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## Embracing Social Media for Businesses

### 1. Introduction

In recent years, social media has gone mainstream and businesses are increasingly seeing great results from social media engagement.

Social media is not about doing something new, it is about using new tools to help spread the business' message. Used well, it can help one to create brand loyalty and connect with their customers in a very personal way. The use of social media can also support businesses in their search marketing activity.

### 2. What is Social Media?

Social media is defined as "a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of user-generated content". Social media is a media for social interaction as a super-set beyond social communication. Enabled by ubiquitously accessible and scalable communication techniques, social media has substantially changed the way organisations, communities, and individuals communicate.

Social media has affected businesses at a core level. One of the most striking ways this has occurred is in the creation of a new level of dialogue between business and customers. This is a much more open dialogue than ever existed before, and is a much more transparent process. It is no exaggeration to say that there has never been a time when a business could be so easily affected by consumer opinion than today.

Additionally, the number of professionals who are now active on social media has also significantly increased. Professionals now realise that they need to maintain a presence on the key social media sites, such as Facebook, Twitter and LinkedIn, as these social media sites have become vital networks for business

communication and keeping in touch with connections. They also exert great influence on the decision making process and are therefore integral to business plan formation. Meanwhile, younger customers or clients are increasingly more likely to read blogs and/or follow Twitter accounts than they are to read the more traditional media. This means that companies must maintain a presence on the key social media networks in order to ensure they are reaching all demographics.

Social media is undeniably the quickest and easiest way to gather opinions from customers or potential customers, and to react accordingly to the demands of the market. This process also engenders increased customer loyalty as users feel that they are part of the process, not just end users.

### 3. What Can Businesses Achieve Through Social Media?

- **Branding**

This is one of the most obvious benefits for most businesses using social media. Whether users directly engage with one's brand or not, they will still see the brand name within the networks they use. The more impressions a consumer gets of the business, the more likely they will remember its name in the future. Brand awareness is vital for the business' continued success.

- **Reputation Management**

Managing online reputation is essential within social media because the brand or industry is being talked about regardless of whether one takes part in the conversation. It is beneficial to know what the customers think about one's products or services, and with this input in mind businesses can react accordingly. Since social media is open to everyone, anyone has the ability to say what they want about the brand. Therefore, making sure what is being said is truthful, is key to developing the trust of the audience and influencing them in a positive manner.

- **Customer Service and Feedback**

Providing support to the customers is vital to the success of any business and social media is no

exception to the rule. When a person reaches out to you, whether their input is good or bad, it is extremely important to respond in a timely and helpful manner. Social media provides the platform for consumers to interact on a person to person level, so that they are not talking to a faceless representative over the phone or via email. Respond whenever a user reaches out, just not to users acting profane, misleading or hateful. Providing this level of service, which can be something as simple as thanking someone for mentioning one's brand, is completely transparent to the entire network, showing how dedicated one is to its audience.

- **Lead Generation**

Social media can help act as a means of finding customers for businesses, and to make many other beneficial connections. Conversations are happening constantly within each social network and it is just a matter of monitoring these conversations and reaping the benefit. These leads can be anything from an idea for an article to an online sale. For example, just by searching through Twitter one could get a feel for the buzz in the industry and who is saying what and possibly interact with interested future customers.

- **Educational Asset**

In any industry it is important to remain innovative in your field and find the best ways to continue the conversations about what you do. Social media provides the brand with a free source of constant information from other brands, media outlets, friends, co-workers and even fellow competitors.

- **Competitive Analysis**

In any industry it is important to keep pace with fellow competitors. Social media merely makes this process easier by allowing for complete transparency of the content and conversations the competitors are having on their various social accounts. Social media can help keep one on track with other businesses, publications or whoever the businesses is interested in keeping tabs on or to partner with in the future for a promotion, campaign or some other type of partnership.

## 4. Advantages of Using Social Media

Social media is becoming indispensable for many businesses, and is one of the best ways to reach customers and clients. Social media platforms such as Facebook, Twitter, YouTube and blogs are fast overtaking traditional media formats such as print and television advertisements, brochures, flyers and even e-mail campaigns.

Among the major benefits of social media are: increased awareness of the organisation, greater favourable perceptions of the brand and the ability to monitor conversations about the organisation. Businesses are also able to develop targeted marketing activities and have a better understanding of their customers' perceptions of their brand. Through social media, they could also improve insights about their target markets and identify new product or service opportunities.

Other advantages of social media include:

- **Low cost**  
Traditional media can be extremely expensive, especially for small businesses. In contrast, most social media platforms are completely free to use, the only cost to businesses being the time spent on updating profiles and interacting with contacts. The low cost of entry to social media makes it particularly useful to businesses who often find the costs associated with traditional media prohibitive. Businesses can use social media to create and distribute promotional material, such as articles, videos and audio for a fraction of the money it would cost for this content to appear in the press, on the radio or on television. Distributing this content via social media also provides businesses with more opportunities to entice others to link to your content.
  
- **Unlimited access**  
While traditional media often requires a lot of money and a good network of media industry contacts, social media tools are open and accessible to anyone.

- **Simplicity**

A high level of skill, training and specialist equipment is involved in traditional media production. In contrast, social media channels are extremely simple to use, even for people with basic IT experience.
  
- **Global reach**

While traditional media can reach a global audience, it is usually very costly and time-consuming. Through social media, businesses can communicate information in a flash, regardless of geographical location. Social media platforms also allow businesses to tailor their content for each market segment and give them the opportunity to get their messages across more widely than ever before. Indeed, once a piece of content goes viral, there is no limit to the amount of people it could potentially reach, all at no extra cost for the business.
  
- **Contact building**

Social media channels offer unparalleled opportunities to interact with customers and build relationships, largely due to their real-time, interactive nature. Companies can source feedback, test ideas and manage customer services quickly and directly online, in a way traditional media could not. While traditional media only allow for one-way communication, Facebook, Twitter and the like give customers the chance to select the type and frequency of messages to receive and send out. The business – customer proximity characteristic of the social media outlets also allows for a more open communication process, as opposed to simply pushing out sales messages.
  
- **Flexibility**

Social media's adaptability makes content management generally more flexible. Information can be updated, altered, supplemented and discussed in a way completely unknown to a printed advertisement, a newspaper article or magazine feature. Additionally, information can also be published in seconds, making it possible for businesses to ensure that their content is always up to date – a condition to a more prominent spot in the search engine rankings.

- **Measurability**  
Social media statistics are immediately measurable, whereas traditional media figures often need to be monitored over a long period of time. With social media, businesses can test marketing messages and approaches, gauge user responses and tweak the message accordingly. This is done through the ever-growing number of free, easy-to-use social media measurement tools.

## 5. Disadvantages of Using Social Media

- **Time investment**  
Setting up a social media account takes less than 30 minutes, but managing a social media account day to day is a time investment many small-business owners hesitate to make. A successful social media campaign counts on interaction between a company and its customers. This means employees have to set aside time each day to post engaging information, ideas and tips and respond to comments their fans and followers leave. Businesses should avoid signing up and then abandoning their profile, as it can be damaging to their reputation, particularly when customers are leaving questions, but not getting any responses.
- **Risk of negative comments**  
While it is beneficial for businesses to get feedback from their customers, social media makes the feedback public. If a customer has a bad experience with the brand, he may be compelled to share the experience on the business' social network profile. As a business owner, one has to be prepared to handle negative feedback immediately, before it ruins the brand's reputation.
- **Fraud**  
It is often important to monitor social media even if you are not using it yourself. It is all too easy for someone to pretend to be anyone. If you do not have a social media presence, someone could

pretend to act as your business which could cause great damage to the reputation of your brand.

- **Measuring results**

When a business sends an email marketing promotion to its customers using an email marketing program, the business can track how many emails are sent, how many people opened the email and the number of sales generated as a result. Social media does not offer the same measurability. Hence, business owners find themselves wondering if it is worthwhile investing time and dedicating human resources. Business owners who want immediate marketing results may realise that if they use social media as a tactic, they may not be able to track results until months later.

- **Takes on persona of author**

The organisation turns into whatever the writer/social media manager wants them to. This can mean that an organisation's reputation is placed in the hands of one person and this can be damaged very quickly if not dealt with properly. It is important to get the right person or team to manage your social media.

## 6. Developing a Social Media Strategy

### 6.1. Listen – Conversation mining

Businesses should get online and listen to what is being said. What do people think about you and your brand? What are their points of view? Who are the key people who influence others and which ones should you cooperate with?

Determine the audience and where they are online. Blogs are a great place to start looking, while Twitter and the Twitter network is another great place to gain insight into conversations that are happening in real time. Once you have identified where your audience is, then listen to what they are saying. What are their issues, opinions, and needs? How does this information fit with your value proposition? Understanding this information will help you determine how to best contribute to

the conversation and how best to make a contribution.

Next, find out who is driving the conversation or those that have a strong influence. These people are called "influentials" because they possess authority, respect, or experience to shape people's opinions. Find people who influence your industry or niche and listen to what they are talking about.

## 6.2. Identify goals and objectives

Once you have had a chance to "listen" to your audience, you should now be in a better position to establish your goals. Some goals might be to drive a certain amount of traffic to your website, or to increase the number of followers by 15 percent in six months, or just to extend your brand presence on the social web.

Consider not only your company goals but your audience's goals. What are their needs and wants? You will get much further with social media marketing if you offer something of value.

## 6.3. Develop your plan and time your content

Map out your approach to delivering content to your audience. Will you reach out and leverage on the "influentials"? Will you provide free material or samples? How will it be delivered? There are many creative ways to approach your audience. Be innovative.

Next, develop a timeline, preferably 12 months in advance, to identify events, promotions, or product launches that you are aware of. Now identify the content ideas you want to deliver that can supplement those events. It is like developing a media plan where you are timing your efforts so that they are consistent and relevant to other events your business or customers participate in. You will find that it will be much easier to manage content creation efforts and allow you to plan ahead.

Now identify the social platforms you should use to deliver your content. Is Facebook the right platform for you? Is it a combination of Facebook, Twitter, and LinkedIn? If so, you should develop a mini

plan for each site and how you will consistently use each tool to accomplish your goals and objectives. Be careful not to go after too many sites too quickly. Ensure you start with one or two sites at a time and develop them so they are solid before moving on to another social media site.

## 6.4. Develop your content

Next, develop the content you have outlined from your timeline. This timeline will help you know what order to start building your content. This is where you really need to understand your audience and your brand. You must be highly creative and much of what you say within social media channels should sound like your brand.

Optimise your content with your targeted keywords. Armed with a solid keyword research report with relative categories, you should be able to derive some great ideas for relevant content that will resonate with your audience.

## 6.5. Engage – Implement your plan

Armed with smart objectives, a solid timeline, great content, and the right social media sites you are now ready to post your content. Engage in the conversation and express your point of view. Remember to keep to your schedule and be constituent. Have the resources on hand to respond to comments and feedback so you can keep the conversation going.

## 6.6. Measuring success

Social media marketing is not as easy to measure as other online channels but it can be done. Depending on your success metrics you might look at content consumption. Who is reading your content? Where are they coming from? You can also look at how much or little is being contributed and the number of visitors who are interacting with your content.

Here are some variables to include in your measuring process:

- Share of voice

- Awareness
- Engagement
- Influence
- Popularity

## 7. Choosing the Right Social Media Tools

Social networking can improve your business in a number of key areas: recruitment, marketing, brand building, customer interaction, locating strategic commercial partners, and gathering business intelligence.

There are so many social media tools available that choosing the right ones for your business can be confusing. When choosing which social media platform to use, it is important to understand where your customers are. You should target your efforts towards the channels they use.

In some cases, the best choice is obvious - for example, the business may already know that there is a group on Facebook that reflects its business interests and is used by their customers. They may also find that they need a combination of social media channels to cover all their needs.

### 7.1. Blogs

Blogging involves posting regular stories, pieces of commentary or other content to a website, which can be accessed and read by customers and other industry professionals. Most blogs are interactive, allowing visitors to leave comments and message each other.

By creating thought-provoking posts on industry issues, one can build a reputation as an authority in the field, stimulate discussion and strengthen their relationship with customers. Blogging also provides another route for potential customers to find you if they are not aware of your website.

### 7.2. Online PR

Online PR may include engaging or responding to blogs that are not your own, with the intent of marketing or advertising your product or service. Businesses will need to pay attention when

choosing the blog they wish to engage to ensure that they have the right target audience.

### 7.3. Social network channels

Social network services are online platforms, which allow people to create a profile representing themselves, and connect with others to broadcast information, stay in touch, send messages and recommend one another. One could either join a general social networking site - such as Facebook - or a specialist business site such as LinkedIn or Talkbiznow.

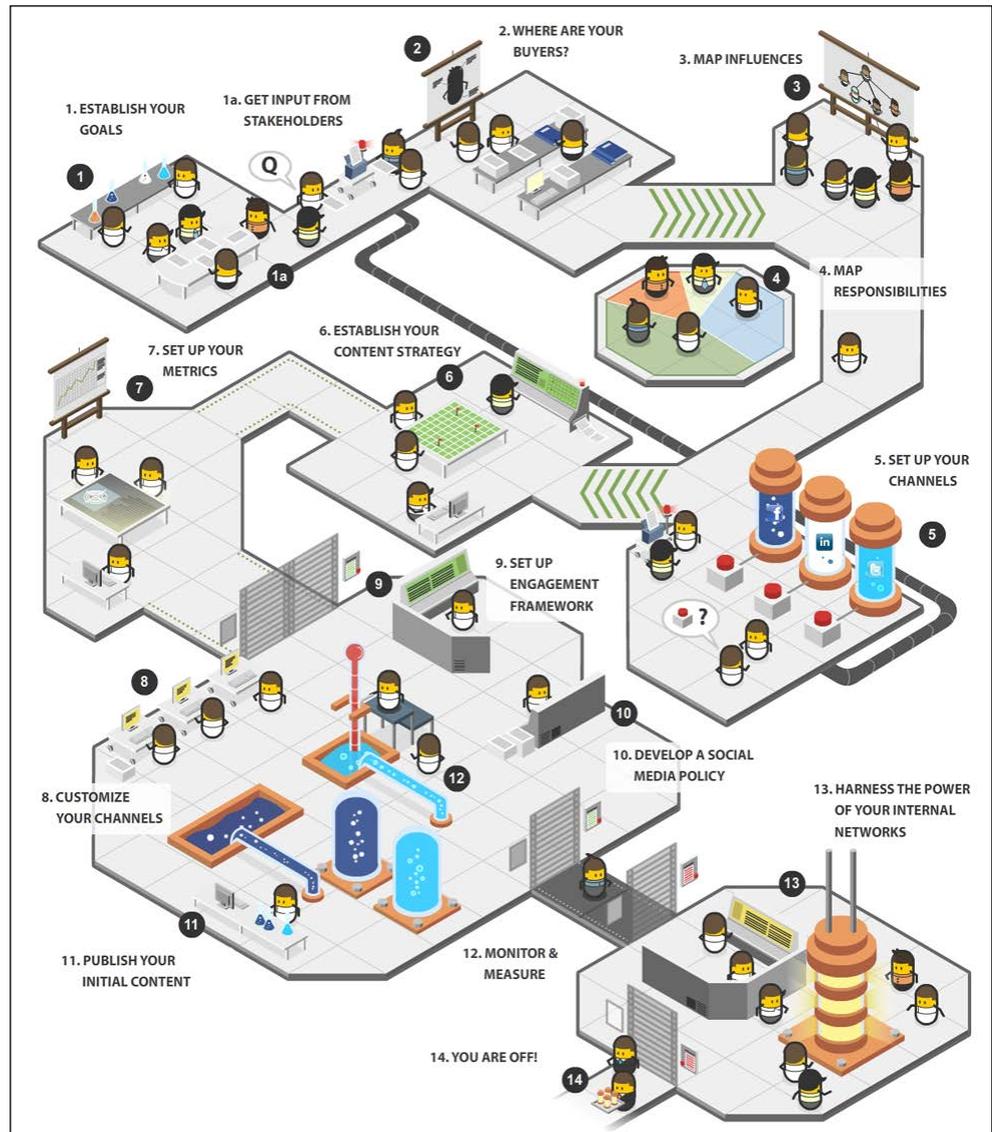
Social network channels allow businesses to build a community of engaged customers who will spread news and information for them. Customers can also help businesses to get answers to questions and find new suppliers. Having a presence on a social networking channel can keep one on their industry map with relatively little time and effort.

### 7.4. Internet forums

An Internet forum, or message board, is an online facility where people can ask questions and hold discussions by posting and replying to messages. Participating in industry and consumer forums to share expertise and give constructive advice can boost the business' reputation.

Many forums are moderated (that is, messages are approved before they appear online), hence one will need to think carefully about how to present any sales messages. Responding on a forum purely to post sales messages will not impress potential customers and may get the messages rejected or even banned.

## 8. A Guide to Embracing Social Media



Source: Infographic: Quickstart guide to social media for business. (n.d.). Retrieved February 1, 2012, from <http://www.b2bento.com/infographic-quickstart-guide-to-social-media-for-business/>

### 1. Establish your goals

- Ask why you need to be in social media.
- Formulate your social media goals and objectives.
- Align with the business goals of your company.

- 1a. Get input from stakeholders
  - Conduct interviews and internal surveys to find out what social media channels would best serve your company and your goals.
  
2. **Where are your buyers?**
  - Map your buyers' personae.
  - Find channels where your team's and buyers' interactions intersect.
  - Determine which social media channels will work best in reaching out to them.
  
3. **Map influences**
  - Use monitoring tools to find out more about your prospects.
  - Discover the "influencers" of buyers' purchase decisions – bloggers, partners, and even competitors.
  
4. **Map responsibilities**
  - Distribute key roles among stakeholders.
  - Set up a social media "task force" around key responsibilities.
  
5. **Set up your channels**
  - Use the internal survey results and buyers' personae to determine which channels you will engage in, e.g., Facebook, Twitter, LinkedIn.
  
6. **Establish your content strategy**
  - Source for existing content and repurpose it, e.g., whitepapers, case studies, opinion pieces, videos, etc.
  - Identify topics that align with key marketing focus areas.
  - Research to determine relevancy by searching for brand name, competitors, and target keywords
  
7. **Establish your metrics**
  - Create and align metrics and monitoring framework with strategic objectives.
  - Some key measurement goals include reach, buzz, sentiment, influence.
  - Measure only what matters to the business.

## 8. Customise your channels

- Set up, customise and optimise your channels, e.g., multi-author blogging platform, customised Facebook page, YouTube channel, etc.

## 9. Set up engagement framework

- Work out who responds, how, where (what channel), and how often.
- Constancy and immediacy are keys to well-managed social media engagement.

## 10. Develop a social media policy

- Based on best practices, what are the acceptable, out-of-bounds markers, confidential information, business vs. personal capacity, etc.
- Document everything to avoid grey areas that may hinder engagement.

## 11. Publish your initial content

- Develop an editorial schedule.
- Populate your channels with appropriate content.
- Establish content syndication mechanisms across social media channels.

## 12. Monitor and measure

- Set up monitoring and measurement tools based on the metrics established earlier.

## 13. Harness the power of your internal networks

- Time to get your team to provide the initial ballast.
- Propagate, publicise, promote.

## 14. You are off!

- Analyse, Adapt and Improve: Adapt any new findings into current processes, and improve efforts as you navigate through this social media journey.
- Remember – this is an iterative process.

## Case Study

### Starbucks

Starbucks has emerged as the most engaging brand on the web. In June 2010, a survey of brands on social media revealed Starbucks as the most popular consumer brand on the social web.

The basic strategies followed by Starbucks are based on the simple fact that engaging an existing large base of ever growing customers can have a rather positive effect. One of the typical strategies that make Starbucks so popular on the social media front is the concept “My Starbucks Idea”. This is a consumer portal that allows customers to share any ideas or suggestions they have on how to improve the whole “Starbucks Experience.” One of the biggest things about Starbucks is that its prices are premium, which means that the pricing is not just catering for coffee; it also includes the feel and experience. While many people might have ideas, it is vital to ascertain as to how these ideas are being chosen in a way that lets them keep their existing customers, as well as attract new ones.

The “Starbucks Ideas in Action”, which is the counter part of the Starbucks idea website is quite unique and innovative. This is where customers get to see the ideas that have been implemented, why and who are behind it and also their various reactions to information from customers. The fact that these are written by various Starbucks employees adds a genuine air and freshness to the website. The great thing here is that the blog comments are enabled unlike many other companies, thus valuing the opinion of the customers further.

Like everyone else, Starbucks too is no stranger to the Twitter phenomenon. It has a credible number of over 2 million followers. While there is nothing ground-breaking and innovative about this account, it handles direct and indirect consumer issues and complaints, makes news announcements and talks to customers directly. The same scene has been observed with respect to Facebook – the fact here is that while the account is pretty commonplace and like many others, it operates on the simple fact that social networking and resultant marketing potential on Facebook is extremely huge due to the fact that a majority of its clients and potential clients can be reached through the social networking website.

Other successful efforts of Starbucks employing social media marketing include Starbucks on YouTube. The YouTube

channel with a considerable following of more than 12,000 members has interesting things like commercials, informational videos and even those of their charity work. This helps people relate more to the brand as they get to know more about it and feel intimate.

Starbucks's overall social media strategy integrates many different elements into the mix and combined together, these elements create a social media plan that works beautifully to create millions of fans for the brand and keep them involved in the brand's doings. The brand has created a digital dialogue with its customers, enabling people to give their feedback and receive a response back from Starbucks addressing their concerns or comments. Starbucks is showing its customers and potential customers that it cares about what they have to say.

- Starbucks on Twitter

Starbucks engages with customers on Twitter, answering questions, retweets what people are saying about the brand and creates an open communication channel to speak with the public.

Upon landing on Starbucks' Twitter page, one would observe that most of its tweets have an "@" in front. Rather than spamming advertising messages, Starbucks has chosen to spend quality time interacting with followers. This turned out to be a great success, and Starbucks has truly translated its offline branding prowess to the online world. Creating an online personality that people can relate to is a tricky yet very important business; and Starbucks has achieved that through Twitter.

- Starbucks on Facebook

Starbucks uploads content to their Facebook page such as: videos, blog posts, photos. The company also invites people to events. Fans have a place to open discussions and comment as many of them do.

Starbucks page started out as an unofficial user-created page. It was only back in October 2008 that Starbucks took over ownership and put an official stamp on it. From the initial 200,000 to more than 28 million today, it grew to be one of the largest pages on Facebook. With creative posts, think-tank polls and insider stories, it is no doubt that the fans are truly enamoured by the friendly coffee giant.

Unlike Twitter, Starbucks' Facebook page allows like-minded fans to interact, share and discuss. A massive warm-hearted community like Starbucks keeps the brand alive. Facebook allows the brand to connect, share and relate with its consumers. It is not about a page, the quality of coffee or the brand itself. It is about community. It is about a Starbucks community that represents the brand and echoes its name through its consumers' hearts.

- Starbucks on YouTube

Over 12,000 people subscribe to Starbucks YouTube Channel. They upload videos of commercials as well as informational videos explaining the origins of the different coffee blends and some of their charity work videos. Starbucks also uploads videos showing their history, thus enabling people to relate more to the brand. This video showing the beginnings of Starbucks received over 11,800 views.

Starbucks also allows people to embed its videos anywhere they like on the Internet. Many companies do not allow this as they are afraid their videos might end up on places they do not want to be associated with. However, from Starbucks' experience as well as the experience of other brands, this strategy has proven to only increase the positive exposure of brands that allow embedding and not otherwise.

- MyStarbucksIdea.com

This is Starbucks' own version of a social network where customers are asked to share their ideas on anything related to Starbucks. The site gives users the ability to see what others are suggesting, vote on ideas and check out the results. This site is a brilliant and important aspect of Starbucks social media strategy. Users who are part of this network feel that they have some role to play in the decision making process of the company and it makes them feel a part of it.

## **Brewerkz Singapore**

Being a savvy business, Brewerkz is not afraid to try out new tools, which is crucial when it comes to social media. Businesses should not stick to Twitter and Facebook exclusively, when there are so many new tools available today.

### **Twitter**

Brewerkz Singapore tweets frequently about anything from latest promotions to facts about its microbrewery restaurant in its bid to engage its loyal customers. Its growing presence and cool event promotions on Twitter are also attracting many news patrons. Brewerkz also organises tweetups – bringing Twitter people together, and with exclusive discounts and freebies, it has become a culture for some of them to hang out at the restaurant regularly.

The restaurant understands the difficulty of measuring how social media brings in actual sales. However, it uses available tools to monitor if it is on the right track in engaging the community. For example, Brewerkz uses SocialMention.com – a tool that scans blogs, tweets, YouTube and other social media avenues to determine users' sentiment towards the Brewerkz brand. This way, it would be able to find out what others have been saying about it and react where necessary.

### **Facebook**

When Brewerkz first started its Facebook fan page, it offered its first 1,000 fans free beer. The page became a strong avenue for customer service and sharing of photos and videos. The restaurant also acknowledges winners of its contests through its Facebook avatar to show appreciation. Brewerkz measures its Facebook ROI by using Facebook insights – a tool to measure post quality and the number of interactions. It also collects information on who its Facebook audience are by tracking the countries they come from. Additionally, Brewerkz also uses Google analytics to find out how much of the traffic from its website comes from Facebook.

### **BuUuk**

Brewerkz also taps on BuUuk to run promotions such as the one-for-one beer pints. BuUuk is an iPhone and android phone application (for restaurants search) that has over 50,000 users in Singapore alone. Its first promotion (one-for-

one burgers) received over 2,000 offer views and the tool itself has helped Brewerkz achieve top of mind effect with restaurant seekers. Hence, being on mobile tools are especially important to ride the fast increasing mobile trend.

Articles can be retrieved from  
NLB's e-Resources –  
<http://eresources.nlb.gov.sg>

Books are available at the Lee  
Kong Chian Reference Library.

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*Losing your edge  
over competitors?*

*Rising costs affecting  
your profitability?*



*Need to expand your output  
while facing cost constraints?*



*Customer complaints  
increasing?*

## We can Help.

### CERTIFIED PRODUCTIVITY PRACTITIONER COURSE

Learn • Innovate • Apply

Next Intake – (Broadbased/Retail) Commencing July 2011

#### WHY CPP?

- **Enterprise Focused** Targeted at the enterprise with focus on productivity issues and challenges at the enterprise level
- **Diagnostic Approach** Identify strengths and areas of improvement so that actions can be decided easily
- **Technique-based** Teach productivity techniques, tools and methodologies applicable to the enterprise that can be adjusted to suit specific sectors through contextualisation
- **Project Guidance** Participants to undertake productivity project for their own company on a previously identified productivity issue for which project guidance is provided. This ensures that supporting companies benefit from sending staff for the course.

CALL US TODAY AT  
6375 0938 / 6375 0940 TO EITHER:

- Register for next intake; or
- Attend our information session; or
- Arrange for us to visit you

**WDA FUNDING AVAILABLE!\***  
SMEs: 70% of Course Fees  
All other entities: 50% of Course Fees

**Up to 400% of course fees can be claimed under Productivity Innovation Tax Credit!\***

\*Terms & conditions apply.

1. Analyse productivity issue.
2. Develop solutions.
3. Implement improvements.

FOR FULL 2011 SCHEDULE OR MORE INFORMATION, PLEASE CALL 6375 0938 (LEANNE) OR 6375 0940 (ASHTON). ALTERNATIVELY, EMAIL TO: [cpp@spa.org.sg](mailto:cpp@spa.org.sg)

#### SINGAPORE PRODUCTIVITY ASSOCIATION

The Singapore Productivity Association (SPA) was set up in 1973 as an affiliated body of the then National Productivity Board, now SPRING Singapore. Its objective is to promote the active involvement of organisations and individuals in the Productivity Movement and to expedite the spread of productivity and its techniques.



SINGAPORE  
PRODUCTIVITY  
ASSOCIATION

<b>CPP Course Syllabus</b>	
<b>CPP</b>	<b>CPP (Retail)</b>
<p><b>Module 1: Understanding Productivity</b> (Duration: 1 day)</p> <ul style="list-style-type: none"> <li>• Introduction to Productivity and Quality Concepts</li> <li>• Factors Affecting Enterprise Productivity</li> <li>• Productivity Movement in Singapore</li> <li>• Productivity Promotion in Businesses</li> <li>• Productivity Challenges</li> </ul>	
<p><b>Module 2: Productivity Tools, Techniques &amp; Management Systems</b> (Duration: 3 days)</p> <ul style="list-style-type: none"> <li>• Business Excellence</li> <li>• Productivity Measurement &amp; Analysis</li> <li>• Process management: <ul style="list-style-type: none"> <li>▪ Cost of Quality</li> <li>▪ Lean Six Sigma</li> <li>▪ Process Mapping &amp; Analysis</li> </ul> </li> <li>• Integrated Management Systems</li> </ul>	<p><b>Module 2: Productivity Tools, Techniques &amp; Management Systems</b> (Duration: 3 days)</p> <ul style="list-style-type: none"> <li>• Delivering Service Excellence</li> <li>• Productivity Measurement &amp; Analysis</li> <li>• Process management: <ul style="list-style-type: none"> <li>▪ Cost of Quality</li> <li>▪ Lean Six Sigma</li> <li>▪ Process Mapping &amp; Analysis</li> </ul> </li> </ul>
<p><b>Module 3: Innovation &amp; Service Excellence</b> (Duration: 3 days)</p> <ul style="list-style-type: none"> <li>• Knowledge Economy &amp; Innovation</li> <li>• Service Excellence</li> <li>• Team Excellence</li> </ul>	<p><b>Module 3: Innovation &amp; Service Excellence</b> (Duration: 3 days)</p> <ul style="list-style-type: none"> <li>• Introduction to Service Excellence &amp; Sales Productivity</li> <li>• Store Management &amp; the Roles of a Store Manager</li> <li>• Minimising Operational Constraints &amp; Focusing on Sales</li> <li>• Setting Goals &amp; Analysing Statistics</li> <li>• Coaching &amp; Motivating Sales Staff</li> <li>• Service Behaviours that Encourage Business</li> </ul>
<p><b>Module 4: Critical Success Factors</b> (Duration: 1 day)</p> <ul style="list-style-type: none"> <li>• Management Commitment</li> <li>• Managing &amp; Sustaining Change</li> <li>• Overcoming Resistance to Change</li> <li>• Training and Education</li> <li>• Planning for Implementation and Control of Productivity Improvement Programme</li> <li>• Briefing on project assignment &amp; Role of Productivity Practitioner</li> </ul>	

As part of the CPP curriculum, participants are required to start a productivity improvement project upon completion of the in-class component. Project guidance will be provided by a professional consultant assigned for this purpose and is for a total of 2 man-days.

### **Funding & Payment**

The course is supported by the Singapore Workforce Development Agency (WDA). Funding is available at 70% and 50% of the course fees respectively for SMEs and MNCs/LLEs/Statutory Boards. Please find the prices payable in the net fee table below:

For SMEs:	Net Fee	Nett Fee with GST
<b>SPA Member (S\$3,700)</b>	S\$1,110	S\$1,187.70
<b>Non-Member (S\$3,950)</b>	S\$1,185	S\$1,267.95
For MNCs/LLEs/Statutory Boards	Net Fee	Nett Fee with GST
<b>SPA Member (S\$3,700)</b>	S\$1850	S\$1979.50
<b>Non-Member (S\$3,950)</b>	S\$1975	S\$2113.25

The schedule of our next runs is as follows:

CPP Schedule:

April - May 2012		
Date	Module	Time
Wednesday, 11 April 2012	Module 1	9-5 pm
Friday, 13 April 2012	Module 2	9-5 pm
Wednesday, 18 April 2012		9-5 pm
Friday, 20 April 2012		9-5 pm
Wednesday, 25 April 2012	Module 3	9-5 pm
Friday, 27 April 2012		9-5 pm
Wednesday, 2 May 2012		9-5 pm
Friday, 4 May 2012	Module 4	9-5 pm

May - June 2012		
Date	Module	Time
Wednesday, 30 May 2012	Module 1	9-5 pm
Friday, 1 June 2012	Module 2	9-5 pm
Wednesday, 6 June 2012		9-5 pm
Friday, 8 June 2012		9-5 pm
Wednesday, 13 June 2012	Module 3	9-5 pm
Friday, 15 June 2012		9-5 pm
Wednesday, 20 June 2012		9-5 pm
Friday, 22 June 2012	Module 4	9-5 pm

CPP (Retail) Schedule:

April - May 2012		
Date	Module	Time
Wednesday, 11 April 2012	Module 1	9-5 pm
Friday, 13 April 2012	Module 2	9-5 pm
Wednesday, 18 April 2012		9-5 pm
Friday, 20 April 2012		9-5 pm
Tuesday, 24 April 2012	Module 3	9-5 pm
Thursday, 26 April 2012		9-5 pm
Thursday, 3 May 2012		9-5 pm
Friday, 4 May 2012	Module 4	9-5 pm

May - June 2012		
Date	Module	Time
Wednesday, 30 May 2012	Module 1	9-5 pm
Friday, 1 June 2012	Module 2	9-5 pm
Wednesday, 6 June 2012		9-5 pm
Friday, 8 June 2012		9-5 pm
Tuesday, 12 June 2012	Module 3	9-5 pm
Thursday, 14 June 2012		9-5 pm
Tuesday, 19 June 2012		9-5 pm
Friday, 22 June 2012	Module 4	9-5 pm

## Core Faculty Members

**MR. LAM CHUN SEE**  
**B. ENG IN INDUSTRIAL & SYSTEMS ENGINEERING**  
**(UNIVERSITY OF SINGAPORE)**

Chun see manages his own consultancy practice, Hoshin Consulting and is also an associate consultant/trainer to the PSB Corporation and Singapore Productivity Association. Prior to running his own practice, he has had years of experience as an industrial engineer with Philips, and trainer and consultant with the then National Productivity Board, APG Consulting and Teian Consulting, He was conferred the Triple-A Award in 1989 for helping to transfer Japanese know-how, particularly in the area of 5S, into local programmes and packages. Throughout his years of consultancy experience, Chun See has assisted many businesses in analyzing their productivity and quality objectives and performance; primarily through the application of the PDCA technique and basic QC tools.

**MR. LEE KOK SEONG**  
**M.SC. IN CHEMICAL ENGINEERING (IMPERIAL**  
**COLLEGE, LONDON UNIVERSITY), B.SC. IN**  
**CHEMICAL ENGINEERING (NATIONAL TAIWAN**  
**UNIVERSITY)**

Kok Seong has accumulated vast experience in the areas of productivity training and management consultancy throughout his 30 years of experience

with the Standards, Productivity and Innovation Board (SPRING). He has provided consultancy assistance and training for numerous organisations both within and outside of Singapore in the areas of Productivity Management, Operation and Production Management, total Quality Management, Total Productive Maintenance, Shopfloor Management, Occupational Safety Management, Industrial Engineering Applications and Supervisory Management. He has also been greatly involved in the pinnacle Singapore Quality Award (SQA) initiative since its inception in 1993. his track records include the assessments and site visits of award recipients like Micron Semiconductor (formerly Texas Instruments), Motorola, Baxter Healthcare, Philips Tuner Factory and Teck Wah

Industrial Corporation Ltd. Mr. Lee is currently a certified SQA Senior Assessor, as well as a resource person for Basic and Advanced Training Courses for Productivity Practitioners, a position he has taken on since 2007.

**MR. LOW CHOO TUCK**  
**M.SC. IN INDUSTRIAL ADMINISTRATION**  
**(UNIVERSITY OF ASTON, UK); B.SC. IN PHYSICS**  
**(NUS); DIP IN QUALITY CONTROL INSTRUCTORS**  
**(INTERNATIONAL QUALITY CENTRE,**  
**NETHERLANDS); CERTIFICATE IN PRODUCTIVITY**  
**DEVELOPMENT (JAPAN PRODUCTIVITY CENTRE);**  
**CERTIFICATE IN ADVANCED MANAGEMENT**  
**DEVELOPMENT (INSEASD)**

Choo Tuck currently provides training and advisory services in productivity and quality management to businesses and government in the Asean region and Middle East. He was previously the Executive Director of the Restaurant Association of Singapore as well as the Singapore Productivity Association, and was also the Director for Strategic Planning in SPRING Singapore. During his many years of service with SPRING Singapore, he gained wide experience in productivity training, management consultancy and productivity promotion, and has helped more than a 100 businesses in improving productivity, quality control and business excellence, including organisations such as Cycle & Carriage, Motorola, PUB and DBS. On top of that, he has also served as an Asian Productivity Organisation (APO) expert on Productivity for several APO member countries, and was part of a team of experts engaged by the Singapore cooperation Enterprise to provide productivity expertise to the Government of Bahrain in 2007 and 2008.

**MR. QUEK AIK TENG**  
**B.ENG (HON.) IN MECHANICAL ENGINEERING**  
**(UNIVERSITY OF SHEFFIELD); DIP. IN BUSINESS**  
**EFFICIENCY (INDUSTRIAL ENGINEERING\_ (PSB-**  
**ACADEMY); CERTIFIED MANAGEMENT**  
**CONSULTANT (CMC); PRACTISING MANAGEMENT**  
**CONSULTANT (PMC); MEMBER, INSTITUTE OF**  
**MANAGEMENT CONSULTANTS (IMC) SINGAPORE**

Aik Teng currently manages his own consultancy, AT Consulting Services. One of his most recent projects includes being the LEAD Project Manager for the Singapore Logistics Association. Prior to running his own consultancy, he has been with SPRING Singapore for 20 years, and was the Head of the Organisation Excellence Department from 2004-05. He was also SQA Lead Assessor and Team Leader up till 2008 and has been involved in the SQA initiative since its inception in 1993. tasked to start up the consultancy unit within the then Productivity & Standards Board (PSB) to provide training and consultancy services to organisations, his consulting team assisted close to 30 organisations during that period. He was also involved in a project coordinated by the Singapore Cooperation Enterprise (SCE) to assist the Bahrain Labour Fund in their Labour Reform strategy, which included helping the Bahrain government to initiate a Productivity Movement as well as develop the productivity of the local enterprises. In addition, he was appointed as Project Manager to assist the

Government of Botswana to implement a national Productivity Movement, from 1994 to 2003. Botswana is currently held as a model of Productivity in the Pan-Africa region.

**MR. WONG KAI HONG**  
**MBA IN STRATEGIC MARKETING (HULL), BSC (NUS)**

Kai Hong is a business consultant, management trainer and company director. He has spent almost 2 decades in the consumer products industry, having worked with retailers like Isetan, Metro, Royal Sporting House, The Athlete's Foot and Sunglass Hut; brands like Reebok and Doc Martens; and technology group Wearnes Technology. He has been involved with various functions including operations, business development, project management, human resource, training, marketing, logistics, budgeting and general management. He has developed businesses in Singapore and many Asian cities such as Seoul and Beijing.

***For registration or more information, write to us at [CPP@spa.org.sg](mailto:CPP@spa.org.sg).***

***Alternatively, you could also contact our secretariat:***

***Ms. Leanne Hwee***

***Mr. Ashton Chionh***

***DID: 6375 0938***

***DID: 6375 0940***