



The Inside Social Media Podcast
Episode 3:
Frank Eliason, Global Director of Social Media for Citi

Rick: Frank thanks so much for joining me today. Welcome to the show.

Frank Eliason: Thank you for having me.

Rick: Absolutely. So, Frank this show is all about hearing what big brands are doing well in social media and then how small businesses can model that behavior within their own often minimal social media and marketing budgets. So, your focus both when you were at Comcast prior to Citi and now it's Citi has been about customer service and using social media to serve and build trust with your customers. Can you tell me more about how you and your team leverage social media for Citi and how small businesses might incorporate those practices into their own business?

Frank Eliason: I'd love to. In fact, you know, one of the things I'll say is often times we look at big businesses and what they do in social media as great successes when the reality is most successes in social media are within small businesses. Small businesses, you know, really get the relationship with their customer.

Looking and watching a lot of things happening in social media lately, you know, a lot of big brands want to push messages. I was paying attention during the Oscars, cause during the Super Bowl we had Oreo who did this great image and it went viral because it was that the lights going out and it was just funny. It fit in with the community and then during the Oscars, all these brands tried to do exactly what Oreo did initially when in reality it was just spamming the community.

Rick: Yeah. They were forcing the issue.

Frank Eliason: They were forcing the issue and it was just – really just did not feel good and you know, they didn't understand that social media is all about community and being a member of that community. What I always tell companies and certainly preach internally, you know, you want to be recognized in social media. You know some of the best companies in social media aren't even in social media.

Apple is an example. It does very little on social media and yet they're one of the most discussed brands in the social media and it's discussed very positively. Another great example of that is Amazon who although they're in social media, the overwhelming

majority of the conversation is not created by Amazon it's created by their own customers.

And so I always tell companies is to know whom you are and small businesses really do know who they are. And I use the term be remarkable. There's a great video and Seth Godin has a great book too, but there's a video from Tedx – or not from Tedx, from Ted with Seth Godin and the Purple Cow and he talks about being remarkable.

You know in my view, companies have to find how to be remarkable. It's a great term when it comes to social media. We're going to make a remark about. How often are you willing to make a remark about companies? Probably not as often as the company would like to think and that's because everything they do is relatively average. They don't find or give you a reason to want to go wow, this just happened with this company.

So, what I'll tell you is companies need to find what they tend to be remarkable at and one of the ways you figure that out in social media and you'll hear this term often and everybody – it's kind of overused. They will take listen first. I don't think many companies listen very well. Oftentimes, they're listening for their brand mentioned for that next PR crisis, but they're not gleaning information from the space as well as they could.

There's tons of information. Listen to it. Listen to it – you know you don't have to buy expensive tools to go do it. You know you go out and it's just simple search techniques, you know, in Google or in Twitter. I love using Twitter search for things and then you graduate eventually upwards to some of the more sophisticated tools.

But listen to your customers and perspective customers. What's important to them as opposed to what's important to you in a company and these companies that keep thinking about themselves is one of the challenges. So at Citi there's a lot of different things that we do, but one of the – I'll tell you one of the things that will probably surprise you and I'm most proud of.

We had started work on pretty much as a I joined the organization and believe it or not it involves people struggling with their mortgages which is an area that it's been part of the economy for a number of years and you know companies they're doing all kinds of things, but what we did was we simply need to figure out what is going on in this and how can we actually help.

So, we listened intently to this conversation getting some interesting insights that surprised some of the business people. You know, did you know if you're struggling with your mortgage and you call up your mortgage company for help, you would actually talk to a Loss Mitigation Specialist? I think about that as a consumer. Do you think a Loss Mitigation Specialist is going to help you with anything?

So, you know, just based upon that listening, the title of the team at Citi is Homeowner Support Specialist. Their goal is matched up to being – to supporting the homeowner.

They've shifted in ways of looking at things that came directly because of social media. We also, you know, one of the things we know about that consumer is when they're struggling with their mortgage they actually tend not to call the mortgage company. So, where do they go?

Well, they won't go to Facebook or Twitter. They don't want their friends to know they're struggling paying their bills, but they do go to very anonymous places and they're provided often times very bad advice. Give me \$1,000 I'll guarantee you a loan modification, not good advice. So, one of the things we did was we started engaging in some of those places and you know helping them and guiding them.

Because we notice this, we also even built their own place for them where they can have anonymous conversations so that way hopefully giving a safer place for those conversations to happen, so you know we went out and built that. So think about social media beyond just pushing your message out. That's probably not going to win.

In my book *At Your Service*, I tell another social media story which is not from Citi. It's actually from a small business and now not so small with *Radiant Six*, which is now owned by *Salesforce*, but it – you know, it's the number one listening tool in social media and when I first came across *Radiant Six*, they were still new, only had a handful of clients and they're up against some big competitors.

And what happened was David Austin who at the time was their CMO, he's now moved on to a new startup and I forget the name of it, but David, great guy. What happened was he never tried to sell me on *Radiant Six* but what he did do is we would have conversations all the time about where social media was headed, where it's headed for business. I talk about customer relationship management and how you can get to know your customers through social media in different ways and he and I would have these conversations constantly, but what he was doing was he was building up trust.

So, the time came when I bought tools and you know, I brought in 10 companies and I try including *Radiant Six* even though they weren't that big because I knew David. But as we, you know, narrow down the work and sought to narrow it down to three and by that point cost was relatively the same, functionality was relatively the same. So, which one are you going to choose?

You're going to choose the one where you trust the person and that was David. So that started a long term relationship with *Radiant Six* while I was at Comcast and actually at this point at Citi, we also have *Radiant Six* now. And it all starts with that relationship. And relationships is where small business owners, they get it. They get how to build relationships. Take what you do really well, in person, and pulling that to the social media space and if you do that with the passion that drove you to create your business, you will win.

Rick: Yeah. Is that what you meant – you once said that social media is the new golf course. Is that kind of what you meant by that when you said that?

Frank Eliason: I did. I think it is all about relationships and you know – a little trick for you. You know when I look at social media and what businesses do and I watch this constantly, almost everything they do, they're trying to replicate things that were done by some of the early stage companies doing social media.

So, back when I started in social media Comcast, you know, social media had Dell, you had Comcast, you had Starbucks, you had H&R Block, soon there after Southwest Airlines and JetBlue. They were the companies that were out there. And almost anyone who does customer service in social media, they're trying to replicate what we did at Comcast, not usually that well but they're trying to replicate it.

But from a marketing perspective a lot of people are trying to, you know, replicate what Dell did or what Starbucks did. Where they fail is back in the day, we knew Richard at Dell. We knew Lionel at Dell. We knew the whole Dell team. And you know, Starbucks, it was Brad Nelson. We always knew the people behind the brands and that's what it was. We had connections with those individuals.

And you know, so social media is all about connections and it is much more in position more than people realize and I think that's how brands tend to struggle today because they're trying to take away that individuality and that's not what works. You know when I was at Comcast, I tell the story – someone asked me this story the other day and it tends to be very powerful on the human aspects, but let me set the stage.

So back in 2008, I started in Twitter in April 2008 and for the first six months I was the only one out there. Now, if you watched Comcast in social media and customer service, all the agents have their own IDs. They're not just lumped under one ID and there's a reason behind that and it's when I started to realize this personal issue that was being missed.

And that was first two months I was out there. I was out there seven days a week, sometimes from six in the morning until two in the morning constantly helping people because it was non-stop and then you know, so I was always helping people. And then July 25th I tweeted out you know what guys, I apologize but tomorrow I'm not going to be out here. I apologize but you know things going on – didn't get into why.

Now, what people didn't know was there was this – my daughter was born on July 25th and we're having a party on July 26th. It was the only day that we can have a party, that's why I was really taking the day off, but at this point they've gotten to know me fairly well and they must have Googled me. If you Google me, oh it's kind of tough to get to it now because of other things, but when you Googled me at the time one of the first things you got was my family website. It's something I put together years ago and on there you would find that I had a daughter who passed away from cancer back in 2004 and very specifically July 26th 2004.

And you know, what happened was – so I get through that day. I get through the party and it was the only day we could have a party, cause trust me, I wouldn't normally want to have a party on that day. But I got through the day and at the end of the day I was sitting there having drinks with a few friends and I was sitting next to my computer and so I popped up my normal search.

You know, to set the stage a little further. Remember back in that day, Comcast was considered to be the most hated company in America. And so I go through the search and what do I see? Let's let ComcastCares, that was the Twitter handle I had. Let's let ComcastCares have this day. Can I help you? You know, Frank you should take the day, you know, let me help you and doing it throughout–

Rick: Wait, who wrote that?

Frank Eliason: Of course, these were just consumers that were on Twitter. They did not work for Comcast at all. They were helping others and often times even just searching things, searches that I would do and you know they're answering all day long. Think about that. Would you do that for your cable company?

Rick: Probably not, probably not.

Frank Eliason: So, what I'll tell you is that's why I realized that this personal connection is so important and it's often missed.

And you know it's why I kind of view the way the economy is and everything else, I think small businesses because of how they view their customer, how passionate they are for their product. They have – this is the time they'll have the greatest success. They just went through the last 30 years it's been about larger businesses and my personal view is the next 20 or 30 years it's going to be about small and mid-size businesses and that entrepreneurial spirit and that ability to make relationships with people and truthfully disrupt the marketplace.

And so you know, that's what I look for going forward so I think it's going to be a fun time and with the power that small business has they'll continue to grow.

Rick: I mean that's touching on a question I have for you later, so why don't we hit that now while we're talking about it. So, where do you see social media going for small business and what do you think the, you know, the future of that is?

Frank Eliason: I think we're going to continue to see an evolution of social media and so I think this year is going to be actually quite an interesting year. I'll probably go against the grain with some of my thoughts on this. I mean looking at social media, I think you'll see a number of big businesses sit back and go 'am I getting the value out of this'. And my personal view is if you want to win in social media, winning in social media is, is your consumer willing to talk about you, not you spewing some message.

And so if I'm correct in that and companies, you know, are their messages resonating with people? I think we're going to see a number of them back away from social media, back away spending-wise, back away activity-wise. That's some businesses.

Then I think there's going to be other businesses that will actually get much deeper in it. So you know, then they have started from a PR or marketing angle, but they're going to realize that social media is much more beyond that and it includes all aspects of their company and their greatest assets are their employees, how do you empower them to build relationships and utilize the space and how do you encourage your own customer to talk about you.

I think we're going to get to the deeper questions of social media than the peripheral, you know, let me do this viral video stuff that we've been seeing. And I think that's where we're at. In terms of spaces, I think spaces will constantly change in social media. So, I don't think you need to be convinced that you have to worry about is it Facebook, is it Twitter? It's going to change.

It's having the right thought process that goes along with that and so I look forward to some companies backing away and if they do I think it will be better for other companies and I also think that watching strictly for the real value in social media instead of it being about pushing something.

Rick: Yeah. And you mentioned that the conversation there and I'm assuming that you mean that when the customers are speaking about your brand, I'm assuming that you mean both positively and negatively. I think that a lot of businesses sort of shy away from that negative aspect, that they don't want that but I mean in my mind that's part of what social media is all about. I mean that's part of the conversation. Is that what you—

Frank Eliason: I'll say yes and no. I'll tell you what I mean by that and I'll explain that. Well, first of all, in social media realize what do we talk about? I know there's jokes about social media that oh that's where you Twitter out what you had for lunch today or you know. We don't talk about that in social media. What we talk about in social media, there are a few things.

First of all, we say things that will make us look smart because we want those around us to look up to us in some way, shape or form. It's part of the psychology in social media. And that's why I like are you going to share something on the company you don't like or your friends may not like, probably not because it may not make you look smart. So we tend to try and look smart, but what do we intend to do?

We don't want to share that mundane thing. We don't share average. You know if I buy a product and the product does what I expect it's going to do, do we talk about it? No. Why? Because I expected it. We talk extremes. We talk really amazing things whether it's products and we had to tell someone about it or we talk about hard things. And unfortunately for businesses, that's when it means a lot more negative conversation than

positive because businesses just by the way they run their service orientation, etc., they're not always into wowing their customer.

They believe that oh, if I give you this product that wowed you because we love our products. Product people love their product. It just met their need and they're not going to talk about that. So, we have to find ways to wow you, to get you to talk about it.

Then the negative conversation and the negative conversation does happen.

And I have a chapter in my book where I actually call social media customer service a failure, which may shock people given the fact that a lot of people credit me with starting it, and the reason I do that is in watching a social media what I'm seeing going on from businesses is yeah, they're listening, they're listening to that PR crisis. Many companies are actually serving customers in their space, but what are they really striving to do, their one goal? Their goal is to shut the customer up or hopefully appease them and then they come out being happy afterwards. I think a lot of this stuff is dangerous because one thing they're missing is they're not fixing what's broken in the first place because again if you're only going to social media to talk extremes, most of the time and I've studied this enough, you usually don't go to social media at the first sign you have a problem with the company.

Usually you try to get help somewhere else and it failed and then you blast the company. And then what companies do is their goal is to shut you up so they quickly get a hold of you. They take care of you and actually in many cases give you a better service experience than you would have through any other channel. You know, let's talk about the sheer brilliance of this because now you just publicly sent a message to the world. If you don't like how we service you in any other way, blast our brand in social media then we'll help you. That's probably not a great thing to be doing.

Now at Comcast, we recognized that service was not the way it should be and it wasn't going to be fixed overnight. We have to fix the way we service our customers and we were taking this information to actually incrementally try to fix customer service. And I think most companies aren't doing that trying to fix piece. They're just trying to shut people up.

And you know, so I think there's great information out there. I think if you take that information and you actually utilize it in your business, you can have really good success and improve your products. You can improve the way you interact with customers. You can even learn from your customers, so I'm not a – I am a fan of some that negative conversation and I think it's important for people to recognize that, you know, the opposite of love is not hate.

The opposite of love is apathy and I know, you know, people hear that all the time. It's like what a – let's think about it from a social perspective. If we talk extremes, you're going to tend to talk about companies that you want to get improvement from, companies you're passionate for. It's hard to get someone to have that much passion for your

company that they're going to want to really encourage you to fix certain problems and take care of certain things.

So, we have to recognize that those people that are talking in a negative fashion, that negative review that you get, they're just passionate and tap into that passion and there's great ways you can tap into that passion. Thank them for their feedback. You know, let them know how you utilized that to change the experience going forward.

Rick: Yeah, look at as opportunity.

Frank Eliason: And by doing so – exactly.

But you know, don't just try to appease that one person. I think that's where the mistake is made. They try to appease the one person. You have to take it with you. Bring it to be actionable intelligence and really start to change how you're delivering things to people. So, that's the core advice I think is so important and often times so missing in social media.

There's a great example in 2012 involving Aetna Insurance and a gentleman who had cancer, he had colon cancer, and I felt really bad for him especially losing a daughter to cancer. I know how difficult it is and I know how difficult it is fighting for insurance. But he had an interesting story because this insurance that he bought had a \$3 million cap. He knew that when buying it, but you know he was younger and didn't feel that was necessary. And so he wound up getting into a Twitter debate with the CEO of Aetna, which I also find amusing because we always – you always do this oh, your CEO must be on social media. I always say well maybe, maybe not.

You know, in social media it's really about the personal – if the person wants to be there, does the person want to be there? But anyway, he'd gotten into a debate with him. It was a hit and eventually they decided for that customer they're waiving the \$3 million cap after horribly lengthy issues with the customer that were very public. And my view is it was probably a mistake because you just sent a message to the world. You don't like your policy? You don't like conditions of your policy? Take the social media and then we'll change it.

Rick: Yeah, yeah. And I'm afraid that story hits home for me too and I have never talked about it publicly, but I'm not afraid to mention it right now but I lost my dad at colon cancer when I was 25 in 1997 and went through – my family went through a similar thing where the insurance company really shut down the treatment that he needed and at the time, you know, social media wasn't what it was today, but I mean I can't – and the company really just tried to – I mean we tried to fight it as a family, but the company just really shut us down.

You talk about how companies shut people down when they start complaining within social media. I mean this was a different form like I said because social media wasn't as

prevalent as it is today, but yeah that's – I mean thank you for sharing that story. I appreciate that.

Frank Eliason: Yeah. I think it's stuff that you can learn from and you know what I said to the company – with that company is, you know, it's great that they did waive it for this customer, but what they really should have been doing and saying how can we do it differently for all our customers, you know, instead of creating the experience that they created and I think a more broader answer would have been a better approach especially given the environment that we're in where people are frustrated with cost of healthcare and they're frustrated with the way insurance sometimes operates. By doing it that way and like really showing that you care for people as a whole can be very very powerful.

And I actually had good experiences to start with Aetna compared to some other insurance companies I have dealt with and you know in doing things that other insurance companies would not do. So, I think in general they do strive to be a good company. I think in this case they just handled it like it was in the traditional PR, you know, after someone was in the newspaper and so we did this, or someone complaining to this congressman and I always felt that those approaches were a little dangerous for companies, but in social world it's really dangerous. You have to really understand the ramifications of your decisions.

Rick: Yeah. And I think it's important to note here that were not ragging on the company. I think there's just a lot of – there's a lot to learn, you know, from that and there's a great lesson there.

Frank Eliason: Exactly. And I actually love Aetna and a lot of things they do as a business and you know, I have a lot of respect for them. But I do think that we can learn from all these businesses – what's done really well and what's not done well.

You know, I use another business example which just actually goes against the grain of a lot of things in social media and it's business often maligned in social media. In fact, probably one of the most maligned brand in social media. But I actually make the case that actually they're who they are and it's a company called Ryan Air. Ryan Air is an airline in Europe and if you ever need some funny quotes from a CEO about being mean to customers, he has some great ones. In fact, he's recently referred to customers as being stupid because they're complaining about a fee they paid.

Now, I don't agree with saying the customers are stupid. I don't agree with some of them with where they do business, but what I'll also tell you is I'm not their customer. So, they're a low cost airline and the way they operate is hey, if you need to get from point A to point B, we're the lowest price. Now, if you want anything extra – in fact at one point they debated having you pay money to use the toilet.

But you know, if you want anything extra, you want to bring a bag on the plane, you're going to pay for it. You want to print a boarding pass, that's going to be, you know, \$60 or whatever it is in Europe, 60 euros and you know some crazy fees and when you look at

social media, you know, it would cost me to get there. They'll say oh, you know, Ryan Air needs to do social service because there's all this complaint websites about them and that fact was all the complaint websites focused were all about their fees.

Now, what I'll tell you is from a business perspective and even these quotes, even if I disagree with the CEO I don't like quote or I don't like the things he says, the fact is they all send a message about who they are as a brand. They're the low cost airline. You're going to pay otherwise and all these things add up and you know for their customer, that's good. You know what, okay now I know they have these fees, but I want to pay the lowest price from point A to point B. I'm going to go with Ryan Air.

And from a business perspective, you know, I compared them to some other social media airlines and like from a revenue perspective, they've been doing great which you don't see very often from airlines. You know so they're obviously getting customers and you know, would I go fly them? No. But as I said I'm not their customer and so—

Rick: I've flown them before.

Frank Eliason: Yeah. I don't know if it was a good experience or not but you know, know who your customer is.

And live it in everything you do and if you do, social media has a way of highlighting that. And yes, Ryan Air is highlighted in a fairly negative fashion in the way I would perceive it, but I would venture to guess the way their customer would perceive it, they would say that's Ryan Air.

Rick: Yeah, yeah. We touched on it a little before Frank, but I want to – I've had a lot of conversations here on the show with your colleagues in the social media space and the million dollar question seems to be how do you measure social media efforts? So, you know, I'm going to ask you very specifically here how do you measure your social media efforts at Citi?

Frank Eliason: I think it depends on what you're doing and I'll tell you what you should get towards, you know because I think oftentimes we've measured social media on things like media hits or you know, discussion and I don't necessarily believe at the end of the day that that always leads to revenue. It's like one of the examples I gave on that topic, one of the best social media campaigns ever and I love the people that work in this company as well.

It's Pepsi. In fact in 2010, they did a Pepsi refresh project. It was a huge discussion in social media, probably one of the best social campaigns ever. Now, that campaign was done February 2010. The reason I point that out is by the first quarter of the next year, 2011, Diet Coke surpassed Pepsi to become the number two soft drink.

What I'll say is, you know, what you're doing needs to have impact. It needs to actually have revenue. And you know often times we kind of try and make it fuzzy about that.

Things to measure in social media and I'll give you a few key components. You can measure business impact of things, so one of the things I'm very big into is listening in social media.

Well, now if I take information in social media, I use that homeowner's support example. If I take that, you know, a homeowner's conversation, there's different ways I can measure. First and foremost, I can measure how many people am I able to assist, you know, with more modifications, etc? How am I growing that? How am I building trust in that? So you can measure that.

You can measure as well listening to these things and realizing that things that are broken and we take that and we implement in our product, we can measure what that gave us. We can measure the revenue it gave us or the cost savings it gave us. We can measure that and that's direct business impact. So those are the things that I try and preach towards.

You know, are we perfect at it? No, because a lot of things within marketing are still measured on a basis of impressions and whatnot. And what I would strive to teach internally and with businesses around the globe, so you know, we do a lot of neat things centered on, you know, within your credit card, you might have dining as a good example, around the globe dining is a big thing when it comes to using your credit card and so you know, a lot of areas around the globe we do efforts on that.

So, I ask the question you know, are we seeing increased spend in the dining category? Because there seems to be that business correlation and I think the challenge in social media and why I think some businesses have been back away from social media is they've been using some fuzzy metrics to say how great they are. I call them vanity metrics, things like "likes".

They're a pure vanity metric that makes you feel good. Well, I always ask questions, do you even know who the heck is liking you? Do you know anything about that person? Are they a customer? Are they a prospective customer? Oh, wait a second, are they even a human being? And you can't answer that.

So, you have to get away from the vanity metrics and start to concentrate on true business metrics that are important and in my view is if you're doing things that are more holistic, that tie to your business, you will be able to connect those things. So if you build your strategy center on certain topics, you can measure the performance of those topics and see how it grows.

So, you can still follow some of the other metrics like media hits and you know the spread of your message and I think they're good things. I think there's positive brand impact to those things. But you also need to make sure you get to that business impact.

Rick: Sure, sure. I mean and just looking at those – as you just mentioned looking at those things individually in a silo just doesn't tell the complete story.

Frank Eliason: Exactly. Exactly.

Rick: Yeah. So, Frank let's finish up with one last question for you here and you've been – I mean just during our conversation here you've been giving tons and tons of phenomenal tips here, but let's kind of bullet point it out here. So, small businesses obviously don't have the kind of marketing in social media, but it's that you know big brands do. So with that in mind sort of bullet point, what are the top three tips that you give to a small business or an online entrepreneur trying to grow their business using social media?

Frank Eliason: Sure. The tips I would actually concentrate on for small businesses, listening intently and you know not necessarily putting money on listening tools. What I'm saying is know who your customer is, start Google searching it. You know the cool thing on Google search, you can go into Advanced and you can even say give me blogs in the last hour and get some very specific real time information that way.

Twitter is also one place. Understand and to listen in all those places and then actually utilize the information. Utilize it in how you interact with people, that's number one.

Number two, understand the different spaces and how they may fit into your business. So as an example, Facebook, that's typically the place for your family and friends, that's where you're going to probably hang out with people already know. It might not serve your business as well. It is a great place if you can get people to talk to their family and friends about your business. That's great. Sharing capabilities is one of those important things for that.

Now, Twitter on the other hand, the way I view Twitter is that's the space to meet new people and you know that's why – you know, it's all about search.

It's all about the conversations that are happening and being a part of those conversations. So search is a great possibility there and utilizing it to interact with people. And there they have players when you look at all their early adaptors that got recognized in this space and I know you have a number of them on your show. Everything about those people who are recognized in this space -- highly passionate. And small businesses are highly passionate about their business. That's why they got into it.

So, you know, live that passion in which you do there. You know it's not about Tweeting out what you have for lunch. It is about search and building relationships with people and skill set, small business owners have already.

Now LinkedIn, that's more the professional place, great place for B2B. It's also a great place to really, you know, get to know people and what's important in their business needs.

And then YouTube obviously, that's your video place and then there's a lot of other places that are coming in and out all the time and one of them may take hold and become the next big thing because also recognize these spaces change fairly quickly.

Facebook might be the big one today, but you know what, tomorrow it could be something else. And you know to recognize, you have to also recognize how do people use this space and then how can I be a part of that space. Well, part of it is also, you know, finding ways to create an environment where people want to talk about you, so if you're a business B2C and when you're dealing with customers, what do you do to make someone to talk about you?

And this could be little things, you know, I'll give you a banking example that you know I use internally at Citi to teach it there. But imagine most banks you go into, it's the same thing, right. You go in. Can I help you? You do whatever you need to do then they try to sell you something. That's what it's like going to the bank.

It doesn't need to be that sort of way. Would you go comment in social media about that? No. But if, you go to the bank, a person helped you like they would normally help you and continue talking to you and as they're talking to you and you're finished, they kept coming out from around the corner and actually walking you to the door, and you know that becomes remarkable.

Rick: Sure, sure, and then that's what people want to talk about.

Frank Eliason: That's what people want to talk about. But you're going, I was just in the bank and I took \$1,000 out. You're not going to put out there in social media. You know these are things that you can think about. So, I'll tell you that in your business, find what does make you remarkable and then teach your employees how to do it on a consistent basis and that becomes a key differentiator. When you look at the best businesses, they always have this way of differentiating their experience and sometimes it's a little or no cost needs, but it's a surprise.

Rick: Yeah. I love that. I love that. That is a great place to stop Frank. I really appreciate all the insight that you've given us here today. I do want to name your book here again, it's called *At Your Service: How to Attract New Customers, Increase Sales and Grow Your Business Using Simple Customer Service Techniques*. That is available on Amazon, right?

Frank Eliason: Yeah. It's available everywhere books are sold, but Amazon especially. I told a lot of Amazon stories in there so I'm sure they would appreciate the book and it's available on Kindle and nearly all electronic versions as well.

Rick: Cool, cool, and then where also can people find you, Frank, in social media as well as Citi?

Frank Eliason: Sure, sure. I'm easy to find. I always tell people I'm a social guy. You know, connect with me on LinkedIn. I'm @FrankEliason on Twitter. My website is FrankEliason.com although lately I've been blogging more on [Social Media Today](#) or on LinkedIn itself, so feel free to connect with me any which way or if you want to do it privately and ask questions, my email is really easy, it's Frank@FrankEliason.com.

Rick: Awesome and I'll link those – all those links up in the show notes as well.

Frank Eliason: All right, great.

Rick: So Frank, thank you so much again. I really appreciate it.

Frank Eliason: Thank you for having me and great luck with the series.