

A Guide to Marketing in 2014

Expert Insights to Help You Plan Your Digital Marketing Mix



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"Digital Marketing is Dead," claimed Proctor and Gamble's Global Brand-Building Officer Marc Pritchard this September.¹

What he meant is that now is the time to work digital tools, technology and trends right into our marketing plans, instead of keeping them separate.

"Try and resist thinking about digital in terms of the tools, the platforms, the QR Codes and all of the technology coming next," Pritchard writes. "We try and see it for what it is, which is a tool for engaging people with fresh, creative campaigns."

This may be straightforward for a brand with the resources of P&G to declare, but for the rest of us, digital marketing is filled with choices: an array of well-hyped tools, techniques, social networks and smart glasses that may or may not deliver the return we need.

Q4 is typically budget season. You have to plan now to get the funds you need to outmanoeuvre the competition. The pressure is on to make the right choices. You don't want to have to go back to the boss, complaining you missed the next Pinterest because you weren't up to speed. So which horses should you pick?

In 2014, we see search, social, PR, data and mobile become linked, connected and customer-centric. We'll be able to automate certain tasks, but we'll still need to create human connections that make our brands stand out to our customers. Here are some trends that we see:

Search providers are looking for diversity of content, in addition to the ideas of relevancy.

Email is evolving in conjunction with marketing automation and big data.

Data: we'll have access to more of it ("big" or otherwise) than ever – is your organisation set up to take advantage with processes, products, services or offers?

Real-time marketing will come of age, and you don't have to be Oreo, with a Superbowl "war room" of creative folks, to jump on it.

Marketing automation will allow email triggers, social media replies and sales interest follow-ups to happen with limited human intervention.

Customer experience: Can you balance automation with the effort to treat each customer as an individual who may turn any interaction with your brand into online news?

Experts and leading brands are already making these opportunities happen as we write. For this guide, we joined forces with several of them to help us explore 2014's marketing landscape so that you can budget, plan and succeed.

¹ <http://www.thedrum.com/news/2013/09/18/dmexco-digital-marketing-dead-proclaims-procter-gambles-global-brand-building>

Before Starting...



As we explore 2014's new and growing technologies, remember that part of the way to convince management to experiment is to have a plan to measure effectiveness.

What Key Performance Indicators (KPIs) will be affected if you start a content marketing effort, or test out real-time messaging around a culture or sports event? How will you know if brand awareness, consideration, inquiries or sales improved because you tried one of the tactics included in our analysis below?

In our recent [Social Media Measurement Guide](#), Author and Consultant Marshall Sponder reminds us: "You can only measure what you're in control of. Success, in terms of metrics, is dictated by your ability to control points of measurement and get people in your organisation to agree on basic measurements and how to pull them."

While specifically calling out social networks where you don't have access to all metrics, Sponder's advice applies to almost any new technology.

If you don't know what you're going to measure, you won't be able to declare success or failure. You need that organisational buy-in to try a new technology like marketing automation or data analysis, which cost time and money.

Each section below includes "Considerations for Planning." This advice for trying each new recommended area should be carefully considered with your organisation's KPIs in mind for maximum impact.

#1 Search

The one thing we can predict with certainty about search in 2014 is that it will be different.

Google has just announced major changes to its search algorithm to better manage "conversational searches," like

"What's the closest place near my home to buy the iPhone 5?"² Search is trying to understand the meaning of words, rather than returning a result that has "iPhone", "buy" and "home".

The company has also made all search secure. Keywords will no longer be as easy to analyse related to your site. The outcome of the change is unclear at this time.

Trend: Search Diversifies

"There are three factors for search: diversity, freshness and relevance," says Christopher S. Penn, vice president of marketing technologies at Shift Communications.

"Most of what we do as content marketers is focus on relevance, which is good and important. But there's also diversity of content, like video, audio, text files, interactive things, apps. All this stuff is going to be more relevant as the year goes by. Freshness and publishing on a regular basis matters, whether it's email, social or other content."

// You still need great content that people want to share, but now you have to capture the audience's attention and engagement. //

For Facebook, search is also becoming a factor. All users now have the Facebook "Graph Search" box at the top of their browser, making all public pages searchable, and bringing business listings together with the ratings of a user's friends. Queries such as, "Show me all Pizza restaurants near here that my friends like," will be more prominent as users get used to the new feature.

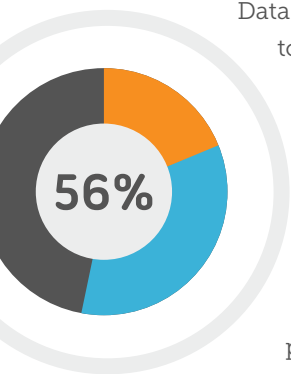
Penn notes that Facebook also values similar items to Google. "Affinity, weight and decay are the three elements of the newsfeed algorithm. Affinity is relationships – relevance to any two nodes in the network (such as a person and a fan page). Weight is about the different content types – a text post is different from a video, poll or contest. Decay is about the age of the content – freshness is preferred.

² <http://searchengineland.com/google-hummingbird-172816>

"You still need the content – the great stuff that people want to share – but you have to lock in that audience and capture some of their attention and engagement to make the most of these new search algorithms."

Considerations for planning: Pay attention to the new Google changes and keep your content creation relevant, fresh and diverse. Think about how content aligned between all your online presences and other channels, like email, will help you move your messages further and faster.

#2 Data



Data is more available than ever. According to Scandinavian research firm SINTEF, 90 percent of all the data in the world has been generated in the last two years as we surf the web, use mobile phones, take pictures and share content.³

SINTEF researcher Petter Bae Brandtzæg has been using a tool to research young people's behaviour across the Internet.

"This gives me access to data about over 20 million people without making a single inquiry.

I can analyse different preferences on Facebook and look at age and gender differences between various groups and nations across the world."

Trend: Data Proves Its Value

Is big data worth it? According to research by Andrew McAfee and Erik Brynjolfsson of MIT, companies that inject big data and analytics into their operations are more productive and profitable.⁴

"The more companies characterised themselves as data-driven, the better they performed on objective measures of financial and operational results. In particular, companies in the top third of their industry in the use of data-driven decision making were, on average, 5% more productive and 6% more profitable than their competitors."⁵ The difference was reflected in increases in stock market valuation.

How can companies start to take advantage of data?

According to the HBR piece, "Making Analytics Work For You," companies first must be able to identify, combine and manage multiple sources of data. Second, they need the capability to build advanced analytics models for predicting and optimising outcomes. Third and most critical, management must possess the muscle to transform the organisation so that the data and models yield better decisions.

Two important features underpin those activities: a clear strategy for how to use data to compete, and deployment of the right technology architecture and capabilities.

"We're just a little bit of work away from being able to apply automation and big data to the social web and real-time browsing."

Not all companies can collect large data sets and do this kind of analysis. However, simple things like tracking your web traffic more efficiently and attribution modeling can have a significant impact on the bottom line. Our recent guide to social media measurement can help.

Trend: Data Drives Customisation

Jason Falls, vice president of digital strategy at [CafePress](#), says: "We're just a little bit of work away from being able to take the concept of marketing automation, use big data and apply it to the social web, real-time browsing, etc."

"The more information I know about you as a customer – if I spend time building the right mechanisms to use it appropriately – I can completely customise your experience. If I know it's you coming to my site (because you're logged in or I have a cookie for you), and if I can pull information from your social graph, browsing history or other information, I can say: I know you like these kinds of products; you talk about these topics."

³ <http://www.sciencedaily.com/releases/2013/05/130522085217.htm>

⁴ "Making Advanced Analytics Work For You," Barton, Dominic and Court, David, Harvard Business Review, Oct2012, Vol. 90 Issue 10, p78-83.

⁵ "Big Data: The Management Revolution", McAfee, Andrew and Brynjolfsson, Erik, Harvard Business Review, Oct2012, Vol. 90 Issue 10, p 64.

"If I have your permission and I can process that data, all of a sudden there's no common browsing experience. My ideal is that no person comes to Café Press and sees the same thing."

Considerations for planning: 2014 is the year to start using your data. If your firm hasn't effectively analysed and collected data yet, find industry-specific consultants to help you. Data can be one of your biggest potential assets – if your company is ready to change as the data informs your business.

#3 Real-time Marketing

When a partial blackout hit the 2013 Superbowl, fans turned to social networks to discuss the incident. The Oreo social media team sprang into action with their "You can still dunk in the dark" tweet, earning more than 15,000 retweets and 20,000 Facebook likes (and accolades from the marketing world).⁶

// Real-time marketing is marketing optimised to take advantage of what's going on at the moment. //

As a member of that team, David Berkowitz, now chief marketing officer at MRY, was at the forefront of real-time marketing.

"There are two versions of real-time marketing," says Berkowitz. "One version is popularised by instantaneous conversational marketing and culture-jacking, like Oreo at the Superbowl and other tentpole events. But in a broader sense, it is marketing optimised to take advantage of what's going on at the moment."

Trend: Real-Time, Planned Ahead

Real-time marketing involves planning and preparation, as well as treating part of your marketing business as a newsroom.

"As marketers invest more in marketing as a conversation, they'll be looking for moments in which they can have a relevant role," says Berkowitz.

For example, marketers had seven months of lead time to prepare for the royal baby's birth in the UK earlier this summer. When the baby was born, many marketing efforts seemed real-time; however, teams had planned well in advance.

Berkowitz says: "The real challenge was figuring out how to market in a way that adds value, whether entertainment or for a brand that sells baby clothes, perhaps offering a royal discount. But there are lots of brands that don't need to say anything at all – when a Facebook or Twitter feed is filled with me-too approaches, it can add noise. If you're a fashion brand, of course you need to be part of the conversation during Fashion Week, but a non-fashion brand may not need to join in."

Consumers will increasingly access real-time events on mobile devices, so make sure that your marketing works well in mobile channels. Many social networks have mobile clients with slightly different capabilities than on the desktop, and many websites don't look as good on a mobile device. Test, evaluate and make any needed changes.

If your brand would benefit from real-time marketing, how should you prepare?

Berkowitz's team brainstorms about sporting events, fall TV, celebrity gossip, holidays, back-to-school and more, with opinions welcome from everyone in the office (in any role). This list of triggers gives them an advantage when they want to be prepared on behalf of a client, or to promote their own agency.

Next, pay attention to trends on Twitter and Google search. See what's driving the conversation around things relevant to your brand. If you already track your customers and



⁶ <http://www.wired.com/underwire/2013/02/oreo-twitter-super-bowl/>

their connection to your brand in social networks, see what they're talking about and how you can participate while adding value.

Berkowitz's agency clients use benchmarks such as likes, shares or comments being generated in volume above average to measure impact. They also look at site traffic benefits and search volume lifts if the effort has struck a chord. "Even if you're not tracking a specific link or short url, you should look for correlated successes. But these kinds of things are often more about engagement than hard ROI."

Berkowitz also stresses becoming "better friends with your lawyers" before engaging in real-time marketing. Help the legal team understand the scope of what you'll be talking about. They won't have to approve every brainstorm idea if you can get a sign-off on a range of what's allowed.

Considerations for planning: Set up a brainstorm like Berkowitz's team. What dates, conferences or trends will be relevant to your industry in the near future? How can you take advantage?

#4 Social



Social media's growth is accelerating. In 2013, Facebook had more than 1.1 billion active users, with 819 million monthly active users on mobile⁷. The 2013 Emmy awards generated more than 17,000 tweets per minute.⁸ Mondelez International, makers of Oreos and Trident, is bringing dedicated Twitter teams into its company and obtaining special ad rates on the network.⁹ Social media is driving results for companies around the world.

Trend: Full Social Integration

"The more marketing can integrate social and digital into what they're doing, the better," says Stephanie Agresta, global director of social media and digital for MSLGROUP.

"The integration story is important. Digital no longer lives in a silo. Every organisation is starting to break down the wall of how they think about digital marketing. You get more efficiency and scale when you work cohesively, rather than with smaller teams working on the fringe, adding and tacking on digital afterwards. You need it at the center of the beginning of a process, the beginning of thinking about consumer behaviours and the creative ideation of how to reach those consumers."

// You no longer need a huge budget to experiment with self-serve paid opportunities on Facebook and Twitter: they're low point-of-entry. //

Agresta has seen entire campaigns grow from a single hashtag. She's also seen the value of using paid media in social to boost the results you're already getting.

"For small- or medium-sized businesses today, there are low-cost ways to take what you do organically and boost it through paid. You don't need a huge budget to experiment with the self-serve opportunities on Facebook, Twitter, Outbrain and others that are low point-of-entry. Think thousands rather than millions of dollars of spend."

The entry costs of owned media are also in reach for mid-sized businesses. For example, a Tumblr site costs nothing to open, and just a few thousand dollars to create the template and content that's needed. You now have a microsite to share information and visual content with fans.

"Creating owned real estate in digital is not like the days of spending hundreds of thousands of dollars on a website," says Agresta.

As social media has grown, companies are creating positions for community managers to connect with customers and bring the things they hear back into the organisation. Agresta predicts that in 2014, community management will be bigger, growing beyond just a Facebook presence for

⁷ <https://newsroom.fb.com/Key-Facts-as-of-9/24/13>

⁸ <https://blog.twitter.com/2013/emmys-2013-twitter-on-tvs-biggest-night>

⁹ <http://www.chicagotribune.com/business/breaking/chi-mondelez-twitter-20130912,0,5046433.story>

many companies. In particular, she sees more opportunities for engagement and customer service on Twitter.

Trend: LinkedIn Influencers

Influencer marketing is likely to grow well beyond blogger outreach. "LinkedIn is becoming a very powerful B2B content channel," says Agresta. "I see that growing."

While it may not be easy to get into the promoted influencer programme that LinkedIn is currently running with business celebrities like Richard Branson, you can still grow your influence in your vertical channel. Build out a group, or publish daily on your company page and share it widely.

Considerations for planning: Think about ways to bring social media connections from outside to inside your organisation. If someone is communicating with you via social, how will the message get to the right area of your company?

Think about how paid social can boost your organic results. Take a second look at networks you may have dismissed previously, like Pinterest or LinkedIn. They have new capabilities.

#5 PR

PR firms have embraced "storytelling" once again in 2013, and there's no sign of it stopping. One reason for this is that social media and other channels demand content, all day, every day.

Trend: Content For All

"Content marketing is the hottest buzzword of 2013, and I don't see it stopping for 2014," says Agresta.

"People are building real structure around content marketing, the same way we were previously looking to invest in digital experts and social experts. The investment in content creation and distribution is following suit. I don't see people creating separate silos of content. If anything, content is less able to live in a silo than digital ever was. It is integrated into every asset a company has."

// People are building real structure around content marketing. Content is less able to live in a silo than digital ever was. //

Marketers know that almost everything is "content." It connects through digital, social, search and email channels. This trend means budgeting for people in your organisation who spend time creating content that is useful, interesting and relevant to your customers.

Whether you're a B2C company creating product photos or a B2B marketer making white papers, budget for more content in 2014. You can't simply curate content and expect to be as valuable as companies who provide it.

"There is a great study, [On Brands and Word-of-Mouth](#),¹⁰" says Spike Jones, group director of engagement for WCG. "They studied why things spread socially and offline. The number one reason why things are shared is that it feeds people's egos. Look at Instagram: it's pictures of what I'm eating right now. The number two thing is information; really, information that is new, or about new products and services. That means going to your influencers and saying, 'Hey, I'm going to give you a sneak peak, go spread the word if you want.' The third reason is emotion, specifically disgust and delight (and mostly disgust on the Internet, if you look around). So create content and stories around those things: ego, info, and emo."

// Ego, info, emo; as long as your content fills one of those buckets, you're okay. //

"Make your brand a conduit for customer storytelling," says Jones.



"On one side you've got a person. On the other side you have the thing they're passionate about. As a company, you can be the thing that connects the two: they're using your product to feed their passion. When we create stories that way, we become part of the conversation."

Trend: PR Teams Get Integrated

"PR is changing rapidly," says Christopher Penn. "They're realising the 'public' in public relations means everyone. We're going back to the idea of the people as the platform. We have to get used to the idea that we're not talking just to the news media, we're talking to everyone."

Spike Jones adds, "Even in mid-sized companies, there's still a divide between the digital kids and the communications kids. The digital guys say: those old school PR and marketing guys don't get what we do, they don't get social. But then you sit and ask them questions about communication and authentic PR and they don't understand what those basics are. There's a misunderstanding on both sides. Integration is talked about but no one's cracked that nut yet."

Organisations, even small and mid-sized ones, generate feelings of "us versus them" when budgets are tight. Consider using training and learning budgets to have teams teach each other. The benefit to the whole organisation will be considerable.

Considerations for planning: Budget for people who can communicate your messages via content marketing. They should be fluent in written and visual messages, and able to understand how content can be shared in different ways on social networks, in email and via search. Work with teams to build integrations between functions. Think about cross-development and team-swapping to generate new connections and new ideas.

#6 Marketing Automation

Marketing automation lets marketing departments automate specific, repetitive tasks. This can be anything from sending a promotional email based on a customer's view of a product page while logged into your system, to automatic social media responses based on keyword analysis.

"A good automation system can make a one-person marketing team look like 15 people."

Trend: Automation Gets Personal

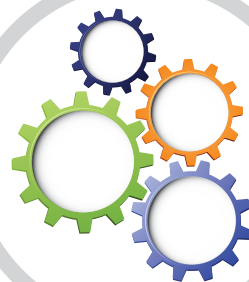
Jason Falls of CafePress says: "What marketing automation does, probably more than anything else, is allow you to scale personal communications. Obviously there's a little contradiction there, because when you're automating you're not really communicating on a one-to-one, personal level. But since you're able to set up a system to send the right messages to the right audience at the right time, in the right sequence, your communications are more relevant to them."

"If you can hit the relevancy bullseye with communications (right message, right time, etc.), you greatly increase the chance that the communication is going to be successful, whether it is asking them to buy something, asking them for feedback, informing them of a new product launch – whatever your goal, that relevancy bullseye is critical."

Not every customer likes getting email on Tuesday, or shopping at 3 p.m. Falls notes that you can use data and the customer's behaviour to target the correct message at the right time, and be more relevant.

"That's a critical component," he says. "Especially for medium and small businesses who are strapped for resources and staffing. A good marketing automation system can make a one-person marketing team look like 15 or 20 people."

Automation can be a challenge to implement. Getting started requires taking hours to figure out the touch points, the order of messages and the triggers. Falls described a business he knows that took 100 person-hours over a few weeks to do this. However, they ultimately grew their business from a trickle of revenue to a million-dollar business in just under a year.



"There is no easy button in marketing," says Falls. "Automation still takes management, optimisation and tuning. It takes nurturing customers along a lifespan so you're adding customers to your automation. The first six months to a year could be setting it up and getting them far enough down the funnel that it makes you feel like you're getting something done every day."

If a competitor feels you're not paying attention to the human element, they may be able to swoop in and take your customers just by listening. "Someone will figure out that we've pushed the easy button, setting and forgetting it," says Falls. "Just by talking to customers, they'll do better. Everyone would rather spend time purchasing from someone you can talk to."

Falls suggests that whatever you budget for marketing automation, budget at least 50 percent of that amount for customer care and real-time interaction. Pick a specific channel, whether it's the phone, Twitter, forums, Facebook or live chat, and be there for your customers 24/7 or during regular hours. "At CafePress, you can call customer service 24/7," he says. "You may be on hold for a few minutes, but you'll talk with someone."

Considerations for planning: Analyse how automation could improve your business. Assess competitors and non-competitive peers to see what is working for them. Try an experiment with one part of your business, and see how the results play out.

#7

Customer Experience

"The last ten years were about social media," says Peter Shankman, a partner at Shankman|Honig. "The next 20 years will be about customer service."

"2014 is the year that mobile comes full circle. Five years ago, some people had mobile phones and started using them to do things other than make calls. 2014 is the

year that mobile devices connect every person to the heartbeat of every other person, in real time.

Because of that, you are required to have amazing customer service. Apologising on Twitter is not a customer service

strategy. A customer service strategy is doing amazing things that allow your customers to do all of your social media for you."

Trend: Customer Service Meets Big Data

"Data is sexy as hell," says Shankman. "You can take really good insights from data: it's as simple as asking people what they like. Listen to your customers and they will give you all the information you can possibly want to market to them. But you have to listen."

Businesses also need to channel this listening in the right direction within the company, ensuring that the items we hear are turned into learning and action by the marketing, sales and product or service teams.

//

2014 is the year that mobile comes full-circle.

//

Shankman predicts 2014 is the year we'll start seeing cracks in non-trusted or non-personalised recommendation sites online.

"Our social networks will be big enough to get information from anyone we want about anything. We'll get it from someone in our network or his or her network's network. If I have 500 friends, with their friends, I have 38,000 people who can give me advice. The fact they're a friend or a trusted source makes them a million times more valuable than Yelp, for example."

Considerations for planning: Remember to focus on the human elements. There are actual customers behind your email, social network and phone contacts. Everyone is effectively customer-facing in 2014, so consider employee service training.

#8

Context

In the new book, "The Age of Context,"¹¹ Authors Robert Scoble and Shel Israel explore five forces converging to change the consumer landscape. They are mobile devices, social media, big data, sensors and location-based services.

According to Israel, “When you combine them, you get a perfect storm of change. We start to get technology that knows us as an individual as well as a spouse or best friend, and predicts what we want next with great accuracy.

“As marketers, we think about mass messages and spending zillions of dollars to get a 2 percent return and have enough to make a decent profit. It’s a shame that all those other people that get our messages really don’t want them – and really start hating us because they get inundated – but let’s just try to make our quarter and go forward. Now we’re getting a chance to reach only the right people, at the right time, with the right message.¹²”

In the real world, this translates into being able to provide offers via a user’s mobile device when they come into range, and when your service is relevant.

Trend: Location Meets Mobile

Israel uses the example of the Oakley Smart Glass,¹³ which skiers can use to see their speed, elevation, where their friends are on the mountain and other relevant statistics.

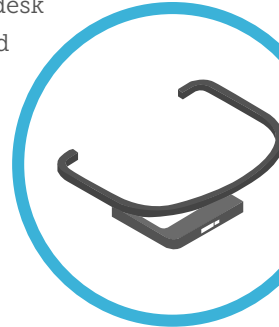
“Imagine as they get down to the bottom of the slope they start to get an offer for a free Irish Coffee at the lodge,” says Israel. “The messages come to them when they get near the lodge. Depending on the time of day, they may get a different offer for drinks or socialising. In due time, the lodge will know which friends at different places on the mountain will be meeting and have a table ready for them. They’ll have the drinks that those people, by their profiles, are going to want to order, via a blink or gesture, and the drinks will be ready when they walk in the door.”

While the technology to enable this isn’t “off the shelf” at the moment, it isn’t very difficult or far in the future.

// We’re getting a chance to reach only the right people, at the right time, with the right message. //

With Google Glass (a major focus of the book and of Co-Author Robert Scoble), the device knows where you are, and potentially something about the context you’re in based on your Google Calendar and other software connections. There are many potential ideas about how to provide useful information in context, and not just marketing. If you’re a business like Ikea, and your Google Glass-wearing customer just bought a desk to assemble, providing a video that would overlay its assembly could be a brilliant loyalty-building move.

These technologies exist, they cost hundreds, not millions, and still let us target our prospects quickly.



“The Age of Context” opens with a story from Salesforce’s Marc Benioff. He tweets about going to Boston, staying in a particular hotel and hoping to “have dinner at Rialto and see the Sox play tomorrow.”

A few hours later, I walked into the hotel and was exuberantly greeted, “Welcome Mr. Benioff, we’re so glad you are here. We saw your tweet. The restaurant you wanted to try? We have a table for you. And the tickets for tomorrow’s game? They are on your nightstand, ready for you.”

Wow. Amazing. Dream travel experience, right?

Yes, alas, it was just a dream. That is not what happened in the Boston hotel. Not at all. Instead, I checked in and they said, “Here are your keys.”

Benioff writes that it could have happened if the hotel had been paying attention on social media. The tools that would allow this are already here (from Vocus and others) and don’t cost a great deal of money.

Considerations for planning: We’re seeing the tip of the iceberg with the possibilities behind mobile technology, location-based services and personalised offers. Whether Google Glass or “Smart Watches” will take off is anyone’s guess – but mobile devices are here to stay in whatever form. Your company might reach customers with the right message at the right time, and invest some experimental budget in 2014.

¹¹ <http://www.amazon.com/Age-Context-Mobile-Sensors-Privacy/dp/1492348430>

¹² Shel Israel, interview with Howard Greenstein

¹³ http://steveolenski.blogspot.com/p/about-me_20.html

Next Steps for Planning

2014 will require changes to your budget, your process and even your organisation.

Shift's Penn pleads: "Get a good data analyst. Hire us, hire somebody, to look at your data, get it all in one place and figure out what is actually working. Is there a correlation between ad spend and sales? Is there a correlation between Twitter posts and sales?"

"Do sub-set analysis and figure out the correlations between different things in your marketing mix. Are there synergies that you can't see with the naked eye? You need to do these things before you allocate your budget for 2014. If you don't, you're just going to keep spending money on things that don't work, and you won't be investing in what does."

You may not know how to use data sets and connect them to marketing automation systems. Your company may not have integrated its marketing automation with a good customer service workflow. Now is the time to think about it. Will you save some budget for a data analyst, or at least get someone to perform the required functions?

Content will be an engine to drive much of your future marketing. Do you have people or partners who can create the content your audience needs? Do you even know what kind of content they prefer?

Combining the right content, the data and the systems to reach customers' "relevancy bullseye," as Jason Falls says, will get you closer to the predictions of the Age of Context.

2014 will be a challenge, but now you've got a head start on it.

Special Thanks To:

- [Christopher S. Penn](#), Vice President of Marketing Technologies at [Shift Communications](#)
- [David Berkowitz](#), Chief Marketing Officer at [MRY](#)
- [Stephanie Agresta](#), Global Director of Social Media and Digital at [MSL GROUP](#)
- [Jason Falls](#), Vice President for Digital Strategy at [Café Press](#)
- [Spike Jones](#), Group Director of Engagement at [WCG](#)

- [Peter Shankman](#), a Partner at [Shankman Honig](#), and co-author of "[Nice Companies Finish First](#)"
- [Shel Israel](#), Writer and Co-Author of "[The Age of Context](#)"

About the Author

Howard Greenstein is a marketing technology strategist and president of the Harbrooke Group, which helps companies communicate with their customers using the latest Web technologies.

He has worked with clients from the Fortune 500, Cable Networks and Wall Street, as well as major advocacy groups. He teaches social media at the Heyman Center for Philanthropy and Fundraising at NYU SCPS, and is a regular contributor to [Inc.com](#).

About Vocus

Marketing has evolved. To succeed today, marketers need to make digital channels work together to generate brand awareness and demand while tracking and measuring outcomes.

Vocus offers a unique combination of software and services to help you succeed. We help you attract and engage prospects on social media, search engines and in the news. Capture and keep customers with landing pages and fully integrated email campaigns. Measure and improve your effectiveness with easy analytics that track your customer conversion experience from engagement to retention. We integrate social, search, email and PR to deliver real-time marketing opportunities including leads, prospects, content and media inquiries, with integrated analytics that track campaigns from engagement to conversion.

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