



PROACTIVE-REACTIVE THINKING DRIVES
TELENET'S SOCIAL MEDIA STRATEGY

TELENET: A SOCIAL COMPANY

Telenet Group—part of Liberty Global—is the largest provider of cable broadband services in Belgium.

From cable television to telephony and internet services, Telenet offers it all. Obviously this also means that Telenet has lots of customers, 2.1 million to be precise, and thus a very active customer service.

About half of all Telenet employees are there to look after its customers. In Belgium, Telenet is one of the early adopters of social media for business goals. In this case study, we will examine how Telenet organizes its social media customer service and how they fine-tune its synchronization with other company departments.

SOCIAL MEDIA TEAM

At Telenet there are two primary types of social functions: digital marketing and customer care.

Digital Marketing is responsible for all online campaigns: from invention to implementation and evaluation.

Social Customer Care is part of the larger customer service team and is dedicated to helping customers on the various social networks.

Steven Degelaen, online conversation manager, is responsible for the strategy behind this customer care; not an easy task in the ever-changing social media landscape. Degelaen stresses the importance of a close collaboration with the marketing team and a continuous synchronization with all other departments within Telenet (corporate communication, product management, etc.).

WEEKLY SOCIAL MEDIA TEAM MEETINGS

All staff who are involved in social media, attend weekly meetings to discuss all ongoing matters as well as what's coming up.

One important item on the agenda during these meetings is the **content calendar**. If Digital Marketing has new campaigns coming up, Customer Care needs to be briefed. Customer Care can then adapt their team's planning depending upon the content and goals of the campaign.

GOOD IDEA

Telenet also uses this **proactive-reactive thinking in its use of social networks.**

Once marketing initiates posting on a new social network, there will be care inflow: people will start giving feedback and asking questions.

Needless to say, customer care needs to be ready for this.

You cannot just throw content at your followers and then ignore them when they respond to it.

Proactive marketing campaigns require companies to also consider the reactive and thus customer care concerns.

Other communications or events that might trigger inflow or reactions on social media must also be taken into account.

STRATEGY

Developing a social media strategy is a genuine challenge because **the targets of different departments can sometimes appear to be in conflict.**



For example, a typical goal for Digital Marketing is to grow the brand's Facebook page. If they succeed, this may bring about greater volumes of inflow for Customer Care than expected and result in slower responses.

Obviously this will not be beneficial for the typical Customer Care target, i.e. a better response time. This is one of the reasons why all departments need to work closely together to coordinate their efforts. The overall e-strategy must reconcile the different departments' social strategies. This e-strategy must ensure that, among other things, marketing targets do not negatively influence care targets.

A company's e-strategy must make sure that all targets and goals are known and that the ways of achieving these goals are aligned. If, for example, Marketing wants to grow Telenet's social audience, Customer Care may require more resources to handle the extra workload. In any event, different scenarios need to be evaluated in order to choose the best path for the company as a whole.

WHAT ABOUT THE OTHER DEPARTMENTS?

Telenet understands the importance of close collaboration between all teams that are directly using social media.

This does not mean you can neglect all of the other departments however. Social care is a specialty with its own typical characteristics but on the whole its workflow should resemble that of traditional customer service.

Within Telenet, all social agents have worked as traditional customer care agents in the past. Both groups get the same training and briefings but the social agents are trained in some additional FAQs because customers tend to ask different kinds of questions on social networks.

If, for example, a journalist addresses @telenet on Twitter with regard to an upcoming launch, the social agents need to be able to give a corporate approved answer.

In the event a question is too specific (too technical or regarding a still pending corporate policy for instance), Telenet has a clear system with SPOCs (Single Point of Contact) in place for each department. In this way social agents can quickly hunt down the information they need.

Having the right tools like CX Social in place to analyze and then implement effective proactive-reactive thinking has helped make Telenet Belgium's dominant provider of cable broadband services.