SERIOUSLY SOCIAL (SAMPLE VERSION)

>> A casebook of effectiveness trends in social media campaigns

>> By Peter Field and Carlos Grande

Executive summary: Seriously social

Social media penetration has come of age. Now knowledge of how to use it seriously must catch up.

This report offers a challenge - in more ways than one.

Nelson-Field and Klose issued their warning (see quote, far right) about usage of social media outpacing credible research in late 2010. Since then, Facebook has added its billionth user. The daily volume of Tweets has more than tripled to 330m. And Pinterest, Instagram and others have emerged as social platforms of scale. How many people would dispute that today social activity is still spreading faster than its trusted analysis?

At Warc, we do not need to look far for evidence of this challenge. Social media was the joint most-used channel at the 2012 Cannes Creative Effectiveness Lions. In total, almost 60% of all case studies published by Warc over the last two years have featured social media in some form.

Yet doubts over how to show a commercial return from social media regularly surface in surveys of marketers' top concerns. The irony of the same activity featuring on both lists of effectiveness case studies *and* lists of effectiveness knowledge gaps is self-evident.

The following report tries to bridge these two developments. It aims to describe what has worked for brands socially and why. Its primary source of evidence is a body of almost 800 recent cases on Warc featuring social media. These were submitted to awards run by Warc partners or Warc itself and published on our service. We studied them in three ways.

First, there is a statistical analysis of trends among cases published **between January 1, 2011, and September 30, 2012**. Then, we have summarised the best cases - most win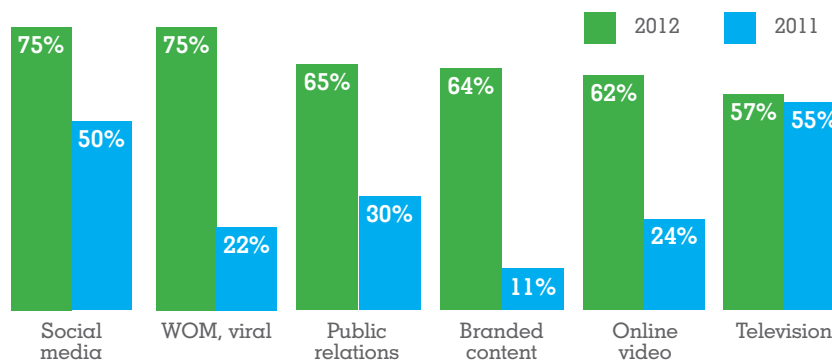ners of Gold Awards or their equivalent - including some published after September 30, 2012. By 'best' we mean examples that combined a clear use of social media with proof of its effectiveness. Finally, we supplemented this analysis with relevant material from Warc news, event reports and other articles.

At the outset, we should clarify that most cases we studied used social media in combination with other channels. Single channel campaigns - of any type - rarely feature in the effectiveness and strategy competitions from which Warc draws its cases. Therefore, we try to pick out the role of social media within mixed media schedules. ❯

> *We all know that the rate of growth in social media has far surpassed the rate of credible research in this area.*
> **Karen Nelson-Field, Research Associate, Ehrenberg-Bass Institute, and Gavin Klose, Director, Fusion Source**[1]

% of Creative Effectiveness Lions featuring most used channels

Channel	2012	2011
Social media	75%	50%
WOM, viral	75%	22%
Public relations	65%	30%
Branded content	64%	11%
Online video	62%	24%
Television	57%	55%

Source: Warc indexing of Cannes Creative Effectiveness Lions, 2011-2012

Executive summary (contd.)

Brands' use of social media is growing. A more serious approach could create more value from this activity.

The proportion of case studies on Warc with social media elements is on the rise (see later charts in this chapter). This body of cases is not intended to be necessarily representative of the industry. After all, it comprises success stories submitted to top international awards schemes in the expectation that they will be recognised as *unusually* effective.

But the increasing presence of social media in cases on Warc echoes the many industry studies that have detailed the growing spend and priority allocated to social media communications by brands.

One school of opinion holds that at least some of this investment is inspired by faddishness and blind faith. This school may seize on the fact that across the sample of cases studied for this report, cases including social media elements accounted for *a slightly smaller proportion of Gold Award winners than their proportion of all cases.*

Compared to the average among all Warc cases during the period, cases including social media ele-

19%

2012-2016 forecast compound annual growth rate in US social media advertising

Source: BIA/Kelsey[2]

ments were also more likely to:

- ❯ be shorter in duration
- ❯ involve lower budgets
- ❯ cite impressions rather than business impact as results

These characteristics suggest many brands still view social initiatives as short-term and experimental. Yet the best social cases show these attributes are neither essential nor always contributory to success.

Our view is that social media can work in a variety of contexts including larger, strategic programmes. This report cites examples of it being used effectively in diverse industry sectors and in campaigns across the budget spectrum.

Social media might not always be the right choice for every context. But in order for marketers to extract more value from their investments in this field, it is time for social media to be taken more seriously. ❯

Cases using social media were a lower % of Gold winners than of All cases

All cases

55.5% 44.5%

Gold winners

51.1% 48.9%

■ Included social media   ■ Excluded social media
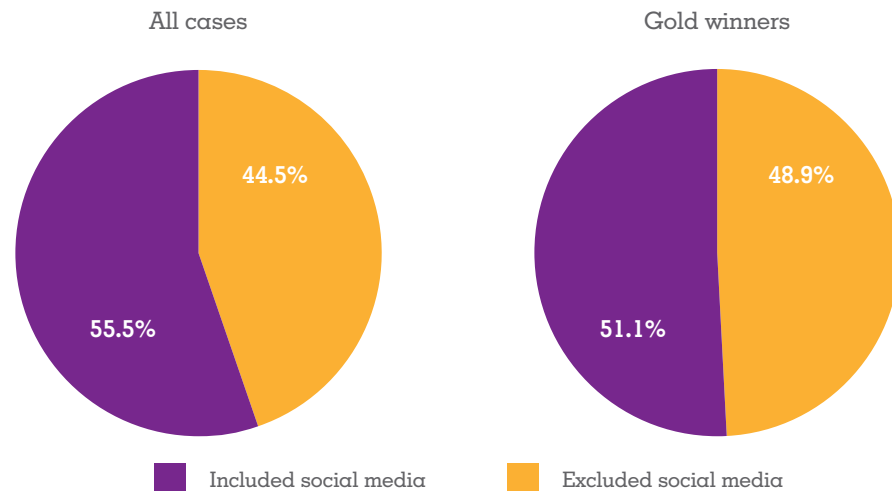
Source: Case studies on Warc, January 2011 - September 2012

Executive summary (final)

Taking social seriously means tackling fundamental questions.

This report does not cover how to optimise ad units or messaging styles in social media. The answers to such implementational questions will alter frequently as social sites try to monetize audiences by developing new features for brands. Instead, we focus on overall approaches, goals, budgets, metrics and integration.

Our summary view is that social success often turns on meeting four main challenges:

1. The adoption of a social mindset: This approach prioritises how brands can create content consumers need or want to share - i.e. social currency. It asks: is content share-worthy and share-ready? With its stream of personalised messages, P&G's Old Spice *'Response'* campaign exemplifies this mindset in action.

2. Social articulation of a clear idea: In the best cases, a compelling idea united diverse elements. Marketers must be relaxed enough to enable consumers to add their voices and content to an idea for it to achieve genuinely social expression.

186

Number of personalised videos created during Old Spice 'Response' campaign

Source:
Old Spice[3]

3. Scaling up of ambition: Many initiatives felt project-like in scope. Yet the best featured substantial durations and budgets, and proved their commercial effectiveness with rigour. Taking social seriously involves demanding such standards of proof.

4. Including key elements: Staples of successful social campaigns included: taboo-breaking; humour; unusual uses of celebrities; story-telling or knowledge-pooling; 'wow' creativity; and calls to causes/participation. The exact mix was determined by insight into what would drive social currency in the target audience.

Consider this report itself as a challenge - or at least an open invitation. Email us if you have research that advances social knowledge. If you have an impressive social case study, submit it to a Warc Prize[4]. We promise to update future editions with the best new material.

P&G's Old Spice created personalised messages from its frontman for consumers to pass on

MEASURING SOCIAL MEDIA

>> How brands can stand out by a commitment to rigour

At a glance Measuring social media

KEY INSIGHTS

1 Cases that depend heavily on social media statistics as their evidence of success are still common. But it is much more valuable to use metrics such as sales or customer penetration, even if it is not easy to isolate social's exact contribution.

2 Some case studies rest on largely unproven assumptions about the value to brands of social media fans and their actions.

3 It is important to understand the link between previous usage/preference of the brand and any predisposition to engage with the brand on social media.

4 A growing body of best practice cases can show the commercial impact of social media, both as a solus activity and within multi-media campaigns.

The need for rigour in measurement

The best campaigns demonstrate their effectiveness using conventional commercial metrics.

In this report, we have largely steered clear of cases that relied mainly on social media data as proof of effectiveness. We have focussed on those reporting accepted metrics such as increases in sales volumes, share, margin or penetration. It is time to justify this approach.

Whilst there is clearly a rising effort to put a true commercial value on social media activity, a huge opportunity exists for marketers to distinguish themselves by a commitment to rigour. Of course, one could level similar criticisms at many traditional campaigns. But it would be a shame if social media's promise were undermined by inheritance of the shortcomings of older platforms.

Above all, case study authors should avoid over-relying on reams of social media impressions data. Such data often includes negative responses or those from irrelevant audiences. Properly interpreted, it can be useful as a measure of reach, especially if it offers meaningful comparisons with traditional media reach figures. Brands such as Dove[5]

Cases by Dove (above) and Inspired by Iceland show intelligent data analysis

demonstrate how this can be done. Likewise, relationships between social impressions and search volumes or product requests are useful proxies to establish.

But these are only elements in the full evidence set needed to show convincingly how communications changed the target's behaviour and the brand's business results. Inspired by Iceland[6] is a rare example able to track traffic from a Facebook page to full-blown e-commerce opportunities.

Asking for this kind of rigour is not the same as being proscriptive about what gets measured. In addition to common metrics, variables successfully used include lowered costs of contact/acquisition and, among nonprofits, savings to the public purse. If social media wants to capture more spend, it is hard to escape the general conclusion that investment in its measurement will need to grow. That is another consequence of taking social media seriously.

> *It's less about data collection, because there's so much data out there. It's more about back to basics and sticking to a business plan. Figure out what three things you need to measure.*
> **Kimberly Kadlec, Worldwide VP, global marketing group, at Johnson & Johnson** Source[7]

The need for rigour in measurement (contd.)

Social media case authors do **themselves a disservice by quoting ill-defined measures.**

Likes: Facebook 'likes' should not be mistaken for automatic evidence of an increased new commitment to the brand. This is dangerous as likes may be generated in response to promotions or may be skewed towards existing heavy brand users. Some brands have connected 'likes' to fund-raising, by offering to make donations in direct proportion to 'likes' created.

Sharing/comments: Reporting and analysis of sharing/commenting on of content can be useful, though it is still rare to see it in detail. Again, reach figures need to be put into the context of traditional equivalents (such as offline word of mouth).

Tweets: The value of a Tweet is determined by its sentiment, its sender, the number and quality of recipients and their attention, and its ability to attract re-Tweeting from relevant, discrete users. It is to be hoped that in future responses by Twitter audiences will be analysed with greater sophistication and granularity.

27% of survey respondents said they had no idea how social media success was measured within their company

Source: *IAB/LBi/YouGov*[8]

Lynx published dedicated research on its loyalty drive
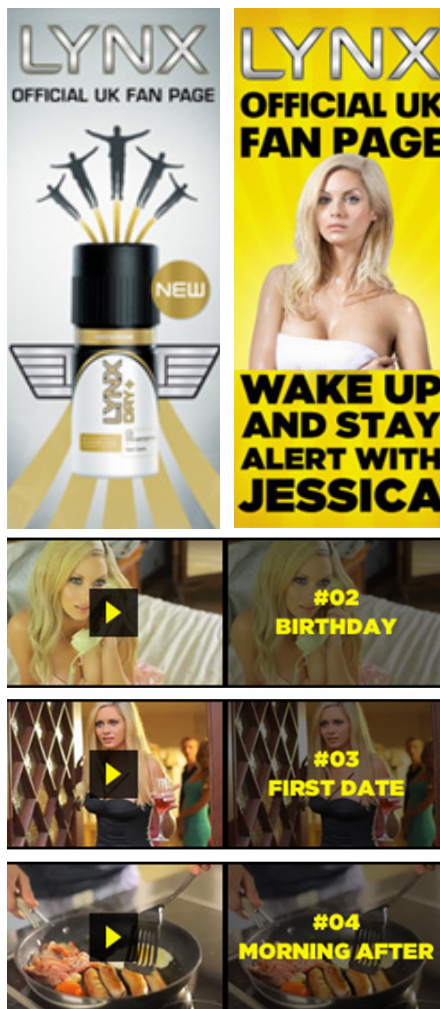
Fans/Followers: The most impressive cases correlate momentum in Fan/Follower numbers to changes in customer behaviour such as product requests, sampling and, ultimately, sales. The Lynx – Using social media to drive brand loyalty Facebook campaign[9] is an instance of a brand prepared to invest and publish pre- and post-campaign research. In this case, the brand claimed, somewhat controversially, to show increased brand spend among Facebook fans compared to existing brand loyalists not exposed to the fan group.

Earned media ROI: The return on a social media campaign should never be calculated by estimating how much the brand would have needed to pay via advertising to generate the equivalent to earned media mentions. If estimating ROI is the goal, the safest way to do so is to work out the incremental net profit after all additional marketing and distribution costs (and ideally having discounted other potential causes of the profit.) Some case studies convincingly base ROI estimates on lowered costs of contact or acquisition, or on estimated savings to public sector budgets as a result of behaviour change.
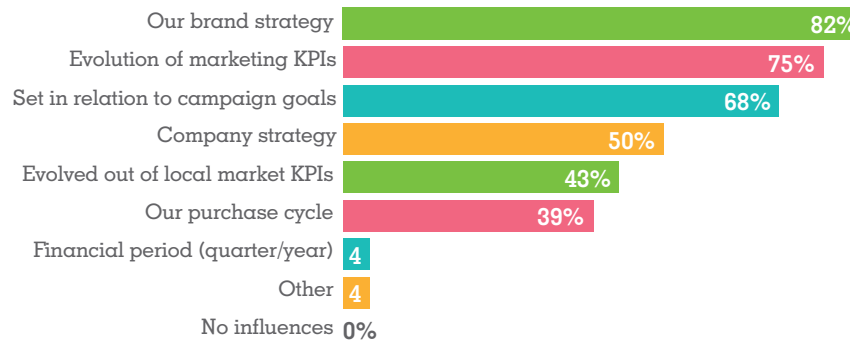
Data: Digital measurement

BRAND STRATEGY IS THE LEADING DRIVER OF DIGITAL KPI

Which of the following influences your digital KPI setting? (tick all that apply)

Our brand strategy	82%
Evolution of marketing KPIs	75%
Set in relation to campaign goals	68%
Company strategy	50%
Evolved out of local market KPIs	43%
Our purchase cycle	39%
Financial period (quarter/year)	4
Other	4
No influences	0%

Base: 28 companies. Source: WFA online survey, 2011

MEASUREMENT IS A PRIORITY BUT MUST BE BACKED UP WITH RESOURCE

What are the main barriers towards successful online measurement in your company? (tick all that apply)

Lack of dedicated resources	71%
Lack of knowledge of marketing teams	67%
Lack of expertise in measurement	54%
High number of data sources	50%
Lack of time	38%
Lack of past proven accountability	29%
Cost (too high)	25%
Lack of brand team interest	13%
Other	8%
Lack of management interest	0%
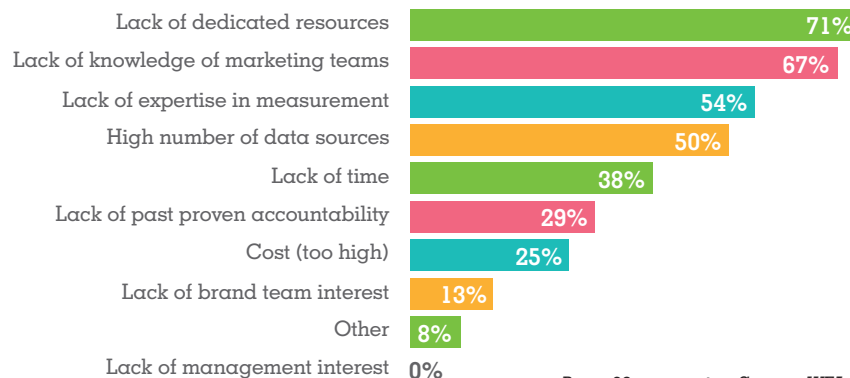
Base: 28 companies. Source: WFA online survey, 2011

KEY FACTS

A 2011 Warc/World Federation of Advertisers survey found overall brand strategy was the most cited influence when setting digital Key Performance Indicators (KPIs) in brand owner companies. It was more than twice as likely to be cited as the brand's purchase cycle.

Encouragingly, no respondents reported lack of management interest as the biggest hurdle to successful digital measurement in their company. However, most cited shortages of dedicated resource and specialist knowledge. Over half of the respondents worried about specific shortcomings in measurement.

The table on the next slide also shows the variation between metrics even within social media. This underlines marketers' challenge in making cross-channel comparisons.

Data: Digital measurement

METRICS VARY DRAMATICALLY EVEN BETWEEN DIGITAL PLATFORMS

What digital KPIs do you use for the following?
(please tick all that apply to your company, even if the metric is being used for all platforms)

	Online generally	Social specifically	Mobile marketing
1	Activity (requests/registrations)	Number of fans/followers	Engagement/activity
2	Direct visits/vistors to website	Engagement/activity	Reach
3	Clicks	Number of impressions/page views/ retweets	Activity (requests/registrations)
4	General brand metrics (awareness etc.)	Reach	Number of conversions/registrations
5	Dwell time	Mentions/branded searches on Twitter/Facebook	Direct visits/visitors to website
6	Bounce rate	Sentiment analysis	Clicks
7	Reach	Pass on rates (virals)	Dwell time

Base: 28 companies, Resp: 25. Source: WFA online survey, 2011

Case study Inspired by Iceland

INSIGHT: By tracking Facebook visitors in a consideration funnel, this campaign estimated the total value of its social communications.

CHALLENGE

With the country reeling from the global financial crisis, Iceland's tourism industry was endangered by a volcanic eruption. Fear that Iceland was an unsafe destination spread just ahead of the key summer tourism period. A fast turn around of international sentiment was needed.

SOLUTION

A social-centric campaign built on the idea that 80% of visitors would recommend Iceland as a destination. It was agreed that at a set hour, Icelanders - from the Prime Minister down - would be encouraged to go online and upload stories about why their country was worth visiting.

Videos of celebrities and other advocates were uploaded to a website and to a Facebook page which encouraged visitors to forward videos to their friends abroad. Webcams around the country sent live footage to digital poster sites in cities abroad and to the website.

The campaign monitored traffic from a Facebook page to travel websites

Search was optimised and a small number of newspaper and radio placements used to keep awareness high. To sustain momentum and reward active fans, a concert was held in Iceland and beamed live via webcast to 52 countries.

RESULTS

More than half of all Icelanders contributed to the campaign, which led to 2m stories being shared and 45,000 fans recruited. Outside North Korea, how many states could call on such civic participation?

Nonetheless, the case merits attention because of its use of Facebook metrics. One in seven Facebook visitors became a fan, and more than one in three actively consided an Icelandic trip.

Monitoring of traffic from the Facebook page to travel websites led to an estimate that 9% of Facebook visitors were converted into a purchase opportunity. In total, an extra 79,252 tourists, worth almost £140m in revenue, were estimated to have visited the country.

Read the full case study[10]

Campaign
Inspired by Iceland

Advertiser
Promote Iceland

Agency
The Brooklyn Brothers

Market
International

Other examples:
Canadian Tourism[11], Keep exploring, International
Philippines Department of Tourism[12], It's more fun in the Philippines, International

Case study Metropolitan Police

**INSIGHT: A multi-faceted measurement approach was used to evaluate this gang crime campaign.**

CHALLENGE

London's Metropolitan Police needed to explain to teenage gang members the English legal principle of 'joint enterprise'. This meant an individual involved in a killing could be charged with murder even if he or she did not wield the fatal blow. The audience was hard to reach and the budget a modest £300,000 ($480,000).

SOLUTION

The agency developed short, interactive films for a Facebook page. A trailer introduced several characters involved in the murder of a young boy, Deon. Individual clips then followed each character's fortunes. The audience was asked to guess the killer's identity.

All the films ended by explaining that the subject character had not killed Deon but was still charged with murder. TV, radio, cinema and posters drove traffic to the dedicated Facebook page, and educational materials were created for several radio and DVD formats.
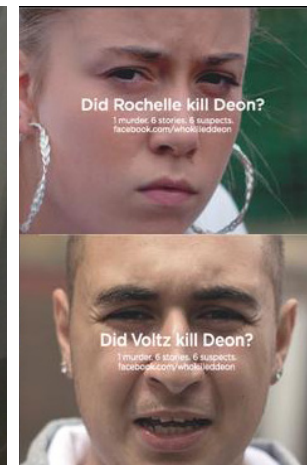
Facebook-hosted films played out the consequences of gang crime

RESULTS

The Facebook page had 135,000 unique visitors – four times the original estimate – at 22% of the budgeted cost per user. Tracking research reported that 45% of the audience knew at least one element of the campaign and recorded high likeability and message comprehension (59% for both metrics).

Several data points suggested the content had drawn in users: 1% of visitors completed an action on the Facebook page compared to the network's average of 0.15%. Visitors typically watched eight minutes of video (3.5 films); and over 60% of films were watched in full. There was also a higher than average ratio (28%) for converting visitors to fans.

Taking into account the high message take out and qualitative post-campaign evidence, the case authors estimate they deterred 22 youngsters from being involved in crime leading to a custodial sentence. This would have prevented the need to spend £2.5m on custodial services, and equated to a return of 1:8.5.

Read the full case study[13]

Campaign
The case in defence of Deon

Advertiser
Metropolitan Police

Agency
Abbott Mead Vickers BBDO

Market
UK

Other examples:
Metropolitan Police[14], Choose a different ending, UK
Transport Accident Commission[15], Young men pledge a blood oath, New Zealand

Implications Measuring social rigorously

1

PUT SOCIAL STATISTICS INTO CONTEXT

The value of social media volume metrics (likes, shares, Tweets etc.) is best expressed in figures which can be meaningfully compared to those in traditional media. Although social volumes are often smaller, they can provide incremental reach and in-depth contact with new audiences.

2

INVEST IN LINKING SOCIAL DATA TO AUDIENCE BEHAVIOUR

Brands should follow the lead of the best social media cases that persuasively explain how they increased penetration and generated sales volumes among relevant audience segments.

3

RESEARCH BRAND FANS

It is worth allocating resource to more research and/or modelling in order to understand the direction of causality between social media engagement and brand purchasing. Do fans 'like' you because they are already frequent purchasers, or vice versa?

4

WHERE POSSIBLE, USE 'CLOSED LOOPS' TO TRACK CUSTOMER JOURNEYS

Even if you employ a range of digital media, there may be particular value in extra monitoring of Facebook properties that provide you with a closed loop of data that can track journeys from initial page visits, and 'likes' to e-commerce opportunities. The *'Inspired by Iceland'* case benefited from one such closed circuit.

Read more in the full report

FEATURED CASE STUDIES

1 Hellmann's Real Food Movement, Canada (Chapter 1)

2 GRAACC, Donate your fame, Brazil (Chapter 3)
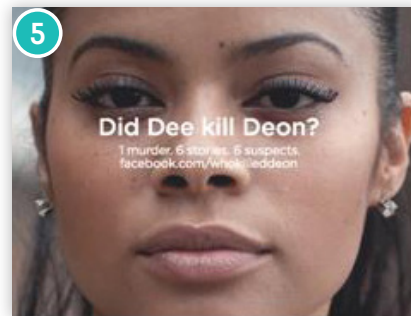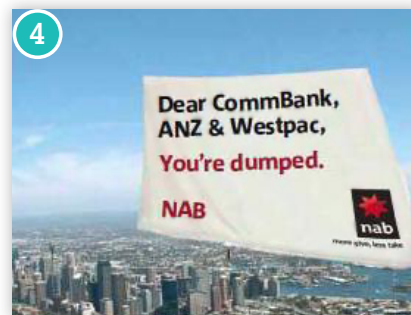

3 Gillette Mach3, W.A.L.S., India (Chapter 5)

4 NAB, Break-up, Australia (Chapter 5)

5 Metropolitan Police, The Case in Defence of Deon, UK (Chapter 6)

6 AT&T, You've Got a Case, USA (Chapter 7)

Contents

Warc's *Seriously Social* Trend Report features a summary and seven chapters. It offers analysis, cases, data and implications.

Executive Summary
Overview of main findings

1 The social mindset
Planning and insight priorities

2 Strategic or tactical?
Adopting the right approach

3 Loyalty or reach?
Which goals work best

4 Integration or stand alone?
Add value to media plans

5 Social budgets
Fitting funds to ideas

6 Measuring social media
Committing to rigour

7 Future directions
Where social goes next

Download the full report

www.warc.com

References and further reading

This is a sample version of Warc's *Seriously Social* Trend Report

The full report is available to subscribers of warc.com. Request a free trial at www.warc.com/trial

1. The Social Media Leap: Integrating social media into marketing strategy
ESOMAR, WM3, October 2010

2. Social media adspend to double in US
Warc News, November 2012 (free link)

3. Old Spice: The Man Your Man Could Smell Like Responds to the Internet
North America Effies, 2011

4. Warc Prizes

5. Dove Body Lotion: The Dove School of Body Language
Direct Marketing Association - UK, 2011

6. Promote Iceland: Inspired by Iceland
Warc Prize, 2012

7. How J&J dropped 'disruption' for a content-led strategy
Event Reports, ANA Annual, October 2012

8. How brands from Twitter to Tesco are managing the shift to digital
Event Reports, IAB Engage, October 2012

9. Lynx: Using social media to drive brand loyalty
IPA Effectiveness Awards, 2011

10. Promote Iceland: Inspired by Iceland
Warc Prize, 2012

11. Canada: Keep Exploring
Warc Prize, 2012

12. It's more fun in the Philippines
Warc Prize for Asian Strategy, 2012

13. Metropolitan Police: The case in defence of Deon
IPA Effectiveness Awards, 2012

14. Metropolitan Police: Choose a different ending
APG UK Creative Strategy Awards, 2011

15. Transport Accident Commission: Young men pledge a Blood Oath for their mates
Case Studies on Warc, Grey, Melbourne, 2012

Cases studied for this report included all cases indexed by Warc within the stated periods.

These came from the following sources: APG UK, ARF Ogilvies, CAANZ Effies (New Zealand), Cannes Creative Effectiveness Lions, Cassies, DMA International ECHO, DMA UK, Effies (Australia), Effies (North American), Euro Effies, IPA Effectiveness Awards, Jay Chiats, Warc Prize, Warc Prize for Asian Strategy.

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About Warc's Seriously Social report

This report analyses more than 800 award-winning case studies featuring social media to identify what has worked for brands and why

Highlights include:

▶ Examples of how brands such as Hellmann's, AT&T, Audi and Wal-Mart effectively deployed social media

▶ Exclusive Warc data on budgets, campaign length, media integration and other strategic issues

▶ Analysis of four common characteristics identified across hundreds of effective social campaigns

▶ Practical implications for planning, goal-setting, measurement and other aspects of social initiatives

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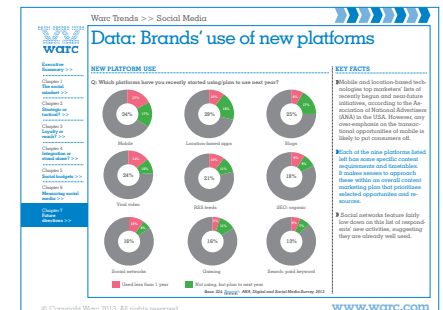
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