



Social Marketing Readiness

Winning with Global Brands in the Social Age

WINNING WITH SOCIAL

In a world in which almost all global brands are “socially active,” the question is no longer *whether* Social Marketing is important. Everyone agrees that it’s crucial. The more pressing question is: *How* can you structure and evolve the global marketing organization so that it becomes Social Marketing *Ready*?

Advocates argue that there has never been a more exciting time to be a brand marketer, and that today’s social programs are paving the road for future generations. Our work with global marketing leaders across all industries indicates there is newfound confidence about *what* type of social marketing programs seem to work best for global brands – but that most global marketing organizations are still struggling to make the right decisions about *how* best to *organize* for Social Media. It takes significant experience to evolve the global marketing organization to optimally address the new opportunities and challenges that today’s new social marketing world brings. To take a random example: How do you assemble a Facebook page on behalf of a brand of beer associated in one country with an upscale reputation but perceived differently by consumers in another country? After all, many social media tools are global in their reach. That said, today organizations can reach like-minded consumers around the globe quicker and more cheaply than ever before and, with proper inspiration and brand purpose, they can set loose new brand advocates across the Web, 24 hours a day, 7 days a week, and 365 days a year.

Below, we explore lessons learned from winning players, key opportunities and challenges, and offer a strategic framework, as well as many practical tools and insights from the trenches that brands and organizations can apply to their advantage.

THE LEADING GLOBAL BRANDS™ STUDY

Over the last decade EffectiveBrands has conducted the *Leading Global Brands™* Study to define what it takes to win in global marketing. To date, over 300 global brands and 30,000 global marketers and their colleagues have participated in this unique benchmarking study. In 2011, the study focused very specifically on how global brands and marketing organizations can drive competitive advantage with social marketing readiness. For this we reached out to recognized practitioners and experts. Study participants included the CMOs, Global brand leaders and/or the heads of digital, social, Interactive (yes, many titles spring up around this topic) of AB InBev, Audi, Diageo, Google, Heineken, Kraft, Microsoft, Nestlé, RenRen, Spilgames, Starwood, Telefónica, Coca-Cola, Thomson Reuters, TomTom, and Unilever, as well as some of the smartest agencies in this area. We want to thank all for their contribution and insights.

THE BRAVE NEW WORLD OF SOCIAL MARKETING 2.0

First a few stupefying statistics. With 7 billion people inhabiting our planet, there are now some 5 billion mobile phones. That’s more than the number of people who have access to a clean toilet. About 2 billion are regular Internet users. If Facebook, with its 750 million users and 50 billion photographs, and Twitter, with its 200 million subscribers, and 100 million daily tweets, were countries, they would rank third and sixth in global population. In 2011, consumers uploaded 35 hours of video to YouTube every minute of every day – and nearly a third of consumers 25-and-under watch most or all of their television online. As for e-mail, we send out 247 billion daily, alongside the 6.1 trillion texts we wrote in the last 12 months. The funny thing is that by the time you read this, all these numbers will be out of date.



WHAT DO YOU MEAN? – THE NEED FOR DEFINITIONS

A key learning from our Leading Global Brands study is the importance – but also near-absence – of an agreed-up set of definitions to enable effective learning across organizations, and even industries. (In fact, only one of all our interviewees could claim a common set of definitions across their firm.) So let's begin by distinguishing *Social Marketing* from *Social Media* from *Social Business*.

When we use the term *Social Marketing*, we refer to the use of new, interactive social channels that allow – and in some cases *require* – brands to build new levels of connection and interaction with consumers. These channels, which include Facebook, LinkedIn, MySpace and all their relatives, offer cutting-edge opportunities for brand marketers to build increased consumer understanding and interaction and offer new ways of delivering value against the brand promise.

In contrast, *Social Media* we are talking about mostly one-way communication channels that are potentially effective for brands that seek to reach audiences in new ways. These channels include Twitter, YouTube, Wikipedia and Flickr. We refer to these as *Social Media* for two reasons. The first is that although these channels may represent attractive media buys, very little true *interaction* with consumers exists through them, and secondly, from an organizational

perspective, a well-briefed media department should be able to lead a brand's activities in this space.

Finally, some organizations have found that given the new technology available, their business model requires re-engineering to achieve competitiveness in the new social world. Intuit, the TurboTax company is a good example. Over the last few years they have moved away from selling CDs with software to an online service where the company's experts, but also other consumers, help you fill out your tax form. We refer to these implications as *Social Business*. In this paper we will focus on what we are calling social marketing, and leave it to others to focus on addressing some of the other challenges.

EXCITEMENT ABOUT SOCIAL... AND SLEEPLESS NIGHTS

Let's start with what most excites today's global marketers about social marketing. Through social, the consumer is suddenly very close, no longer nameless and faceless, but a real living, breathing person with whom the brand can interact. It's consumer intimacy at a level that most marketers have in the past only dreamt about. A close second are the unprecedented new opportunities social marketing offers to create new insights and increase brand value, and with quicksilver results, too. Finally, following a decade where marketers didn't exactly dominate inside the boardroom, social marketing presents such a potential shift in market dynamics that the rest of the organization is now also actively taking note.

At the same time, global marketing leaders worldwide still spend sleepless nights wondering, *Is social marketing worth it? Is the internal investment in time and money too high compared to other initiatives and the number of consumers the brand reaches? And, who should be leading or at least coordinating our efforts?* An additional worry is the incredible transparency that is now a reality for all brands. Breaking news about a global brand's activities somewhere else on

earth often travels much faster in the external “real” consumer world than across the sluggish silos of the corporate structure. What used to stay in Vegas now ends up as a racy two-minute-long YouTube video. And today every disgruntled consumer has a stage, a camera, a microphone, and countless likes and dislikes. Companies that once conducted annual customer satisfaction surveys now find that their newly empowered consumers are assessing organizations and brands publicly, day and night, everywhere across the globe.

For global marketing companies particularly, this means that timing and responsiveness are essential, and that all brand representatives, whether they’re employees or not, are now accountable for upholding a brand’s ongoing health and reputation across all touch points. In fact, a majority of social marketing challenges raised by marketing leaders focus on organizational readiness: How to train the team, define roles and responsibilities, get buy-in from senior stakeholders, and clarify policies and procedures. In sum, what does it take to drive the required organizational readiness?

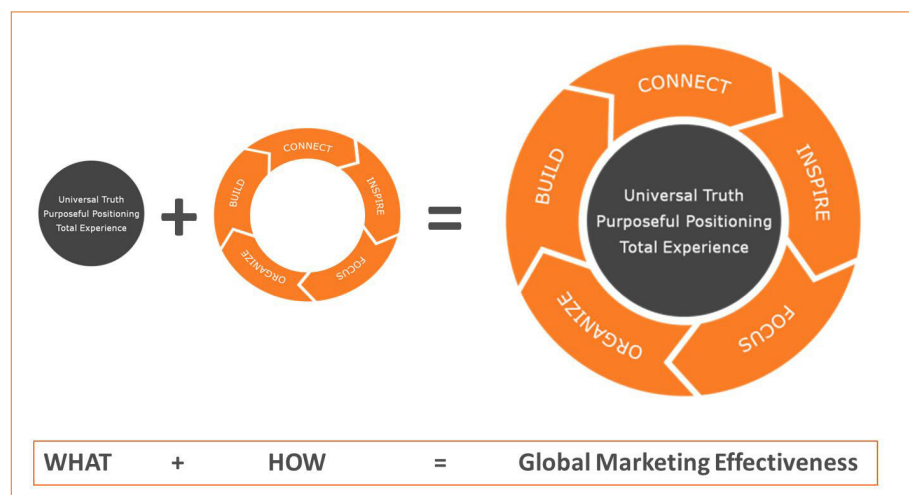
THE GLOBAL BRAND’S SOCIAL MARKETING POTENTIAL

From our perspective, the secret to achieving Social Marketing Readiness is defined by achieving the right balance between the brand’s social marketing strength and the marketing organization’s social marketing effectiveness. Put another way, Social Marketing Readiness is what happens when the Brand’s promise or purpose, the *WHAT*, is backed up by the appropriate marketing organization readiness, the *HOW*.

The *WHAT* is buttressed by three crucial components: A winning global brand must appeal to a universal consumer truth; it has to be purposeful; and it should create a relevant total experience for consumers. Let’s take these in order:

Universal Truth: Of course, there is no such thing as a ‘typical’ or ‘global’ consumer. But no matter where they call home, an average Shanghai youth today shares more habits and attitudes with his counterparts in London, New York and Moscow than he does with his own relatives living just an hour away. Whether we live in Asia or North America, our fundamental human needs remain the same. The transparency that social media create allows many global brands to appeal to “global” consumer segments that demonstrate significant similarities: We all want to live a long, healthy life. We all seek love, and happiness, and freedom, and the comforts of family. The biggest global brands from Coca-Cola to Ford have long understood this by appealing to basic needs such as happiness and freedom. And Axe continues to grow globally by appealing to universally acknowledged truths for adolescent, bedroom-bound boys who need a leg up in the mating game.

Purposeful Positioning: Appealing to a universal truth is not enough. The world’s most powerful brands have a *purpose* - they stand for something larger than selling products and making money. For the Body Shop, it’s the company’s longstanding stance against animal testing. For Dove, it is a belief in real, un-airbrushed beauty, regardless of a woman’s age, shape or size. In a commoditizing transparent world consumers respond positively to brands that stake a claim and in many instances, will take ‘support the cause’ by becoming online and social brand advocates and ambassadors.



The results can be astounding; When Dove posted a YouTube film exposing the myth of real beauty, it was shared socially to over 140 million consumers. And millions of online consumers viewed Dulux Paint's global Let's Color campaign after TED recognized it as an idea worth sharing. We believe that a truly purposeful brand has the biggest opportunity to benefit from social marketing, as its global employees and consumers will be inspired to spread the good work the brand is doing, resulting in an increase in sales revenues.

Total Experience: In this category, we place Harley-Davidson as a great example, positioning itself not as a motorcycle manufacturer, but as a brand whose lifestyle-inspired mission is to empower consumers the world over to lead dynamic, adventuresome lives. A brand that creates a total experience forges an emotional bond with consumers across all relevant touch points, many of which are contemporary and social.

The above three *WHAT* descriptors drive a new total brand experience requirement: If today's consumers can dictate the communication agenda (which they can) and collaborate on brand mix messaging (which they do), then the marketing and indeed organizational approach needs to evolve from the traditional *Integrated Local 360-degree* perspective, to a new and highly demanding *Global 365 Total Experience Approach* – one where brands offer value in many ways and communicate swiftly and responsively 24 hours a day, 7 days a week, 365 days a year where appropriate. Kraft has been a leader in embracing this new approach. Its recipes and cooking tips are now available across many new channels – all with helpful shopping list generators. Aisle by Aisle. And Stella Artois, the beer, created an online Club, *La Societe*, where invited consumers can interact and bond with the brand, contribute suggestions and benefit by learning how to tap the perfect draft.

THE HOW: THE KEY TO SOCIAL MARKETING READINESS

As we look at the key characteristics of winning social brands, it becomes clear that the opportunity to build stronger brand-consumer relationships is greatly

expanded when the entire brand organization, and not just a few media, PR or marketing people, get involved in consumer conversations and delivering value on the brand promise. This may suggest that it is up to the leaders of brands to choose whether to unleash the power of the complete organization or not.

Not true. We believe that the opening-up of the organization is a surefire necessity for *every* brand and all organizations behind them. Read on.

As the world moves at breathtaking speed towards this 365 always-on total experience state, a new suite of challenges, demands and opportunities appears. Consider Heineken, which in the old days hosted quarterly events and carried out monthly TV buying, but which has now moved to daily Facebook page adaptations, almost hourly Twitter feeds and, during European Champions League matches, continuous live interaction with consumers through iPhone and Android Apps.

To understand how winning social marketing organizations are making this work, we leveraged the Drivers of Global Marketing Effectiveness framework. How do the companies and brands that excel in the social marketing space *connect* the different parts of the company to ensure interdependence; *Inspire* the company and all key stakeholders to take the risk associated with venturing into new social territories; *Focus* their initiatives so that they drive the business agenda and build learning; *Organize* media, marketing and business teams to create clarity on who should be doing what; and *Build* the new capabilities required for success in social marketing (a subject, we might add, that no one was taught at business school)?

At the same time, we wanted to let global marketing leaders benchmark their own company's social marketing readiness. For this, we differentiated three levels of readiness – *Hygiene*; *Competitive*; and *World-Class* - then mapped the specific processes, procedures and actions we found in the organizations we studied. And, for every stage we specifically focused on *how much of the organization needs to be involved at each level of social marketing readiness*.

Under *Hygiene* we have listed the basic actions and processes, the core ingredients that any organization needs to have in place to build a baseline social media presence. At the *Competitive level*, we set out actions and processes required for a global brand to maintain status quo and competitiveness within most industries. And at the *World-Class* level, we list the processes and examples found *only* in those companies we feel are designing the future and that appear to be poised to leverage social marketing to move ahead of the pack.

Immediately worth noting that in a *World-Class* organization, social marketing almost always goes way beyond traditional marketing and into all facets of a business, from the CEO to the rest of the board, from legal to supply chain. In short, a total unified organism that is in some part involved in social brand interactions, connecting and leveraging the sum of all organizational expertise through social and linking directly to total business results.

We'll start by looking at the HOW of connecting the different parts of the organization, inspiring key players of the organization (including the board, and specialists, including other partners) and focusing everyone around what the organization is trying to achieve in social, while organizing it in such a way that clarifies responsibilities. The goal is to embed skills, training, content, and processes across the entire organization to create the consistent, always-on state we call Global Market Readiness.

Connect is about building interdependency in an organization, the overriding sense that everyone in the company will benefit from social marketing success. We're not just referring to the interdependence between global, local and regional marketing teams, but also between sales and marketing, or corporate PR and marketing.

At the *Hygiene* level, social media activities are often led by the brand's media team and crucial is that colleagues running social media programs for the same brand, no matter where in the world, know about each other's activities. Social media requires a high degree

of consistency and connectivity to ensure a uniform experience for consumers. In firms at the *Hygiene* level, we often sense urgency to act, as very often this connectivity is lacking, and the brand risks being caught out, with the right and left hand unaware of what the other is doing.

As we study firms at *Competitive* level, we note that the sphere of influence inside the firm gets bigger. Now it's not only the media people, but the marketers who are considering the brand mix, and leveraging social media as a marketing tool to learn from and engage consumers in new ways.

Bringing all marketers into the mix often means having to focus on connecting also with what we call the 'Lost Generation' – those key decision-makers that are sitting on the budgets, but don't truly understand the new landscape. Often these leaders have children under the age of 10, an age where kids aren't yet active in social media. Others with tween or young adolescent children intuitively understand social media, and learn new tricks daily from their kids.



At the *Competitive* level, all key decision makers are connected to key initiatives and there is a spirit of interdependency that allows teams to build on each other's work and not reinvent unless absolutely necessary. Starwood is a good example. The organization has different pages on Facebook for all its branded hotels, from the W to the Westin to the Sheraton. Yet behind the scenes, there is a single organizing brain or engine that oversees and unifies every nuance of the organizational

brand. Starwood social marketing employees know one another, use the same technology, make it a point to remain connected, and leverage an identical organizational expertise for each and every one of the company brands. Which is another way of saying that high *connectivity* is a leading hallmark of *Competitive*.

At the *World-Class* level, it's not just about the entire organization being aware of both the risks and rewards of going social. People are actually using social tools to do their job better. Example: 16,000 Telefonica employees use Yammer, a social media collaboration tool, to help them develop marketing tools quickly and collaboratively. Only when marketers and the broader key decision-making group within the company are actually using social media for themselves, and their work, can we say this is a *Competitive* advantage on the way to becoming *World-Class*.

INSPIRING THE ORGANIZATION ABOUT GOING SOCIAL

Our next driver focuses on inspiration. It's about igniting the organization not just around the opportunities inherent in social marketing, but around the purpose of the brand, and the organization itself. Social media pioneers need to feel that it is recognized that what they are doing is important. As the company moves from *Hygiene* to *Competitive*, they require recognition not just within the media or marketing community, but also from the CEO and from a board actively experimenting with examples. As we move from *Competitive* to *World-Class*, all key players, from supply chain and sales, to HR and finance, understand and are inspired about the new opportunities to interact with customers and consumers.

Example: At the *Hygiene* level, social media and marketing programs might just be shared internally. As we evolve to *Competitive*, we see companies creating internal awards that recognize Best Practices and various pioneering programs. In *World-Class*, few things are more inspiring to marketers than to see their performances rewarded in conferences, or by outside experts.

At the *Competitive* level, we rate AB InBev, the world's largest brewery. This firm took their whole board to

Stanford to learn how Facebook and Foursquare – the social media tool where consumers can “check into” bars and restaurants – could positively affect their business. For a company in the beer, entertainment and social activity business, it matters a lot when a board demonstratively takes the lead.



At the *World-Class* level, consider Zappos, a company hugely advanced in how it uses Twitter and almost all other social media tools to deliver its core promise of delivering friendly customer service. CEO Tony Hsieh offers new employees the option of leaving the company after two months, with two months of pay, on the assumption that if they leave, they weren't there for the right reasons anyway. Is it any surprise that those employees who stay are genuinely inspired by the joy they take in delivering Zappos's brand promise? And does this enthusiasm come across in all their social marketing activities? Absolutely.

FOCUSING THE ORGANIZATION: ALIGNING SOCIAL MARKETING KPIs AND TARGETS

Let's talk about focus. Once you have people excited, the next step is to ensure that you align your targets, strategies and measurements. Once your people believe in the brand purpose, they will run with it. Smart social marketing organizations ensure that the social marketing activities are included at the appropriate strategic planning level, firmly linking initiatives to the brand's overall media, marketing or overall business objectives.

At the *Hygiene* level, we find that companies have now made social media a fixed component of a brand's

media plan. And that there is an agreed-upon set of global KPIs across all social projects, including pilot programs. Once these are in place, you can compare effectiveness across projects.

In companies at the *Competitive* level, we find that social is included firmly in the marketing plans, and focused on the questions, *How do we learn from Customers? And How are we interacting with consumers? And, Are there new ways of delivering our value through the social channel?* At the *Competitive* level, KPIs are no longer specific to social media, but are linked to overall brand KPIs such as awareness, preference and loyalty. Some firms at this level offer spending guidelines. As social marketing interactions increase, linkages begin to take shape. Coke, for example, has found a direct correlation between how many “Likes” it has on its hugely popular Facebook page, and purchase intent.

Having a set of spending guidelines is a hallmark of *Competitive* companies, that don’t just sit back and wait for the communication or media department to come up with spending plans. Instead, they have recommended spending guidelines, e.g. we want 80 percent on traditional, 10 percent on new social channels with proven results, with the final 10 percent devoted to experimental pilot programs with a strong likelihood of success.

As we learn from *World-Class* firms we note that the KPIs for social marketing activities often translate all the way down to sales and profit. Take Intuit, whose social activities are judged on whether or not they generate



more sales and services. Also, the overall KPIs of the business performances become the KPIs for the social marketing and social business activities.

Unilever’s DOVE is a *Competitive* example for focus. Dove carries out its marketing and strategy planning in a “media-agnostic” way, in which an individual job to be done is defined, rather than the media, drives planning. With this job to be done, Dove assembles all appropriate agencies into one room, including partners like Facebook, and asks, *What’s the best way to do it?* Dove then creates a mix that delivers against that job. The Dove Self-Esteem Weekend is the result of the endeavor, in this case a Facebook promotion coupled with big offline advertising campaigns.

At a focused, *World-Class* level is Nike. Nike is less in the shoe business than it is in the business of being a total service brand that helps consumers become better athletes. Nike facilitates everything from global runs to personal coaching programs, along the way enabling consumer interaction and building loyalty. Inside Nike, the channel-agnostic byword is: *If it helps deliver brand purpose, it’s important.*

WHO’S IN CHARGE? CLARITY ON SOCIAL MARKETING ROLES

An extremely challenging area for many organizations is, *How do we orchestrate and clarify all these different initiatives?* In fact, the very first question everyone asks is: *Do we first need a social media or marketing point person?* We believe the resounding answer is YES!

A defining characteristic of programs that deliver better quality, and better economics, is that they have a single point person. Often at the *Hygiene* level, it’s someone, a specialist within the media team that leads the activities, with one legal or corporate PR person serving as a check.

As we move to *Competitive*, many organizations have created either a single locus, or a virtual Center of Excellence, that oversees everything social on the company’s behalf, and helps coordinate programs. Social becomes a defined role, a new and core ingredient of the marketing operating model. As we move further into

World-Class, the social marketing role breaks up into more specialized roles, such as for example; Community Managers. Also, importantly: in *World-Class*, it's clear that organizations have migrated beyond their innate fear of letting employees participate in social media, instead lobbying for employees to interact across all channels of social media, using only Light Touch guidelines.

As a *World-Class* example, consider Dell's Social Media Listening Command Center, a hub that monitors and responds whenever necessary to all social interaction with or about Dell, then spreads this learning across the rest of the organization. Companies at the *World-Class* level understand that when 'they go social' eventually everyone in the company will be exposed to social marketing and these organizations operate on the assumption that everyone in the company should be free to speak their minds online. If you accept that this is ultimately the future for all organizations, the question then becomes: *How does marketing work with HR to ensure that every employee is not only inspired by the brand purpose but also understands how they can add value in delivering this in the world?*

This is important because although we believe that most successful global companies once started off with a strong purpose, today's reality is often that this goal has been lost in translation or diluted over the years. As time goes on, leaders focused on profit took over from founders and particularly large and complex organizations often become staffed by people who no longer intuitively understand the meaning of the brand. So marketing and HR together need to take a step back and ask: *Is everyone present convinced of our purpose? If every employee will be, in effect, a spokesperson, How inspired are they by our brand? How will they speak about us?*

At the *Competitive* level, Coke has an internal Center of Excellence dedicated to social media, through which every social media initiative first has to pass; However, it only has 24 hours to respond or suggest a change, or a correction, after that the initiative is automatically green-lighted. This provides checks and balances in a seamless, highly efficient way.

As an example of *World-Class*, we turn to Best Buy, the retailer. *We have all these employees who are standing around our stores, waiting for people to come in, the company reasoned. Why don't they go online and help consumers?* In response, Best Buy rolled out the "Twelp Force," comprised of thousands of employees who deliver the Best Buy promise every moment of every day across the globe. Can you think of a better way for an organization's employees to convey a purposeful brand promise?



BUILDING SOCIAL MARKETING CAPABILITY

So how do you take the final step of delivering capability? What does it take to deliver tools, information and training? In our experience, it comes down to two questions: How close is everyone to the brand purpose, and how comfortable and well versed are they in using social media? These two questions drive where employees need to be trained.

Consider carmaker Porsche, headquartered in southern Germany. We have no doubt that Porsche employees are highly inspired by the brand. But our educated guess is that most of the Southern German engineering workforce may not be expert Social Media users. We can't help wondering: Might there be some way to help these employees share their enthusiasms online among car and racing aficionados?

An opposite example is RIM, the makers of Blackberry. As a technology company, no doubt most RIM employees are well-versed in social media, and could speak about the brand eloquently in the social

marketing space. But recent and well publicized spats across the blogosphere suggest that many RIM employees have lost the connection to the company's core purpose. We have even seen lots of online communications where employees are complaining to and about the company's board. From a building capability standpoint, here is an organization that could benefit from focusing first on what they are as a brand, a company, and have as a purpose. In this respect, they could learn from a *World-Class* organization such as Zappos, whose immersive training answers the conjoined questions, *Who are we? and How do we work?* Simultaneously and powerfully.

Another difference between *Hygiene* and *Competitive* level organizations is the preparedness for crisis scenarios. After all, things will invariably go wrong. All relevant employees need to understand who to contact and which emergency plan to initiate in case of a serious product complaint or issue. Having such a scenario plan in place can be the difference between a major out of control social media crisis and the opportunity to earn respect with a fast and thorough reaction.

Specifically focusing on the social media and marketing skills required we find that *Hygiene*-level companies, because they often lack sufficient communication among social media practitioners across the globe, they risk making the same mistakes over and over again, a risky and expensive proposition. As organizations move to *Competitive*, there is dedicated training so marketers can learn to become social marketing leaders. *Competitive* companies also ensure that someone in the company is now responsible for codifying all relevant social marketing learning, and creating toolkits and Best Practice training programs internally.

To use one of our favorite *World-Class* examples, at Zappos social marketing skills are embedded in the original immersion when employees join the firm. It's an open company, with specialized training, where employees learn how to speak and engage with customers across every medium from day one. Another *World-Class* example is Diageo the drinks company, because this organization to date has taken almost 1000

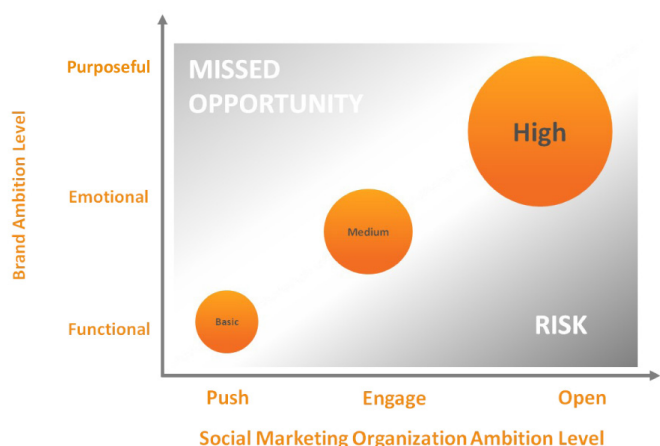
of its most senior business leaders (from marketing to supply chain) to Facebook, then ran them through a boot camp, asking them to consider the question, *What could Facebook and the social world mean to our business? What implications could it have for our future?* Even better, Diageo is expanding their program in order to help leaders consider new ways to deliver value.

PUTTING IT ALL TOGETHER: THE ROAD TO WINNING IN SOCIAL

With the social marketing world evolving around us at warp speed, with new channels, with a need for transparency taking center stage as never before, an enormous opportunity presents itself: getting closer to your consumer, learning from your consumer, and adding more value to your consumer. It's what gets every marketer out of bed in the morning – and in today's social marketing world, it's more possible than ever.

Our conclusion is that as this plays out the biggest opportunities will be for brands that are purposeful and open.

If, as we do, you accept that over time everybody from employees to consumers will be online, and speaking their minds about the company or brand, then one thing is important: You must ensure that what you stand for as a brand, and what you do online in the social world, are in sync. If your highest benefit level is purely functional we recommend a social strategy that stays focused on push channels, much like advertising across a new channel. If your brand has a significant emotional



bond and benefit to offer than the social opportunity is bigger and we would recommend having an ‘engage’ strategy where interactive learning and adding value is taken to a next level. But if you and your employees feel that the brand is truly purposeful, why limit the social effort there? What could be better than having all your own employees and all consumers that support your purpose championing the brand and creating rumor around the brand in the social world?



a negative Tweet, or to the demands of an online consumer group, and how quickly and deftly could you turn these challenges into opportunities? In short, how Socially Marketing Ready are you?

In the future, we believe that the most open, finely aligned organizations will win the game by unleashing online consumers to speak about, and grow, their brands in ways marketers may not even have imagined. No matter what stage you’re at, ask yourself: what is the appropriate social marketing organizational ambition? What capabilities should you build? Is everyone in the organization attuned to the brand promise and purpose? Are you sufficiently fluent in social media? How would you respond to

By combining the *What* of your brand strength with the *How* of your organization’s internal structure, openness and readiness to deliver on those promises, we can almost guarantee that every future challenge of your organization will turn into an opportunity.

If you are interested in a detailed findings report presentation, please feel free to contact: Jaron.Berkhemer@effectivebrands.com

About EffectiveBrands™

EffectiveBrands is the only global marketing consultancy specifically focused on increasing global marketing effectiveness. We support the development and embedding of global marketing strategy, structure and capability. You can reach our teams in New York, London, Amsterdam, Singapore and Tokyo by writing an e-mail to info@effectivebrands.com or visiting our website at www.effectivebrands.com.



Copyright Notice: The contents of this white paper are protected by copyright and may only be reproduced, stored in a retrieval system, or transmitted in whole or in part, in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise by specifically mentioning EffectiveBrands as the source. EffectiveBrands™, *Leading Global Brands™*, *Purposeful Positioning™*, *The Global Brand CEO™*, *Share of Experience™*, *SocialMarketingReady™* and *The Effective Global Marketing Roadmap™* are all trademarks of EffectiveBrands Inc.

NEW YORK

648 Broadway, Ste 502
New York, NY 10012
USA
T: +1 212 358 9638

AMSTERDAM

Singel 540
1017 AZ Amsterdam
The Netherlands
T: +31 20 330 2636

LONDON

28-30 Little Russell Street
London WC1A 2HN
United Kingdom
T: +44 20 7831 8444

SINGAPORE

17A Duxton Road
Singapore 089483
T: +65 6221 3693

www.effectivebrands.com
info@effectivebrands.com

© 2011 EffectiveBrands