# Creating Business Value Through Social Media: Organization and Measurement

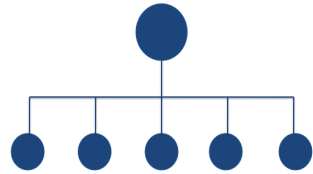Maria Poveromo | Director, Social Media, Adobe **@mariapoveromo**

# What We'll Cover

- How we are organized
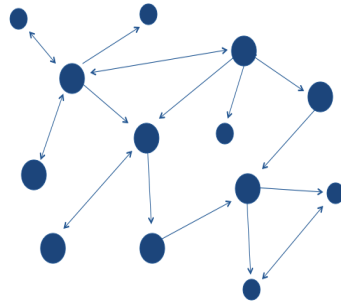
- Measurement Framework

- Case Study

# How Adobe Got Organized: FY09 to Present

## 5 Ways Companies are Organizing Social Media
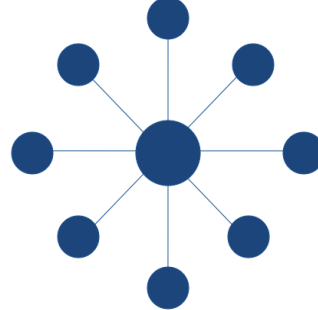
### Centralized

- One department controls all efforts
- Consistent
- May not be as authentic
- e.g., Ford

### Distributed

- Organic growth
- Authentic
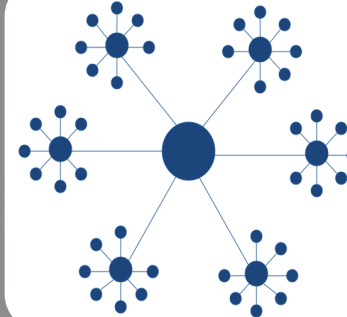- Experimental
- Not coordinated
- e.g., startups

**2000-09**

### Coordinated/ Hub and Spoke

- Sets rules, best practices,
- Spreads widely around the org
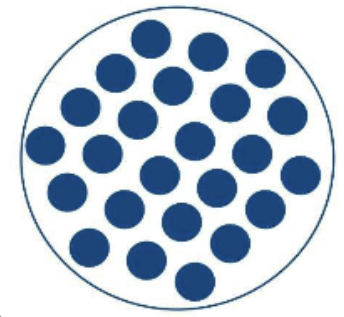- Takes time
- e.g., Red Cross

**2010/11**

### Multiple Hub and Spoke

- Similar to Coordinated but across multiple brands and units
- e.g., Cisco, HP

**2012**

### Holistic

- Each employee is empowered
- Unlike Organic, employees are organized
- e.g., Zappos, Dell

Source: Altimeter Group

# Adopted Hub-and-Spoke Model

# Established Social Media Center of Excellence (HUB)

Mission:
Enable and drive more strategic social media programs across company



**Listen**
- Listening posts
- Measurement Framework
- Reporting

**Innovate**
- Pilots
- Corporate/Brand strategy
- Business Unit strategy
- Industry news and best practices

**Enable**
- Trainings
- Centralize/standardize
- Governance/policies
- Crisis Management

**Empower**
- Advise on strategy
- Build programs
- Knowledge sharing
- Social council/global calls

Guardrails



Trainings



Crisis Framework

**Pre-Crisis**
Know your community
Organize internally
Plan, prepare, rehearse

**During Crisis**
Monitor
Assess
Act (decision trees)

**Post Crisis**
Continue to monitor and respond accordingly
Assess what worked and did not work

ORGANIZE → DEVELOP PLAN → ENGAGE → MEASURE

**Provide the right metrics to the respective audience.**

Business Executives → Reputation, Revenue, CSAT → SOV, Reputation, Revenue, CSAT

Business stakeholders → Social Media Analytics → Sentiment, conversion, resolution rate, insights

Social Media practitioners → Engagement Data → Growth of the community, volume, audience engagement, resolution time
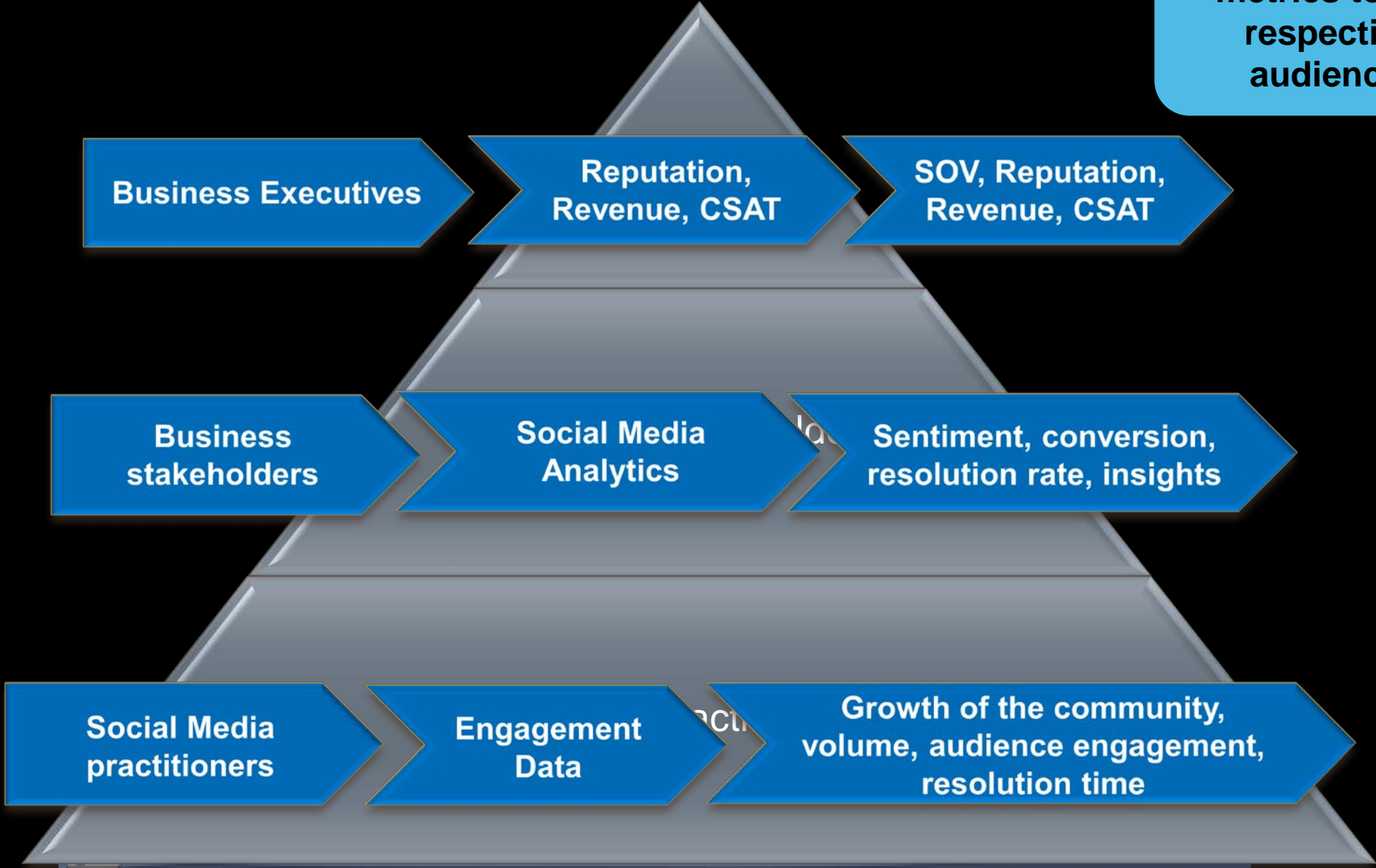
# What Do We Mean by Social Media "Value"?

**Definition: Relative Worth, Utility, or Importance**

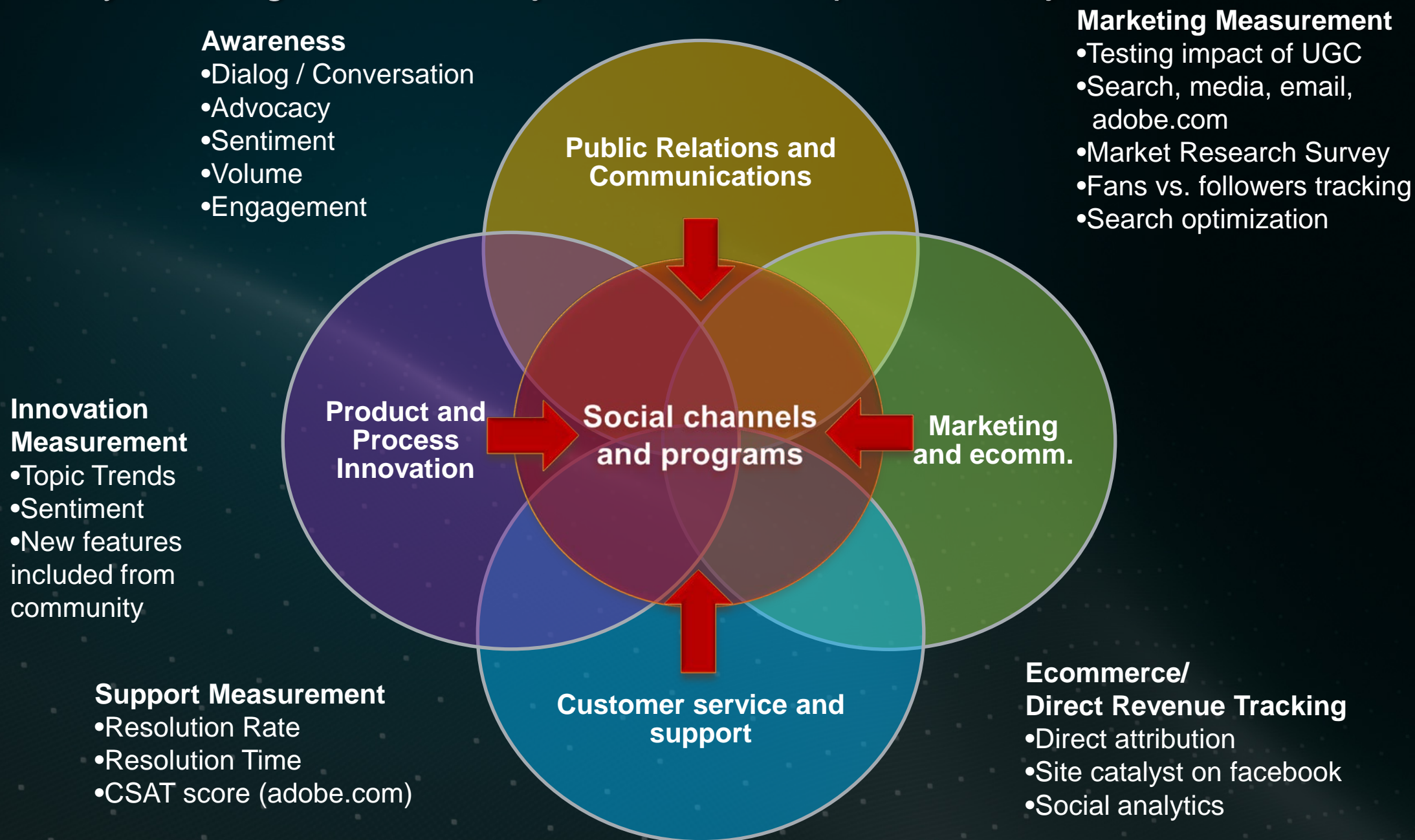Value of social media will differ across companies:

- Brand awareness/affinity?
- Engagement?
- Cost savings?
- Customer retention? Loyalty?
- Influencers/Advocacy?
- Conversion, revenue?

And can be measured by:

- Soft metrics:
  - Brand affinity, perception
  - Reputation, SOV, sentiment
- Hard Metrics:
  - Traffic, Leads
  - Conversion, revenue

**Need to look at a blend of metrics to see holistic picture**

Adobe

# Start by Defining Business Objectives then Map Social Objectives

**Awareness**
- Dialog / Conversation
- Advocacy
- Sentiment
- Volume
- Engagement

**Marketing Measurement**
- Testing impact of UGC
- Search, media, email, adobe.com
- Market Research Survey
- Fans vs. followers tracking
- Search optimization

**Innovation Measurement**
- Topic Trends
- Sentiment
- New features included from community

**Public Relations and Communications**

**Product and Process Innovation**

**Social channels and programs**

**Marketing and ecomm.**

**Customer service and support**

**Support Measurement**
- Resolution Rate
- Resolution Time
- CSAT score (adobe.com)

**Ecommerce/ Direct Revenue Tracking**
- Direct attribution
- Site catalyst on facebook
- Social analytics

Adobe

# KPI Framework

| Business Objective | KPI 1 | KPI 2 | KPI 3 | KPI 4 | KPI 5 |
|---|---|---|---|---|---|
| Awareness | Volume of conversation / sentiment | Share of voice | Sentiment | Engagement* | Community Growth % |
| Engagement | Re-tweets | Repeat comments | @messages | hashtags | Repost shares |
| Lead Gen | RFI submission | Sales call led through social | | | |
| Demand / Conversion (adobe.com) | Direct attribution revenue and trial (samcap and bitly): button/link/tweet/post | Referring URL (volume of traffic to adobe.com from channel/page) | web analytics tracking: Impressions, Conversions, trials (engaged vs. not engaged with designated social media) | Social analytics: Measure the correlations between awareness, sentiment, volume of conversation and revenue and trial. | |
| Support | Cost savings (decrease call volume, y, z) | CSAT (adobe.com) | Sentiment | Volume conversations | |
| Loyalty (individual) | Retweets | Repeat comments | @messages | hashtags | Repost shares |
| Advocacy | # advocates | #conversion from neg, to positive | Influence score of the advocate | Impact (variance on KPIs compared to non-advocates) | |
| Product Innovation | # ideas | #  Ideas included in product dev. | Influence on purchase decisions | Impact on customer sat (PLT study) | |

# What we Measure: Qualitative and Quantitative

## Community Growth
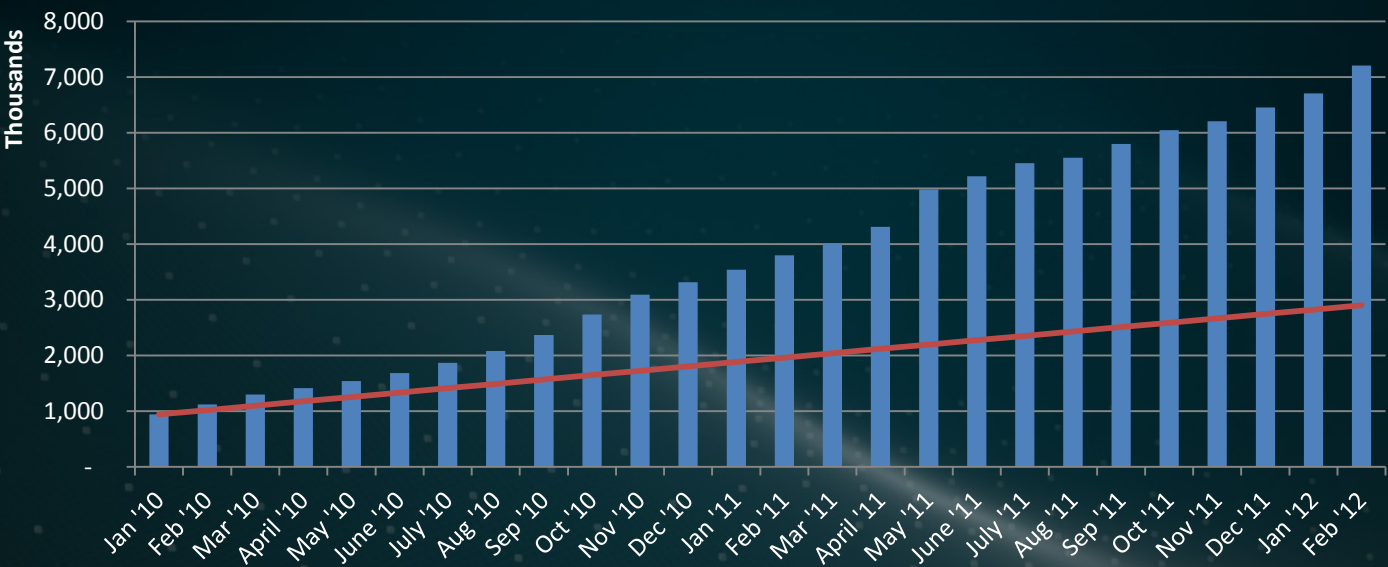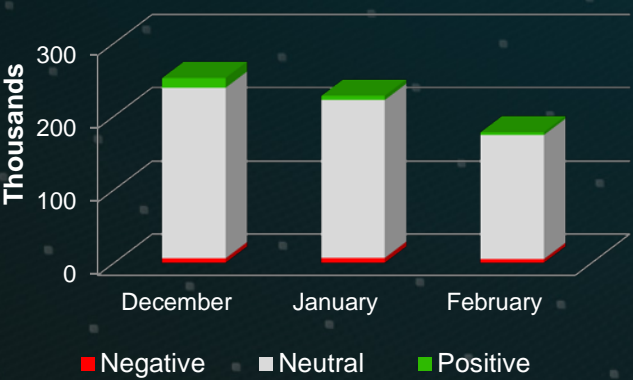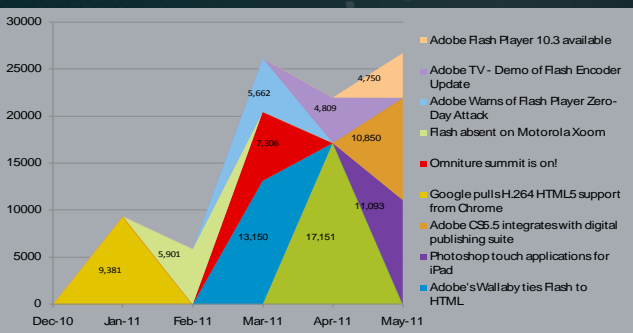


## Tracking



**Adobe After Effects** · 205,431 like this
February 13 at 8:02am · 🌐

👍 Like

50% off CS5.5 Production Premium through 2March2012 in North America with promo code SWITCH:
http://adobe.ly/ProSW

Tracking Code

https://store1.adobe.com/cfusion/store/html.cfm?=SWITCH&sdid=JPYWM

## Volume and Sentiment



■ Negative  ■ Neutral  ■ Positive

## Emerging Topics



- Adobe Flash Player 10.3 available
- Adobe TV - Demo of Flash Encoder Update
- Adobe Warns of Flash Player Zero-Day Attack
- Flash absent on Motorola Xoom
- Omniture summit is on!
- Google pulls H.264 HTML5 support from Chrome
- Adobe CS5.5 integrates with digital publishing suite
- Photoshop touch applications for iPad
- Adobe's Wallaby ties Flash to HTML

| | Click-throughs | | Response ▼ | | NQO | | Closed Deal | | ACV |
|---|---|---|---|---|---|---|---|---|---|
| | 345 | | 114 | | 4 | | 1 | | $2,500 |
| | 113 | 0.0% | 48 | 0.0% | 2 | 0.0% | 0 | 0.0% | $0 |
| | 44 | 0.0% | 27 | 0.0% | 0 | 0.0% | 0 | 0.0% | $0 |
| | 22 | 0.0% | 14 | 0.0% | 1 | 0.0% | 1 | 0.1% | $2,500 |
| | 31 | 0.0% | 13 | 0.0% | 1 | 0.0% | 0 | 0.0% | $0 |
| | 107 | 0.0% | 8 | 0.0% | 0 | 0.0% | 0 | 0.0% | $0 |
| | 28 | 0.0% | 4 | 0.0% | 0 | 0.0% | 0 | 0.0% | $0 |

# How We Measure: Listening + Analytics = Total Picture

| Listening | Data Analysis | Reporting and Recommendations |
|-----------|---------------|-------------------------------|
| Monitor channels for topics, trends and sentiment | Deep dives to understand business impact | Standardized stakeholder reports with insights |

# Listening and Monitoring

# Data Analysis

## Key Metrics Correlations

- Mentions — Potential Audience — Page Views — Daily Unique Visitors

1 3 5 7 9 11 13 15 17 19 21 23 25 27 29 31
Mar 2012

## Traffic and Revenue Drivers

**Conversation by Social Platform** ❶
Adobe Complete SitesSA BU Seg: Acrobat
Wed. 8 Feb. 2012 - Thu. 8 Mar. 2012

Mentions

■ Twitter ■ Youtube ■ Dailymotion
■ Blogs ■ Facebook

| Social Platforms / Properties | Mentions | |
| --- | --- | --- |
| 1. Twitter | 72,515 | 69.7% |
| 2. Blogs | 20,631 | 19.8% |
| 3. Youtube | 7,316 | 7.0% |
| 4. Facebook | 3,480 | 3.3% |
| 5. Dailymotion | 120 | 0.1% |
| 6. Metacafe | 6 | 0.0% |
| **Total** | **104,068** | |

**Revenue Preceded by Social Platforms** ❷
Adobe Complete SitesSA BU Seg: Acrobat
Wed. 8 Feb. 2012 - Thu. 8 Mar. 2012

Revenue

■ Facebook ■ Twitter ■ MySpace ■ Vimeo

| Social Platforms / Properties | Revenue | |
| --- | --- | --- |
| 1. Facebook | $6,831 | 97.9% |
| 2. Twitter | $119 | 1.7% |
| 3. MySpace | $20 | 0.3% |
| 4. Vimeo | $10 | 0.1% |
| **Total** | **$6,980** | |

**Visits Preceded by Social Platforms** ❸
Adobe Complete SitesSA BU Seg: Acrobat
Wed. 8 Feb. 2012 - Thu. 8 Mar. 2012

Visits

■ Facebook ■ MySpace ■ Dailymotion
■ Youtube ■ Hulu

| Social Platforms / Properties | Visits | |
| --- | --- | --- |
| 1. Facebook | 27,732 | 64.4% |
| 2. Youtube | 10,954 | 25.4% |
| 3. MySpace | 1,182 | 2.7% |
| 4. Hulu | 812 | 1.9% |
| 5. Dailymotion | 639 | 1.5% |
| 6. WordPress | 536 | 1.2% |
| 7. Tumblr | 500 | 1.2% |
| 8. Flickr | 292 | 0.7% |
| 9. Vimeo | 261 | 0.6% |
| 10. Twitter | 185 | 0.4% |
| 11. Photobucket | 79 | 0.2% |
| 12. SlideShare | 45 | 0.1% |
| 13. Diigo | 15 | 0.0% |
| 14. Delicious | 13 | 0.0% |
| **Total** | **43,065** | |

## Keyword Analysis and Trending Campaign Terms

■ Mentions

premiere
photoshop
cs6
cs5
adobe photoshop
lightroom
dreamweaver
acrobat
acrobat - gymnastics

Terms Report | All Visits (No Segment) | March 2012 | Graph gen

— cs5 — lightroom — dreamweaver — adobe photoshop — adobe flash

5,000
4,000
3,000
2,000
1,000
0
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31
Mar 2012

Terms Report | All Visits (No Segment) | March 2012 | Graph generated by SiteCatalyst using Report Accelerator at 3:41 PM PDT, 4 Apr 2012

phone
circus
adobe flash
flash player
eating - sleep
adobe brick
google + premium adobe photoshop adobe reader acrobat google + analytics
adobe's jowyang web 2.0 acrobat - gymnast adobe premiere cs5
aftereffects cs + adobe adobe illustrator photoshop creative suite cs6 ga + premium

| | Social Platform Segments | Visits | ▼ | Orders | | Conversion |
| --- | --- | --- | --- | --- | --- | --- |
| 1. | None | 108,782 | 21.50% | 1,954 | 21.70% | 1.80% |
| 2. | Facebook: Wall Link | 99,118 | 19.59% | 1,478 | 16.41% | 1.49% |
| 3. | Facebook: Welcome Tab | 81,460 | 16.10% | 992 | 11.02% | 1.22% |
| 4. | Facebook: Application | 77,210 | 15.26% | 897 | 9.96% | 1.16% |
| 5. | Facebook: Like Button | 45,334 | 8.96% | 504 | 5.60% | 1.11% |
| 6. | Twitter: Referral | 10,322 | 2.04% | 266 | 2.95% | 2.57% |
| 7. | Twitter: Tweet This | 8,753 | 1.73% | 176 | 1.95% | 2.01% |
| 8. | YouTube: Branded Channel | 4,098 | 0.81% | 81 | 0.90% | 1.98% |

# Data Analysis Cont: Identifying Influential Authors

## Who is talking about us?

| Authors | Mentions | |
|---|---|---|
| 1. burdduff | 492 | 0.5% |
| 2. DewaOffice | 398 | 0.4% |
| 3. basttering | 380 | 0.4% |
| 4. pc_item_news | 350 | 0.4% |
| 5. BusSoftware | 350 | 0.4% |
| 6. Pankaj Kumar | 340 | 0.4% |
| 7. xuananh | 265 | 0.3% |
| 8. vorronns | 260 | 0.3% |
| 9. CoolJosErick | 244 | 0.3% |
| 10. SoftRanking | 241 | 0.3% |
| 11. rryuss | 223 | 0.2% |
| 12. Blurayteamcom Quim | 219 | 0.2% |
| 13. PDFuFORM | 204 | 0.2% |
| 14. upl4you | 195 | 0.2% |
| 15. paycarmanuals | 190 | 0.2% |
| Total | 91,511 | |

## Who is driving traffic?

| Authors | Visits | |
|---|---|---|
| 1. Creativesuite | 5,980 | 9.9% |
| 2. AdobeCS_jp | 3,917 | 6.5% |
| 3. AdobeAE | 3,139 | 5.2% |
| 4. Photoshop | 2,346 | 3.9% |
| 5. AdobePremiere | 1,899 | 3.1% |
| 6. Adobe | 1,894 | 3.1% |
| 7. creativecloud | 1,562 | 2.6% |
| 8. julieannekost | 1,394 | 2.3% |
| 9. jnack | 1,073 | 1.8% |
| 10. videocopilot | 872 | 1.4% |
| 11. ADC_Adobe | 686 | 1.1% |
| 12. nedenttoldu | 535 | 0.9% |
| 13. Lightroom | 508 | 0.8% |
| 14. InsideAi | 478 | 0.8% |
| 15. AdobeSupportJ | 467 | 0.8% |
| Total | 60,620 | |

## Who is driving revenue?

| Authors | Revenue | |
|---|---|---|
| 1. AdobeCS_jp | $3,473 | 19.6% |
| 2. clockmaker | $2,952 | 16.7% |
| 3. AdobePremiere | $2,003 | 11.3% |
| 4. Photoshop | $1,728 | 9.8% |
| 5. bdc | $1,116 | 6.3% |
| 6. ntiLeeds | $759 | 4.3% |
| 7. creativecloud | $752 | 4.3% |
| 8. Arakawa1993 | $693 | 3.9% |
| 9. AdobeUK | $550 | 3.1% |
| 10. bardiche | $444 | 2.5% |
| 11. Creativesuite | $433 | 2.5% |
| 12. ryan_connolly | $404 | 2.3% |
| 13. jnack | $361 | 2.0% |
| 14. audition | $349 | 2.0% |
| 15. hawkster | $115 | 0.7% |
| Total | $17,679 | |

| Authors | Mentions | | Potential Audience | | Visits | | Orders | | Revenue ▼ | |
|---|---|---|---|---|---|---|---|---|---|---|
| clockmaker | 12 | 0.0% | 45,138 | 0.0% | 354 | 0.0% | 5 | 0.0% | $2,952 | 0.1% |
| AdobeCS_jp | 90 | 0.0% | 1,782,590 | 0.5% | 1,499 | 0.0% | 15 | 0.1% | $2,759 | 0.1% |
| AdobePremiere | 59 | 0.0% | 1,089,846 | 0.3% | 282 | 0.0% | 5 | 0.0% | $2,003 | 0.1% |
| Photoshop | 11 | 0.0% | 523,880 | 0.1% | 905 | 0.0% | 7 | 0.0% | $1,728 | 0.1% |

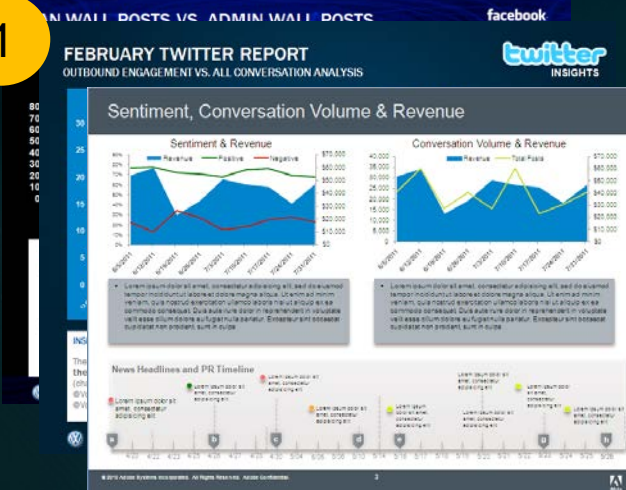Blogger in Japan had KLOUT score of 40 and mentioned the product 12x …

and drove close to $3K in Revenue!

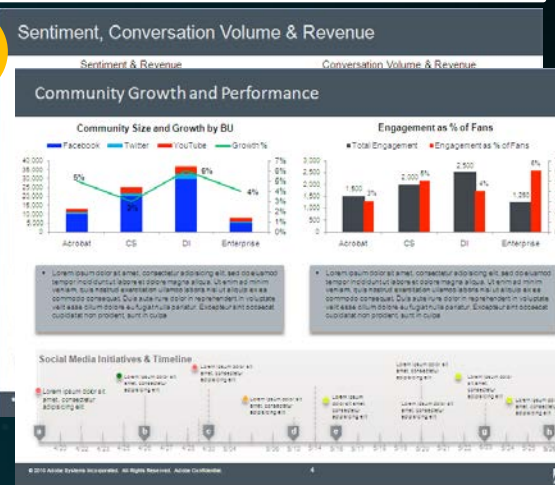# Reporting and Recommendations

## Social Manager Report

**1**



- Social 'owned' channels report
- Digital landscape (KPIs)
- Top topics, posts/tweets, themes
- Top authors and influencers
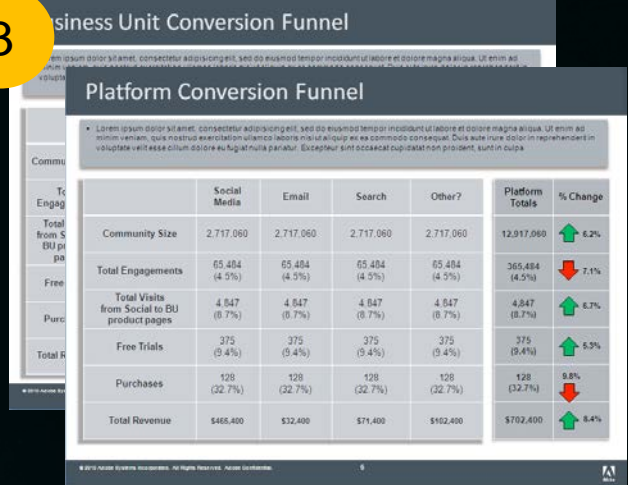
## Stakeholder Report (BU)

**2**



- Sentiment, Conversation and revenue
- Community Growth and Performance
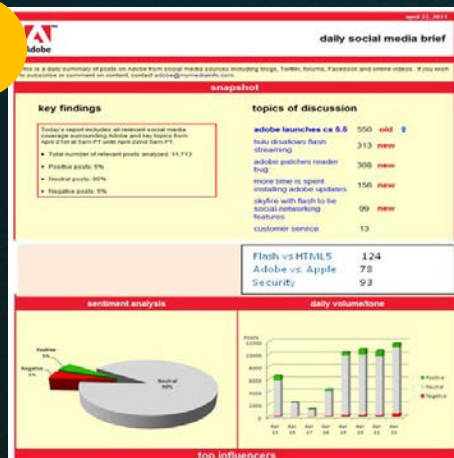- Product Conversion Funnel

## Executive Report

**3**



- Revenue – Conversion Funnel
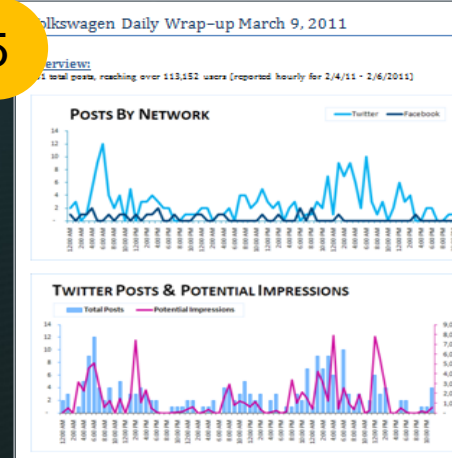- Customer satisfaction
- Brand reputation

## Daily Alerts

**4**



- Key findings
- Top topics of discussion (volume and variance)
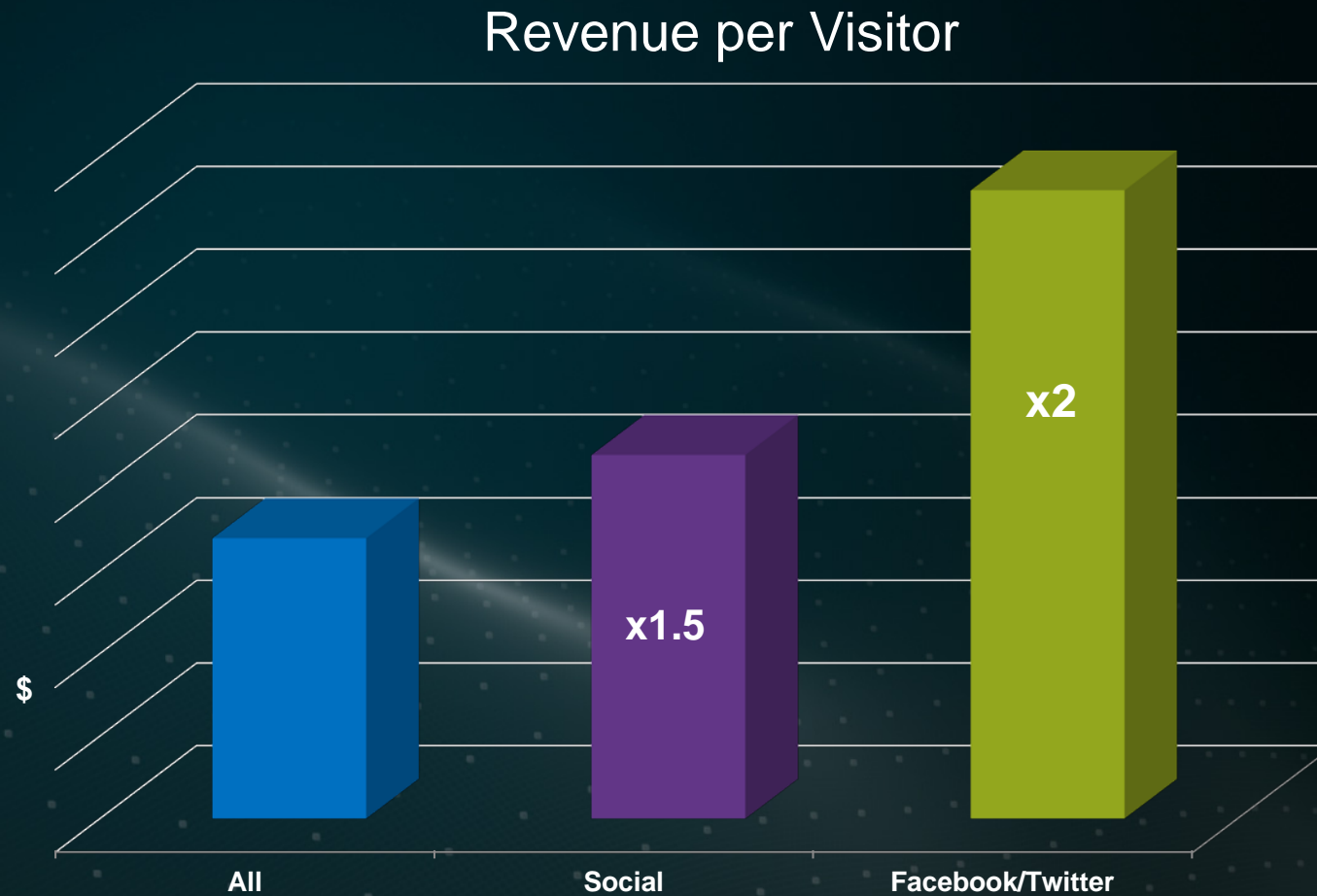- Sentiment analysis
- Daily volume / sentiment

## Campaign Report

**5**



- Volume of conversation (keyword)
- Sentiment, Conversations and Revenue
- Influencers
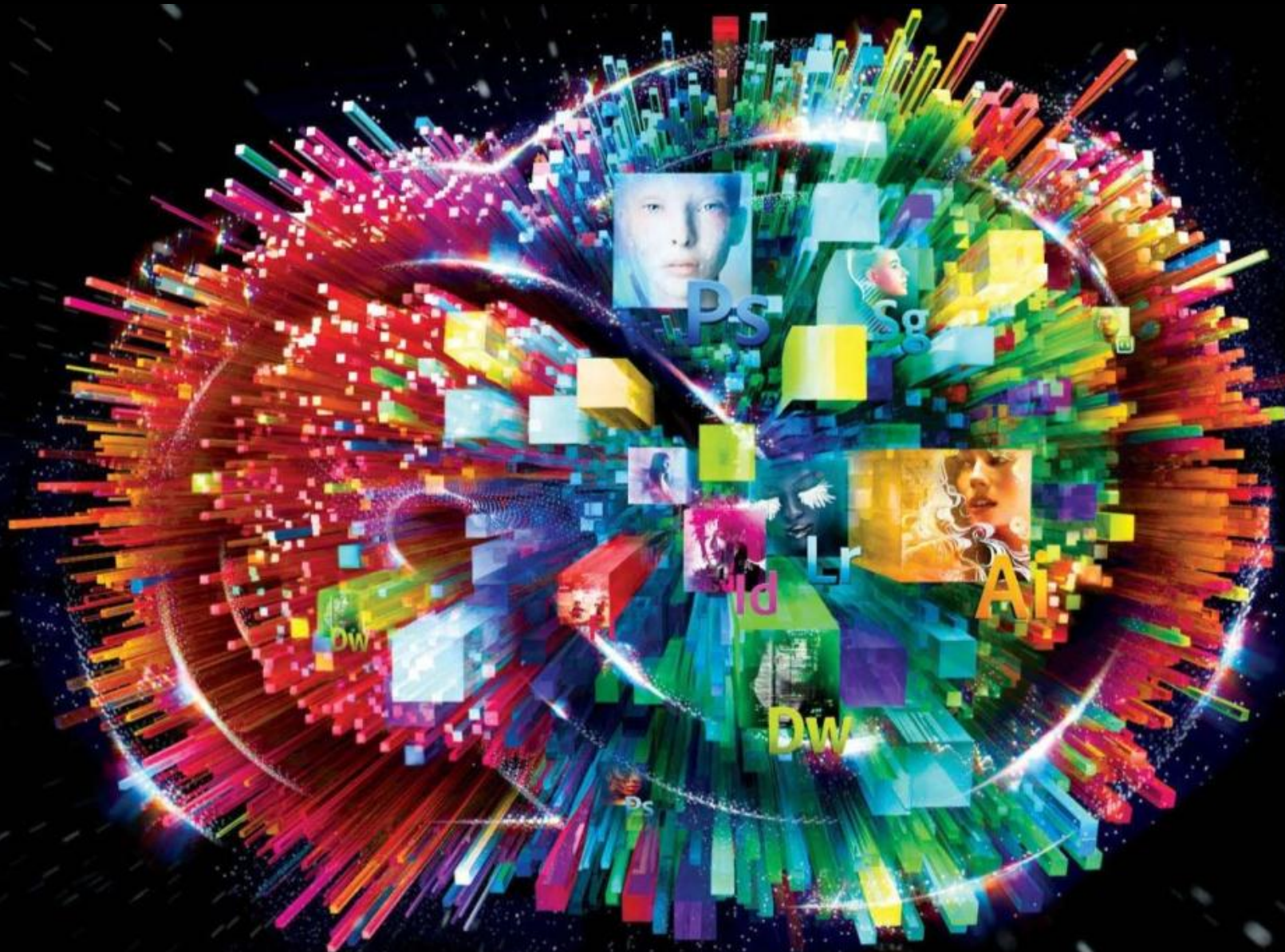- Key topics
- Conversion analysis

# Case Study

# Organized Across Teams And Time Zones

# Social Media Objectives

- Ignite Adobe's 8M strong social ecosystem and drive positive buzz

- Extend the reach of live event through social

- Drive Traffic and Pre-orders

# Amplified News and Engaged Community

- Real-time coverage of launch event,
  Scavenger Hunts and community feedback
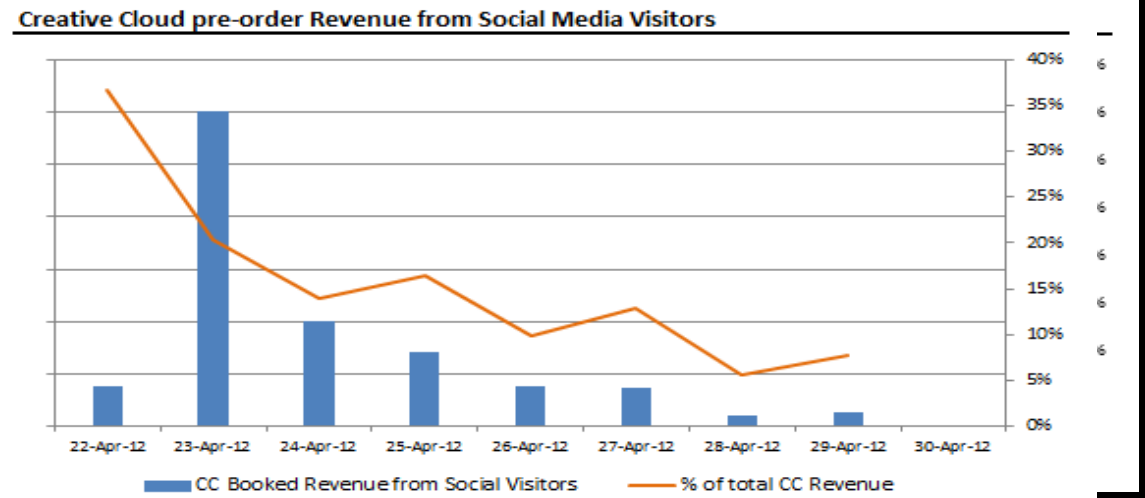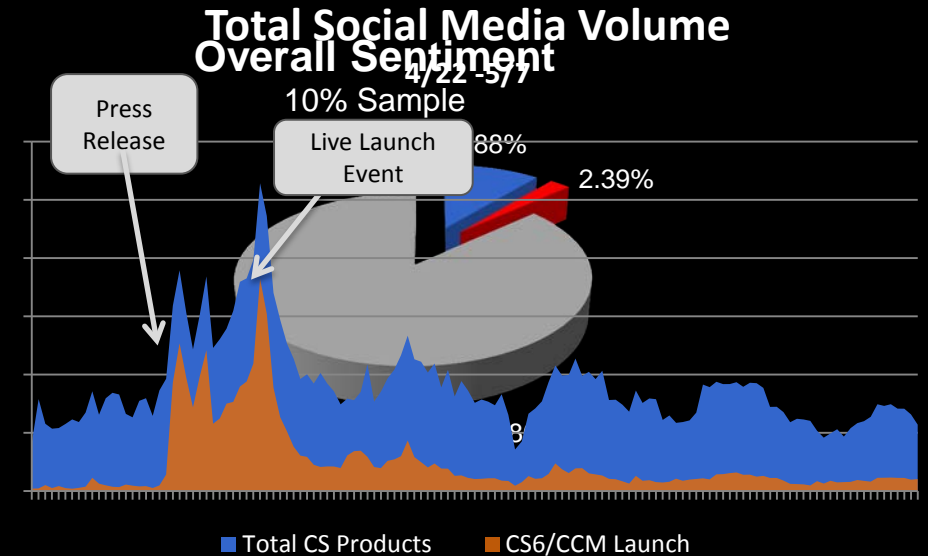
- Scavenger Hunts – Local and Online

# Measured Impact – Awareness and Conversion

- 3,000,000 YouTube views

- 600,000 total conversations in 2 weeks
  - 4x average conversation volume

- Sentiment: 99% positive/neutral drive by key features:

  

  - Overall web visits referred by social sites: 3,000,000

  - Social drove 10% of pre-order revenue:
    ### 2X ROI in <1 week
    ### 10X ROI in <6 week



Total Social Media Volume 4/22 -5/7

Overall Sentiment 10% Sample

Press Release

Live Launch Event

88%

2.39%

■ Total CS Products ■ CS6/CCM Launch



Creative Cloud pre-order Revenue from Social Media Visitors

■ CC Booked Revenue from Social Visitors — % of total CC Revenue
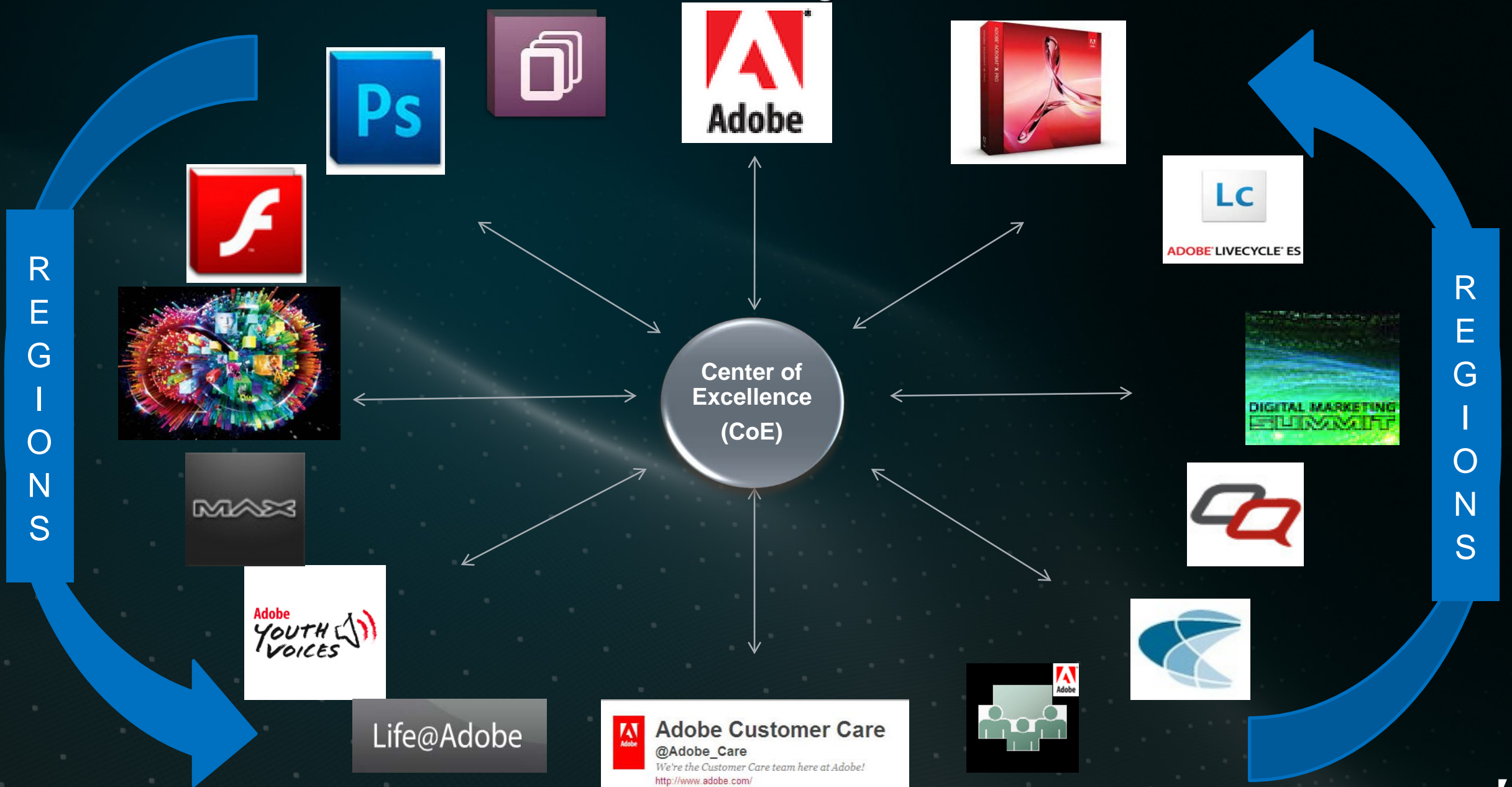
# Things We've Learned

- Organization is key

- Define social media value based on business objectives

- Look at blend of metrics to see whole picture

- Measure to know impact on business

**Center of Excellence (CoE)**

REGIONS

REGIONS

# Scaled Across Business Units and Globally