Twitter and Facebook on top, and then it falls off as we go through other also important social media platforms.

So what it's showing is that the vast majority of Fortune 500 companies are involved in Twitter and Facebook. The majority use YouTube. And then somewhere in the minority, but a large minority, you see Instagram, Google+. Whether they have a corporate blog, and then Pinterest.

Keep in mind that the use of these things are really, whichever they choose or combination of these things that they choose to use, the idea is to use them to shape public opinion of the company, the opinion of customers particularly.

And to drive customers to the company's website, whether it be the traditional website or some kind of mobile site, whether it's a website or app or whatever they're using. We're driving them there for a purpose, to do business with them.

So if it's a commerce site, they're actually going to make a purchase. If, as often happens on the B2B side, it might be a site where you can learn more about the company and the company's products, download a white paper, that sort of thing.

On the consumer side, besides the commerce, it might also be a little bit of brand building. So you might be taking them there to some kind of funny little contest that helps develop a relationship with consumers, without necessarily selling them anything immediately.

Because keep in mind, there's a lot of brands that really aren't good candidates for selling online. If you take, say a beer company or a soft drinks company, just the logistics of their product that are created by bottlers in local areas.

And because of transportation costs and things like that, well, they're just as into this stuff as somebody who can sell their product online.

But what they're doing is instead of driving an online sale, they're trying to develop the relationship, build the image, and to get somebody tuned up to put it in their basket the next time they're at the liquor store or the grocery store or wherever they might end up buying it.

So that's sort of an overview of what the social media platforms can kind of bring to the table. So with that, we'll close off the session. Just keep in mind that what we talked about, about the values and making sure that the values get aligned with business goals. That's really, really important.

And then sort of following down the road, your values and your goals could end up shaping whatever your brand message is. And you want to make sure you've got a good brand message.

And of course, then there was all the fun stuff about developing your buyer persona, so you understand who the customers are that you're talking to and what they want to hear and all that.

And matching that up with brand properties, so that you end up with a value proposition that ends up appealing to these customers or potential customers.

That's sort of the whole ball of wax right there. So I hope you have a great week and I'll talk to you next week.