

THE NEW **PR-** LEVERAGING DIGITAL INFLUENCE TO DRIVE SALES AND REPUTATION



OGILVY & MATHER - WE SELL - OR ELSE

*The New PR: Leveraging Digital Influence to
Drive Sales and Reputation*

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Optimising the marketing budget in recession
Digital in a downturn: smart strategies for tough times
How to get more effective advertising
Turning shoppers into buyers
Improving sales force performance
Optimising production expenditure and creative assets

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INTRODUCTION

“It is not the strong, nor the intelligent who survive, but those who are quickest to adapt.”

Charles Darwin

How to increase your profit when times are tough

We face one of the most challenging business environments for years. Recessions caused by liquidity problems are particularly severe. In recent months we have seen major financial institutions and the world's stock markets collapse. Your company needs to take urgent action to win through.

Some companies *do* succeed in recession. They see it as an opportunity for growth. While competitors panic, they stick to a plan.

This book is based on Ogilvy's experience of winners in recession together with research into best practice. The New PR — leveraging digital influence to drive sales and reputation is only one of the issues that confront you. Ogilvy also offers practical advice on other potential pain/gain points in your company, including:

- Optimising the marketing budget
- Digital in a downturn: smart strategies for tough times
- How to get more effective advertising
- Turning shoppers into buyers
- Improving sales force performance
- Optimising production expenditure and creative assets

These booklets are available on www.ogilvyonrecession.com

Who this booklet is for

CEOs, CFOs and CMOs. Your marketing department must estimate the profitability of marketing spend. This booklet shows how to do it.

How to use this booklet

Your company needs to estimate, even roughly, the consequences of cutting or maintaining or increasing marketing spend. Averages based on what other companies have done in recession are useful guides, but you do not manage an average business or an average brand. You need to know about your specific case.

360^o DIGITAL INFLUENCE

THE NEW PR: LEVERAGING DIGITAL INFLUENCE IN A DOWNTURN

“When economic hard times loom, we tend to retreat to our village” says renowned Harvard Business School professor of marketing John Quelch. But look how much our village has changed since the last recession.

Online social networks such as Facebook sprouted first as the villages of the young. Now they house tens of millions, half of whom are older than 35. While the popularity of a given social media village varies by geography (for example, Friendster leads in many markets in Asia and indigenous Chinese communities such as Hi5 lead in the PRC), there is no doubt that the online urbanisation push continues, from the wilderness of websites to the cities of social networks. These online “Tribes of Mind” will offer denizens comfort in an economic storm. Public Relations now means listening to these tribes, and then entering to have a chat if they will allow you. These social media villagers can serve as an avant-garde, a forward army, loving and surrounding your brand, or they can chase you from the village as a monster, digital flames in hand.

INFLUENCE AND THOSE WHO WIELD IT – WHAT’S DIFFERENT NOW?

Identifying influencers has always been deemed important in changing or amplifying perceptions, starting more than a half century ago with the coining of the term “influentials” by sociologist Robert K. Merton in a Communication Research paper in 1948. His subsequent book that analysed “cosmopolitan influentials” with a worldly outlook versus “local influentials” who accumulate power through their local knowledge.

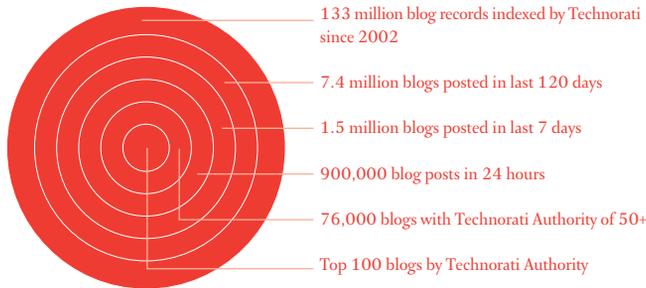
Then Paul Lazarsfeld, the social scientist who identified the “two-step” communication flow theory (step one was mass media to influencer, step two was influencer to clusters of people), coined the term “opinion leaders” in the work Personal Influence (1955 Katz and Lazarsfeld).

Bestselling author Malcolm Gladwell pointed to the undue influence of “mavens” in his book The Tipping Point (2000), while Keller and Berry (The Influentials, 2003) identified their version of influentials as the ten percent of people who tell the other ninety percent what to buy and think. But these influentials are not the elite: they are seemingly unremarkable yet still powerful — along the lines of Merton’s “local influentials.”

REPUTATIONZ™

The ReputationZ™ (Ogilvy/Millward Brown) study bears out the relative power of influencers. In a research piece asking 5,812 consumers in Japan about their attitudes towards corporate and product brands and their related purchasing behaviour, 22% of the respondents fitted the profile of “Transmitters”, that is, they often speak to others about companies, while “Receivers”, on the other hand, may be interested in companies but do not speak much about them to other people. The Transmitters claim to hold stronger opinions and take more action when it comes to corporate reputation. For example, when it comes to buying or refusing to buy a product based on a corporation’s perceived behavior, Transmitters are twice as likely to take action.

Figure 1: Number of blogs linking to a website in the last six months. The higher the number, the more authority the blog has.



(Source: Technorati Authority)

What has changed in terms of influence, is whole new ways of finding and communicating and connecting with others. In the last several years, wholly new, social media and networking platforms have arisen, from blogging and micro-blogging via mobile phones (Twitter), to video (YouTube, Tudou) and photo sharing (Flickr) and bookmark sharing (del.icio.us). Technorati now tracks 133 million blogs.

The demographics of bloggers skews college educated males outside of Asia; more than half are older than 35.

Meanwhile ComScore reports a huge increase in traffic on social networking sites around the world.

Figure 2: Blogger Demographics

Demographics	U.S. Bloggers (N=550)	European Bloggers (N=350)	Asian Bloggers (N=173)
Male	57%	73%	73%
Age			
18-34 years old	42%	48%	73%
35+	58%	52%	27%
Single	26%	31%	57%
Employed full-time	56%	53%	45%
Household income > \$75,000	51%	34%	9%
College graduate	74%	67%	69%
Average blogging tenure (months)	35	33	30
Median Annual Investment	\$80	\$15	\$30
Median Annual Revenue	\$200	\$200	\$120
% Blogs with advertising	52%	50%	60%
Average Monthly Unique Visitors	18,000	24,000	26,000

(Source: Score world metrix)

Figure 3: Social Networking Growth by Worldwide Region
June 2008 vs. June 2007
Total Worldwide Audience, Age 15+ - Home and Work Locations

	Unique Visitors (000)		
	Jun-07	Jun-08	Percent Change
Worldwide	464,437	580,510	25%
Asia Pacific	162,738	200,555	23%
Europe	122,848	165,256	35%
North America	120,848	131,255	9%
Latin America	40,098	53,248	33%
Middle East - Africa	18,226	30,197	66%

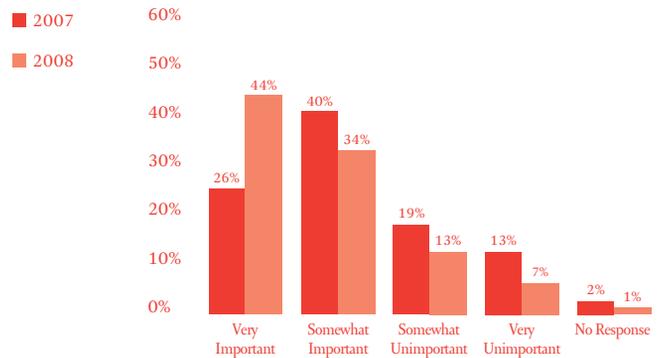
(Source: ComScore World Metrix)

All of these new forms of social media provide a means for any influential individual to connect with others all over the globe. Instant, self-assembling communities of interest pop up, feeding their own villages with news, opinions, recommendations and criticisms. They form groups around brand names they love — and hate.

Social networking has gone mobile now as well. Twitter is a platform that allows people to track each other's whereabouts and views via micro-blogging, that is, via 140-character text messages you send from your mobile phone. Influential Twitterers will "tweet" while hundreds, thousands or even tens of thousands sign up to follow their every message. You can search what is being said by author, theme or even by event. Whole social groups will agree to label their messages with a shared code (so called "hashtag" named after inserting the "#" character in front of the keyword). This way a whole tribe can contribute to the collective conversation of tweets.

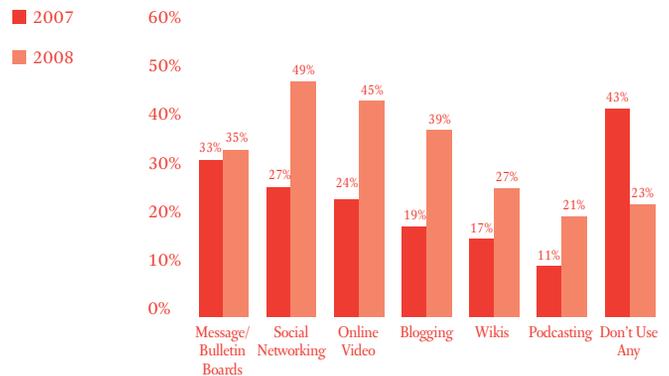
According to a tracking study by the University of Massachusetts Dartmouth Center for Market Research, marketers in the US have rapidly taken up use of various forms of social media (see graphs) and see them as ever more important to their marketing strategy.

Figure 4: How important do you think these kinds of social media technologies are for your business/marketing strategy?



(Source: University of Massachusetts Dartmouth Center for Market Research)

Figure 5: Which of the following types of social media does your company currently use?



(Source: University of Massachusetts Dartmouth Center for Market Research)

Meanwhile the research firm Forrester identified two groups of influentials (see Forrester illustrations overleaf): the "classic influentials" who others seek out for advice; and "new influentials" who actively dispense advice via new digital social media platforms — often unsolicited.

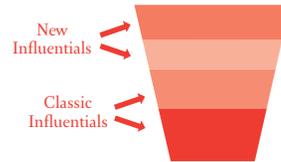
Figure 6: Groups of Influentials

New Influentials Exert Active Influence but Are Rarely Sought Out

Marketers Must Identify and Prioritise Different Types of Influentials

New Influentials
Primarily exert active influence by proactively giving advice

Classic Influentials
Primarily exert passive influence by responding to requests for advice



(Source: Forrester)

Forrester puts forward the idea that the classic influentials wield the most power, but that the new influentials are still a force to be reckoned with. Forrester recommends re-aligning the traditional marketing funnel with these two groups of influentials in mind, with the new influentials aiding awareness and brand affinity efforts, while the classic influentials help close the sale.

Most who subscribe to the theory of influentials as the source of opinion shaping and decision making, whether they be “local influentials” or “new influentials”, would no doubt agree the important starting point for marketers is identifying them in the first place. The proliferation of social media has meant that traditional word-of-mouth influence has undergone a huge amplification via the network effect. With tens of millions of blogs and with social networks boasting tens of millions of subscribers, it is more important than ever to identify the influentials.

Ogilvy Public Relations Worldwide has developed a specialist unit called *360° Digital Influence* in order to better understand the evolution of influence and word-of-mouth effects in a digital, social media environment.

The first steps include listening, mapping, and analysing to determine which voices wield more influence.

The Ogilvy PR “IQ” or Influence Quotient tool helps rate each party on a number of key areas of influence.

Figure 7: The Ogilvy PR “IQ” or Influence Quotient tool

- How visible is this issue in digital media?
0 LOW 10 MODERATE 20 HIGH 30
- Relative to other stakeholders, what share of voice has this person had on this issue in the past year?
0 LESS THAN 1/3 10 1/3 TO 2/3 20 2/3 OR MORE 30
- How credible are the digital media sources where this person receives coverage?
0 NOT VERY 10 SOMEWHAT 20 VERY 30
- What is the scope of audience reach of the sources where this person receives coverage?
0 SMALL 10 MEDIUM 20 LARGE 30

NOTES:

NEW TOOLS

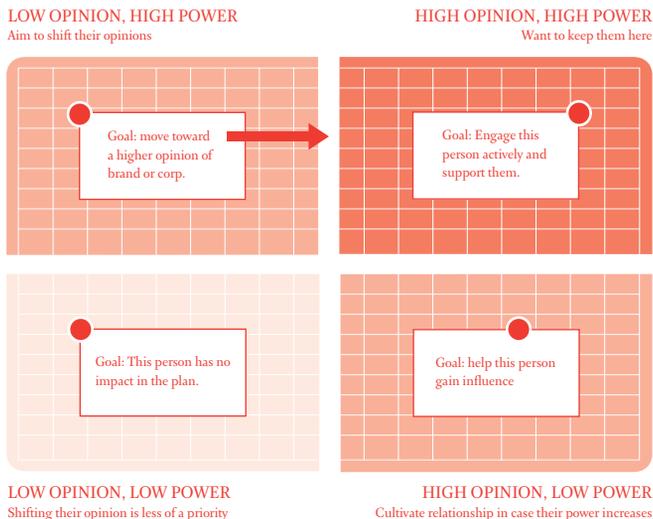
Ogilvy PR uses its own proprietary as well as third-party tools from Radian6, Cymfony and others to track and analyse online conversations about a company, brand or issue.

Rating those in the conversation by influence power comes next. In the world of word-of-mouth, not all mouths are equal.

The listening phase up front is crucial. The tools include a “Conversation Snapshot” as well as an “Influencer Audit”. The goal is to identify what is being said about the brand or corporation and by whom. The former without the latter merely points to a buzz volume, which can be useful as a generic alarm when word-of-mouth spikes or to show that the brand has slipped below the radar screen of awareness. But identifying the influencers indicates the beginnings of a strategy of engagement.

In the grid to the left, various influencers have been identified. Those in the upper right quadrant wield high influence and have a positive opinion of the brand or corporation. These influentials constitute the sweet spot in word-of-mouth efforts and need to be cared for, included, catered to and consulted. They can serve as brand guardians against false or malicious rumours and will stand up for their brand. Those in the upper left are the gravest threat. They represent powerful influentials who have a low opinion of the brand. The effort here is to engage candidly and without defensiveness to hear why they are negative and to see if it is due to misperceptions or whether genuine changes are required. The bottom right box plots those who are brand supporters but who wield little influence — yet. The goal here is to help them gain influence through building their personal network, raising awareness of their blog or content and making it resonate better. Finally, those in the bottom left box only warrant monitoring as their negative view has no powerful podium. They could gain influence and thus should be watched but no engagement strategy is called for.

Figure 8: Influencer Audit

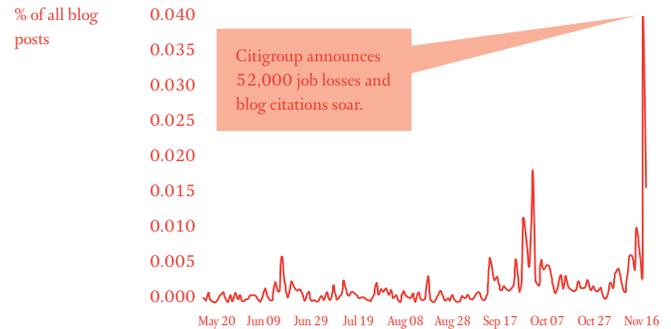


DIGITAL INFLUENCE AND DOWNTURNS

Given how new much of the realm of social media is, there is no history to study that might reveal consumer behaviour in a downturn. But intuition and extrapolation from past recessions indicate, just as John Quelch said, that people tend to draw nearer to their family and personal network. If they see these new online social networks as family, then social media will not only weather the storm, it will serve as the shelter and gathering point. For example, just since August, the professional online social network called LinkedIn has seen a doubling in its growth rate of new sign-ups.

Economic downturns frighten and unnerve employees. They are turning to social media for information, solace, and to vent anger. Therefore it stands to reason that monitoring social media will put the corporations in closer touch with how their own employees are feeling, to say nothing of the external view of the corporate brand. Beyond monitoring blog postings, (and BBS services in China), companies should consider working with search engine marketing — not just for sales leads — but for corporate reputation. Search has become a form of PR as well and when a company is under attack, the top results on a search engine query may bury the brand in negative results.

Figure 9



Going beyond the passive monitoring or even reactive responses to reputational issues, companies have a wealth of new, very cost-effective, and often measurable ways to engage consumers in digital PR marketing efforts especially when budgets are tight.

So as online community denizens begin to retreat into their villages ahead of the economic storm, intelligent marketing and communications strategists will be right there with them.

ISSUES & CRISIS MANAGEMENT IN A DOWNTURN

Any economic downturn generates anxiety among employees and concern among other stakeholders.

For example:

- Employees: job insecurity; pension concerns; workplace violence (retribution for job loss).
- Shareholders: loss of investments.
- Analysts: need to know what to watch for signs of deepening trouble and later recovery and may look for candidates for consolidation rumours.
- Customers/Consumers: price sensitivity; product availability; product safety (due to fears of manufacturers using lower-cost ingredients); value of product falling (financial services).
- Partners (eg. distribution & marketing): concerns about reliability and support; demands to renegotiate agreements or pricing.
- Media: watching for signs of weakness in terms of financial results, redundancies, fired angry employees, and M&A targets.
- Unions: watching for signs of redundancies and preparing to negotiate.
- Regulators: depending on the industry, looking closer at performance, security, and may expect more aggressive education of consumers and consumer rights.
- Aggressive competitors: may attack; looking to differentiate from the peer group through claiming their own relative strength and peers' weaknesses.
- Community: job losses; tax revenue losses; falling property values; rising crime.

While many companies will seize the moment of tremendous instability as a time to remind the world of their long history and reassure us as to their longevity by way of advertising, they may also miss a huge opportunity. By moving beyond the reassurances of the company's own survivability and offering useful education and assistance, a downturn-savvy marketer can build stronger bonds with consumers.

For example, a bank that reminds the public it has been around for a century, weathering all kinds of downturns, may reassure nervous consumers. But the bank that uses the moment to teach consumers about portfolio diversification as a time-tested strategy to soften the blows of stock market falls, may build a stronger relationship.

Likewise for each of the constituencies, a Public Relations plan can be crafted to go beyond reassurance. For example:

- Employees: a clear story as to what is happening and why; how the company will react and why; what has happened in past downturns; advice for weathering the downturn with their families. Consider internal blog.
- Shareholders: benchmark the performance to the overall market and peer group. Explain the company's view and any analysts' views as to the inherent worth of the company versus market irrationality; offer investor education for tough times.
- Analysts: step up frequency of communications; give greater access to senior executives; help them identify metrics to follow for signs of recovery.

- Customers/Consumers: communicate via social media directly with consumers in a personal tone (not official language or legalese); ask them for their own ideas; tell them how your company is also feeling the pain and what you are doing about it (in other words, humanise the issue). If the product is under fire, clear, graphical education about the product is called for. During the outbreak of the SARS virus in Hong Kong in 2003, Ogilvy PR worked with YUM! to reassure the public that KFC chicken was safe by demonstrating all steps as to how the chicken was sourced, handled and cooked.
- Partners (eg. distribution & marketing): consider a B2B blog; allow them to vent and give them frequent responses.
- Media: supply them with frequently updated digital media releases.
- Unions: give them online access to senior management. Counter negative positioning on the same social media channels they use through content creation.
- Regulators: let them see your online outreach to consumers and CSR efforts.
- Aggressive competitors: counter via direct communications with consumers online. Post rebuttals where false claims are being made.
- Community: work with community officials to understand your business and the situation and all you have done to help the community. If your past CSR efforts are credible, the community officials or NGOs will stand with you.

ISSUES & CRISIS MANAGEMENT IN DIGITAL SOCIAL MEDIA

And now, much of issues and crisis management has migrated to digital social media. Unions are using videos on YouTube. Consumers are tagging photos with brand names and derogatory descriptions. Social networks form user groups attacking a brand. Search engines may bring up a page of negative results for the company when someone keys in their company or brand. Bloggers can mount an attack that can escalate to global proportions in a single day of traditional news cycle.

The Auto Bailout Goes Social

When the CEOs of Ford, GM, and Chrysler went before a US Senate committee to request for \$25 billion in bailout funds, their first appearance ended badly. Questions about their private jets and lack of specific plans caught them out. But they came better prepared for their second appearance before the committee. And they prepared the public better too.

Ford moved rapidly into social media. It created a website with its CEO answering questions and it posted the company recovery plan and uploaded videos onto YouTube.

When one very influential blogger (Robert Scoble) criticised the carmakers, Ford's social media communicator, Scott Monty, replied straight away. Robert ("the Scobleizer") Scoble acknowledged the effort, writing: "I think it is VERY cool that you took time out on a Saturday to answer my blog, by the way. That demonstrates you are listening to the marketplace conversation in a new way."

This listening component is a relatively new and crucial aspect of both reputation building and marketing in the new world of so-called Web 2.0. It is no longer enough to have effective messaging directed toward well-targeted segments; now brands must earn respect via two-way conversations and debates with full transparency.

“Today companies don’t just need to tell good stories; they also need to tell credible ones”, writes Pete Blackwell in his book *Satisfied customers Tell Three Friends, Angry Customers tell 3,000*. “Credibility rules the day, and if a company’s “story” doesn’t foster trust, if it doesn’t convey transparency and authenticity, if it isn’t informed by listening and responding to customers, and it isn’t positively affirmed by what customers are saying to one another, then it’s just another phony story. And customers will see right through it.”

Search & Reputation

Ford and GM purchased keyword advertising on Google so that when users keyed in search terms such as “auto bailout” the GM “Facts & Fiction” and the “Ford Story” corporate website links appeared.

THE SOCIAL MEDIA CRISIS PLAN

Preparing for and handling thorny issues related to this downturn and beyond needs a new set of tools compared to past recessions.

1. Preparation for the Crisis

Monitoring: Daily and weekly reporting on social media conversations (blogs, micro-blogs (Twitter), message boards, video and photo sharing sites, social networks and wikis). Include an assessment of volume, tone and topics addressed as well as relevant trends. This can be handled by such tools as the Ogilvy PR Conversation Snapshot.

Create a Crisis Team Online Wiki or Shared Workspace

Identify your crisis team before you have a crisis. Create a password-protected shared website, or Wiki, where you can keep your continuity plans, all reference materials, contacts and guidelines. With a Wiki, all members can upload files, research or interesting articles, and all parties can read and download them. This is a live, dynamic, best practice sharing team meeting place online.

Create a “Dark Site”

Create an emergency website that is not accessible yet by the outside world. In the site, prepare everything outsiders will need to find quickly in a crisis. You can modify or update the site just before making it live. This will direct consumers and media to one place rather than being subsumed by a deluge of calls and emails.

Identify Influencers & Analyse Impact

Know who they are, try to develop relationships before a crisis hits. Such tools as the Influencer Audit and the Influencer Quotient from Ogilvy PR can help identify these players.

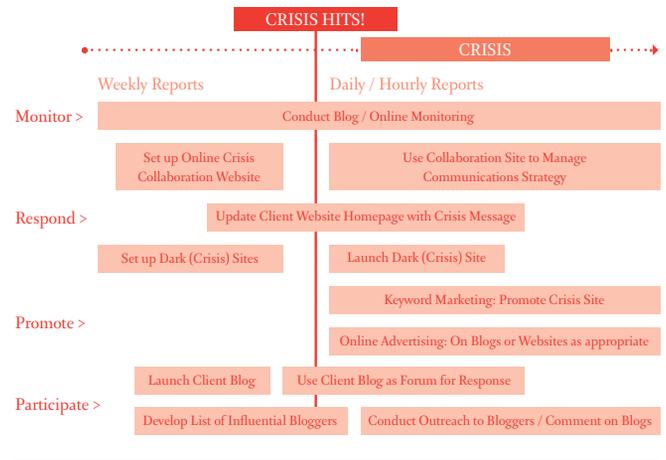
Social Media Corporate Guidelines & Corporate Blogs

Have corporate guidelines and rules set before a crisis hits. Disseminate and talk through the rules periodically so employees understand what they can and cannot do. Ogilvy PR has examples of corporate policies and guidelines. See best practices by other companies using corporate blogs, not only to address the outside world, but to speak to their own employees.

Run Simulations

You will only find breakdowns in the system by trying them out in realistic simulations. Ogilvy PR routinely runs full-day Ogilvy Brandshield crisis simulation workshops with clients.

Figure 10: Digital Influence: Crisis Management



2. Managing the Crisis

Take the “Dark Site” Live

Update with specific, relevant information and publish the site. Direct everyone first to this site from corporate websites and from all channels of contact with the outside and inside worlds.

Engage Bloggers & Twitterers

Engage the influential bloggers you identified earlier one-on-one and not via mass emails.

SEM & Tagging

Use search engine marketing techniques to balance damaging items showing up prominently in search engine results. Make sure your message and full story is tagged and available in the same media as the detractors' channels. Purchase keywords.

Engaging Employees & the Public

Via online blog or Q&A. This is important to use in real time to quell rumors and counter disinformation. Do not wait for the traditional news cycle press conferences. Create a digital press release, a wholly new format very useful to media due to its modular use of video, third-party links and other elements that is easily updated. At the shoe sales company Zappos, when redundancies had to be made in this current downturn, the CEO spoke to his employees very candidly then, in total transparency, shared it with the world. Customers, feeling thus included in the pain, have supported rather than attacked the CEO in this tough decision.

When the CEO of shoe company Zappos decided the company needed to downsize in this recession, he turned to his blog to share with customers and the outside world the painful news he had just given employees.

The Increased Need for Effectiveness in a Downturn

Understandably, with tremendous pressures on any marketing communications budgets, there will be equal burdens of proof related to wise choices and return on investment. Public Relations has historically been difficult to measure when it comes to the exact amount of impact that can be attributed to PR alone in any marketing effort. In the past, advertising equivalency has been used to show the value of "earned media". The idea is you look at the physical space the article takes up in the newspaper and then say, "imagine, if this were an advertisement you had to buy, it would cost you \$100,000". Of course this is flawed in every possible aspect. A news story does not equate to a paid advertisement. The value of "earned media" or getting a positive placement in an influential newspaper or magazine can far outweigh any paid equivalent due to the high hurdles that must be cleared just to occupy that space.

A far better way is to measure the impact on the intended audience; did this PR effort raise awareness? Change opinions? Influence a purchasing decision? Yet while all marketers understand this need to capture before and after snapshots, few truly invest in finding out. This is where digital influence may be making a breakthrough.

Once you have moved word of mouth or Public Relations to a digital world, you can begin to monitor the volume and tone of the conversation. You can see whether your PR efforts have raised that volume or altered the tone. If successful, you are no longer measuring reach and frequency like some sort of inoculation of the masses. Instead you are measuring interest, passion and intent through listening in on real conversations.

And while the new channels of digital social media present opportunities to create and join in consumer conversations wherein brand champions carry your marketing efforts for you, the opportunities to leverage influence are not exclusive to the digital world.

Microsoft Office & Dinki-di

Here's an Asian Marketing Effectiveness award-winning example of firing up and leveraging the audience to create awareness and ultimately conversions created by Ogilvy PR on a modest budget. It reminds us that effective PR taps into cultural zeitgeist, whether of a special interest group or a whole nation.

Microsoft was committed to building demand for the next version of Office 2007. However, the company faced a significant challenge of 'marketplace malaise,' where PC users with previous versions of the software perceive no value in upgrading to the new version. So as not to be a victim of its own success, Microsoft needed to radically sway customer opinion from "why do I need to upgrade?", and "what's wrong with my existing version?" to "I can't wait for the new version of Office!".

Ogilvy PR Australia conceived "Aussie Words," a five-pronged campaign that focused on the inclusion of Australian vernacular in Office 2007. While Microsoft Office does recognise Australianised spelling of words, such as 'organise' and 'colour', it did not include common Australian slang and colloquialisms in the dictionary. Vernacular goes right to the essence of a culture, whether it be the Cajun argot of Louisiana, or the cockney rhyming slang of East London. Australia has its own unique language that just doesn't translate.

So the idea was to build a high-profile, lively debate to identify Australia's most loved words, which could be incorporated into Office 2007. This would also tie into the ease of use message that Microsoft was keen to pursue. The pilot confirmed our belief that it was a 'bonza' idea with street appeal. We unearthed the top 50 most popular words including jackaroo, cooee, dag, g'day, dinky-di, chippy and trackies, which are currently flagged with squiggly red underlines to indicate a misspelling.

Ogilvy PR identified an expert panel of influencers, from business and television personalities, to dictionary experts all tasked with narrowing the possible list of words to 25. Then Ogilvy triggered a national debate about which words should be enshrined in the Microsoft Office 2007 dictionary as true signifiers of Aussie culture. Finally it was brought to a national vote, with 25,000 votes registered on the Microsoft website.

All along the way, consumers took ownership of the process, and the process became the story, from the concept, to the judges to the debate and final voting. Those stories amounted to an 82% increase in positive media coverage.

A Social Media Olympics

Lenovo needed an idea that could position them as more than just the tech company who provided lots of computers to the Olympics. Lenovo needed to bring its overall Olympic sponsorship to life in a way that would get people to notice Lenovo and associate the brand with the story of how the Olympics in 2008 would be enhanced by technology in a way that no other Games before had been. To do it, Ogilvy PR worked with our client to develop the concept for the “Voices of the Olympic Games”, an ambitious campaign to recruit 100 Olympic athletes from around the world and help provide them with technology to tell the stories of their journeys to Beijing. Based on the idea that real stories from actual athletes would be far more powerful than any combination of marketing taglines, the aim was to bring these athletes together in a social media-powered campaign on a global scale that had never been tried before at any Olympic Games. The aim was to highlight the newest laptop (the Ideapad) to the market through the stories of athletes using it.

Measuring Effectiveness

Word of mouth, whether the traditional kind or the new digital social media variety, is very powerful in both reputation building and actual purchase decision influence.

In a downturn, pressures on marketing and PR budgets call for amplifying efforts wherever possible through leveraging brand fans. Traditional word of mouth has always been one such channel but the huge proliferation of social networks via digital social media calls for using new tools altogether.

Ogilvy PR recommends this 3-step plan:

- Listening. Monitor social media including blogs, Twitter, social networks, video sharing, photo sharing, bookmark sharing, search engine results. Ogilvy PR employs the best of proprietary and third-party tools to create Conversation Snapshots.
- Planning. Find and analyse the influencers and the channels they use. Design a plan of engagement around the Influencer Audit and Influencer Quotient.
- Engaging. From blogger relations, to energising brand fans online, to creating new blogs... engagement means enabling conversations, employing the most relevant content or encouraging others to create content and share opinions.

Ogilvy PR has worked with a range of clients from Johnson & Johnson to Lenovo in assisting in the creation of relevant blogs from consumer-focused conversations to B2B platforms.

Figure 11: The Ogilvy 360° Digital Influence Plan

LISTENING	PLANNING	ENGAGING
<ul style="list-style-type: none">Conversation SnapshotsLive Listening PostsCrisis Monitoring	<ul style="list-style-type: none">Influencer Engagement PlansNetwork MapsVisibility Plans	<ul style="list-style-type: none">Co-creation Program Design & ManagementLive Community EventsVideo Content: Viral, Episodic, Broadband ChannelsCommunity Design & ManagementBlogger & Influencer Engagement ProgramsSocial Network ActivationSearch Reputation Management

For more information on leveraging PR and 360° Digital Influence please contact:

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