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Five Trends B2B Marketers Need to Understand to Succeed in 2012

by Chris Chariton, GlobalSpec

To learn how to defeat their enemies, kings and other rulers once relied on soothsayers who read animal entrails or on astrologers who charted the stars to divine the future. More recently, farmers (and others) relied on the Farmers’ Almanac to decide whether that new winter coat or snow blower would be a good or bad investment.

Gaining a glimpse into what tomorrow holds has always been a strategic advantage. Fortunately, today we have something a little better than entrails or stars to guide us—namely, hard data.

Although statistics and the trends they reveal may not always be entirely accurate (ask any stockbroker about that), they certainly give us a quantifiable advantage when making decisions about strategies and tactics for the future.

With that advantage in mind, consider the following five significant trends that will affect B2B marketers in 2012, according to GlobalSpec.

1. Content will be more critical than ever

As more content becomes available online that helps B2B buyers build internal business cases and justify purchasing decisions, the demand for relevant content will increase even more.

That growing demand is part of a rapidly accelerating cycle that shows no signs of leveling out—a trend that should signal to B2B marketers that they must continue to produce quality content.

Moreover, the greater the average order size, the greater the amount of content that marketers need to make available, according to GlobalSpec’s research. When the average order size is less than $1,000, 83% of buyers surveyed said they review three or fewer pieces of content. When the average order size is more than $10,000, however, 70% of buyers said they review four or more content pieces.

And where are they going for all this content? In the industrial sector, 85% of engineers go online to obtain product specifications, as well as to search for components, equipment, services, and suppliers, according to GlobalSpec. The research also finds that 81% are going online to conduct research: 78% are looking for instructional manuals there, and 77% are looking for pricing information.

That doesn’t mean everything you create has to be new. You can often repurpose content for use across several media. For example, you can use a whitepaper as the basis of webinars or videos, or break up a technical article into pieces that you use as blog posts.

What’s important is to make sure that the information your customers and prospects need to make informed buying decisions is available to them. Increasingly, that means cranking up the content machine and placing the results online when you’re finished.

2. Marketers will need to take greater advantage of technology

As online and email marketing become more sophisticated, continually looking for new ways to produce greater results from your marketing efforts becomes more important.

Technology can definitely help in that regard.

Smart B2B marketers will invest in marketing automation software that can help segment audiences more precisely, ensuring they deliver the right messages to the right audiences at the right time in the demand cycle.

3. The C-suite must be appeased

With budget dollars remaining tight, demonstrating the return on investment (ROI) of each marketing activity will remain critically important. That’s not all bad, though, because the ability to demonstrate ROI means cutting the budget will be that much more difficult for the C-suite.

The key is to create measurable programs, and then measure and report on them. Be sure you specify the metrics that define success and continually adjust your program to achieve
those targets. Of course, the more you can tie the success of marketing programs to sales goals, the more significant those successes will be.

4. Marketers will be more focused on what works in social media

Now that social media has been around a while, industrial and other B2B marketers are ready to get past the hype cycle and start focusing on what actually works and makes sense for the business. Understanding how their customers and prospects use social media—or whether they use it at all—will provide marketers more guidance on how much time and effort they should spend on each channel.

Overall usage remains low according to GlobalSpec’s annual survey of social media use among engineering, technical, and industrial professionals. But that may not be the case in other industries or professions.

The key is to identify which channels, if any, deliver more return than others. Then, ensure that your level of investment matches your audience’s use of that channel.

You should also understand what social media will and won’t do. GlobalSpec research has found that social media is great for networking, building relationships, and generally engaging with customers and prospects. But social media is not the single solution to replace your other B2B marketing efforts.

5. Continue to shift budgets to online activities

In the industrial sector, engineers are using a variety of online channels to search for products, services, and suppliers, including the following:

- General search engines
- Supplier websites
- Online catalogs
- Industry-specific websites/tools
- e-newsletters

GlobalSpec’s research shows that 98% of industrial professionals visit at least two different work-related websites each week, and 63% visit six or more. Most important, those numbers signal a continual shift toward online research, which means B2B marketers need to follow suit if they are going to continue fishing where the fish swim. After all, even the Farmers’ Almanac is available online these days.

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No one knows for certain what 2012 will hold. External factors, such as the economy and global politics, can conspire to knock things off course, and human nature is as unpredictable as, well, the weather.

Smart B2B marketers, however, recognize that taking full advantage of these trends will give them the greatest chance for success—even in the face of such uncertainties.
Four Easy Tactics for Becoming a Must-Follow Account on Twitter

by Slavik Volinsky, Volinsky Consulting

As a smart marketer or business owner, you are likely aware of the benefits of blogging and publishing helpful content on a regular basis. Doing so establishes you as a thought leader, allows you to rank well for relevant search keywords, and, as a result, brings more traffic to your site, which generates more leads. The classic inbound marketing example!

But how about social media, and Twitter in particular? How do you get more followers to spread your message to lots of people?

Sorry to disappoint... you really don’t. Save that for the outbound. But here’s what you can do on Twitter:

• Connect with and listen to your customers and prospects.
• Get new ideas for blog posts, products/services, etc.
• Help others, and answer their questions.
• Promote others’ material/products.
• Give credit to others.
• Establish your Twitter account as a must-follow in the industry.
• Promote your products/services. (Yes, it can be done after all! But do the other suggestions continually, at least 80% of the time.)

If you’re new to Twitter and have yet to gain a following, you can do many things today to become a “must-follow account” in the future. Here are four tactics to get you started.

1. Use Twitter’s search to connect with prospects

Do you ever wonder how many people talk about your services every day on Twitter? What exactly are they talking about, and what question do they ask? Finding the answer is easy; just use Twitter search.

Go to http://twitter.com/search, and use the following advanced search operators:

• Use near:“city” to find local results (e.g., tennis, near:“new york” or near:“albany, ny”).
• Use within:25mi, for example, to narrow down your search range by distance, in miles, to the city you’ve selected.
• Use -http (minus sign http) to make sure that none of the tweets contain links.
• Use ? (question mark) to show only tweets with a question.
• Use “tennis lessons” (in quotation marks) to search for an exact phrase.
• Use OR to find tweets that have any of the words in your search query (e.g., why OR what OR how OR where).

Mix and match any of those search operators, and you might end up with a search query similar to the following: tennis ?, -http near:“new york” within:45mi. You’ll see tweets that include the word “tennis,” have a question mark, contain no links, and come from somebody within 45 miles of New York City.

What now?

Let’s say you provide tennis lessons and do tennis partner-matching in New York. Here’s your action list:

xovickayy Victoria tennis people: i need a new racket. between wilson bx blade 98 or technifibre rebound pro. thoughts?

4 hours ago
**Four Easy Tactics for Becoming a Must-Follow Account on Twitter**

**Action:** Answer the question, then follow this user and add her to the Twitter list “nyc tennis players.” You’re likely to be followed back.

- **ten$junkie** Tina Mana
  Tennis anyone?
  20 Sep

- **barrosingrid** Ingrid Barros
  Perfect weather to play tennis, any takers?
  26 Sep

**Action:** Follow these users and add them to the “nyc tennis players” and “nyc tennis matching” lists. If you have time, offer to play! They are potential customers of your partner-matching program, so use your time wisely. Or, simply send them to the tennis-matching part of your site (if they are able to find a partner instantly) or recommend a partner from your “nyc tennis matching” list.

- **Tennis_Now** TennisNow.com
  What is your favorite #tennis moment?
  30 Sep

- **Tennis_Now** TennisNow.com
  What’s #ThatHighMoment playing tennis?
  30 Sep

**Action:** Follow this account, add it to your list “nyc tennis influencers,” and engage! The account is likely to follow you back. You’ll get more exposure for your upcoming tweets, blog posts, announcements, etc.

- **freetennisnyc** free tennis nyc
  thinking of bringing free tennis to Dumbo next Thursday, Oct. 8 during the 1st Thursdays Dumbo Gallery Walk. #art + #tennis. who is in?
  28 Sep

**Action:** You have to be in! Standard procedure: reply to the user, follow her, and add her to the list. Attend the event, and connect with a number of potential customers.

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**2. Find content ideas for your blog via a Twitter search**

Delete “near” and “within” from your search, and you’ll see a much more lively list of tweets. Learn what people are asking and what kind of information will help them. Take note, and do one of the following:

- Answer with a tweet or two (if it’s short enough), and open conversation.
- Send links to useful articles (written by somebody else).
- Send links to your blog.

If you do not currently have any blog posts related to a question, check Google’s Keyword Tool to see the estimated monthly search volume. If the topic is popular enough or is highly relevant to your business, write a new post and use the best keywords to attract more traffic! Next time anybody asks a related question, you know where to send them.

**3. Be the best local resource for industry Twitter lists**

Every time you spot local users talking about services/products related to your business, add them to the list. Depending on what they say, you can add them to a private list, a public list, or both.

The following are four best-practices for creating Twitter lists:

1. **Customers (private).** Make sure to read that list regularly. It’s a great way to learn what customers are up to and to gain their loyalty.

2. **Prospects (private).** Every time somebody follows or mentions you, ask yourself if she is a right fit for your services. Is she likely to become a customer? Remember to check her location.

3. **Influencers or (industry) influencers (public).** This list should include journalists, popular bloggers, and celebrities within your industry.
4. **Location-based lists.** These are lists of locals (and not necessarily those related to your business).

Add lists related to your business, products, and services. Coming back to the example of tennis lessons and the tennis partner-matching program, consider the following lists:

- NYC Tennis Players
- NYC Tennis Matching
- Tennis Courts/Clubs in Brooklyn... or Queens, Uptown, etc.
- NYC Tennis Coaches
- NYC Tennis Stores

Others on Twitter can access and follow your public lists, and you can refer people to the lists: They add value! It’s important to note that you can now stay on top of everything that’s going on locally. That is sure to create new connections, ideas for blog posts, or even business development deals!

4. **Become a must-follow person in your industry**

By monitoring what’s being said, engaging, re-tweeting, and following others, you will start gaining followers yourself. But you won’t achieve overnight success! Use Twitter to convey how passionate you are about your business and to genuinely help others; they will notice you and will want to do business with you. They’ll even start promoting your services for you.

One big mistake that companies continue to make is that they “push” messages and treat Twitter as another outbound marketing channel. For instance, recently @ragusauce angered some dads by spamming them on Twitter, and when dads replied... nothing happened. That was a horrible use of Twitter: @ragusauce had a chance to open a conversation and connect to prospects. Instead, small business owner TJ Gallivans used the opportunity in his favor, showing big brands how social media should be used.

Another example is L’Oreal, which realized that it needed to participate in social media. But instead of doing just that, it cre-a ted a fake blog, praising its own products. Pushing your own product is always easier than earning the attention, of course; but, needless to say, people always find out about it. To quote Gary Vaynerchuk, “People have awesome ‘bulls**t detectors.”

As you gain Twitter followers, use your opportunity to reach others wisely and genuinely—by posting relevant articles, reviews, and—following that 80/20 rule: promoting your own services at a level that’s less than 20% of your overall participation.

Good luck, and share your success stories with others!

*(Image courtesy of Bigstock: Small Golden Fish)*
Follow AMEX’s Example of a Successful Facebook Campaign

by Kimberly Smith, MarketingProfs

Company: American Express Israel
Contact: Irit Batat, VP of Marketing for AMEX Israel
Company location: Tel Aviv
Industry: Consumer credit services
Annual revenue: Confidential
Number of Employees: 501

Quick Read

Marketers place much emphasis on the Facebook “Like” these days, with resource after resource explaining how to get people to “fan” your Facebook page, how to rack up more Likes on your content, and how to up your chances of landing in the News Feed.

More often than not, those resources suggest running contests and giveaways to motivate that kind of click behavior; and more often than not, Facebook users are seemingly happy to oblige—if the prize is right. Offer an iPad, and watch the fans roll in, right?

It’s time to get real. The Like is not the be-all and end-all of Facebook campaign success; it is merely the first step. One study has found that fewer than half of the people who Like your page will revisit it, and those who do are primarily on the lookout for additional discounts. Moreover, 55% of those who Like a brand page say they later “unlike” or change the settings so that the brand’s messaging doesn’t show up in their News Feeds. The winner of your “Like Us for an iPad” contest? Yeah, her loyalty isn’t any stronger... unless you have more iPads to give away.

The truth is, Facebook contests work—but they can also work harder. They can do more than attract fans or motivate them to interact on your page. They can support broader marketing objectives as part of the mix.

American Express’s Israel division gave it a go... and, sure, its contest resulted in more fans and a 500% increase in fan activity on the company’s page. But it also produced deeper brand engagement, customer insight, cross-channel engagement, and other advantages that will continue to inform and assist the company’s marketing initiatives beyond Facebook and well beyond the Like.

Read on for the full scoop.

Challenge

American Express (AMEX) is the world’s largest credit card issuer by purchase volume. It maintains operations in more than 130 countries.

In early 2011, the company’s regional marketing team in Israel sought both to increase its share of meaningful social media interactions with area card members and to encourage them to become brand ambassadors via the use of social media.

“We pride ourselves in our ability to provide meaningful rewards to our card members in return for their loyalty,” said Irit Batat, vice-president of marketing for AMEX Israel. “We saw this as an opportunity to continue to evolve our reward program and create brand ambassadors through effective social media engagement.”

Campaign

Working with FanGager, a New York-based social media management firm, AMEX Israel launched a special rewards program for Israeli card members on the Facebook platform.

Via e-newsletters, messaging on card members’ monthly statements, Facebook advertising, and employee networking, AMEX Israel encouraged card members to “fan” the American Express Israel page to partake in the program and earn points for participating in various activities and challenges, such as the following:

- Uploading photos and videos from their vacations
- Viewing and answering trivia questions about AMEX television commercials
Follow AMEX’s Example of a Successful Facebook Campaign

- Voting on their favorite ads, messaging, and cardholder offers
- Completing customer surveys that touched on their experiences and satisfaction with AMEX products and services
- Checking in to the AMEX website
- Registering for one of the company’s e-newsletters
- Signing up for AMEX’s Global Shop service

Accumulated Fan Reward points were redeemable for coupons and gifts, including books, movies, and a grand prize trip for two to Barcelona.

The more that fans played, the more points they earned and the more user-generated content they consequently pushed out to their own networks of friends, which further fueled campaign promotion and brand awareness.

The Results

Since April 2011, when the program launched, the fan count on the American Express Israel Facebook page has increased 36% and the fan activity rate is five times higher, according to Batat.

In addition, the company has benefited as follows:

- **Deeper brand engagement.** By incorporating a reward points system rather than a one-time prize, AMEX persuaded fans to pay close attention to the company’s commercials, opt in to receive ongoing brand communications, and willingly interact with the brand over and over again.

- **Customer advocacy.** The beauty of Facebook marketing, when done right, is that a company’s campaign can be promoted to those who aren’t fans of its page. Each action that fans took on the AMEX Israel page was potentially promoted to those fans’ personal networks, like a third-party referral, via the Facebook platform.

- **Customer insight.** AMEX was able to gather direct feedback on ad messaging, product preferences, and the customer experience by empowering fans to make fun “boardroom” decisions and rewarding them for completing surveys. “These activities not only kept our fans engaged but also provided our brand managers with an inside look into the behavior and interests of our fan network,” Batat said.

- **Cross-channel engagement.** Participants also earned points by signing up for the company’s newsletters and checking in on its website, enabling AMEX to advance the fan relationship beyond Facebook.

- **Cross promotion.** The campaign gave the company’s Global Shop and travel-booking services a shot in the arm by encouraging signups and user-generated content (e.g., fan vacation photos and videos) posted in connection with the brand.

Lessons Learned

The real lesson here is that Facebook promotions can do more than attract fans or convince them to interact with your page. They can be integrated with other channels and they can support broader objectives.

Present fans with something they find compelling, and they’ll prove that a click of the “Like” button is only the beginning.

How will you enhance your company’s Facebook promotions to generate even more value for your brand?

For more ideas on integrating social into more traditional marketing campaigns, download Social Media Integration Success Stories from the MarketingProfs store. Also try Tame the Giant: The Complete Field Guide to Facebook Marketing.

Related Links

- Video about the AMEX Israel Facebook rewards campaign
- American Express Israel Facebook Page
- FanGager Website
Seven Principles for Social Success and the Companies Already Getting Them Right

by Barry Libert, Mzinga

Let’s face it: The business world is changing. Rapidly. Although the object of the game is still to drive revenue, the methods have changed. Instead of one-way interaction, business is now being conducted through constant and meaningful two-way conversations between organizations and constituents—at every stage of organizational development.

And that’s a good thing.

Not so long ago, the object of the game was to be cutthroat and dictatorial about business, and it helped if you could check your emotions and personality at the door. Deep down, did most of us really buy the old “nothing personal—it’s just business” line? Of course not! After all, building a thriving business is all about making lasting, personal, and reliable connections inside and outside of your company.

And these days, there’s no better way to do that than through social media—in essence, by building your company’s own Social Nation.

As the chairman and CEO of a company that provides social software to businesses, quite literally it’s my job to be socially media savvy. Building your own Social Nation is increasingly necessary in the business world.

It’s true. Your employees and your customers want to be engaged on a personal level, and not just through a survey or an annual conference. And here’s the clincher: If you choose not to engage with these folks, they’ll do it without you—and you definitely don’t want that.

Amazon has brought together a nation of readers, those who want to share feedback about books and help influence the choices of others. A community of travelers helps us select hotels that meet our personal preferences, thanks to Trip Advisor. TheStreet.com steers us toward the stocks we should buy.

And it does not stop there. Many other companies are beginning to understand the power of creating friends, fans, and followers to build their businesses.

Why Create a Social Nation

Building your Social Nation means changing what you think it means to build a company. This emerging social era is about engaging everyone around you to redefine what you do and how you do it—including sales, marketing, R&D, customer support, and product development.

Still skeptical? Then take a look at the numbers. A 2009 study by the Nielsen Company found that employees, partners, and customers spent 17% of their online time social networking or blogging—and 83% more time in online social networks than the prior year. What’s more, these constituencies are driving advertisers to spend an expected $2.6 billion on these social sites by 2012.

These statistics tell us that companies need to embrace and capture the voices of their employees and customers if they want to innovate and thrive. At the same time, customers and employees want to influence all aspects of business by sharing their opinions, criticisms, and praise with companies—and with each other.

It’s becoming increasingly clear that building communities for customers, employees, partners, and investors is critical to the future vitality of business. In this new era, you can’t underestimate how important emotional and social connections are, and how crucial it is to fulfill the needs and desires of customers. When you embrace the Social Nation revolution, you’ll create a better, more profitable, and more viable company.
What follows are seven rules for implementing a successful social media strategy in your organization and examples of how real-world companies have put them into action.

**Rule 1: Develop your social skills**

Leaders in this new Social Nation are expected to follow as much as they lead, collaborating with colleagues while providing structure and support. In boardrooms and offices around the world, leaders are starting to become more interconnected, to put others’ needs first, and to find motivation in helping others succeed. In short, to facilitate rather than control.

You can’t expect your organization’s Social Nation to be successful if you, the leader, don’t think about the needs and wants of your employees and customers.

I’m reminded of Andrea Jung, CEO of Avon. She strives to make Avon a “company for women,” and says it’s very important to empower the company’s saleswomen by talking with them about what matters to them, as well as to Avon. And guess what? Avon was one of the few companies to chart growth during the 2008-2009 recession.

**Rule 2: Let culture lead your way**

When building your social organization, the DNA of the company is very important; so let an open and honest culture be a guiding principle. After all, culture defines your company because it tells employees what to expect and lets customers know who you are and what you stand for.

For a great example, look at Zappos—a company that’s earned success largely due to an emphasis on culture. Zappos is based around 10 core values, which all employees know and understand. Beyond that, working at Zappos is fun, personal, and social. For example, there’s a Dance Dance Revolution machine in the lobby!

Most important, though, is that employees are encouraged to connect authentically with each other and with customers. They feel good about where they work—and that shows in their engagement and performance.

**Rule 3: Mind your online and offline manners**

How you say something—online or offline—is as important as what you say, and can make the difference in gaining fans, friends, and followers. Remember that technology connects people in faster and more transparent ways than ever!

Social media can definitely propel your company forward, especially when employees are excited and involved. Australian telecom company Telstra understands. At Telstra, social media participation is mandatory! However, the company trains each employee on how to appropriately participate, basing its guidelines on responsibility, respect, and representation. Very, very smart.

**Rule 4: Listen, learn, adapt**

Social intelligence enables your company to benefit from all that is happening around you—including the conversations of your constituents—so you can adapt what you do and how you do it to better meet the needs of your customers, employees, and market demands. After all, it’s a good thing to understand what your customers need and want, and how they interact with your products and services.

If you have a young child, you’ve probably heard of Webkinz, which has turned out to be a brilliant concept by Ganz. Kids receive avatars of their stuffed animals in an online community, which allows them both to interact with other children and to care for their “pets.”

But more important, Ganz is able to keep tabs on how many customers it has, how long they are online, and how they feel about the products they’ve bought. Using that information, Ganz is able to improve its product and its customer interaction.

**Rule 5: Include others in everything you do**

If you’re an organization seeking to benefit from membership in the Social Nation, relying on others in every part of your company is the only way to alter what you do and how you do it, and to generate new revenue and increase profit.
Ducati personifies that strategy. In 2003, the company did away with its traditional marketing in high-end magazines and re-centered itself around community members, their needs, feedback, and conversations. Ducati made sure that fans and owners could attend plenty of rallies, races, parties, and bike shows, as well as become involved in an online community. Now, Ducati has become even more popular due to fan enthusiasm—and its products and services have improved due to customer feedback and suggestions.

Rule 6: Rely on others for growth and innovation

Friends, fans, and followers are instrumental in achieving growth in today’s connected world. Instead of using the “old” method of relying on focus groups that meet behind two-way mirrors, it’s time to engage customers in a two-way conversation to innovate new products and services that matter.

Consider Mountain Dew. Instead of traditional product development efforts, PepsiCo created a “DEWmocracy” campaign to decide what the next Mountain Dew flavor would be. Anyone could log on to Mountain Dew’s website and play a multi-leveled game through which they could rack up points toward their preferred soda. Essentially, what would become the company’s next soft drink was in the hands of its Social Nation. Power to the people, indeed!

Rule 7: Reward others and you will be rewarded, too

As organizations focus more and more on connections and relationships, customers want to be rewarded emotionally as well as financially. Successful businesses have to meet both needs.

Apple is the poster child for rewarding fans. Anyone can develop an app for the iPhone or iPad. Now, just three years after the release of the iPhone, the app craze has become a $2.5 billion yearly earnings extravaganza for the company—and that’s just Apple’s share of the rewards. Individual developers are offered a 70/30 profit division—in their favor—to create apps based on their individual views of the community’s wants and needs.

You’d better believe that these folks are emotionally and financially connected to Apple—and socially connected to each other.

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When you follow these Social Nation-building rules, you’ll achieve the results you desire, based on customers who care and employees who enjoy what they do every day.

It’s true: With open communication and all-around engagement, your company’s social media and new technologies will realize new revenue sources and transform your business.
Maximizing Your Brand Presence on Google+

Recently, Google+ granted companies the ability to launch brand pages. Its stated goal in doing so was to help users build relationships with any company they “care about.”

As Google's SVP-Engineering Vic Gundotra describes it, “behind every page (or storefront, or four-door sedan) is a passionate group of individuals, and we think you should be able to connect with them, too.”

Time to seize the moment! Here are a few tips to help you maximize your Google+ brand presence:

Find your unique voice. Angry Birds’ fan page is colorful, frequently updated and greets newcomers with an enthusiastic “Ca-caw!”

Update with gusto. One Google+ “plus” is the ease with which you can upload photos and videos, then share them. Think of your page as a newsfeed—but more fun. Each time you update, include something visual! Or audiovisual!

Hold Hangouts. A Hangout lets you hold live video calls with groups of people, providing a direct-engagement element. You can also share links and media during Hangouts. For the launch of its page, The Muppets held a Hangout where you could talk to Kermit and Miss Piggy!

Use Circles. Circles let you divide fans into groups. Separate them by location, interest or any other category to target messages to the most relevant people. The more relevant your content, the more likely visitors will engage with you and share it with others.

Play the “behind-the-scenes” card. Make early adopters feel special for following you. Share media or exclusive giveaways that make them feel they’re a part of your “in” crowd. The Barcelona Football Club does this well, sharing hot news (like when a player is injured) with loyal fans.

Ready to go? Here’s how to start!

The Point: One brand + Google+ could equal thousands of fans! Dip into the Google+ pond well-equipped, and you’ll have a swimmingly good time—while building loyal followers galore.

Looking for great social media marketing data? MarketingProfs reviewed hundreds of research sources to create our most recent Social Media Marketing Factbook (May 2010). With 140 pages and 102 charts, it is full of relevant social media marketing stats and trends. The Social Media Marketing Factbook is Part 5 of the complete Digital Marketing Factbook (our 296-page full report).

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