Creating Business Value Through Social Media: Organization and Measurement
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What We’ll Cover

- How we got organized
- Empowering employees
- Measurement
- 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

Coordinated/Hub and Spoke
- Sets rules, best practices,
- Spreads widely around the org
- Takes time
- e.g., Red Cross

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

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

Source: Altimeter Group
Adopted Hub-and-Spoke Model

- Social Hub/Center of Excellence
- Corporate/Brand
- Business Units
- HR
- Customer Support
- Events
- CSR
- Marketing Functions
- Global teams
Established Social Media Center of Excellence (HUB)

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

Listen
• Listening posts
• Measurement Framework
• Reporting

Enable
• Trainings
• Centralize/standardize
• Governance/policies
• Crisis Management

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

Innovate
• Pilots
• Corporate/Brand strategy
• Business Unit strategy
• Industry news and best practices
Scaled Across Business Units and Globally

Social Hub CoE

- Events
- Europe
- EEMEA
- Customer Support
- Latin America
- APAC
- Japan
- BU’s/Corporate Brand
Empowering Employees
Social Media Policies and Trainings

Guardrails more than Guidelines

Reflect Adobe’s cultural values and philosophy toward social media

“Use common sense and act responsibly”

Trainings

- Guidelines
- Basic/Advanced
- Crisis Mitigation
- How to build a social media task force
- How to build a social strategy
- What to measure
Crisis Framework

Focus on prevention (training/education/preparation)

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
Provide the right metrics to the respective audience.
Map Social Objectives to Business Objectives

- **Public Relations and Communications**
  - 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

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

- **Social channels and programs**

- **Customer service and support**
  - Support Measurement
    - Resolution Rate
    - Resolution Time
    - CSAT score (adobe.com)

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

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

**ORGANIZE**
- Define Objectives
- Identify Roles & Resources
- Listen: Benchmark Social Presence

**DEVELOP PLAN**
- Comprehensive Strategy Planning
- Global Brand Voice
- Platform/tools
- Content Strategy
- Crisis Plan

**ENGAGE**
- Right Place
- Right Time
- Influencers
- Advocates

**MEASURE**
- Online Monitoring
- Analysis, Reporting & Optimization
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: 97% positive/neutral drive by key features:
  - Overall web visits referred by social sites: 6,000,000
- Social drove 10% of pre-order revenue:
  - 2X ROI in <1 week
  - 10X ROI in <6 week
Things We’ve Learned

- Organization is key
- Mitigate risks with training
- Measure to know impact on business

What’s Next

- Integrate social media into everything we do
- Move from content aggregation to storytelling
- Continue to scale efforts
Community Growth

Social Marketable Universe
8,026,716 followers