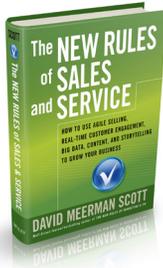


David Meerman Scott
MARKETING AND SALES STRATEGIST

Agile, Real-Time Customer Service

How to Use the New Rules of Engagement to Grow Your Business





The New Rules of Sales and Service: How to Use Agile Selling, Real-Time Customer Engagement, Big Data, Content, and Storytelling to Grow Your Business

Bestselling sales and marketing genius David Meerman Scott is back with the long-awaited follow-up to

The New Rules of Marketing and PR.

In this new book he looks at how sales and service are being radically redefined like never before and how, now, online content can be more targeted to reach buyers one at a time instead of all at once. Just as online content is the primary driver for successful marketing and public relations today, online content is quickly becoming a dominant driver for sales and service as well.

Portions of this e-book appear in *The New Rules of Sales and Service: How to Use Agile Selling, Real-Time Customer Engagement, Big Data, Content, and Storytelling to Grow Your Business* by David Meerman Scott.

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PRAISE FOR DAVID MEERMAN SCOTT AND HIS BOOKS

“Like all the best teachers, this book inspires you to do your own thinking in your own way... enlightening and liberating.” - *The Financial Times*



“It is the new rules. A whole new world.” - *MSNBC*



“one of those select few people who saw and understood the social media phenomenon as it began” - *Forbes*



“Gets it right.” - *New York Times Magazine*



“Lessons that should resonate” - *Entrepreneur*



“A fresh take.” - *NBC*



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“I’m fed up, and I won’t tolerate this anymore!”

I’ve heard many variations on this theme in recent years.

We’re fed up with unwanted phone calls interrupting us at home and at work. We hate wading through hundreds of unsolicited emails. We’ve had it with intrusive social media messages. We’re tired of poor service from companies that don’t treat us with respect or that send us into a phone mail maze that wastes minutes of our time and never connects us with a living person.

We wonder why there is so little humanity when we interact with the organizations and businesses we patronize.

The web is a vast supermarket of customer information and intelligence. If a buyer is wondering how to use a product or wants to know if others have experienced the same problem and can suggest a fix, an encyclopedia of firsthand knowledge is easily at hand. People tweet their frustrations with the services they use, providing a perfect opportunity for brands to engage on customers’ time. Yet most organizations still force customers to use the antiquated telephone, and make them wait on hold for a representative rather than engaging them with digital tools at the precise moment the customers need help.

The best companies recognize that real-time engagement on social networks like Facebook and Twitter not only makes customers happy because their problems are instantly addressed, but also provides guidance to future customers with the same concerns via the public discussions. Such attention to customers’ needs serves to brand those companies as ones that others will want to do business with.



Our real-time world

There's no doubt we're living in a real-time world. News updates appear instantly on news sites from media properties like the BBC, CNN, Mashable, and Wired magazine. Newspapers around the globe update their sites as news breaks, not just based on the 24-hour daily newspaper printing cycle of the past. Now it's a 24-second news cycle. Or shorter. We communicate to friends, colleagues, and family members instantly through tools like text messaging and Skype as well as via social networks like Facebook, Twitter, and LinkedIn. When was the last time you put pen to paper to communicate to a friend?

If your colleague gets a new job, you learn about it in real time on LinkedIn. If your friend changes his or her status on Facebook to "in a relationship," everyone knows right away (and comments instantly).

Embracing Change

Most organizations favor steady qualities like compliance, caution, and consensus over speedy traits like imagination, initiative, and improvisation. That's the nature of the beast. Big business is designed to move forward according to plan, at a measured and deliberate pace.

I've talked with people all over the world who are wrestling with the challenge, and most are not at all comfortable with adopting a real-time mind-set for dealing with customers. It's not on the corporate agenda or the business school curriculum. And when the notion is put to them, many people dismiss quick response to opportunities or threats as reckless or risky.

Most companies are reluctant to embrace the change to real-time communications. Many still operate as if a letter sent overnight via FedEx is the height of speed.

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The Real-Time Customer Engagement Mind-Set

Today consumers set the pace. Left to their own devices, they imagine all sorts of things. They take unpredictable initiatives, like starting a blog about your products. They improvise all over the map at high speed. They tweet, and post on Tumblr, and talk about you on review sites.

As I first discussed in my 2011 book (subsequently revised in 2012), *Real-Time Marketing & PR: How to Instantly Engage Your Market, Connect with Customers, and Create Products That Grow Your Business Now*, organizations must rise to this challenge and communicate to their customers in real time. I see definite progress in marketing and public relations functions at companies large and small. Many, but certainly not all, are using agile techniques to engage their marketplace.

Now it is time for customer service to step up and to do the same.

Buyers are in charge of relationships with companies they choose to do business with.

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Developing a real-time mind-set requires sustained effort: encouraging people to take the initiative, celebrating their success when they go out on a real-time limb, and cutting them slack when they try and fail. None of this is easy.

Real-time engagement keeps customers happy.

- In our always-on world, buyers expect instant, 24/7 service.
- Because of independent product reviews, there is now a huge incentive to fix problems and make customers happy so they don't complain publicly.
- Customers expect employees of the companies they do business with to support them via social networks.

To explore these ideas in detail, I'm going to focus on the industry that in my personal experience is among the worst at customer service—the healthcare industry.

Lost in Clinical Gobbledygook

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Would you want people in this organization to take care of you or someone you love?

“We have assembled surgical and clinical expertise second to none, have a state-of-the-art trauma center, developed sophisticated minimally invasive techniques, and called on innovative training and technology to ensure the highest level of patient safety and quality of care. These clinical initiatives, a thriving research enterprise and an unparalleled *[famous university]*-affiliated medical education program all enable *[Hospital X]* to fulfill our mission.”

When I read this world-class, cutting-edge hospital gobbledegook I don't imagine the people working at this hospital as having a great bedside manner. How you communicate with your customers is important. Humans don't speak in what I call gobbledegook, the vaguely important-sounding big words and industry jargon contained in the preceding paragraph.

Can you imagine using this language when you speak to someone in person?

The way you communicate with customers is meant to build a relationship with them. You need to understand your audience and use the words and phrases that they use.

This is particularly true when you're a doctor and you're communicating with a patient. After all, confusion in meaning could lead to serious medical issues.

Terrible Healthcare Customer Service

In my experience as a patient and as a family member of patients, I'd have to say that the healthcare industry has the absolute worst customer service imaginable. It's crazy! If I need to make an appointment with my primary care physician, I can't do it online. I must call the doctor's office "during normal business hours," which is a three-hour window in the morning and a three-hour window in the afternoon, weekdays only. No, you cannot call the office before 9:00 a.m. No, you can't call when they are on a lunch break.

And when you do call, there's no way you can actually speak with the doctor. All they will do is grant an appointment.

And don't even get me started about service after an appointment. Typically, the doctor gives you a prescription and sends you on your way with very little information. Sure, you can read the 10-page medelese that comes with the pills, but that's not helpful. Answers to my questions like "Can I exercise when I take this medication?" aren't included because there are so many warnings that the various government agencies require.

I recall a few years ago when I injured my leg and needed to go to physical therapy. The therapist wanted me to do exercises at home

between sessions. So how did he help me to learn the exercises? Well, he demonstrated once, had me do them once, and then gave me a one-page handout that was a series of terrible stick figure drawings of a person doing the exercises. The photocopy itself was terrible quality, probably a hundredth-generation reproduction. Got a question about the exercise? Tough. You have to wait until the next appointment to ask.

I'm not sure why healthcare treats its customers so badly. Is it because doctors, with their fancy degrees, are so revered that we patients can't insist on better service? Is it something related to the American healthcare system that removes from doctors any incentive to take care of people properly? I'm not sure of the underlying reasons, but there is no doubt that in my case, the experience has been horrible.

But it doesn't have to be this way. Next, I'll introduce you to several doctors who are pioneering great customer service in healthcare. We will meet an emergency room physician who uses video to provide patients with information they need upon discharge from the hospital, a pediatrician who uses social networks to communicate with her patients and their families, and a clinical psychologist who cares deeply about patient communications.

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Healthier Patients through Video Customer Service in Healthcare

According to a report issued by the Center for Information Therapy, five minutes afterward patients remember only half the information conveyed to them during a healthcare consultation. This disconnect between doctors and patients means a huge customer service problem in healthcare.

“Clinicians assume patients understand the terminology we are using with them about their diagnosis and plans for treatment, and clinicians also assume their patients’ understanding and cognition can occur very rapidly. These are two very incorrect assumptions,” says Kate Burke, MD, an emergency physician at Milford Regional Medical Center in Massachusetts. She also serves as president of Orion Emergency Services, a group practice employing 22 physicians, and holds a clinical associate professorship at the University of Massachusetts Medical School. “Patients are not in our heads as we rifle through our differential diagnoses of what’s wrong with them, nor do they have the training, background, or vocabulary that we spent a long time learning. It is not acceptable to think that patients can remember things as rapidly as we verbally deliver information to them, especially if we are also used to talking to other healthcare professionals who also share our knowledge. This results in a real communication gap between what clinicians believe they have communicated clearly to patients, and what the patients understand about what the clinicians were trying to tell them.”

Dr. Burke became interested in this disconnect through personal experience with an orthopedic injury she suffered while skiing. She struggled to recall exactly how to do her physical therapy exercises at home. Then she had an idea: On the next visit to her therapist, she took her video camera, asking him to record her correctly performing her exercises in his office so she could remember exactly how to do each movement at home.



Kate Burke, MD



Since that experience as a patient, Dr. Burke has introduced video in her own practice, shooting clips for patients at the end of an emergency room visit, explaining the treatment and what to do upon returning home. And she has become involved with the Center for Information Therapy in Washington, D.C., whose sole focus as a not-for-profit organization is working to close the gap so that patients will remember more than 50 percent of what a clinician was trying to communicate. “This led me to trying to figure out a way to share HIPAA-compliant videos with patients in a more scalable fashion,” Dr. Burke says. “Video shot during a healthcare consultation can help patients recall important information and instructions later. It’s a game changer and will become the standard for ongoing physical care and in other areas of healthcare, too.” (The U.S. Health Insurance Portability and Accountability Act [HIPAA] protects the privacy of individually identifiable health information, and sets the national standards for security of electronic health information.)

This communication disconnect between doctors and patients is a hidden problem because doctors are expected to communicate well, and patients are usually too intimidated to speak up about things they don’t understand. Together, these

“It was a real ‘aha’ moment for me as a doctor,” Dr. Burke says. “I thought, ‘Wow, this is unbelievable. I can play my own rerun to revisit my physical therapy sessions and store them on my computer. I can have all of the content that was shared with me from three and four years ago to use regularly and routinely, not requiring me to go back to the provider.’”

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issues lead to a terrible customer service problem in healthcare delivery.

“We are talking about communication, basic routine skills that everybody assumes a clinician who goes into healthcare possesses, whether a doctor, therapist, or nurse,” says Dr. Burke. “But communication skills are not necessarily inherent in every individual who works in medicine. But it is a skill that can be amplified and taught. And now we all have the ability to capture critical information in the simplest of ways, by using technology at our fingertips: our smartphones.”

Dr. Burke films herself discussing the patient’s condition and treatment near the end of the emergency room visit. Depending on the situation, she might film the patient. Sometimes she films a member of the patient’s family who is involved in care or assistance, such as learning the motions to safely lift someone who needs help being moved. Or she might film herself talking directly into the camera as she gives details about how to take medicine or what foods to avoid. She then shares the information via Postwire Health, a web-based, HIPAA-compliant patient engagement tool used to create a private, custom-

er-friendly place for each patient. She may share articles and links to other content on the Postwire private page, too.

“We all have iPhones or Androids, so clinicians have the ability to capture and share information that’s critical and curated to a particular patient,” Dr. Burke says. Patients already have the tools required to view the content, simply by firing up their computer or tablet. “It can be shared literally within seconds and integrated into a clinical encounter. I’ve shared my idea with many different clinicians, and it’s now part of my fourth-year elective course, Best Practices in Communication. I have seen it integrated into the medical school curriculum. When I discuss this concept with students, their response is, ‘Yeah, of course we would do that.’ I have seen an amazing growth in its acceptance.”

Dr. Burke describes the problems faced by those who receive a cancer diagnosis. It’s a very difficult time for patients and their families as they come to grips with the nature of their disease. Many do a great deal of research on their own. “There are many confusing opportunities for patients relative to cancer care,” she says. “Patients have all these questions and learn how important it is to get different opinions. But how, as a patient, can you keep track of this? How can you remember

When a company delivers a fantastic experience to the market, it serves as the best sales strategy there is.

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in detail the experts’ nuanced suggestions given during a visit? Clinicians can help by curating the content. They can help direct each patient to really good sources that are germane to that patient.”

Additionally, patients and their families benefit from sharing these videos, links, and supporting information on a personal site. “This is a very powerful way to take care of a human being,” Dr. Burke observes. “And by sharing, equalization and transparency are much more likely to take place. We can stamp out confusion or misunderstanding very early during in the doctor-patient relationship.”

The tools required to do this sort of information sharing and thereby significantly increase patient satisfaction are fairly simple to implement. All that’s needed are a smartphone camera and a secure online place to store information.



You don't need to be a physician to employ this beneficial approach to detailed customer service. Individually intended content curation and video customer service can work in any business. In this example, just substitute the word customer for patient to understand how it might apply to your business.

“Medical technology and digitized information storage are evolving at an exponential rate,” Dr. Burke says. “Several years ago there were many clinicians who could not imagine using an electronic medical record, but that’s routine now. It’s incumbent upon physicians to improve how we communicate with patients, facilitate the retention of information we want them to carry forth in their recovery process, and share with their families. Once you admit there is a problem with how we communicate and how much information patients remember from that communication, then you can move on to finding solutions. One wonderful way to do it is by leveraging technology. For me, this is incredibly exciting because finally we are going to address the problem of patients either being unable to understand or failing to retain the information they are provided.”

People are naturally reluctant to change the way they work with customers, and doctors are no different. However, making a radical change in how we communicate is not difficult. All that’s required is eliminating a fear of the unknown and learning a new routine. Sure, the first few weeks might involve a learning curve. But after that, there should be no additional effort required to communicate with customers in a way they will appreciate.

Making Clients Feel More Connected



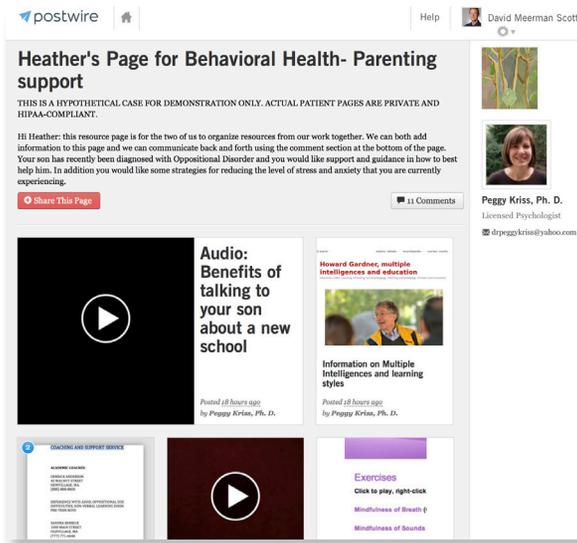
Peggy Kriss, PhD

“On their pages might be personalized relaxation, breathing practice, or mindfulness videos, or a video clip of the summary of one of our sessions,” Dr. Kriss says. She also provides psychoeducational resources such as helpful websites, articles, blogs, referral links, and even motivational photos.

Peggy Kriss, PhD, is a clinical psychologist in Newton, Massachusetts, and like Dr. Burke she provides each of her psychotherapy clients with a Postwire Health resource page where she shares videos and other content.

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“One client was nervous about upcoming elective surgery and asked me during a session to add a video for her page that included a reminder of all the benefits that would result if she did in fact have the surgery,” Dr. Kriss says. “She watched that video many times before actually making her decision. We actually made two videos: one with my voice, summarizing her choices, and then later, an interactive video with the two of us discussing the advantages. She thought she would not want to hear her own voice, but she actually came up with the idea in a later session after concluding that it would be important for her to hear herself saying the words.”



Each client’s personal page allows for the client to communicate with Dr. Kriss, and includes a notification that records whenever the client accesses information on the page. “Some of my clients refer to this page daily,” she says. “This might happen if they are having a particularly hard week. Others just engaged in the therapy find the resources very helpful, and have integrated the use of the page into their self-care routine. The notifications I get when they look at the page are very useful to see how engaged they are. So when they are back in the session I already have data to explore with them.”

Dr. Kriss believes this way of communicating with her clients both structures and supports them. They have something they can turn to that gives them a road map toward feeling better. “Clients feel they are not alone,” she says. “They feel more connected to me and to the therapy process. And since the page can be shared with others, it is an awesome way to communicate with family members, caregivers, and other healthcare providers.”

Making Healthcare Personal

Natasha Burgert, MD, a full-time primary care pediatrician at Pediatric Associates in Kansas City, has a passion for educating families. She does this in unique ways through her blog and in social media. However, she is another physician who noticed that the parents of her patients weren't retaining the information she shared on visits. "The clinic space is not a good learning space," she says. "It's an information gathering space, but it's not conducive to learning."



Natasha Burgert, MD

Dr. Burgert uses her @doctornatasha Twitter feed, her Facebook page, and her KC Kids Doc blog to share information with parents, the teenagers she serves, and the community at large. Like Dr. Burke, she sees tremendous value in delivering follow-up information via social tools. "If you ask me why your child gets a fever, what you need to do about it, what are the myths, and what are the facts, that will prompt a long discussion. And quite frankly you are going to understand only about 10 to 20 percent of what I say," she explains. "So I deliberately don't answer those questions during a visit. I'll say here are three blog posts that I wrote that are going to explain all that you want to know. When your kid gets a fever, go back to it and look again; that's the time that you are going to learn. I specifically won't answer certain questions that I have written about, because I just don't believe that's time well spent. It's especially hard to retain verbal information if your kids are distracting you during an office visit. You may be worried about their fear of getting a shot that day. Maybe they're not feeling well."

Dr. Burgert’s KC Kids Doc blog allows her to deliver important health information but with her personal spin and in real time. Because she’s seeing patients every day, the content is derived from her experience in the office. “The Academy of Pediatrics site and WebMD are wonderful places for consumer health information, but sometimes the information doesn’t turn over quickly enough to be practical. So that’s why I started my blog,” she says. “The blogging is to respond to specific things that I was seeing in my day-to-day practice. This covers topics important to families that I was often asked about and provides opinions and direction that weren’t necessarily found on the larger health information sites.”

For example, some teenage girls asked Dr. Burgert about “thigh gap.” So she asked the teens a number of questions and learned that the girls were trying to achieve a valued gap between their thighs when standing with their ankles touching. Girls who didn’t display a visible gap

Smart companies understand that people have choices of whom to do business with, and they are transforming the way they sell and service customers.

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were given diet tips and exercise routines by their peers so as to create one. Dr. Burgert was horrified. She did some research and noticed there was very little written using the phrase thigh gap. But she realized she was seeing an early trend and quickly wrote a blog post entitled “Thigh Gap: The Newer and Disturbing Trend in Body Awareness” to get the word out to girls and their parents that this is not a healthy choice. The post provides tips about how parents should to talk to their children about a healthy body image and details of early warning signs of an eating disorder.

“My blog, Facebook, and Twitter are a bit of real life,” Dr. Burgert says. “It’s my opinion, although I try to support my comments with as much evidence-based literature as I can. I think that’s the beauty of having a place where you can speak your mind as a physician. We have these amazing conversations with families that I think are really valuable and need to be shared.



The teenagers I see in my practice are very open with me about their concerns and the issues they are dealing with. I hope I can alleviate the anxiety of other teens and possibly prevent them having similar troubles. Without this platform I couldn't share my advice as widely as I do. Parents enjoy the fact that they can turn to one trusted place and know it will have both the research evidence and my opinion."Dr. Burgert typically creates content for her blog and then shares links via Facebook and Twitter. But she gets the information to parents in any way they are comfortable. "Our community is very technologically savvy, so many people will just look it up," she says. "But my job is to offer as many ways to get the information as possible. If someone needs a particular piece of information, I will just text or email the link. I have bit.ly short codes for all of them. I can write them down. And I have QR codes that I pop onto my computer screen when I am doing my electronic medical record, so they can just scan it on-screen with a QR reader. For those who don't want all that electronic stuff, I have paper copies. It is my patients' choice how they get that information."

As Dr. Burgert was explaining all this to me, I was struck at the huge contrast between how she and Dr. Burke give information to patients and how my physical therapist gave me the old photocopy of the stick figure cartoon diagram.

In addition to providing information to patients and parents following a visit, Dr. Burgert also anticipates what people may need prior to a visit.

"If I know that you are going to see me about a specific issue, I can guess what your questions will be," she says. "I can preempt that visit by giving you answers to those preliminary questions, so when we come together we can talk about how those answers are specifically relevant to your family, and not just dispense general information that you can get anywhere. I develop a plan and specifically ask questions about what may be unique to your family."

Beyond the value of her blog and the social presence it provides to individual patients and their families, Dr. Burgert says there is a sales aspect to what she is doing as well. "It goes beyond

information distribution,” she says. “It’s actually a relationship-building tool and a valued place for families seeking advice and who are trying to make the best decisions for their kids.”

She has also seen lots of evidence that her blog posts are shared via social media and discussed among parents in her community, resulting in a raised awareness of her practice. “That’s how my brand is marketed and how people find the clinic. They bring in their families because they heard about us on the soccer field,” she says. “I can track how my posts are being shared through Facebook and where they are getting linked.”

While the agile service she provides to families and the community serves to bring in new patients, she sees a much larger role for her efforts. “A lot of people ask why I started doing the blog, but I think the bigger and more revealing question is ‘Why do you keep doing it?’” she says. “Medicine is changing, and the manner in which patients make health decisions is changing as well. As a pediatrician who went to school for a long time, I want to be able to use my knowledge and use my training effectively. There are new ways to distribute the knowledge that I have learned, so I keep doing it because it provides such great value within the community. That’s an amazing feeling for a physician: to realize that you are improving on what’s already an amazing career by trying something new.”

Dr. Burgert continues, “Parents come in and tell me they were really, really worried about a particular medical issue. It was causing them to lose sleep. But then they tell me, ‘Luckily, I knew I could turn to your Facebook page, and there I got a lot of reassurance and calm, and then I could rest well.’ I’m often told by parents, ‘There is so much information out there, but I want to know what you think.’ They have already chosen me as their pediatrician. They trust me. Now they just want to know what I think so they don’t have to worry about doing all of this research themselves.”

Injecting your ideas into the discussion when the time is right



Agile customer service means engaging the marketplace at precisely the right time. It means understanding what customers (patients) are doing and what they will likely react to at that moment. There are a number of real-time techniques you can use, starting with one of the most powerful, and one of the most fun to implement—newsjacking.

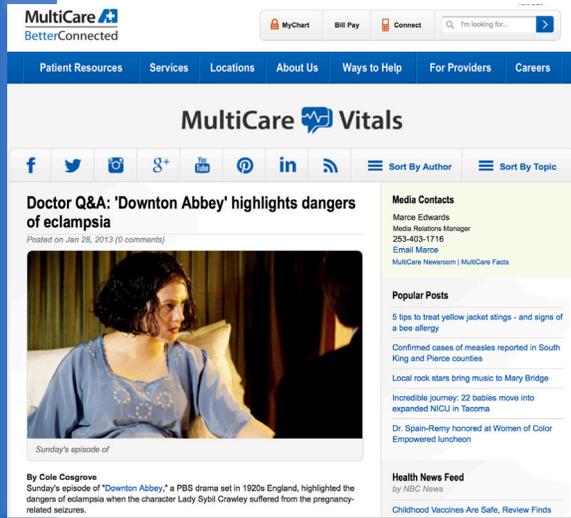
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The idea of newsjacking is quite simple: It is the art and science of injecting your ideas into breaking news, in real time, in order to generate social attention and media coverage for yourself or your business. It's the subject of a 2011 book I wrote titled *Newsjacking: How to Inject Your Ideas into a Breaking News Story and Generate Tons of Media Coverage*.

Today's online tools can notify you instantly when something is said about your industry or marketplace. By monitoring keywords and phrases on the web and Twitter, you will instantly see the stories that you might be able to contribute to.

While my Newsjacking book is about generating attention with the media, the same techniques can be used to communicate with customers at the time they are most receptive.

For example, MultiCare Health System, an integrated health organization made up of hospitals, primary care and urgent care clinics, multispecialty centers, and hospice, home health, and other services, located in Washington state, newsjacked the name of a disease that marketers there knew was on the minds of millions of people.



The MultiCare Health marketing team sprang into action, publishing real-time content to become a part of a conversation happening online after an emotional episode of the popular TV drama Downton Abbey dealing with eclampsia, an acute and life-threatening complication during pregnancy.

The MultiCare Health team wrote a blog post right away and shared it on Facebook and Twitter. The post “Doctor Q&A: Downton Abbey Highlights Dangers of Eclampsia” was available the day after the episode aired in January 2013 right when people were discussing eclampsia. Within the blog post were links where interested people could learn more or book an appointment with a physician.

The team also shared on Facebook and on their @MultiCareHealth Twitter feed with this tweet: “Wondering about #eclampsia after last night’s Downton Abbey? We’ve got answers here,” and included a link.

The MultiCare Health digital content team includes four former journalists who bring a real-time newsroom mind-set to content creation.

The blog post quickly generated well over 1,000 page views, with people spending an average of five minutes on the page.

Marketers at MultiCare Health can directly trace about 30 clicks through to the MultiCare Find a Physician page in their Women & Children care line, the place where they can book appointments.

Newsjacking helped drive people into MultiCare’s buying process. And it all happened because of agile, instant engagement.

It’s this same real-time mind-set that many salespeople and entire sales teams are using to drive success.

Implementing Agile Customer Service

The more people you have in an organization, the tougher it is to communicate in real time. In a command-and-control environment where no action can be taken without authority, without consultation, and without due process, any individual who shows initiative can expect to be squashed.

Happy customers talk up companies on social networks.

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The challenge is to develop a new balance that empowers employee initiative but offers real-time guidance when it's needed—like a hotline to the higher authority.

Some companies are making substantial progress at this, and we've looked at some examples. One good indicator is whether employees are allowed to do real-time social networking on the job. If your company blocks access to Facebook or Twitter, you do not work for a business with a real-time mind-set.

Companies with a real-time mind-set allow decision making as far down the ladder as possible. Frontline service reps are given the authority to decide how best to deal with customer issues. In a real-time corporate culture everyone is recognized as a responsible adult.

If you're the leader and you want to cultivate a real-time mind-set throughout your organization, tear down the command-and-control mentality. Recognize your employees as responsible adults. Empower them to take the initiative.

Now it's time to turn to you

To make the new rules of sales and service part of your world, you must change your mind-set.

You'll need to understand your buyers, rather than just talking about your products and services.

You'll need to be aware of what's going on in the real-time news and on social networks.

You'll need to create content and publish it on the web, and sometimes you'll need to do it urgently to be successful.

On social networks, two-way communication is required, not just the typical broadcast approach that most people are used to. These habits and techniques do not come naturally to entrepreneurs, salespeople, or customer service representatives steeped in more traditional ways.



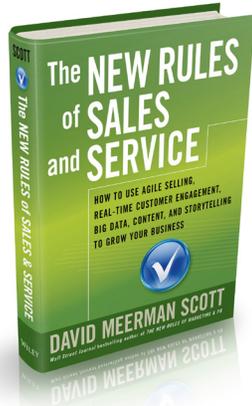
I've talked with people all over the world who are struggling to adapt to these new rules.

The process often starts when someone realizes how severely the conventional old methods can handicap their business and career.

Sometimes people tell me they fear being overwhelmed. There is just too much involved with all this social stuff, too many new and unfamiliar ideas. But here's the good news: You can adapt to the new rules gradually. I don't expect you to stop doing what you've been doing for a decade and do only new things. No, rather you can implement these ideas in bits and pieces! You can focus on Twitter first, perhaps, and then turn to creating videos and posting them to YouTube.

Once you start to develop your personal brand on social media, you're taking the first step toward building an asset that can help you for the rest of your life. Really! If you build your social media presence now, you'll have an advantage the next time you need to do a job search or when you're ready to start a new business.

There's no better calling card than a virtual one.



About the Author

David Meerman Scott | Marketing & Sales Strategist

Our always-on, Web-driven world has new rules for competing and growing business. Advance planning is out – agile is IN! Those who embrace new ways will be far more successful than those who stay who stay stuck and afraid to change. No one knows more about using the new Real-Time tools and strategies to spread ideas, influence minds and build business than David Meerman Scott. It's his specialty.

David is author or co-author of ten books – three are international bestsellers. *The New Rules of Marketing & PR*, now in its 4th edition, has been translated into 26 languages and is used as a text in hundreds of universities and business schools worldwide. It is a modern business classic with over 350,000 copies sold so far. He also authored *Real-Time Marketing & PR*, a Wall Street Journal bestseller, *Newsjacking*, and *The New Rules of Sales & Service* (Fall, 2014). He co-authored *Marketing the Moon* (with Rich Jurek) and *Marketing Lessons from The Grateful Dead* (with HubSpot CEO Brian Halligan).

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BLOG

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Generating Attention & Growing Business in a Real-Time World

Have David Meerman Scott speak at your next event!

As a speaker, Scott's high-energy presentations are a treat for the senses. He's informative, entertaining, and inspiring. That he has spoken on all seven continents and in 40 countries to audiences of the most respected firms, organizations, and associations underscores the value he brings to audiences. Scott's keynotes and master classes are an urgent call to action. Scale and media buying power are no longer a decisive advantage; what counts today is speed and agility. Real-time is the mind-set for the future—and content rules! His tailored presentations delve deep—offering strategies and tactics that help audiences seize the initiative, open new channels, and grow their brand.

All of David's presentations are a combination of three things: education, entertainment, and motivation.

Visit www.davidmeermanscott.com to see videos of David in action or for information on booking him to speak at your event.

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