

SOCIAL STRATEGIES

FOR
2014



How
Top
Brands
Manage,
Measure
and
Budget
for
Success

The State of Social Media

As social media continues to grow, attracting larger and larger audiences worldwide, marketers are working to figure out how to use the medium to best advantage. Companies are embracing the social marketing revolution for the benefits it offers: brand engagement, 24/7 access to consumer sentiment and the ability to push content to loyal customers and drive sales, among others.

As a result, social media is becoming a significant part of the overall marketing budget and is now also used by such internal departments as PR, marketing, customer experience, sales and product development. It's also becoming a permanent player in larger integrated marketing campaigns, presenting new management and measurement challenges.

But with so many social networks, constantly changing consumer engagement and the newness of social media in general, companies are struggling. How can marketers ensure brand consistency across networks and digital campaigns? How should they staff and organize teams for this growing area? Where should the budget come from, and how much should be budgeted? Probably most important of all, how should social media ROI be measured and tied into other marketing metrics and programs?

To get a comprehensive view of the state of social media management today and how marketers can prepare for 2014, Wildfire by Google and Ad Age did an exclusive survey to find out how enterprise brands are handling social media and the changes it has brought to marketing. The Social Impact and Measurement Survey polled more than 500 executives from large companies with some functional responsibility related to social.

SIMS is one of the largest surveys of its kind, drawing 50.7% of respondents from companies with \$1 billion or more in annual revenues.

The survey offers a picture of where marketers stand in regard to key areas and what areas they need to work on to move forward in 2014 as social media becomes a deeper part of companies' strategies. To that end, the survey looked at:

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Interestingly, only 16.5% of respondents believe their company has done excellent, innovative work in social media while 48.6% say that, while they have done some good work, they're still not there yet. Overall, 27.8% said their social media initiatives are just getting off the ground. What's clear is that many brands have a long way to go in reaping the full benefits of this young marketing channel.

"We've gotten to the point now that the 'why' in social is not just 'because everyone else is doing it,' " says Thom James, head of social for communications agency network Isobar, a division of Aegis. "[In the early years], lots of clients were excited about the new toy called social. That was well and good, but often there has been little consideration in the broader context of the business. ... I want to have [this] conversation—'Let's solve bigger business challenges.'"

Marketers' Main Concern

During the early years of social media, marketers questioned the suitability of social networks for their marketing efforts. Traditional marketers seek control over the content around which their messages appear, but social media enabled anyone to say anything they wanted to say about a brand.

Approaching 2014, that concern has largely been supplanted by the ongoing challenge of doing social well. The No. 1 concern for SIMS respondents is maintaining high levels of audience engagement, while their lowest-ranked concern is brand damage due to negative postings. Marketers are clearly no longer asking "should I," but "how should I."

They're also less worried about reduced brand control in social and more concerned with sustaining ongoing, real-time engagement.

"We have a few [fast-moving consumer-goods companies] that have a real recognition that social is the most immediate channel that they have for ongoing conversations with their consumers," Mr. James says. "You have

to have the same attention to detail as you would for [the rest of your] business. ... You craft for social to resonate with the audience. Social content is as creative a discipline as any other."

While marketers still have a number of concerns about social media, when it comes to the question of what it's good for, there is little debate. Marketers' main objective for social is engagement.

The survey found:

- 42.2% of respondents said social media increases engagement.
- 12.1% of respondents said it provides 24/7 customer interaction.
- 11.9% of respondents said it increased users' understanding of the company and its products.
- 10.3% of respondents said it increased brand loyalty.
- 8.4% of respondents said it makes the company look current with the times.

Univision, for example, uses social media marketing to drive engagement throughout its network of consumer offerings.

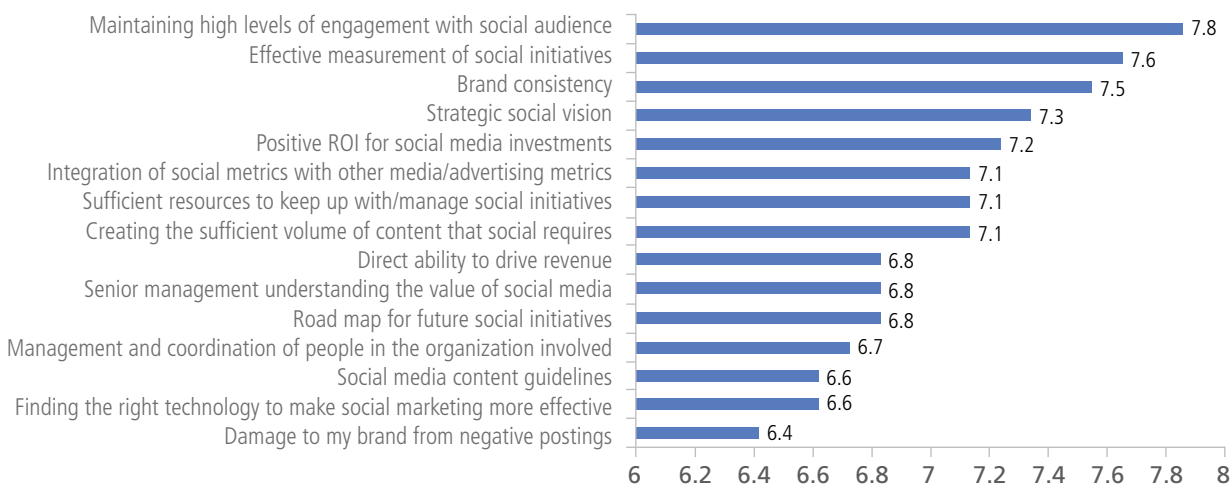
"In social, our priorities are to increase engagement

MARKETERS' SOCIAL MEDIA CONCERNS

How much of a concern is each of the following when it comes to social media and your organization?

(Scale of 1 to 10, where 1 = Not at all a concern and 10 = A very big concern)

Summary of Means



Total, n=514

across all of our platforms,” says Evan Harrison, exec VP-content and entertainment at Univision Radio. “We also look at [the] number of fans and followers, but having more fans engaged and having a larger reach is key.”

Engagement is also a driving force for AwesomenessTV, a company on the cutting edge of social media marketing. Launched in 2012 in response to YouTube’s push for original programming, it’s now a network of 80,000 YouTube channels garnering 187 million views per month and 65 million unique views, reaching an audience of teens and tweens.

“While we’re based on YouTube, we have a show on Nickelodeon. It’s a sketch show, [a] compilation of the best shows from YouTube, and every week we do live tweeting during broadcast. We show what’s trending worldwide on Twitter,” says Margaret Laney, CMO of AwesomenessTV. “That’s the exciting relationship: How do you turn digital, which equates to [video on demand] eyeballs, to drive tune-in or participation?

“For kids, the beauty of YouTube is that while you are watching, you can comment,” Ms. Laney says. “You can engage with other people. Nickelodeon is a confined television experience. With us you have the ability to have a communal viewing experience.

“Twice this program was one of the Top 10 most social shows. Nickelodeon is a competitor, but they need us as we drive interaction and buzz.”

Marketing Across Social Networks

To stay engaged with consumers, brands must keep up with rapidly changing social media, adding a variety of new “must have” networks to their marketing mix. Today’s marketers say they need to orchestrate their social initiatives across networks. The most successful—and the biggest—brands adopt a multinetwork approach to reach audiences, using an average of four networks each.

Among respondents, the most-used social media plat-

*59.6% of companies producing excellent, innovative work create **distinct social initiatives for each brand** compared with 21.4% of those that consider their work not very good yet.*

forms are Facebook, Twitter and YouTube. LinkedIn, Pinterest and Google+ are next, each used by 35% or more of respondents. Among emerging networks, marketers are looking to add Vine and Instagram to their social mix.

This multiplatform model leads to more satisfaction with marketers’ social media efforts in general. Overall, companies with more than \$1 billion in revenue that maintain an active presence on multiple social platforms are more likely to say they are doing excellent work in social.

Case Study: Glamour

Glamour magazine, one of the most popular brands on Google+ with 2.5 million fans, wanted to expand its presence on YouTube by creating a more immersive, engaging experience for its followers while monetizing its social content.

Solution: Knowing that Google+ users spend \$6.8 billion on beauty annually, Glamour crafted a month of 12 Google+ Hangouts featuring beauty product-driven video reports and live video chats that ran on Glamour’s YouTube page. For example, L’Oréal demonstrated hair-color tips on a Glamour style editor. The format was



compelling, making the products part of a story, and became social content that advertisers could distribute on their own social channels.

Results: Within 30 days of the program’s debut, viewers consumed more than 300,000 minutes and the overall campaign generated 120 million impressions across video, display and search. In addition, dozens of media outlets picked up the story, generating 54 million impressions in the online media. The effort deepened Glamour’s relationship with both its social readers and its most valuable advertisers.

Case Study: Academy of Motion Picture Arts and Sciences

The Academy of Motion Picture Arts and Sciences wanted to boost social engagement, attendance and tune-in for its more than 100 annual events, including the Academy Awards.

Solution: The academy used social media tools to engage followers across social networks. In the run-up to the 2013 Oscars presentations, the academy designed and custom-built a video contest on Facebook that gave aspiring filmmakers a chance to be a trophy presenter at the Academy Awards ceremony. It also developed a YouTube experience that allowed movie buffs to upload their own Oscar



acceptance speech videos.

Results: By upgrading its social media tools and programs, the academy was able to increase attendance at its events throughout the year. Both the pre-Oscars Facebook and YouTube campaigns were well-received, and the campaign for aspiring filmmakers garnered 1,050 user-generated video entries and more than 250,000 page views. As a result, the academy saw a 20% increase in 2013 Oscars ceremony TV viewership in the coveted 18-to-34-year-old demographic, an audience the academy reaches through social.

Integrating Social Into Digital

As marketers expand their social media efforts to involve multiple networks, they are also establishing social as a key part of their overall digital marketing efforts rather than a siloed venture. In fact, 90.4% of companies with more than \$1 billion in revenue say it is extremely or somewhat important to integrate social into other digital initiatives. This is a critical step toward establishing social as a mainstream marketing channel that requires its own staffing, budgeting and measurement.

When it comes to integrating social with digital, consumer packaged-goods companies are ahead of other industry segments. CPG respondents were 10 percentage points more likely to say that integrating social with other media was "extremely important." This is in keeping with the fact that CPGs tend to be heavy users of marketing analytics. Advanced media mix models tie all spending—including digital—into sales figures provided by grocery stores to determine the relative contributions of various forms of marketing to sales.

But that can be a problem. "Social remains difficult to compare with the efficiency of traditional media," says Cécile de Verdelhan, VP-deputy managing editor, international digital and shop concept for L'Occitane. "In one 360-degree campaign, what's the impact of a page of print along with posts and content on social? We want

to understand what people will remember and how they made the contact with social media. We all think social is a powerful tool to build and retain customers and prospects with awareness and image-building. But we do not have the traditional tools to compare with other media."

Measuring Success

Social measurement may vary from company to company, but overall it ranks as marketers' second-biggest concern after engagement. Marketers say they are trying to find the best way to measure what's working in social media so they can figure out how to allocate their spending.

90.4% of brands with \$1 billion-plus in revenue say it is somewhat or extremely important to integrate social with their digital initiatives.

In explaining what they currently measure to track social success, content shares and impressions at 58.4% and social followers at 55.8% were the top-reported metrics. Retail traffic increases, offline retail traffic/sales and sales generated were the least-mentioned. This underscores marketers' challenge in tying social's impact to ROI-based objectives beyond engagement.

For retail, ROI areas were far more important than for marketers in general, with 58.3% looking to offline traffic and sales and 51.1% to boosts in traffic as key measures of their social media success.

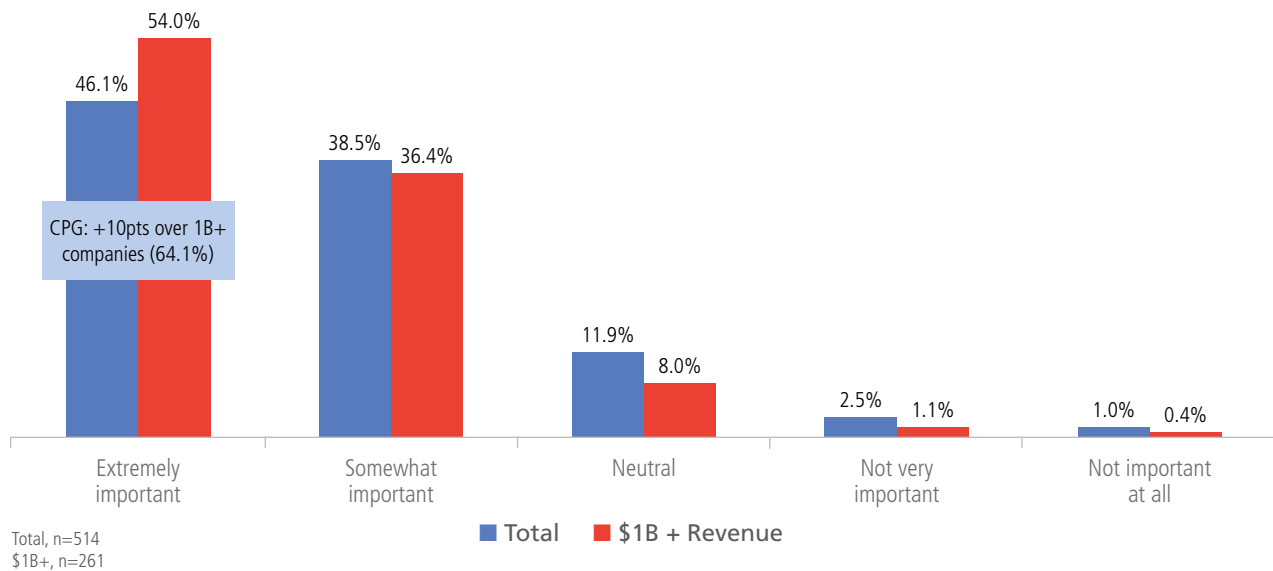
For the largest companies, ROI metrics were more im-

portant, with impressions leading at 58.0% and conversion impact coming in third at 56.3%. Other top priorities for these companies were content shares (56.7%) and social followers (52.6%).

The bigger the company, the more likely it is to track

INTEGRATING SOCIAL INTO OTHER DIGITAL IS CRITICAL

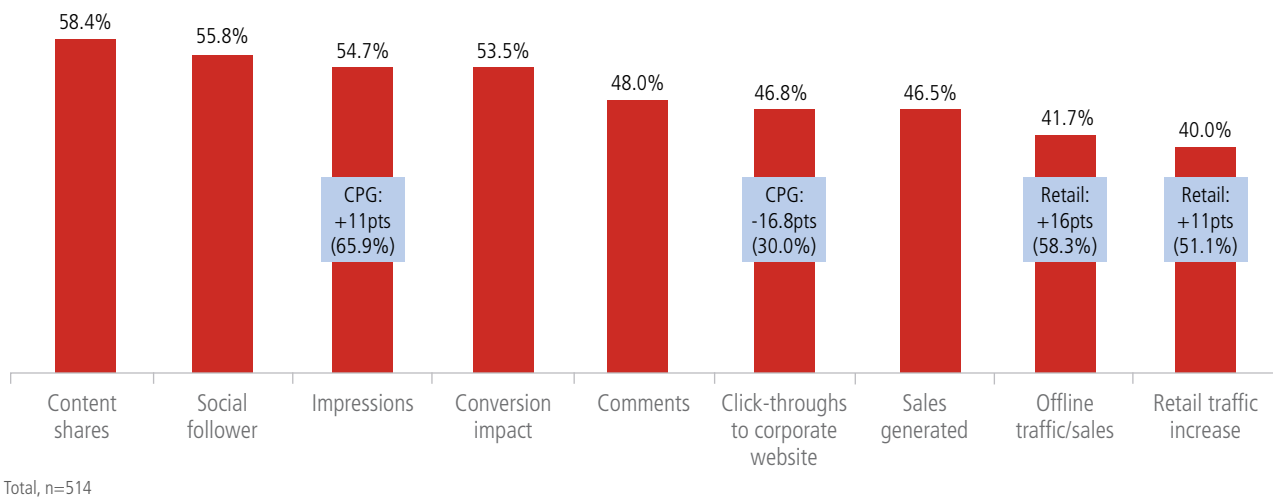
How important is it for you to integrate social into other digital media initiatives?



MEASURING SOCIAL MEDIA

Please rate how important each of the following social metrics is in measuring the success of your company's social media campaigns.

(Scale of 1 to 10, where 1 = Not at all important and 10 = Very important)
Summary of Rating (8-10)



TECHNOLOGY TO 'CONNECT THE DOTS'



"We're trying to work out who to target and what to promote in terms of paid ads on social. We need a technology platform like Wildfire to connect the dots more easily. I don't think we're quite there yet with cross-media. We have some indication of the connection of TV and social, but we've got a ways to go."

—Thom James, *Isobar, a division of Aegis*

ROI-based measures of social success. This is in part due to large companies' adoption of technology that makes such ROI measurement possible.

"Our most common way to measure is followers and fans," Ms. de Verdelhan says. "We started one year ago measuring engagement rates officially on Facebook. But even more important are the actions: the number of people participating or redeeming an offer both online and offline. Operations here are [becoming] more and more ROI- and action-oriented."

Turning to Technology

As social media becomes an integral part of digital campaigns, marketers face a growing need to accurately measure these efforts. Brands are tackling increasingly complex challenges as they expand across multiple social networks while integrating these efforts into the overall marketing strategy.

The largest brands—with the most complex operations and campaigns—are looking to technology to simplify this. An array of technology has emerged to measure and

manage social initiatives. Social media management system (SMMS) providers such as Wildfire by Google are now used by 87.7% of respondents from companies with \$1 billion or more in revenue.

Today, SMMS providers offer broad capabilities—analytics, messaging, global user work flows and permission settings, social ad campaign management and tools for ongoing social audience engagement.

And today's social tech platforms are integrating with the systems that marketers already use for the rest of their online marketing. Wildfire, for example, integrates with Google Analytics and other third-party analytics providers, allowing marketers to avoid the social silo.

"A little over a year ago, before we invested in an SMMS platform, our social strategy was executed individually across our 70-plus radio brands," says Univision Radio's Mr. Harrison. "Having an SMMS has allowed us to centralize, coordinate and now measure one cohesive social strategy for our company. It is now a seamless process that can function easily for the local day-to-day strategy and just as well for any national or corporate social campaigns."

Case Study: Maryland Live! Casino

The Maryland Live! Casino wanted to build the largest, most engaged social community in the gaming industry and prove that social provides the organization with measurable revenue.

Solution: Maryland Live! Casino regularly created pages, ran sweepstakes and contests, launched messaging across networks, monitored trends, and tracked and reported results.

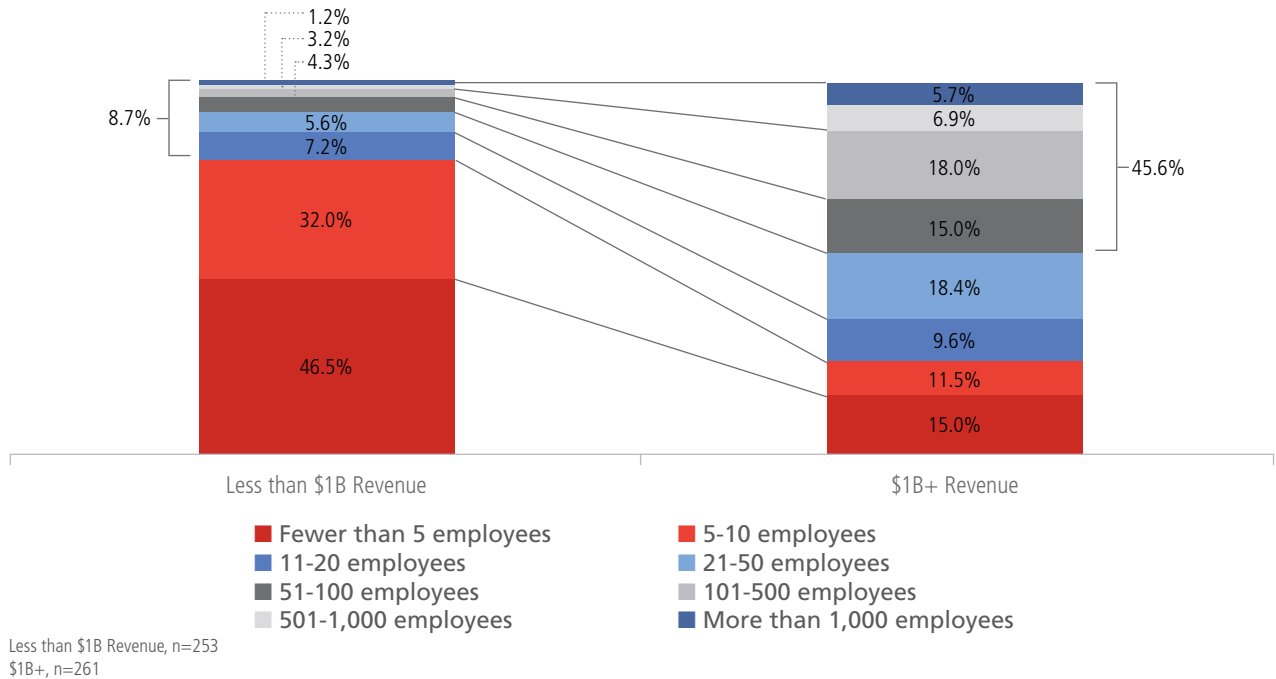
Result: Less than a year after it opened, the



casino had one of the largest social communities in the industry and was recognized as a leader in social best practices by its peers. By mapping social users with its in-house CRM database, Maryland Live! Casino determined that members of its social community spend 73% more than a typical customer. Social campaigns also directly impact same-day attendance and incremental onsite spending.

HOW ENTERPRISE COMPANIES STAFF SOCIAL MEDIA

Approximately how many employees at your company are directly involved in social media on a global basis?



Management and Staffing

Social media clearly poses manpower issues, with marketers worried about having the resources necessary to manage and create a sufficient volume of content. Marketers want their brands to be social; but in terms of content creation, it's a brave new world. The challenge started with the demands of branded websites: Many marketers were not accustomed to talking directly to their customers without the filter of a retailer; now, they're being asked not only to do that but to do it in a continuous 24/7 cycle.

65.5% of companies with revenue greater than \$1 billion have in-house resources as well as agencies managing their social activities.

"Our biggest challenge is you have to be a Web editor along with being a social media manager," says AwesomenessTV's Ms. Laney. "Asset creation and distribution is a

constant struggle. ... There is just an enormous volume of community management."

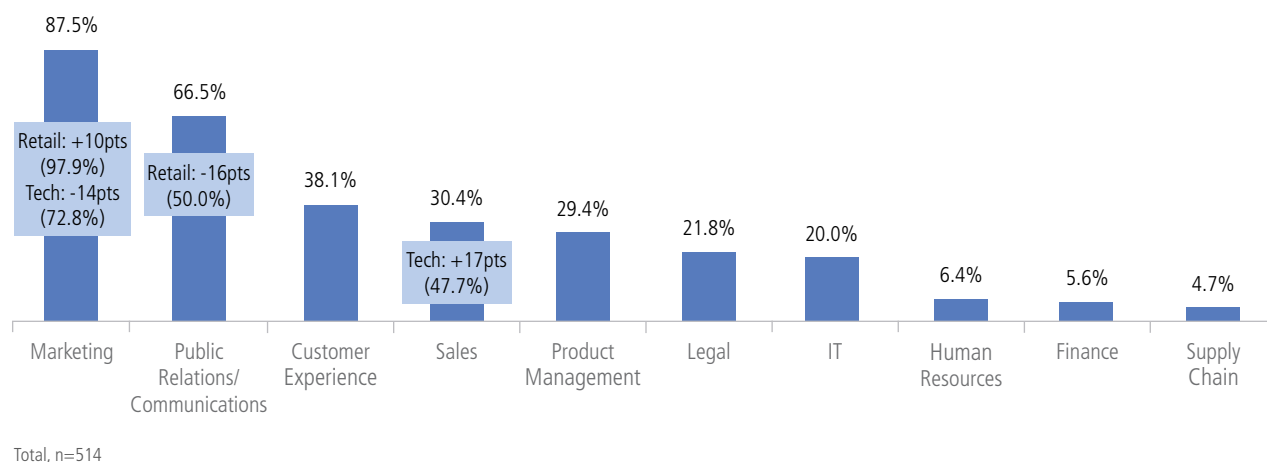
In addition, since social can touch multiple units and initiatives within a company, marketers are asking how many employees they need and where they can best be placed. "You can't just see social in isolation, but [must] look at how it ladders into other parts of the business," Isobar's Mr. James says. "We've progressed in how organizations are set up. I'm still surprised how few dedicated social individuals there are. And very few [companies] have dedicated teams—they might be under digital or PR. I'm always having conversations with people with very different levels of understanding."

Marketers at large enterprises are devoting a significant number of staff positions to social media: 45.6% of companies with revenues of more than \$1 billion have 50 or more employees directly involved in social. These companies are also likely to call on extra help to manage the distinct needs of social: 65.5% of companies with revenue greater than \$1 billion have in-house resources as well as agencies managing their social activities. That compares to 50.6% of companies with revenues less than \$1 billion.

DEPARTMENTS SHAPING SOCIAL STRATEGY

How involved is each of the following departments within your organization in shaping and/or implementing your organization's social media strategy?

Summary of Rating 8-10
(1 = not at all involved and 10 = very involved.)



This staffing pattern may reflect the way social media is handled by these companies, where in-house staff is needed for the ongoing, 24/7 activities of online efforts and agencies are called in to manage big events and media splashes.

The picture is quite different when you look at smaller companies. Companies with revenues of less than \$1 billion a year are most likely to have one to five employees dedicated to social. Of these, 37.6% hire outside agencies.

In terms of social strategy, marketing and PR departments are most likely to be involved in setting goals and objectives (87.5% and 66.5%, respectively). But social is something that touches many departments. The survey showed that 10 different departments can be involved in

social media strategy, including customer experience, sales, product management, legal and IT.

Among industry categories, retail is more likely to put social under the marketing department, while at technology companies, sales often dominates. This reflects the difference between marketing for a direct sale vs. overall branding, the latter being much more likely to be the goal among CPG or media and entertainment companies.

As for centralizing their social media operations, there are distinct differences by industry sector: Technology is significantly more likely to have a global social hub, while retail is apt to be centralized and packaged-goods companies have distinct programs by brand.

STAFFING A GLOBAL OPERATION

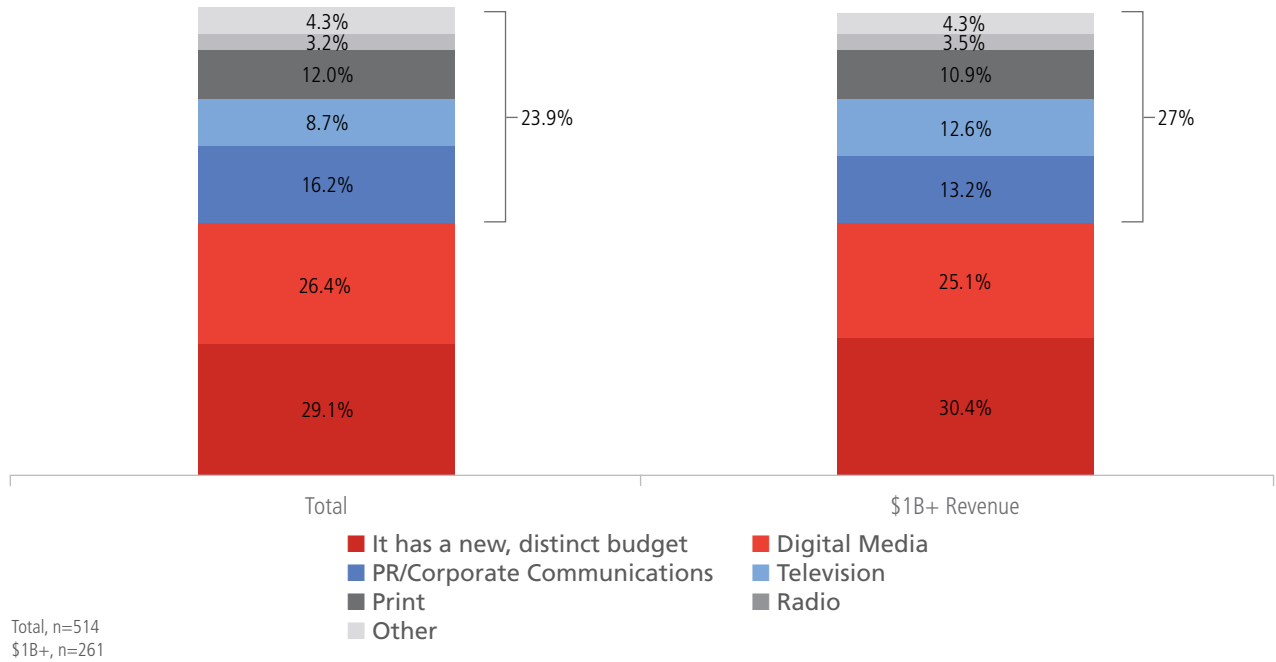


"We have a global social media strategist who is a member of the international marketing team. They are leading all relationships with different networks. They issue updates on all new features and lead the change if necessary. They are also making decisions about international policy and writing monthly editorial guidelines plus videos, posts, etc. They build the animation, games [and] contests, and are the contact point for each country. They field a lot of questions and requests. Globally each country gets guidelines. As we are present in 80 countries with 40 affiliates, consistency is essential."

—Cécile de Verdelhan, L'Occitane

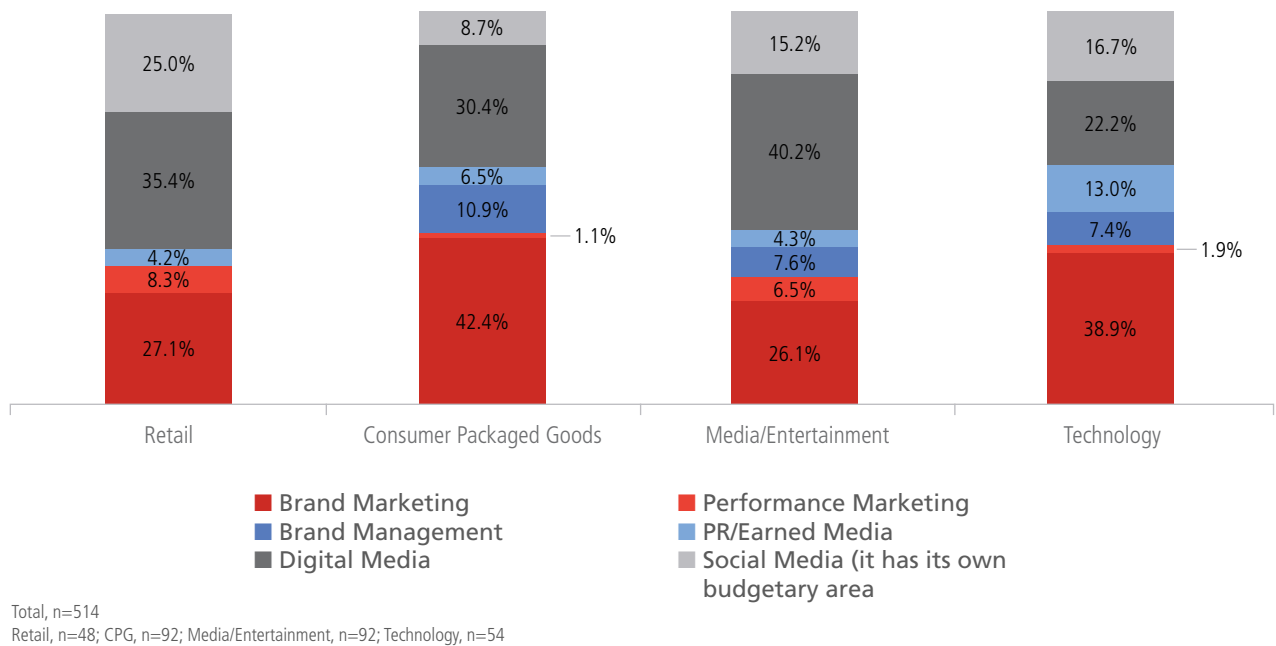
WHERE SOCIAL BUDGETS COME FROM

What percent of your company's current social media budget has been derived from each of the following areas?



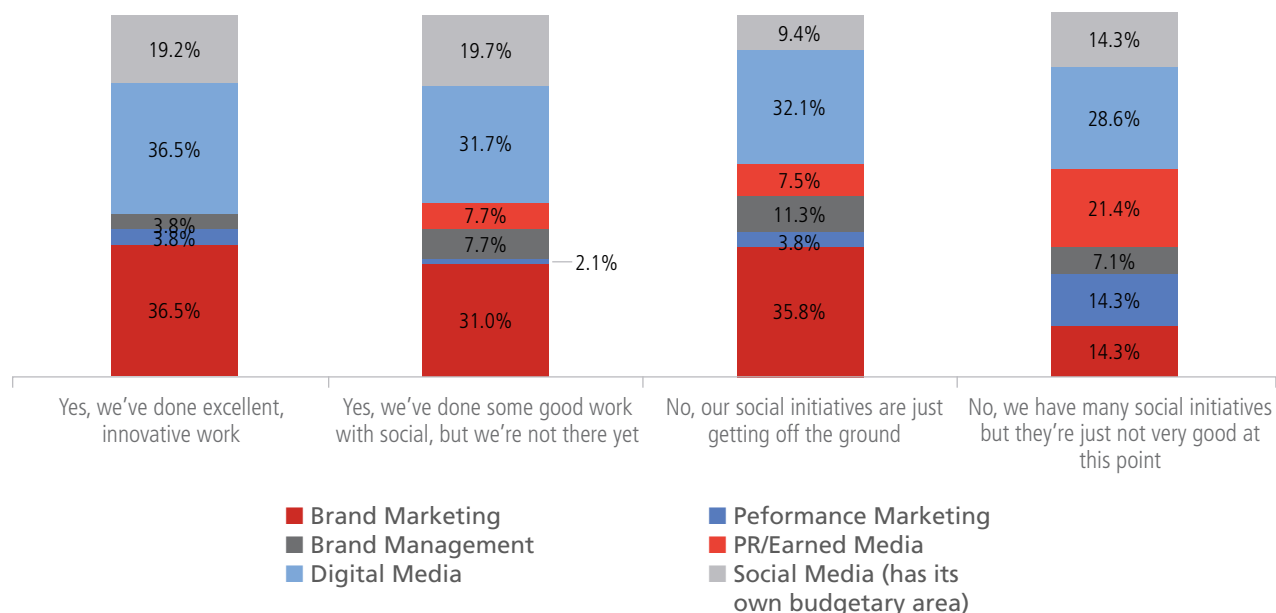
SOCIAL MEDIA ALLOCATIONS BY INDUSTRY

Which budgetary area do social media initiatives primarily fall under?



BUDGETING AND SATISFACTION

Social media initiatives primarily fall under which budgetary area?



\$1B+, n=261, variable bases

Moving Forward: Budgeting

As marketers evaluate their objectives for 2014, they are clearly planning on beefing up their social media spending. Almost half of survey respondents (45.6%) said they expect their social media spending to increase up to 10% in the coming budgetary cycle compared to the current period; 15.9% expect an increase of 11% to 30%.

Overall, social's place in the marketing budget is growing, with 67.6% of respondents saying they expect an increase in social spending in the upcoming cycle. While social media has become an accepted part of corporate marketing budgets, only 29.1% of SIMS respondents said they have a distinct budget for social. The rest are pulling spending for social media from a number of different areas, including traditional media, with 23.9% saying they're taking it from print, television and radio.

Companies are equally likely to put social media spending under general brand marketing or digital media. Among industry categories, retailers are more apt to have already developed distinct social media budgets, followed by tech-

nology and media and entertainment companies.

A dedicated social budget can be good news for staffers, allowing them the resources to get the 24/7 job done; the downside is that a dedicated social budget can make for challenges in consistent messaging across media—especially if social campaigns are done in isolation.

67.6% of marketers expect to increase their social media spending in the budget cycle.

Industries vary dramatically in where they budget for social media: CPGs and technology are much more likely to pull dollars from brand marketing while retail and media/entertainment companies are likely to pull from digital marketing. CPGs typically show relatively low spending from their digital budgets, while the retail and media/entertainment categories are more aggressive spenders in the digital advertising revolution.

Overall, CPG companies spend the most on social media

by percentage of budget: 45.7% spend 6% or more of their marketing budgets on social, followed by media and entertainment companies at 39.3%. In contrast, technology companies spend the least, with only 20.5% spending

more than 6%. These findings reflect the fact that social is often seen as a branding initiative rather than a direct sales effort, which tends to be how technology companies sell their products and services.

6 Best Practices for 2014

In looking at the data overall, the survey shows that there are commonalities among the companies that reported doing excellent innovative work in social versus those companies that say their social initiatives aren't very good at this point. Their practices highlight what goals marketers need to set to remain competitive in 2014—and also to pull ahead of the pack when it comes to social marketing success.

Here's what we can learn from both groups:

1. Have brand marketing and digital marketing teams work jointly to manage social.

Companies that have the most success in this area make sure their brand marketing team, with its storytelling expertise, and the digital marketing team work together. The respondents who were most positive about their social success were most likely to share budgeting between brand and digital marketing. Those who were most negative were drawing their social media budget from many departments.

Those with distinct social budgets (which are still in the minority) report a high level of satisfaction with their efforts. This indicates their recognition of social as being important enough to have a dedicated budget.

It's clear that companies must put the staff and budget in place to get the desired results. If resources are scarce, make believers out of other departments; key players across departments may benefit from strong social marketing in ways that will develop over time.

2. Consider hiring outside help to supplement the internal marketing team.

Social media, with its constant demands for customer response and engagement, is obviously a personnel and creative challenge. Companies with successful social media efforts most often get some outside help.

Among executives who say their companies have done excellent, innovative work, 71.2% manage social media initiatives through either an agency or a combination of in-house teams and outside agencies. Those with "not very good" social initiatives mostly go it alone, with 57.1% attempting to manage social solely in-house.

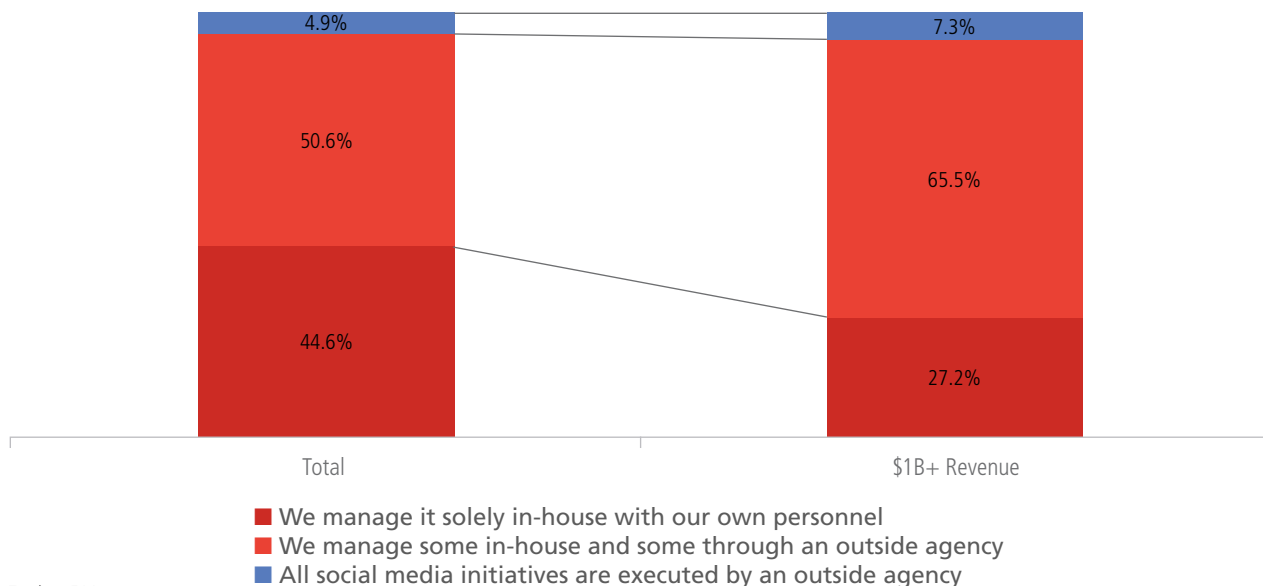
3. Create brand-specific social media strategies.

Companies need to think about how consumers relate to their products and brands. A one-size-fits-all approach to social is less successful than individual brand campaigns. Companies producing excellent, innovative work overwhelmingly create distinct social initiatives for each brand (59.6%) compared to those that consider their work not very good yet (21.4%); those companies tend to focus on social initiatives that are centralized and homogenous across brands (42.9%).

Do consumers think of your corporate umbrella brand and want to engage with it, or are they more likely to connect with individual brands? The needs vary by product category. In consumer electronics and retail, people may be more likely to buy into the brand promise of a company; but in an area such as packaged goods, they relate to individual brands or prod-

HIRING OUTSIDE HELP

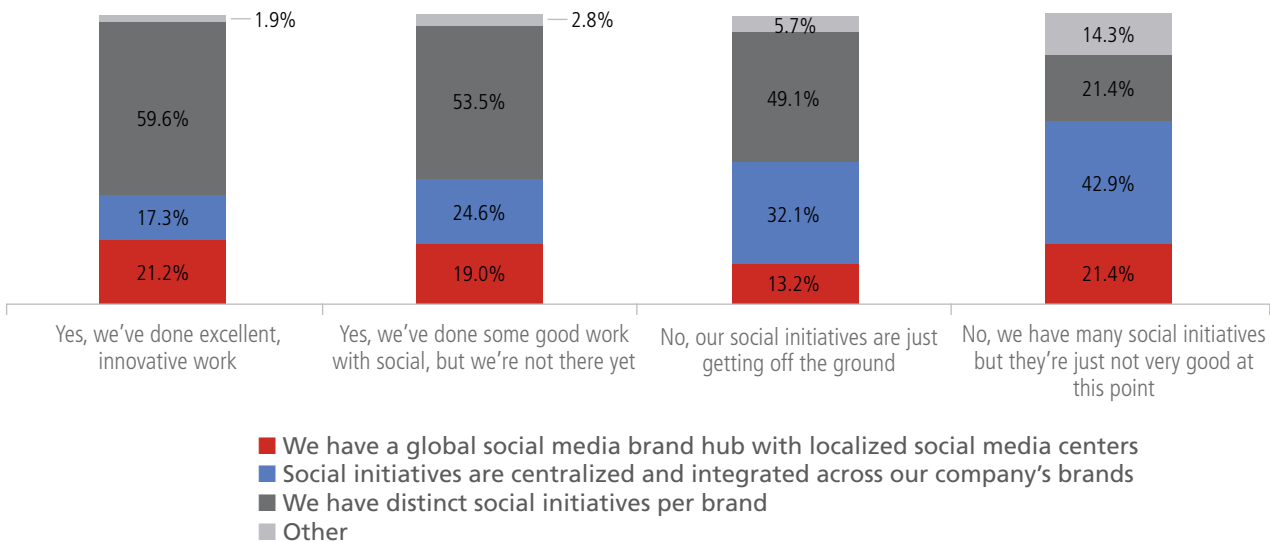
Which of the following best describes how you manage your social media initiatives?



Total, n=514
\$1B+, n=261

CREATING DISTINCT SOCIAL INITIATIVES PER BRAND

Which of the following describes how centralized social media is within your organization?



\$1B+, n=261, variable bases

CREATING A SUCCESSFUL SOCIAL INITIATIVE



“During the promotion of our H2O Music Festival, we held a sponsored Emerging Artists competition to search for the Top 5 emerging artists/bands to perform at the event. This competition was mainly promoted through the website and supported via social. Using our coordinated and cohesive social strategy, we received over 300 artists/band entries and over 111,000 votes for the Top 30 that were chosen.”

— Evan Harrison, Univision Radio

uct lines. An individual may be a loyal Apple computer buyer, but when it comes to laundry detergent, she may not know which company produces Tide.

Create a brand-message map that lays out key brand attributes and goals; mapping the strategy allows a growing, diffuse staff to stay on-message amid the 24/7 social media cycle.

4. Use technology to manage initiatives and measure success.

Among those enterprise marketers that say they’ve done successful social media work, 55.8% use both an analytics/measurement vendor and an SMMS. For successful marketers using just one tool, 71.2% use an SMMS and 65.4% use an analytics/measurement vendor. Of companies with \$1 billion or more in revenue, 87.7% use an SMMS.

Social media is a discipline that should touch multiple areas of a company, but at the same time do so with one strategy for messaging and measurement that ensures consistency across disparate department activities. To do this, companies need a system of regularly reported metrics that get pushed out to all involved—and not just by email. An SMMS system can become the central hub for all social campaigns and ensure that they are enacted with the right content, at the right time, with the ability for all levels of management to see the process.

Focus on technology that can handle the challenges of both a large, potentially unwieldy team and a very small, potentially harried group. Brand leaders may not be fully aware of technology that would allow them to track and measure social in ways that are consistent with other media. Marketing leadership can play a pivotal role in setting the agenda and making recommendations for the right technology partner for each company.

Case Study: PUMA

PUMA, a leading sports-lifestyle company, wanted to engage its 10 million global social fans and followers. It needed to easily manage social pages and campaigns for its subbrands, regions and community managers.

Solution: PUMA rolled out content on its various social pages and used geo-targeted posts to reach local segments of followers with tailored, translated content. During the London Olympic Games, it also hosted an integrated social experience called The Yard, featuring musicians, DJs and athletes, plus a ongothon that allowed users to get active via a live ping-pong tournament. Streaming video, social

messages, photography and blog content sourced from The Yard lived on PUMA’s website and on a Facebook hub.



Results: Using the right social media tools, PUMA eliminated the bottleneck and expenses it previously faced when launching social campaigns and managing multiple pages and brands across social networks. Its global HQ employees and regional community managers are now able to quickly launch pages, promotions and messages, and have boosted awareness and increased sales. As a result, PUMA continues to be known as a groundbreaker in social marketing.

5. Market across multiple social networks, targeting each network for its unique strength and audience behavior.

Successful social media marketing is no longer about pushing out one message on one network or the same message on multiple networks, but about orchestrating multiple messages across multiple networks. The companies that say they're excelling at social media are active across an average of five networks.

Using a combination of networks and a unified message that's clearly differentiated for each network's audience is essential to successfully engaging consumers. Social is also a medium that, when done well, takes advantage of its unique ability to reach specific audience segments.

6. Develop a measurement-specific social strategy with clear outcomes that benefit your brand.

Once they've established an effective measurement system—companies' second-biggest challenge in tackling social media—marketers can move on to creating social initiatives that increase consumer engagement. Almost half of brands that are pleased with the success of their social initiatives are devising social efforts with a goal of increased consumer engagement. At the same time, as marketers look to 2014, they must move beyond solely measuring engagement, tracking social's impact on bottom-line business results.

Much of the value brands get from social media comes from having a place where they can have a two-way, engaging conversation with customers. Yet showing how social delivers real business value will get marketers the permission, and the budget, to do more brand- and relationship-building. In 2014, we see brands setting up better systems to measure social's impact on customer interactions, Web visits, ad effectiveness and, ultimately, revenue. The largest and most successful brands in the survey are already doing it.

Conclusions

For marketers that want to do social media right, three key takeaways stand out:

- As marketers continue to try to engage with their target audiences, they need the right technology to accurately manage and measure complex campaigns across multiple platforms and departments.
- Social media is rapidly becoming an integral part of brands' overall digital strategy. It is no longer a siloed effort but a key driver of consumer engagement for all of a brand's marketing efforts.
- To be a successful part of a marketer's digital strategy, social media needs to be adequately staffed and managed—that includes a dedicated budget and outside resources, such as an agency team. It also needs to be supported with technology that will enable the social staff to manage and measure this ongoing, 24/7 medium to provide the most benefit to the brand.

As the study shows, social media marketing, as an industry, has not caught up with where it could be as a strategic marketing channel. Although the area is still young, marketers are measuring many of the same things they did three

years ago—"likes," followers, fans and comments—while saying that social should be measured consistently with larger media campaigns.

Even large brands need to catch up in terms of management and measurement, going beyond "likes," +1s and tweets to hard numbers, if social is to move beyond its own silo.

For companies that are getting it right, especially those in the \$1 billion-plus revenue arena, implementing the best tools and technologies brings their brands to life in a way that can be measured through the various connections that social media offers.

ABOUT THE SURVEY The Social Impact and Measurement Survey was commissioned by Wildfire, a division of Google, and developed by Ad Age with Kathryn Koegel, a primary researcher from the Steam-punkt Collective. To date, SIMS is one of the largest surveys conducted among marketers that includes companies with more than \$1 billion in revenue.

Between June 27 and July 23, 2013, Ad Age subscribers who work at larger companies, with a focus on the Fortune 500 list, were asked to answer a survey about their companies' involvement in, and management of, social media; 50.7% of respondents were from companies with annual revenues more than \$1 billion. Those who participated were required to have some functional responsibility related to social, either budgetary or personal involvement.

The margin of error, based on 514 respondents, is calculated to be no greater than +/- 4.4 percentage points at the 95% confidence level.

Ad Age

CONTENT
STRATEGY
STUDIO

The Ad Age Content Strategy Studio, an extension of Advertising Age and adage.com, works with companies to help them tell their brand stories their way. Built on Ad Age's heritage of editorial expertise and excellence, the Content Strategy Studio works to develop the ideas that create an emotional connection with customers. Through articles, blogs, video, microsites, research, events, white papers and other opportunities, it provides end-to-end solutions for brands that will create the story that's fueling today's conversations.

Storytelling for your brand by the brand that knows how to tell stories

STAFF

Jackie Ghedine
Associate Publisher
jghedine@adage.com

Alex McGrath
Senior Account Executive
amcgrath@adage.com

Karen Egolf
Editorial Director
Content Strategy Studio
kegolf@adage.com

Richard K. Skews
Associate Editor

Barbara Knoll
Copy Editor

Gregory Cohane
Art Director

Mary Bowers
Chart designer

Kate Nelson
Production Manager

WHITE PAPER

Kathryn Koegel
Researcher/Writer
Steampunkt Collective

Marlea Clark
Writer