Persuasion in the Digital Age

#SloanieReunion
June 8, 2017
Agenda

• What is Persuasion in the Digital Age?
• Platform Possibilities and Trends
• Social Media Management Framework
• Wrap-Up
Persuasion in the Digital Age
Persuasion:

The art and science of influencing an audience to believe, feel, and/or do something
New Persuasive Dynamics in the Digital Age

Two-way

Public

Immediate

Networked

Visual

Disintermediated
The Promise
Yo @Wendys how many retweets for a year of free chicken nuggets?
Carter Wilkerson @carterjwm · 1m
Yo @Wendys how many retweets for a year of free chicken nuggets?

Wendy's @Wendys
Replying to @carterjwm
18 Million
4/5/17, 7:32 PM
1 LIKE

Carter Wilkerson @carterjwm · 11s
Replying to @Wendys
Consider it done

Carter Wilkerson @carterjwm · Apr 5
HELP ME PLEASE. A MAN NEEDS HIS NUGGS
pic.twitter.com/4SrHmEMo3
Aaron Paul @aaronpaul_8 · Apr 7
It's good to have dreams

Carter Wilkerson @carterjwm
HELP ME PLEASE. A MAN NEEDS HIS NUGGS
Hey @carterjwm, sorry you have @ATT. Switch to @TMobile & I'll give you a year of free @Wendys chicken nuggets myself + more! Seriously.

HELP ME PLEASE. A MAN NEEDS HIS NUGGS
We're in. How about you, @Amazon and @Google? #NuggsForCarter

Carter Wilkerson @carterjwm
HELP ME PLEASE. A MAN NEEDS HIS NUGGS
Hollister Co. @HollisterCo

We could all learn a little something from @carterjwm: If you love something, GO AFTER IT. #NuggsForCarter @wendys

Carter Wilkerson @carterjwm
HELP ME PLEASE. A MAN NEEDS HIS NUGGS

2,171 RETWEETS 8,170 LIKES

2:11 PM - 11 Apr 2017
The race for the most Retweeted Tweet

Apr 13, 2017
Ellen DeGeneres (@TheEllenShow) announces on her show that Carter is threatening her record for the most Retweeted Tweet.

Ellen’s Selfie

May 9, 2017
Carter’s Tweet surpasses Ellen’s as the most Retweeted Tweet ever.

Apr 5, 2017
Carter Wilkerson (@carterjwm) Tweets at Wendy’s (@Wendys) asking for a year of free nuggets in exchange for Retweets. Wendy’s responds that he needs 18 million.

Source: Twitter Internal Data
@carterjwm is now the most retweeted tweet of all-time. That's good for the nuggets, and $100k to @DTFA. Consider it done.

#nuggsforcarter
Wendy’s has a history of active engagement on Twitter
Brittany Guernsey @bguerns13 · 23h
@Wendys what are you firing back

Burger King @BurgerKing
5 for $4, because 5 is better than 4.

Wendy's @Wendys
@bguerns13 edible food

Retweets Likes
12,104 14,776

10:53 AM - 22 Jan 2016

Nick @niickba
@Wendys spit some bars

Wendy's @Wendys
@niickba Barbecue and ranch, ranch and sweet and sour, dipping chicken nuggets, hour after hour.
1:41 AM - 5 Jan 2017

461 1,045
The Peril
@United overbook flight3411 and decided to force random passengers off the plane. Here's how they did it:
@btcdefender @united so how about that video of the doctor getting his head bashed and removed from your flight? Can we get a response?

@united @btcdefender We apologize for the overbook situation. Further details on the removed customer should be directed to authorities. ^RD
6:03 AM - 10 Apr 2017

@USAnonymous @united So @united is basically saying: "We asked for volunteers and no one said yes, so we called the cops." #6

@united @USAnonymous Flight 3411 from Chicago to Louisville was overbooked. After our team looked for volunteers, one customer refused to leave ^MD
6:36 AM - 10 Apr 2017
United Airlines Training Video Leaked To Press.
#United #UnitedAirlines @United #ual
This is an upsetting event to all of us here at United. I apologize for having to re-accommodate these customers. Our team is moving with a sense of urgency to work with the authorities and conduct our own detailed review of what happened. We are also reaching out to this passenger to talk directly to him and further address and resolve this situation.

- Oscar Munoz, CEO, United Airlines
United Over Bookings
@UnitedOverBooks

sorry we overbooked our flight
I do, however, believe there are lessons we can learn from this experience, and we are taking a close look at the circumstances surrounding this incident. Treating our customers and each other with respect and dignity is at the core of who we are, and we must always remember this no matter how challenging the situation.

Oscar

Summary of Flight 3411
• On Sunday, April 9, after United Express Flight 3411 was fully boarded, United’s gate agents were approached by crewmembers that were told they needed to board the flight.
• We sought volunteers and then followed our involuntary denial of boarding process (including offering up to $1,000 in compensation) and when we approached one of these passengers to explain apologetically that he was being denied boarding, he raised his voice and refused to comply with crew member instructions.
• He was approached a few more times after that in order to gain his compliance to come off the aircraft, and each time he refused and became more and more disruptive and belligerent.

Ryan Ruggiero @RyanRuggiero · Apr 10
INBOX: @united CEO sends letter to employees about United Express flight. pic.twitter.com/obVdl6G2E0
UNITED CEO BLAMES THE VICTIM!

Now leading HuffPost: UNITED CEO BLAMES THE VICTIM!
3http://huff.to/2oIPQNy
1:25 AM - 11 Apr 2017

395 retweets
390 likes
United Airlines has lost about a billion dollars in market value this morning. [Link](cnb.cx/2onZUFQ)
United CEO Oscar Munoz: I’m sorry. We will fix this. uafly.co/XuR1Bs

The truly horrific event that occurred on this flight has elicited many responses from all of us: outrage, anger, disappointment. I share all of those sentiments, and one above all: my deepest apologies for what happened. Like you, I continue to be disturbed by what happened on this flight and I deeply apologize to the customer forcibly removed and to all the customers aboard. No one should ever be mistreated this way.

I want you to know that we take full responsibility and we will work to make it right.

It’s never too late to do the right thing. I have committed to our customers and our employees that we are going to fix what’s broken so this never happens again. This will include a thorough review of crew movement, our policies for incentivizing volunteers in these situations, how we handle oversold situations and an examination of how we partner with airport authorities and local law enforcement. We’ll communicate the results of our review by April 30th.

I promise you we will do better.

Sincerely,

Oscar
United Airlines CEO Oscar Munoz | INTERVIEW after passenger dragged off flight
Prior to this crisis, United faced #Legginessgate
1) A @united gate agent isn't letting girls in leggings get on flight from Denver to Minneapolis because spandex is not allowed?  
9:36 AM - 26 Mar 2017  
3,648 replies 3,784 likes

2) She's forcing them to change or put dresses on over leggings or they can't board. Since when does @united police women's clothing?  
9:37 AM - 26 Mar 2017  
2,010 replies 3,522 likes

3) Gate agent for flight 215 at 7:55. Said she doesn't make the rules, just follows them. I guess @united not letting women wear athletic wear?  
9:42 AM - 26 Mar 2017  
1,321 replies 2,299 likes

@united They just boarded after being forced to change or put dresses on over the top of their clothing. Is this your policy?  
26 Mar 2017

@united In our Contract of Carriage, Rule 21, we do have the right to refuse transport for passengers who ...  
ual.response.lithium.com/portal/converse...  
10:02 AM - 26 Mar 2017  
424 replies 841 likes
New Persuasive Dynamics in the Digital Age

Two-way  Public  Immediate

Networked  Visual  Disintermediated
Takeaway #1

Design brands, products, services, and experiences that people will share with their networks
Platform Possibilities and Trends
Platform Possibilities

- Facebook
- Instagram
- Messenger
- WhatsApp
- YouTube
- Twitter
- Snapchat
- Pinterest
- LinkedIn
- Tumblr
- Reddit
- Slack
- WeChat
- Twitch
- musical.ly
- live.ly
Trend 1: Social Video Platforms
Trend 2: All-in-one Messaging Apps
Trend 3: Frictionless and Imperfect Sharing
Trend 4: Enhanced Creativity Tools

musical.ly
@musicallyapp

😭😭 transport yourself for the
#HereChallenge ✨✨ check out one of our
faves 👇 and go make your own! ❤️
Platform Possibilities

- Facebook
- Instagram
- Messenger
- WhatsApp
- YouTube
- Twitter
- Snapchat
- Pinterest
- LinkedIn
- Tumblr
- Reddit
- Slack
- WeChat
- Twitch
- musical.ly
- live.ly
FO-MO

FEAR OF MISSING OUT
anxiety that an exciting or interesting event may currently be happening elsewhere.

"I realized I was a lifelong sufferer of FOMO"
Takeaway #2

Avoid Platform FOMO

(ensure strong goal, audience, and platform fit)
Social Media Management

A Goal-Centered Approach
Social Media Management

The ongoing practice of adopting, managing, and measuring social media platforms to achieve business goals.
Social Media Management: Guiding Principles

- Connection to overall firm strategy
- Integration across the enterprise
- Iteration over time
Evolving from a Platform-Driven to Goal-Centric Approach
How do we get Facebook fans?!?!
Now what?
Evolving from a platform-driven approach to a goal-centered strategy

Platform metrics → Success

Organization goals → Success
Value can come in a variety of forms

- **Brand**
  - Strengthening stakeholder relationships

- **Revenue**
  - Generating income

- **Cultural**
  - Supporting organizational development

- **Operational**
  - Saving money and time
Merriam-Webster on Twitter
Brand Relevance

Today's #WordOfTheDay is 'valedictory' s.m-w.com/2rHlS7Z
'Human capital': turning people into statistics since 1799.
Content Development and Optimization

Merriam-Webster @MerriamWebster · Apr 6
No, because people look words up for lots of reasons (including spelling).

Lauren H @SarcasticLauren
Replying to @MerriamWebster
Have you guys ever been surprised by a word that people were looking up? As in one you thought the definition was well-known?
Recruitment and Retention

Leonard Lopate Show @LeonardLopate · Apr 6
@KoryStamper on working at @MerriamWebster, defining "twerk," and the 100-year-old history of "OMG." Listen!

'The Secret Life of Dictionaries'
Merriam-Webster lexicographer Kory Stamper discusses what it takes to make a dictionary.
wnyc.org
How can Merriam Webster analyze the value of its Twitter feed?

- **Brand**
  - Relevance
- **Revenue**
  - Advertising
- **Cultural**
  - Recruitment and retention
- **Operational**
  - Content Development and Optimization

- **External**
- **Internal**
- **Relational**
- **Financial**
Social Media Management Framework
Social Media Management Framework

Goal: Define your business objective(s).
Is it brand, revenue, operational, cultural?
Social Media Management Framework

Audience: Determine your target audiences
Social Media Management Framework

Platform: Identify the social media platform(s) on which you will reach and engage your audience
Social Media Management Framework

Brand: Decide the brands that will engage with your audience on selected platforms
Social Media Management Framework

Content: Design a messaging strategy and creative content appropriate to your audience, platform, and brand
Social Media Management Framework

Distribution: Organize and execute a marketing strategy to increase the engagement and reach of your content.
Measurement: Relative to your goal, measure the performance of your initiative.
Social Media Management Framework

Did you achieve your goal?
If yes, build on what worked.
Social Media Management Framework

If no, iterate.
Make appropriate changes to distribution, content, brand, platform, audience, or goal.
Starbucks on WeChat
Starbucks partnered with WeChat on a social gifting feature to grow its business in China.
Goals

Goal

Drive revenue growth in China
Audience

Primary audience — Existing customers
Secondary audience — New customers
Tertiary audience — Media and employees
Platform

WeChat — popular social platform with e-commerce infrastructure
Brand

- Starbucks — high quality, locally relevant
Say It With Starbucks — taps into gifting culture
Peer-to-Peer Shared Media
Measurement

- Goal
- Audience
- Platform
- Architecture
- Content
- Distribution

Measurement
- Gifts sold
- Repeat Purchases
Social Media Management Framework: Starbucks China

Goal:
- Revenue growth in China
- 1st: Existing customers
- 2nd: New customers

Audience:
- WeChat

Platform:
- High quality, locally relevant

Brand:
- Say it with Starbucks

Content:
- Peer-to-peer
- Shared Media

Distribution:
- Gifts sold
- Repeat purchases

Measurement:
- Gifts sold
- Repeat purchases
MIT Sloan ‘15 MBA Salit Kulla switched careers to marketing with the help of social media.

Google co-founder Larry Page +1’d (liked) this post.
Social Media Management Framework: Salit Kulla

Goal

Audience

Platform

Brand

Content

Distribution

Google marketing positions

Decision Makers

Colleagues

Google Plus

Digital savvy, innovative marketer

Google internship

selfie campaign

Daily

Measurement

Job offer: Gmail Product Marketing
Wrap-up
In social media, change is constant
Persuasion in the Digital Age - Takeaways

• Takeaway 1: Digital Persuasion Context
  • Design brands, products, services, and experiences that people will share with their networks

• Takeaway 2: Platform Trends
  • Avoid Platform FOMO (ensure clear goal, audience, and platform fit)

• Takeaway 3: Social Media Management Framework
  • When developing persuasive strategies, consider goals, audience, platform, brand, content, distribution, measurement
THANK YOU